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Appendix E: Agency Survey Responses

This document consolidates responses gathered from survey questionnaires completed by the business process owners of Alaska's statewide administrative systems for use in the business case analysis.

E.1. OFFICE OF THE GOVERNOR, OFFICE OF MANAGEMENT AND BUDGET

Agencies will complete this two-part questionnaire. The Agency Information and Systems Background Information sections below will be completed once for the agency. The Administrative System Information needs to be provided for each administrative system controlled by the agency.

Agency Information:

1. Agency:

Office of the Governor, Office of Management and Budget

2. Name and phone number of the person coordinating the agency response to these questions:

Will Belknap, 907-465-4674

Joan Brown, 907-465-4681

3. Identify the agency offices/locations and number of employees per location:

Court Plaza Bldg, Juneau, AK – 17 employees

Systems Background Information:

4. What administrative system functions are implemented within your agency controlled systems? (Mark all the administrative functions from the list below.)

- | | |
|--|---|
| <input type="checkbox"/> Accounts Payable | <input type="checkbox"/> Labor Relations |
| <input type="checkbox"/> Benefits Management | <input type="checkbox"/> Payroll |
| <input checked="" type="checkbox"/> Budget Management | <input type="checkbox"/> Project Accounting |
| <input type="checkbox"/> Capital Assets | <input type="checkbox"/> Purchasing |
| <input type="checkbox"/> Contract Management | <input type="checkbox"/> Position Control |
| <input type="checkbox"/> Facilities Management | <input type="checkbox"/> Receipt Management |
| <input type="checkbox"/> General Ledger | <input type="checkbox"/> Training Management |
| <input type="checkbox"/> Grant Management | <input type="checkbox"/> Travel |
| <input type="checkbox"/> Grievance Management | <input type="checkbox"/> Treasury & Banking |
| <input type="checkbox"/> Inventory Management | <input checked="" type="checkbox"/> Reporting and Information Access |

5. Do all your Agency's divisions, sections, etc. use the state's standard administrative systems (eg. accounting, budget, facilities, human resource, payroll, treasury/banking)? (List of the state's standard administrative systems is provided in section 2.5.)

- Yes** No

If No, please explain below the reason(s) for not using the state's standard system.

The following form for Administrative System Information needs to be provided for each administrative system controlled by your agency.

Administrative System Information:

Replace italicized instructions with desired information.

Name Of The Administrative System:	Alaska Budget System (ABS)	
Type Of System (select one):	Commercial System	Developed System
System Implementation Date & Duration:	Phased implementation beginning in Fall 1997.	
Time Needed To Implement The System:	36 months	
Business Reasons For System Selection:	Lack of packaged software that met requirements. Ability to customize as business needs changed.	
Lessons Learn:	Separate document "Lessons from development of ABS.doc" provided to Mark Xavier	
System Strengths:	<ul style="list-style-type: none"> • ABS was specifically designed to meet the needs of Alaska's statute and policy driven budget process. • The system has several elements that provide flexibility for the OMB staff and its customer base. <ul style="list-style-type: none"> • Easy to establish new budgetary structures and fund sources. • New transaction codes are easily included. • Reports and sorts are easy to establish and change. • Utility functions make budget generation and manipulation minimal effort. • Users can establish scenarios on budget variations to model different criteria; copy of existing scenarios and data make modeling variations relatively simple. • Users can choose when to establish budget changes based upon current AKPAY information transferred to ABS. • New systems terminology has been established and accepted within the budget community. • System stability has improved over time to where three or four patches or upgrades are required per year. • Different levels of security allow users to control their budget creation and maintenance; protect roll-up submissions. • Two-way interface to legislative budget system. • System up-time extremely high. • Technical architecture of PowerBuilder front-end, DB2 database, and client/server platform with thick-client is stable and has vendor viability. 	
Areas For Improvement:	<ul style="list-style-type: none"> • Client/server architecture requires manual client synchronization to apply patches and upgrades – this has been managed acceptably to date. • One-way interface from ABS to AKSAS. • Program budget revisions done under delegated authority to agencies in AKSAS must be manually synchronized in ABS. • Establishment of year-end Final Authorized and Actuals Report is a labor-intensive process. 	

	<ul style="list-style-type: none"> • Fund Sources in ABS and Revenue Accounts in AKSAS are in different structures. • Reimbursable Service Agreements (RSAs) are difficult to reconcile. • Multi-year appropriations have increased in use; however budgetary and accounting systems are not designed to handle them easily. • Base information is duplicated between ABS and AKPAY with manual updates required: <ul style="list-style-type: none"> • Class codes. • Job titles. • Current salaries within position. • Location codes (used to determine pay differentials.) • Legislative budget imports into ABS require significant manipulation because the systems maintain differing mandatory fields. • No archiving features established for historic data; not a significant performance problem, however, it is noticeable on current platform; hardware is being updated.
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Approximate Number Of Users Supported By This System	
System Users	Number of Users
Approximate Number Of "Concurrent" Users:	100 (peak use in early November)
Approximate Number Of "Day-To-Day" Users:	30
Approximate Number Of "Casual" Users:	300
Other (provide description):	
Other (provide description):	

Implementation Costs For This System	
Cost Component	Approximate Cost
Hardware:	~\$10,000 for development PCs (server already purchased by ITG)
Software:	~\$40,000
Consultant / Contractors:	~\$300,000
Other (provide description):	~\$25,000 for training
Other (provide description):	
State Staff To Implement:	5 (3 programmers, 1 project manager, 1 trainer)
FTE Cost:	~\$1,050,000 (5FTE*70K*3yr)

Operating Costs For This System		
Cost Component	Approximate Cost	
Licensing Agreement:	\$2600 (2 X PowerBuilder license)	
Software Support Contracts:	\$0	
Hardware Maintenance:	\$4000 (upgrades for developer PCs)	
Consultant / Contractors:	\$0	
ITG Chargeback:	~\$52,000 (~\$43K total user chargeback spread amongst all depts + \$9K Terminal Server charge to OMB)	
Other (provide description):	\$500 for TE Developer's Kit (RTF OCX control software)	
Other (provide description):		
State Staff Needed To Maintain and Operate The System	State Staff FTEs	FTEs Cost
Business Analysts:	0	0
Programming and System Maintenance:	2	~\$160,000
Network/System Operations:	Some amount of ITG DBA time but no dedicated person and included in ITG chargeback.	
System Security:	Some amount of ITG DBA time but no dedicated person and included in ITG chargeback.	
Help Desk/End User System Support:	Programmers/OMB budget analysts handle end user support.	
Other (provide description):		
Other (provide description):		

E.2. DEPARTMENT OF ADMINISTRATION

E.2.1. Office of the Commissioner – Labor Relations

Agencies will complete this two-part questionnaire. The Agency Information and Systems Background Information sections below will be completed once for the agency. The Administrative System Information needs to be provided for each administrative system controlled by the agency.

Agency Information:

1. Agency:

Office of the Commissioner - Labor Relations

2. Name and phone number of the person coordinating the agency response to these questions:

Adrienne Snow, 465-3845

3. Identify the agency offices/locations and number of employees per location:

10th floor SOB – Juneau, 9 employees

Systems Background Information:

4. What administrative system functions are implemented within your agency controlled systems? (Mark all the administrative functions from the list below.)

- | | |
|---|--|
| <input type="checkbox"/> Accounts Payable | <input checked="" type="checkbox"/> Labor Relations |
| <input type="checkbox"/> Benefits Management | <input type="checkbox"/> Payroll |
| <input type="checkbox"/> Budget Management | <input type="checkbox"/> Project Accounting |
| <input type="checkbox"/> Capital Assets | <input type="checkbox"/> Purchasing |
| <input type="checkbox"/> Contract Management | <input type="checkbox"/> Position Control |
| <input type="checkbox"/> Facilities Management | <input type="checkbox"/> Receipt Management |
| <input type="checkbox"/> General Ledger | <input type="checkbox"/> Training Management |
| <input type="checkbox"/> Grant Management | <input type="checkbox"/> Travel |
| <input checked="" type="checkbox"/> Grievance Management | <input type="checkbox"/> Treasury & Banking |
| <input type="checkbox"/> Inventory Management | <input type="checkbox"/> Reporting and Information Access |

5. Do all your Agency's divisions, sections, etc. use the state's standard administrative systems (eg. accounting, budget, facilities, human resource, payroll, treasury/banking)? (List of the state's standard administrative systems is provided in section 2.5.)

- Yes** No

If No, please explain below the reason(s) for not using the state's standard system.

The following form for Administrative System Information needs to be provided for each administrative system controlled by your agency.

Administrative System Information:

Replace italicized instructions with desired information.

Name Of The Administrative System:	Alaska Labor Relations Agency Database (ALRA)	
Type Of System (select one):	<i>Commercial System</i>	Developed System
System Implementation Date & Duration:	Provide the approximate date the system was successfully put into production.	
Time Needed To Implement The System:	No idea	
Business Reasons For System Selection:	We had Access on the computer	
Lessons Learn:	Hire a professional to set up systems such as this	
System Strengths:	<ul style="list-style-type: none"> • Access database of filings, hearing schedules and decisions. 	
Areas For Improvement:	<ul style="list-style-type: none"> • Improve technical support. • Enhance with reporting capabilities. • Provide triggering mechanism for analyst workflow. 	

Approximate Number Of Users Supported By This System	
System Users	Number of Users
Approximate Number Of "Concurrent" Users:	One
Approximate Number Of "Day-To-Day" Users:	None
Approximate Number Of "Casual" Users:	One
Other (provide description):	None
Other (provide description):	

Implementation Costs For This System	
Cost Component	Approximate Cost
Hardware:	No idea
Software:	0
Consultant / Contractors:	0
Other (provide description):	No idea
Other (provide description):	
State Staff To Implement:	No idea
FTE Cost:	No idea

Operating Costs For This System		
Cost Component	Approximate Cost	
Licensing Agreement:	Its an Access system on the main frame.	
Software Support Contracts:	None planned	
Hardware Maintenance:	None planned	
Consultant / Contractors:	No one anticipated to be needed	
ITG Chargeback:	If we used this system much and there were problems we would have charges I'm sure.	
Other (provide description):	0	
Other (provide description):		
State Staff Needed To Maintain and Operate The System	State Staff FTEs	FTEs Cost
Business Analysts:	Approximate number of FTEs needed to operate the system.	Approximate dollar value of FTEs needed to operate the system.
Programming and System Maintenance:	0	
Network/System Operations:	0	
System Security:	0	
Help Desk/End User System Support:	.10	?
Other (provide description):	Approximate number of FTEs needed to operate the system.	Approximate dollar value of FTEs needed to operate the system.
Other (provide description):		

Name Of The Administrative System:		Performance Evaluations Investigations (PEI) and Performance Evaluations Appeals (PEA) Systems	
Type Of System (select one):	Commercial System	Developed System	
System Implementation Date & Duration:	No idea		
Time Needed To Implement The System:	No idea		
Business Reasons For System Selection:	We had Access already		
Lessons Learn:	Hire a professional to set up programs for things such as this		
System Strengths:	<ul style="list-style-type: none"> • Access database of filings and decisions. 		
Areas For Improvement:	<ul style="list-style-type: none"> • Improved procedures and instructions for use. • Professional development of system. • Part of future grievance tracking system acquisition. • Explore mature systems that provide greater degree of "best practices." 		

Approximate Number Of Users Supported By This System	
System Users	Number of Users
Approximate Number Of "Concurrent" Users:	None
Approximate Number Of "Day-To-Day" Users:	None
Approximate Number Of "Casual" Users:	None
Other (provide description):	None
Other (provide description):	System no longer in use

Implementation Costs For This System	
Cost Component	Approximate Cost
Hardware:	No idea
Software:	No idea
Consultant / Contractors:	None
Other (provide description):	
Other (provide description):	
State Staff To Implement:	Approximate number of Full-Time Equivalent (FTE) state employees used to implement the system. --One
FTE Cost:	We have no idea

Operating Costs For This System		
Cost Component	Approximate Cost	
Licensing Agreement:	None	
Software Support Contracts:	None	
Hardware Maintenance:	None	
Consultant / Contractors:	None	
ITG Chargeback:	None	
Other (provide description):	System not in use.	
Other (provide description):		
State Staff Needed To Maintain and Operate The System	State Staff FTEs	FTEs Cost
Business Analysts:	None – System not in use	0
Programming and System Maintenance:		
Network/System Operations:		
System Security:		
Help Desk/End User System Support:		
Other (provide description):	None	0
Other (provide description):		

Name Of The Administrative System:	Human Rights Database	
Type Of System (select one):	Commercial System	Developed System
System Implementation Date & Duration:	Approximately 1987	
Time Needed To Implement The System:	No idea	
Business Reasons For System Selection:	No idea	
Lessons Learn:	What lessons did your Agency learn from the implementation of this system that may be helpful for the Statewide System Replacement Project Team to understand?	
System Strengths:	<ul style="list-style-type: none"> • Access database of filings, hearing schedules and decisions. 	
Areas For Improvement:	<ul style="list-style-type: none"> • Improve technical support. • Enhance with reporting capabilities. • Provide triggering mechanism for analyst workflow. 	

Approximate Number Of Users Supported By This System	
System Users	Number of Users
Approximate Number Of "Concurrent" Users:	1
Approximate Number Of "Day-To-Day" Users:	0-1
Approximate Number Of "Casual" Users:	2
Other (provide description):	0
Other (provide description):	

Implementation Costs For This System	
Cost Component	Approximate Cost
Hardware:	No idea
Software:	No idea
Consultant / Contractors:	No idea
Other (provide description):	No idea
Other (provide description):	
State Staff To Implement:	No idea
FTE Cost:	No idea

Operating Costs For This System		
Cost Component	Approximate Cost	
Licensing Agreement:	No idea	
Software Support Contracts:	No idea	
Hardware Maintenance:	No idea	
Consultant / Contractors:	No idea	
ITG Chargeback:	No idea	
Other (provide description):	No idea	
Other (provide description):		
State Staff Needed To Maintain and Operate The System	State Staff FTEs	FTEs Cost
Business Analysts:	Approximate number of FTEs needed to operate the system.	Approximate dollar value of FTEs needed to operate the system.
Programming and System Maintenance:	0	
Network/System Operations:	0	
System Security:	0	
Help Desk/End User System Support:	0	
Other (provide description):	Approximate number of FTEs needed to operate the system.	Approximate dollar value of FTEs needed to operate the system.
Other (provide description):		

E.2.2. Division of Finance - Accounting

Agencies will complete this two-part questionnaire. The Agency Information and Systems Background Information sections below will be completed once for the agency. The Administrative System Information needs to be provided for each administrative system controlled by the agency.

Agency Information:

1. Agency:

Department of Administration, Division of Finance - Accounting

2. Name and phone number of the person coordinating the agency response to these questions:

Kim Garnero, 465-3435

3. Identify the agency offices/locations and number of employees per location:

10th floor SOB – Juneau, 45 employees

Systems Background Information:

4. What administrative system functions are implemented within your agency controlled systems? (Mark all the administrative functions from the list below.)

Accounts Payable

Benefits Management

Budget Management

Capital Assets

Contract Management

Facilities Management

General Ledger

Grant Management

Grievance Management

Inventory Management

Labor Relations

Payroll

Project Accounting

Purchasing

Position Control

Receipt Management

Training Management

Travel

Treasury & Banking

Reporting and Information Access

5. Do all your agency's divisions, sections, etc. use the state's standard administrative systems (eg. accounting, budget, facilities, human resource, payroll, treasury/banking)? (List of the state's standard administrative systems is provided in section 2.5.)

Yes

No

If No, please explain below the reason(s) for not using the state's standard system.

The following form for Administrative System Information needs to be provided for each administrative system controlled by your agency.

Administrative System Information:

Replace italicized instructions with desired information.

Name Of The Administrative System:	Alaska Statewide Accounting System (AKSAS)	
Type Of System (select one):	<i>Commercial System</i>	Developed System
System Implementation Date & Duration:	July 1, 1985.	
Time Needed To Implement The System:	60 months	
Business Reasons For System Selection:	To move from paper batch system to online entry with enhanced reporting.	
Lessons Learn:	The importance of documentation and training – you can’t do enough of it. Buy in and involvement for a new system by all key users is very important.	
System Strengths:	<ul style="list-style-type: none"> • Double entry accounting is transparent to users, coding of transactions part of the business rules for each transaction type. • Accounting system is self-balancing. • System is highly reliable. • Reporting is up-to-date through posting of the previous night. • Cost collectors are consistent with current requirements. • Total Available Net Account Balance (TANAB) screens provide quick access to essential account balance information. <ul style="list-style-type: none"> • One significant use is to validate management reporting. • Budgetary controls exist at different levels within cost collectors • Own the source code; no licensing fees. • On-line reporting capabilities. • Ability to certify and authorize transactions through RD codes and limited workflow. • Centralized warrant control. • Good financial audit trail. • Open item file tracks a financial event from encumbrance through payment. • Reimbursable Service Agreements (RSAs) allow inter- and intra-agency transactions and eliminations for financial reporting • Issuing warrants is a reliable process. • Ability to have two open accounting years at the same time. • There is short-cut coding to various cost collectors; this is highly desirable in any new system; also need to maintain reporting from the short-cut perspective. • System posts at the lowest level of accounting structure; activity summarized at higher levels. 	
Areas For Improvement:	<ul style="list-style-type: none"> • Difficult to change reporting, no easy drill down capability. • Standard reports from AKSAS. 	

	<ul style="list-style-type: none"> • Projections against budget are currently maintained in spreadsheets • Users think they have to track expenditures off-line prior to being able to track them in the system. • Restructuring cost collectors is very labor intensive. • 30,000 table entries are required to define security for authorization and certification. • Older technology: green screen, terminal emulation, PF-key, no cut-and-paste. • Subsidiary ledgers for accounts payable, accounts receivables and receipts are lacking. • RSAs are cumbersome to track for the CAFR. • Limited memo posting to transactions. • Limited ability to change warrant transactions after processing. • 1099 processing is difficult because warrants are fixed within the system even after adjusting transactions have been processed. • No detailed information is available from AKPAY; summarized payroll effects to accounts are posted for payroll charges; posting defaults to agency financial suspense structures when there are problems. • Only one address is available for vendors. • No reference information for adjusting journal entries. • Garnishments and levies are manually maintained. • Privacy is an issue for SSNs and vendor records. • Non-mainframe open interface standards are not available. • Closing process is not clear. • Lack of online help and other user assistance technology.
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Approximate Number Of Users Supported By This System	
System Users	Number of Users
Approximate Number Of "Concurrent" Users:	600
Approximate Number Of "Day-To-Day" Users:	300
Approximate Number Of "Casual" Users:	2,500
Other (provide description):	500 (report recipients)
Other (provide description):	

Implementation Costs For This System	
Cost Component	\$
Hardware:	Estimated cost of terminals and controllers is \$1.5 million (in 1985 dollars)
Software:	\$0
Consultant / Contractors:	\$15 million (in 1985 dollars)
Other (provide description):	
Other (provide description):	
State Staff To Implement:	50 FTEs
FTE Cost:	\$4 million

Operating Costs For This System		
Cost Component	Approximate Cost	
Licensing Agreement:	\$0	
Software Support Contracts:	\$0	
Hardware Maintenance:	\$0	
Consultant / Contractors:	\$0	
ITG Chargeback:	\$900,000	
Other (provide description):	\$4,000 (EDI bank charges)	
Other (provide description):		
State Staff Needed To Maintain and Operate The System	State Staff FTEs	FTEs Cost
Business Analysts:	9 FTEs	\$730,000
Programming and System Maintenance:	5 FTEs	\$350,000
Network/System Operations:		
System Security:	1 FTEs	\$70,000
Help Desk/End User System Support:	5 FTEs	\$350,000
Other (provide description):	Management Oversight 2 FTEs	\$140,000
Other (provide description):		

Name Of The Administrative System:	GENEVA (Reporting System)	
Type Of System (select one):	Commercial System	Developed System
System Implementation Date & Duration:	October 1, 1994	
Time Needed To Implement The System:	12 months	
Business Reasons For System Selection:	Needed to achieve cost efficiencies for reporting.	
Lessons Learn:	The importance of being flexible in implementing a product.	
System Strengths:	<ul style="list-style-type: none"> • Essential for management and ad hoc reporting in the current AKSAS environment. • GENEVA works well for highly trained users; not liked by casual users. • Runs efficiently for high volume of data. 	
Areas For Improvement:	<ul style="list-style-type: none"> • IBM owns software now; licensing ramifications are uncertain. • Not liked by casual users; too complicated to create reports. • Green screen access. • Limited online edits. • Requires batch (overnight) processing of reports. 	

Approximate Number Of Users Supported By This System	
System Users	Number of Users
Approximate Number Of "Concurrent" Users:	50
Approximate Number Of "Day-To-Day" Users:	25
Approximate Number Of "Casual" Users:	350
Other (provide description):	350 (report recipients)
Other (provide description):	

Implementation Costs For This System	
Cost Component	Approximate Cost
Hardware:	\$0
Software:	\$0
Consultant / Contractors:	\$600,000 (in 1994 dollars)
Other (provide description):	
Other (provide description):	
State Staff To Implement:	4 FTEs
FTE Cost:	\$320,000

Operating Costs For This System		
Cost Component	Approximate Cost	
Licensing Agreement:	\$0	
Software Support Contracts:	\$0	
Hardware Maintenance:	\$0	
Consultant / Contractors:	\$0	
ITG Chargeback:	\$400,000	
Other (provide description):		
Other (provide description):		
State Staff Needed To Maintain and Operate The System	State Staff FTEs	FTEs Cost
Business Analysts:	2 FTEs	\$140,000
Programming and System Maintenance:	1 FTE	\$70,000
Network/System Operations:		
System Security:		
Help Desk/End User System Support:		
Other (provide description):		
Other (provide description):		

E.2.3. Division of Finance - Payroll

Agencies will complete this two-part questionnaire. The Agency Information and Systems Background Information sections below will be completed once for the agency. The Administrative System Information needs to be provided for each administrative system controlled by the agency.

Agency Information:

1. Agency:

Department of Administration, Division of Finance - Payroll

2. Name and phone number of the person coordinating the agency response to these questions:

Debbie Bump, 465-5615

3. Identify the agency offices/locations and number of employees per location:

10th floor SOB – Juneau, 45 employees

Systems Background Information:

4. What administrative system functions are implemented within your agency controlled systems? (Mark all the administrative functions from the list below.)

- | | |
|--|---|
| <input type="checkbox"/> Accounts Payable | <input type="checkbox"/> Labor Relations |
| <input type="checkbox"/> Benefits Management | <input checked="" type="checkbox"/> Payroll |
| <input type="checkbox"/> Budget Management | <input type="checkbox"/> Project Accounting |
| <input type="checkbox"/> Capital Assets | <input type="checkbox"/> Purchasing |
| <input type="checkbox"/> Contract Management | <input checked="" type="checkbox"/> Position Control |
| <input type="checkbox"/> Facilities Management | <input type="checkbox"/> Receipt Management |
| <input type="checkbox"/> General Ledger | <input type="checkbox"/> Training Management |
| <input type="checkbox"/> Grant Management | <input type="checkbox"/> Travel |
| <input type="checkbox"/> Grievance Management | <input type="checkbox"/> Treasury & Banking |
| <input type="checkbox"/> Inventory Management | <input checked="" type="checkbox"/> Reporting and Information Access |

5. Do all your agency's divisions, sections, etc. use the state's standard administrative systems (eg. accounting, budget, facilities, human resource, payroll, treasury/banking)? (List of the state's standard administrative systems is provided in section 2.5.)

- Yes** No

If No, please explain below the reason(s) for not using the state's standard system.

The following form for Administrative System Information needs to be provided for each administrative system controlled by your agency.

Administrative System Information:

Replace italicized instructions with desired information.

Name Of The Administrative System:	Alaska Statewide Payroll System (AKPAY)	
Type Of System (select one):	Commercial System	Developed System
System Implementation Date & Duration:	May 29, 1990	
Time Needed To Implement The System:	24 months	
Business Reasons For System Selection:	To move from paper batch system to online entry with enhanced reporting	
Lessons Learn:	<p>You get what you pay for. Do analysis before you design. Coordinate closely with and involve the people making the business rules. Involve state employees on the project so they know how the system works once the contractors leave. Make sure reporting software works and is scalable to state resources.</p>	
System Strengths:	<ul style="list-style-type: none"> Reliable payroll, recording and reporting functions. 	
Areas For Improvement:	<ul style="list-style-type: none"> Reporting <ul style="list-style-type: none"> User defined reports and schedules. More electronic distribution. Report packaging and collation. Report groups within organizational units. Easily maintainable packaging. Multiple media for reports. Open data access and capture standards. Data access based upon user role. Strong ad-hoc capabilities. History information accessible online from May 1990 to present. Data warehousing capabilities. Payroll reporting based upon organizational, personnel classification, or position criteria. Strong user training for reporting capabilities with on-line help, Web pages, etc. Data needs to be available for multiple years to do trend analysis. Data collection through workflow process: <ul style="list-style-type: none"> Personnel information initiated through applicant process. Position information through budget and classification processes. Payroll information through hiring, selection and benefits election processes. Time keeping information standardized. 	

	<ul style="list-style-type: none"> • Employee self-service access to employee data as soon as possible during employee hiring process. • Manager self-service access to their employee data. • Time recording is a very difficult and varying process throughout state agencies. <ul style="list-style-type: none"> • Dual recording is required; capture from employees; transformation by agencies for entry into payroll system. • Shift differentials and other premium pay manually entered. • Marine Highway payroll very complex. • Payroll for three marine labor unions with varying work rules and their effect on pay; master agreement, supplemental agreements, letters of agreement (LOA), and practices not uniform nor uniformly documented. • Need ability to project time expectations and compare these against actuals. • Need to provide evaluation of health insurance deductions by looking forward and backwards in time. • Benefits should not be included in payroll; should be a separate module that provides payroll deductions, their description, and tax treatment. • Organizational blur between Division of Finance/Payroll and Division of Retirement and Benefits. • The cancel process generates labor distribution for AKSAS which works well in normal situations; corrections cause suspended transactions; must first find original; adjusting entries have a month or more lag time in corrections; detail not available to end users. • Employee / employer deductions for Medicare are not closely tied and can get out of sync. • Pay advices for direct deposit needs to be flexible for distribution. • Open interface standards needed for: <ul style="list-style-type: none"> • Child support enforcement • State employment information for unemployment insurance, labor statistics, etc. • Service and wage information for retirement and benefit claims. • Employee verification of part-time and temporary hours. • Agreement on audited information of service and wage information for retirement and benefit claims; this is a very manual effort. • Disaster recovery and business capacity needs must be part of replacement effort. • Auditable information needs to be maintained in on-line and hard copy formats. • On-line data access should have browser-based capability. • Browser based capability denotes an added reliance on WAN; high level of confidence in the accessibility of the mainframe; WAN confidence not as high; is the current vendor and service level agreement up to additional reliance of payroll information in the WAN environment? • Security of payroll system is complex and labor intensive; need to implement group and roles based security.
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	<ul style="list-style-type: none"> • Need on-line policies and procedures with helps, Web pages, etc. • Need to provide security audit reports for payroll activity identifying who, what and when transactions were processed. • Allow batch entry of transactions with same edits as on-line entry; accept portions of batches with error transactions suspended; allow immediate acceptance of corrected transactions. • Organizational changes are labor intensive and manual. • Need testing environments: total volume, beta/release, QA, and development. • Manual checks are only interfaced to payroll on payroll dates; causes out of sync condition with accounting when checks clear. • Need flexible forms design for reports, checks, etc. • Ability to print checks in batch from a number of real-time requests.
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Approximate Number Of Users Supported By This System	
System Users	Number of Users
Approximate Number Of "Concurrent" Users:	200
Approximate Number Of "Day-To-Day" Users:	130
Approximate Number Of "Casual" Users:	670
Other (provide description):	
Other (provide description):	

Implementation Costs For This System	
Cost Component	Exi
Hardware:	\$0
Software:	\$500,000 (in 1990 dollars)
Consultant / Contractors:	\$2.5 million (in 1990 dollars)
Other (provide description):	
Other (provide description):	
State Staff To Implement:	6 FTEs
FTE Cost:	\$480,000

Operating Costs For This System		
Cost Component	Approximate Cost	
Licensing Agreement:	\$87,276	
Software Support Contracts:	\$17,000	
Hardware Maintenance:	\$0	
Consultant / Contractors:	\$0	
ITG Chargeback:	\$600,000	
Other (provide description):	\$32,000 (direct deposit charges)	
Other (provide description):		
State Staff Needed To Maintain and Operate The System	State Staff FTEs	FTEs Cost
Business Analysts:	5 FTEs	\$350,000
Programming and System Maintenance:	6 FTEs	\$420,000
Network/System Operations:		
System Security:	1 FTE	\$70,000
Help Desk/End User System Support:	6 FTEs	\$420,000
Other (provide description):	Management oversight 2 FTEs	\$140,000
Other (provide description):		

E.2.4. Division of General Services

Agencies will complete this two-part questionnaire. The Agency Information and Systems Background Information sections below will be completed once for the agency. The Administrative System Information needs to be provided for each administrative system controlled by the agency.

Agency Information:

1. Agency:

Department of Administration, Division of General Services

2. Name and phone number of the person coordinating the agency response to these questions:

Walt Harvey, 465-5681 &

Dwayne Peeples, 465-5687

3. Identify the agency offices/locations and number of employees per location:

**Juneau Office
333 Willoughby Ave, 7th floor
Juneau, AK 99811
Staff – 41**

**Atwood Building
550 W. 7th Ave, Suite 601
Anchorage, AK 99501
Staff – 9**

**Viking Drive Building
2400 Viking Dr.
Anchorage, AK 99501
Staff – 8**

Systems Background Information:

4. What administrative system functions are implemented within your agency controlled systems? (Mark all the administrative functions from the list below.)

Accounts Payable

Benefits Management

Budget Management
 Capital Assets
 Contract Management
 Facilities Management
 General Ledger

Grant Management

Grievance Management

Inventory Management

Labor Relations

Payroll

Project Accounting
 Purchasing
 Position Control
 Receipt Management
 Training Management
 Travel

Treasury & Banking

Reporting and Information Access

5. Do all your agency's divisions, sections, etc. use the state's standard administrative systems (eg. accounting, budget, facilities, human resource, payroll, treasury/banking)? (List of the state's standard administrative systems is provided in section 2.5.)

Yes

No

If No, please explain below the reason(s) for not using the state's standard system.

The following form for Administrative System Information needs to be provided for each administrative system controlled by your agency.

Administrative System Information:

Replace italicized instructions with desired information.

Name Of The Administrative System:	Procurement Tracking Database	
Type Of System (select one):	<i>Commercial System</i>	Developed System
System Implementation Date & Duration:	September, 1999	
Time Needed To Implement The System:	Four months	
Business Reasons For System Selection:	The division needed a system to assign a unique tracking number and capture specific information regarding procurements above \$50,000 (type, dollar amount, vendor, in-state/out-of-state vendor, description of contract and date of procurement) which are reported to the legislature biennially.	
Lessons Learn:	It would greatly reduce DGS' workload if departments could obtain a tracking number and file individual procurement reports online.	
System Strengths:	<ul style="list-style-type: none"> • MS-Access database supplemented with MS-Excel spreadsheets; written locally. • Source of Biennial Procurement Report of: <ul style="list-style-type: none"> • All Single Source / Emergency Purchases / Innovative / Limited Competition Alternate Procurements. • Formal Procurement > \$50,000. • 	
Areas For Improvement:	<ul style="list-style-type: none"> • Online collection of data from agency procurement officers. • eProcurement effort was attempted, but failed because of difficulty of working with development staff and lack of progress. • System to easily support consolidation for increased purchasing power. • Allow for reverse auctioning. • Integrate with vendor procurements under negotiated contracts. • Should directly provide information to Lt. Governor's posting of procurement actions > \$50,000, solicitations & amendments. • Should interface with other systems to track costs and warrants. • Web enabled to allow broader access to data. • Utilize open standards to interface data and provide greater access. • Explore mature systems that provide greater degree of "best practices." 	

Approximate Number Of Users Supported By This System	
System Users	Number of Users
Approximate Number Of "Concurrent" Users:	Currently only one at a time. The replacement system should support users from all departments.
Approximate Number Of "Day-To-Day" Users:	Currently only one at a time. The replacement system should support users from all departments.
Approximate Number Of "Casual" Users:	Currently only one at a time. The replacement system should support users from all departments.
Other (provide description):	
Other (provide description):	

Implementation Costs For This System	
Cost Component	Approximate Cost
Hardware:	System runs on existing pc's.
Software:	Runs on MS Access software.
Consultant / Contractors:	System designed by former director.
Other (provide description):	N/A
Other (provide description):	
State Staff To Implement:	Director and DGS several staff.
FTE Cost:	DGS did not track internal costs.

Operating Costs For This System		
Cost Component	Approximate Cost	
Licensing Agreement:	DGS has use of MS Access as part of the MS Office Suite of products.	
Software Support Contracts:	DGS has use of MS Access as part of the MS Office Suite of products.	
Hardware Maintenance:	PC's maintained by ITG.	
Consultant / Contractors:	N/A.	
ITG Chargeback:	\$2,500.00	
Other (provide description):	Estimated FY03 dollar value of other goods and services needed to operate the system.	
Other (provide description):		
State Staff Needed To Maintain and Operate The System	State Staff FTEs	FTEs Cost
Business Analysts:	Our Publications Technician II operates the system as part of her regular duties.	Two months - \$10,400.00
Programming and System Maintenance:	N/A	
Network/System Operations:	N/A	
System Security:	N/A	
Help Desk/End User System Support:	N/A	
Other (provide description):		
Other (provide description):		

Name Of The Administrative System:	Vendor System	
Type Of System (select one):	<u>Commercial System</u>	Developed System
System Implementation Date & Duration:	May, 2000	
Time Needed To Implement The System:	Five months.	
Business Reasons For System Selection:	The state is required by statute to maintain a list of vendors interested in selling products or services to the state. DGS also provides vendor lists and mailing labels to all departments and others outside state government.	
Lessons Learn:	A system that allows vendors to enroll online and department to access and print lists and labels would greatly reduce DGS' workload.	
System Strengths:	<ul style="list-style-type: none"> • Oracle based system written locally. • Can be maintained locally. • Manages vendor provided profile information. • Utilizes NIGP supply, service and location codes. • Generates vendor lists or mailing labels. • Out-of-state vendor lists approved by Chief Procurement Officer manually via memo request from department. 	
Areas For Improvement:	<ul style="list-style-type: none"> • Explore mature systems that provide greater degree of "best practices" for vendor management. • Web-enable for self-service information and requests: <ul style="list-style-type: none"> • Vendor profile information. • Agency requested vendor lists with authorization for out-of-state vendor requests. 	

Approximate Number Of Users Supported By This System	
System Users	Number of Users
Approximate Number Of "Concurrent" Users:	Usually only one.
Approximate Number Of "Day-To-Day" Users:	Usually only one.
Approximate Number Of "Casual" Users:	Usually only one.
Other (provide description):	
Other (provide description):	

Implementation Costs For This System	
Cost Component	Approximate Cost
Hardware:	Database resides on a server maintained by ITG, approx. \$2,500.00.
Software:	Oracle, approx. \$4,100.00.
Consultant / Contractors:	N/A
Other (provide description):	ITG programmers, approx. \$66,800.00.
Other (provide description):	
State Staff To Implement:	ITG programmer and several DGS staff.
FTE Cost:	DGS did not track internal costs.

Operating Costs For This System		
Cost Component	Approximate Cost	
Licensing Agreement:	\$1,200.00	
Software Support Contracts:	N/A	
Hardware Maintenance:	N/A	
Consultant / Contractors:	N/A	
ITG Chargeback:	\$2,500.00	
Other (provide description):	N/A	
Other (provide description):		
State Staff Needed To Maintain and Operate The System	State Staff FTEs	FTEs Cost
Business Analysts:	Our Publications Technician II operates the system as part of her regular duties.	Two months - \$10,400.00.
Programming and System Maintenance:	N/A	
Network/System Operations:	N/A	
System Security:	N/A	
Help Desk/End User System Support:	N/A	
Other (provide description):		
Other (provide description):		

Name Of The Administrative System:	Purchasing Officer Certification and Training Program	
Type Of System (select one):	<input type="checkbox"/> Commercial System	<input checked="" type="checkbox"/> Developed System
System Implementation Date & Duration:	December, 2001	
Time Needed To Implement The System:	Approximately one year.	
Business Reasons For System Selection:	The state's Procurement Officer Certification Program became effective January 1, 2002. DGS needed a system to track training, certifications, re-certifications, etc., and was also interested in implementing an online training registration system.	
Lessons Learn:	The system provides a critical information concerning an individual's training & certification status; recommended courses for certification or re-certification, date of certification, 5 year training history, level of certification and 5 year training history. Lead procurement officers from each department have the ability to manage training and certification for employees in their department; view certification/ re-certification status, class registrations, training history and immediately enter, change or revoke procurement authority online.	
System Strengths:	<ul style="list-style-type: none"> • Best working procurement area system. • Can be maintained locally with PowerBuilder programming staff. • Developed in an iterative / prototyping method. 	
Areas For Improvement:	<ul style="list-style-type: none"> • Same basic application as other areas; could share system, operation and maintenance. • Web enabled to allow broader access to data. • Utilize open standards to interface data and provide greater access. • Explore mature systems that provide greater degree of "best practices." 	

Approximate Number Of Users Supported By This System	
System Users	%
Approximate Number Of "Concurrent" Users:	5
Approximate Number Of "Day-To-Day" Users:	5-10
Approximate Number Of "Casual" Users:	Approximately 1,000
Other (provide description):	
Other (provide description):	

Implementation Costs For This System	
Cost Component	Approximate Cost
Hardware:	\$5,000
Software:	\$0
Consultant / Contractors:	\$10,000
Other (provide description):	N/A
Other (provide description):	
State Staff To Implement:	ITG programmer and several DGS staff.
FTE Cost:	DGS did not track this information.

Operating Costs For This System		
Cost Component	Approximate Cost	
Licensing Agreement:	\$0	
Software Support Contracts:	\$1,875	
Hardware Maintenance:	\$1,500	
Consultant / Contractors:	\$0	
ITG Chargeback:	Estimated FY03 dollar value of chargeback fees for Information Technology Group services needed to operate the system.	
Other (provide description):	\$0	
Other (provide description):		
State Staff Needed To Maintain and Operate The System	State Staff FTEs	FTEs Cost
Business Analysts:	Our Publications Technician II operates the system as part of her regular duties.	Two months.
Programming and System Maintenance:	N/A	
Network/System Operations:	N/A	
System Security:	N/A	
Help Desk/End User System Support:		
Other (provide description):		
Other (provide description):		

Name Of The Administrative System:	Lease Management System (LMS) and Lease Projection System (LPS)	
Type Of System (select one):	Commercial System	Developed System
System Implementation Date & Duration:	Initial date 11/02. Modification are still being made with full deployment anticipated in 8/03e	
Time Needed To Implement The System:	Initial development began in 7/98	
Business Reasons For System Selection:	Manage statewide leasing information and budgets	
Lessons Learn:	Utilizes consistent and dedicate project management including data base administrator.	
System Strengths:	<ul style="list-style-type: none"> • Oracle based system written locally. • Can be maintained locally. • Manages cost and terms of leases. 	
Areas For Improvement:	<ul style="list-style-type: none"> • Not fully functional due to erratic and episodic development; development characterized by several starts and stops, development and documentation not consistent. • Difficult to obtain added functionality. • Viewed as a hybrid of technology. • Should interface with other systems to track costs and warrants. • Web enable to allow broader access to data • Utilize open standards to interface data and provide greater access. • Explore mature systems that provide greater degree of “best practices” for lease management. 	

Approximate Number Of Users Supported By This System	
System Users	Number of Users
Approximate Number Of “Concurrent” Users:	Current 6; anticipated after full deployment 16
Approximate Number Of “Day-To-Day” Users:	Same
Approximate Number Of “Casual” Users:	.4
Other (provide description):	None
Other (provide description):	None

Implementation Costs For This System	
Cost Component	Approximate Cost
Hardware:	.\$3,000 +/-
Software:	
Consultant / Contractors:	.\$550,000
Other (provide description):	Staff time associated with design and implementation \$150,000
Other (provide description):	
State Staff To Implement:	1 FTE.
FTE Cost:	Approximately \$65,000

Operating Costs For This System		
Cost Component	Approximate Cost	
Licensing Agreement:	Included in ITG cost	
Software Support Contracts:	\$2,100.	
Hardware Maintenance:	Included in ITG	
Consultant / Contractors:	\$4,200	
ITG Chargeback:	.\$3,700	
Other (provide description):	None	
Other (provide description):	None	
State Staff Needed To Maintain and Operate The System	State Staff FTEs	FTEs Cost
Business Analysts:	0	
Programming and System Maintenance:	Included in Contract and ITG	
Network/System Operations:	Included in ITG0	
System Security:	Included in ITG0	
Help Desk/End User System Support:	.25	\$20,00
Other (provide description):	0	
Other (provide description):		

Name Of The Administrative System:	MAXIMO	
Type Of System (select one):	Commercial System	Developed System
System Implementation Date & Duration:	Anticipated 8/03	
Time Needed To Implement The System:	3 months	
Business Reasons For System Selection:	Manage Facility Maintenance Problems	
Lessons Learned:	NA	
System Strengths:	<ul style="list-style-type: none"> • Provides facilities and preventative maintenance management functionality. • Vendor marketed software product for international clients. • Utilizes work-orders to track work effort. • Utilized by state Dept. of Transportation; brought over to General Services with assumption of facilities management responsibility. • Mature system that provides a degree of “best practices” for facilities management function. 	
Areas For Improvement:	<ul style="list-style-type: none"> • Needs better integration to other systems. <ul style="list-style-type: none"> • Utilize employee cost from AKPAY. • Basis for issuing warrants for supplies. • Basis for time allocation for charge back purposes. • Explore mature systems that provide greater degree of “best practices” for lease management. • Many of work-orders managed in MS-Excel spreadsheets. 	

Approximate Number Of Users Supported By This System	
System Users	Number of Users
Approximate Number Of “Concurrent” Users:	3
Approximate Number Of “Day-To-Day” Users:	3
Approximate Number Of “Casual” Users:	3
Other (provide description):	
Other (provide description):	

Implementation Costs For This System	
Cost Component	Approximate Cost
Hardware:	\$3,000 +/-
Software:	\$60,000
Consultant / Contractors:	Included in purchase price
Other (provide description):	
Other (provide description):	
State Staff To Implement:	
FTE Cost:	

Operating Costs For This System		
Cost Component	Approximate Cost	
Licensing Agreement:		
Software Support Contracts:	\$5,000	
Hardware Maintenance:		
Consultant / Contractors:		
ITG Chargeback:		
Other (provide description):		
Other (provide description):		
State Staff Needed To Maintain and Operate The System	State Staff FTEs	FTEs Cost
Business Analysts:		
Programming and System Maintenance:		
Network/System Operations:		
System Security:		
Help Desk/End User System Support:		
Other (provide description):		
Other (provide description):		

Name Of The Administrative System:	State Property System	
Type Of System (select one):	Commercial System	Developed System
System Implementation Date & Duration:	Unknown: sometime in the mid 1980's R-Base System	
Time Needed To Implement The System:	Unknown	
Business Reasons For System Selection:	To manage the disposal of federal surplus property	
Lessons Learn:		
System Strengths:	<ul style="list-style-type: none"> Tracks all assets based upon tag number. 	
Areas For Improvement:	<ul style="list-style-type: none"> Aging desktop application. Needs bar-code technologies. New system designed, but not developed. Labor-intensive disposal process. Difficult to track disposal because the transition of the asset between stages of disposal causes multiple records that need to be reconciled. Should interface with other systems to track costs, warrants and receipts. A lot of property accounting also managed in MS-Excel spreadsheets and SURDATA database. Web enable to allow broader access to data Utilize open standards to interface data and provide greater access. Explore mature systems that provide greater degree of "best practices" for property management. 	

Approximate Number Of Users Supported By This System	
System Users	Number of Users
Approximate Number Of "Concurrent" Users:	4
Approximate Number Of "Day-To-Day" Users:	4
Approximate Number Of "Casual" Users:	5
Other (provide description):	
Other (provide description):	

Implementation Costs For This System	
Cost Component	Approximate Cost
Hardware:	
Software:	
Consultant / Contractors:	None
Other (provide description):	
Other (provide description):	
State Staff To Implement:	
FTE Cost:	

Operating Costs For This System		
Cost Component	Approximate Cost	
Licensing Agreement:	NA	
Software Support Contracts:	0	
Hardware Maintenance:	0	
Consultant / Contractors:	0	
ITG Chargeback:	0	
Other (provide description):	0	
Other (provide description):	0	
State Staff Needed To Maintain and Operate The System	State Staff FTEs	FTEs Cost
Business Analysts:	0	
Programming and System Maintenance:	0	
Network/System Operations:	0	
System Security:	0	
Help Desk/End User System Support:	0	
Other (provide description):	0	
Other (provide description):	0	

Name Of The Administrative System:	SURDATA (Surplus Property System)	
Type Of System (select one):	Commercial System	Developed System
System Implementation Date & Duration:		
Time Needed To Implement The System:		
Business Reasons For System Selection:		
Lessons Learn:		
System Strengths:	<ul style="list-style-type: none"> Supports federal surplus data tracking. 	
Areas For Improvement:	<ul style="list-style-type: none"> Explore mature systems that provide greater degree of “best practices” for lease management. 	

Approximate Number Of Users Supported By This System	
System Users	Number of Users
Approximate Number Of “Concurrent” Users:	1
Approximate Number Of “Day-To-Day” Users:	1
Approximate Number Of “Casual” Users:	2
Other (provide description):	
Other (provide description):	

Implementation Costs For This System	
Cost Component	Approximate Cost
Hardware:	\$4,000
Software:	\$100,000
Consultant / Contractors:	Included in software
Other (provide description):	
Other (provide description):	
State Staff To Implement:	
FTE Cost:	

Operating Costs For This System		
Cost Component	Approximate Cost	
Licensing Agreement:		
Software Support Contracts:		
Hardware Maintenance:		
Consultant / Contractors:		
ITG Chargeback:		
Other (provide description):		
Other (provide description):		
State Staff Needed To Maintain and Operate The System	State Staff FTEs	FTEs Cost
Business Analysts:		
Programming and System Maintenance:		
Network/System Operations:		
System Security:		
Help Desk/End User System Support:		
Other (provide description):		
Other (provide description):		

E.2.5. Division of Personnel

Agencies will complete this two-part questionnaire. The Agency Information and Systems Background Information sections below will be completed once for the agency. The Administrative System Information needs to be provided for each administrative system controlled by the agency.

Agency Information:

1. Agency:

Department of Administration, Division of Personnel

2. Name and phone number of the person coordinating the agency response to these questions:

Steve Rice, 465-3827 & Adrienne Snow, 465-3845 (Labor Relations)

3. Identify the agency offices/locations and number of employees per location:

Juneau, 10th Floor SOB, 38

Juneau, 10th Floor SOB, 9 (Labor Relations)

Juneau, Employee Records, 2

Anchorage, Ship Creek Office, 5

Systems Background Information:

4. What administrative system functions are implemented within your agency controlled systems? (Mark all the administrative functions from the list below.)

Accounts Payable

Benefits Management

Budget Management

Capital Assets

Contract Management

Facilities Management

General Ledger

Grant Management

Grievance Management

Inventory Management

Labor Relations

Payroll

Project Accounting

Purchasing

Position Control

Receipt Management

Training Management

Travel

Treasury & Banking

Reporting and Information Access

5. Do all your agency's divisions, sections, etc. use the state's standard administrative systems (eg. accounting, budget, facilities, human resource, payroll, treasury/banking)? (List of the state's standard administrative systems is provided in section 2.5.)

Yes

No

If No, please explain below the reason(s) for not using the state's standard system.

The following form for Administrative System Information needs to be provided for each administrative system controlled by your agency.

Administrative System Information:

Replace italicized instructions with desired information.

Name Of The Administrative System:	Human Resource Reporting System (WorkPAD)	
Type Of System (select one):	<i>Commercial System</i>	Developed System
System Implementation Date & Duration:	July, 2002	
Time Needed To Implement The System:	9 Months	
Business Reasons For System Selection:	System is designed to replace and enhance a mainframe based system that “died” due to termination of support for Natural Construct.	
Lessons Learn:	The development programmer was extremely familiar with the requirements of the system and this greatly sped up the development process. That benefit is not always available.	
System Strengths:	<ul style="list-style-type: none"> • Quickly developed locally utilizing ColdFusion and MS-SQL. • Maintains statistics on position vacancies and performance evaluations. • Department information is available in various sorts by categories such as bargaining unit. • Users download data files for their reporting and manipulation purposes. 	
Areas For Improvement:	<ul style="list-style-type: none"> • Not fully functional because of compromises in development and schedule of developer. • Not all desired reporting has been developed. • System support is not fully understood, and its effects are confusing to users <ul style="list-style-type: none"> • Downloads • Interfacing structures • Process sequence • Schedule of updates vary for accounting on positions, and evaluations and other personnel information. 	

Approximate Number Of Users Supported By This System	
System Users	Number of Users
Approximate Number Of “Concurrent” Users:	5-10
Approximate Number Of “Day-To-Day” Users:	20-30
Approximate Number Of “Casual” Users:	100
Other (provide description):	<i>Number of other types of users.</i>
Other (provide description):	

Implementation Costs For This System	
Cost Component	Approximate Cost
Hardware:	\$8,000
Software:	\$17,000
Consultant / Contractors:	0
Other (provide description):	<i>Approximate dollar value of other goods and services used to implement the system.</i>
Other (provide description):	
State Staff To Implement:	.75
FTE Cost:	\$55,000

Operating Costs For This System		
Cost Component	Approximate Cost	
Licensing Agreement:	\$8,500	
Software Support Contracts:	0	
Hardware Maintenance:	0	
Consultant / Contractors:	0	
ITG Chargeback:	\$7,000	
Other (provide description):	<i>Estimated FY03 dollar value of other goods and services needed to operate the system.</i>	
Other (provide description):		
State Staff Needed To Maintain and Operate The System	State Staff FTEs	FTEs Cost
Business Analysts:	.1	\$5,000
Programming and System Maintenance:	.25	\$15,000
Network/System Operations:		
System Security:		
Help Desk/End User System Support:	.1	\$6,000
Other (provide description):	.1	\$6,000
Other (provide description):		

Name Of The Administrative System:	Grievance Tracking System	
Type Of System (select one):	Commercial System	Developed System
System Implementation Date & Duration:	83 (at least some of the data is from 83 – it could have been backloaded)	
Time Needed To Implement The System:	Unknown, but should have been fairly quick (< 2 weeks)	
Business Reasons For System Selection:	Tracking Grievances/Actions.	
Lessons Learn:	<i>What lessons did your Agency learn from the implementation of this system that may be helpful for the Statewide System Replacement Project Team to understand?</i>	
System Strengths:	<ul style="list-style-type: none"> Tracks grievances, complaints, and disputes from the point of receipt through closure. Maintained locally. 	
Areas For Improvement:	<ul style="list-style-type: none"> Workflow could improve the processing of cases through the variations of flows based upon the position involved <ul style="list-style-type: none"> Development and maintenance dependent upon ITG managed services contract. 	

Approximate Number Of Users Supported By This System	
System Users	Number of Users
Approximate Number Of “Concurrent” Users:	3
Approximate Number Of “Day-To-Day” Users:	4
Approximate Number Of “Casual” Users:	12
Other (provide description):	<i>Number of other types of users.</i>
Other (provide description):	

Implementation Costs For This System	
Cost Component	Approximate Cost
Hardware:	0
Software:	\$3,000
Consultant / Contractors:	0
Other (provide description):	0
Other (provide description):	
State Staff To Implement:	.1 (a total guess)
FTE Cost:	\$3,000

Operating Costs For This System		
Cost Component	Approximate Cost	
Licensing Agreement:	\$1,500 (File Maker ProVersion Upgrade)	
Software Support Contracts:	0	
Hardware Maintenance:	0	
Consultant / Contractors:	0	
ITG Chargeback:	0	
Other (provide description):	0	
Other (provide description):		
State Staff Needed To Maintain and Operate The System	State Staff FTEs	FTEs Cost
Business Analysts:	0	0
Programming and System Maintenance:	.1	\$6,000
Network/System Operations:		
System Security:		
Help Desk/End User System Support:		
Other (provide description):	0	0
Other (provide description):		

Name Of The Administrative System:	TrainAlaska (former system was Registrar)	
Type Of System (select one):	Commercial System	Developed System
System Implementation Date & Duration:	July 2003	
Time Needed To Implement The System:	3 months	
Business Reasons For System Selection:	Track data related to training – students, classes, payments, instructors, etc	
Lessons Learned:	Unknown	
System Strengths:	<ul style="list-style-type: none"> • Manages classes, instructors, advertising, registrants, notifications, and trainee tracking. • Handles on average 5-25 classes a month with 25 students per class. • Web enabled to allow broader access to data. • Web self-service features for registrants. • Utilize open standards to interface data and provide greater access. 	
Areas For Improvement:	<ul style="list-style-type: none"> • Integration with other applications to validate: <ul style="list-style-type: none"> • Advertising costs • Contracted and employee trainer costs • Total class costs • Explore mature systems that provide greater degree of “best practices.” 	

Approximate Number Of Users Supported By This System	
System Users	Number of Users
Approximate Number Of “Concurrent” Users:	2
Approximate Number Of “Day-To-Day” Users:	3
Approximate Number Of “Casual” Users:	16,000
Other (provide description):	<i>Number of other types of users.</i>
Other (provide description):	

Implementation Costs For This System	
Cost Component	Approximate Cost
Hardware:	0
Software:	\$3,000
Consultant / Contractors:	0
Other (provide description):	0
Other (provide description):	
State Staff To Implement:	.25
FTE Cost:	\$10,000

Operating Costs For This System		
Cost Component	Approximate Cost	
Licensing Agreement:	0	
Software Support Contracts:	\$3,000	
Hardware Maintenance:	0	
Consultant / Contractors:	0	
ITG Chargeback:	0	
Other (provide description):	0	
Other (provide description):		
State Staff Needed To Maintain and Operate The System	State Staff FTEs	FTEs Cost
Business Analysts:	0	<i>Approximate dollar value of FTEs needed to operate the system.</i>
Programming and System Maintenance:	.1	\$6,000
Network/System Operations:		
System Security:		
Help Desk/End User System Support:		
Other (provide description):	.1	\$6,000
Other (provide description):		

Name Of The Administrative System:	Position Database	
Type Of System (select one):	Commercial System	Developed System
System Implementation Date & Duration:	Unknown	
Time Needed To Implement The System:	Unknown	
Business Reasons For System Selection:	Track information related to Position Descriptions	
Lessons Learn:	Unknown	
System Strengths:	<ul style="list-style-type: none"> • Manages classification information. 	
Areas For Improvement:	<ul style="list-style-type: none"> • Manual process. • Utilize open standards to interface data and provide greater access. • Interface with ABS for budget information. 	

Approximate Number Of Users Supported By This System	
System Users	Number of Users
Approximate Number Of "Concurrent" Users:	3
Approximate Number Of "Day-To-Day" Users:	5
Approximate Number Of "Casual" Users:	8
Other (provide description):	<i>Number of other types of users.</i>
Other (provide description):	

Implementation Costs For This System	
Cost Component	Approximate Cost
Hardware:	0
Software:	0
Consultant / Contractors:	0
Other (provide description):	<i>Approximate dollar value of other goods and services used to implement the system.</i>
Other (provide description):	
State Staff To Implement:	Unknown
FTE Cost:	unknown

Operating Costs For This System		
Cost Component	Approximate Cost	
Licensing Agreement:	0	
Software Support Contracts:	0	
Hardware Maintenance:	0	
Consultant / Contractors:	0	
ITG Chargeback:	0	
Other (provide description):	0	
Other (provide description):		
State Staff Needed To Maintain and Operate The System	State Staff FTEs	FTEs Cost
Business Analysts:	0	0
Programming and System Maintenance:		
Network/System Operations:		
System Security:		
Help Desk/End User System Support:		
Other (provide description):	0	0
Other (provide description):		

E.2.6. Division of Personnel - Workplace Alaska

Agencies will complete this two-part questionnaire. The Agency Information and Systems Background Information sections below will be completed once for the agency. The Administrative System Information needs to be provided for each administrative system controlled by the agency.

Agency Information:

1. Agency:

Department of Administration, Division of Personnel - Workplace Alaska

2. Name and phone number of the person coordinating the agency response to these questions:

David Stewart, 465-4431

3. Identify the agency offices/locations and number of employees per location:

See Personnel above.

Systems Background Information:

4. What administrative system functions are implemented within your agency controlled systems? (Mark all the administrative functions from the list below.)

- Accounts Payable
- Benefits Management
- Budget Management
- Capital Assets
- Contract Management
- Facilities Management
- General Ledger
- Grant Management
- Inventory Management

4 Labor Relations

- Payroll
- Project Accounting
- Purchasing

3 Position Control

- Receipt Management

3 Training Management

- Travel
- Treasury & Banking

3 Grievance Management

3 Reporting and Information Access

5. Do all your agency's divisions, sections, etc. use the state's standard administrative systems (eg. accounting, budget, facilities, human resource, payroll, treasury/banking)? (List of the state's standard administrative systems is provided in section 2.5.)

3 Yes

No

If No, please explain below the reason(s) for not using the state's standard system.

The following form for Administrative System Information needs to be provided for each administrative system controlled by your agency.

Administrative System Information:

Replace italicized instructions with desired information.

Name Of The Administrative System:	Workplace Alaska	
Type Of System (select one):	Commercial System	Developed System
System Implementation Date & Duration:	Pilot: March 1997, Full-scale implementation: November 1998	
Time Needed To Implement The System:	Design to Pilot: September 1996 – March 1997 (6 months)	
Business Reasons For System Selection:	Old hiring process system was 38 years old, inflexible, unresponsive, labor intensive, and slow.	
Lessons Learn:	Timeline too short, testing too limited, needed union involvement throughout the process, needed better change management planning, needed more time to shift resources.	
System Strengths:	<ul style="list-style-type: none"> • Manages hiring process well: <ul style="list-style-type: none"> • Posting of position openings. • Notification of new vacancies for job classifications. • Establishes self-service editable applicant profile. • Links applications to postings. • Hiring manager post, screen, document interview and selection criteria and results, and ultimate disposition of the hiring action. • Web based interface accessible through the internet, with access available in libraries statewide for those who don't have personal internet access. • Authentication of account through LDAP; updated nightly from AKPAY (Enhancement scheduled for the 4th quarter FY2003.) • Could be used as a gateway or workflow engine with other systems and databases. • Easy to update for new contract requirements. • Lotus Notes/Domino architecture has long-term advantages: <ul style="list-style-type: none"> • Open standards; allows for integration. • Domino has strong design, data store and presentation layers. • Gateway functions can provide methods to develop workflow processes. • Development environment is mature and part of IBM's long term marketing strategy. • Security is strong, robust, granular, and "bullet proof." • Maintainable. • Valuable in workflow consideration as an engine, even without its repository aspect. • Handles volume of transactions well. 	

	<ul style="list-style-type: none"> • Has survey capability for applicants, with data accessible to hiring managers. • Flexible enough to meet the changing requirements of the State of Alaska. • On-line classification specifications for all vacancies posted. • Provides interested applicants with nightly notification of recruitment bulletins. • Provides applicants with email interaction with Division of Personnel staff.
<p>Areas For Improvement:</p>	<ul style="list-style-type: none"> • Needs stronger integration with other systems: <ul style="list-style-type: none"> • Interface to Grievance systems to limit applicant’s acceptability as appropriate; to remove limitations as when appropriate. • Interface to Workpad to validate bargaining unit issues; self-verification is current practice. • Place applicants in priorities based upon Lay-off Lists, Audit Guarantees, etc. • Integration with performance evaluation data. • Integration with Registrar to verify training certification for application eligibility. • Validate advertising cost for position postings. • Users have multiple profiles; provide mechanisms to help them manage them easier. • Provide legally defensible questions for applications and interviews. • Applicants need access to position disposition for all positions for which they applied. • Manually updated quarterly with EEO data. • Applicants have access to position disposition.

Approximate Number Of Users Supported By This System	
System Users	Number of Users
Approximate Number Of “Concurrent” Users:	250-300
Approximate Number Of “Day-To-Day” Users:	45-60
Approximate Number Of “Casual” Users:	50,000
Other (provide description):	
Other (provide description):	

Implementation Costs For This System	
Cost Component	Approximate Cost
Hardware:	<15,000.00
Software:	50,000.00
Consultant / Contractors:	0
Other (provide description):	0
Other (provide description):	
State Staff To Implement:	5 FTE
FTE Cost:	200,000.00 (salary + benefits)

Operating Costs For This System		
Cost Component	Approximate Cost	
Licensing Agreement:	\$360	
Software Support Contracts:	\$45,800 (WPA programming support, Notes Technical Support, Windows Systems Support)	
Hardware Maintenance:	\$12,200	
Consultant / Contractors:	0	
ITG Chargeback:	\$31,000	
Other (provide description):	\$685 (Backup)	
Other (provide description):		
State Staff Needed To Maintain and Operate The System	State Staff FTEs	FTEs Cost
Business Analysts:	1.5	80,000.00 (salary + benefits)
Programming and System Maintenance:	0.75	55,000.00 (salary + benefits)
Network/System Operations:	0.3	25,000.00 (salary + benefits)
System Security:	0.1	7,000.00 (salary + benefits)
Help Desk/End User System Support:	1.0	27,000.00 (salary + benefits)
Other (provide description):		<i>Approximate dollar value of FTEs needed to operate the system.</i>
Other (provide description):		

E.2.7. Division of Retirement and Benefits

Systems Background Information

□ Deferred Compensation Plan (DCP)

The Deferred Compensation Plan (DCP) is a tax deferral program for state employees. The DCP system collects and tracks member payroll deductions from AKPAY and reports these as contributions to the contract record keeper. The record keeper maintains detailed account information and makes the net disbursements to fund managers. The plan uses the record keeper's trading and internet services to conduct investment and other transactions; they report balance information to both the Division and the plan members. Data and instructions for distributions are prepared and authorized by the Division. Electronic files are sent to populate the payment system.

The state is presently the only employer participating in the DCP.

□ Supplemental/Select Benefits System

The Supplemental/Select Benefits System consists of two parts, insurance enrollment and annuity information. Employers provide indicative data on members from which eligibility for benefits is derived. There are approximately 29,500 members in the system with a positive account balance who can conduct transactions. Approximately 65% of the members are actually actively contributing, and 35% are former employees with account balances. Those balances can remain with the system from the 1980 plan inception until April 1 of the year after the participant turns age 70-1/2. The SBS annuity Plan uses the same record keeper and same transaction system as the Deferred Compensation Plan.

For insurance benefits, employees electronically enroll or are enrolled in a default plan. The division is responsible for maintaining enrollment data and reporting deduction setups and any necessary adjustments to employers. This is done electronically for the State by paper for other employers. The employers are responsible for deducting premiums and reporting to the division; these deductions are reconciled with the enrollment elections. From election and deduction data, eligibility is reported to insurance companies and claims processors on either an aggregate or individual basis. This system is being completely rewritten and was converted in October-December 2002. The new system has also integrated many of the functions and processes of the SBS. For employees in the Dependent Care Reimbursement Account, a subsystem is

maintained to track and process claims and issue reimbursements to approximately 350 members on a semi-monthly basis.

Annuity benefits (The annuity is an employer/employee section 401(a) defined contribution plan in which the State participates in lieu of social security contributions) are mandatory and employers are responsible for deducting contributions from employee salary and reporting it with matching employer contributions. This is done electronically for the State and electronically using the internet for all other employers. The system reports contributions to the record keeper and is handled along side with, and the same as, the DCP system described above.

The division maintains a health eligibility reporting system to report eligibility for health benefits for retirees and active employees, approximately 30,000 members. The system maintains information on covered dependents based on member enrollment and changes. The system accepts eligibility data from AKPAY twice monthly and the retiree payroll system monthly, merges it with coverage and dependent data, reports to the health claims processor, and maintains a history of the reporting.

The state is presently the one of tens of customers of this service.

□ **Combined Retirement System (CRS)**

The Combined Retirement System (CRS) is an integrated modular software system that maintains service records for all members of the Public Employees', Teachers', and Judicial Retirement Systems (approximately 88,000 members). The State is one employer of 212 served by the division for retirement system administration. Approximately 50% of the member volume is generated by the state, the other 50% from 211 outside reporting units that maintain their own separate systems. (The Division's CRS system integrates all the information necessary for retirement system purposes).

The payroll module of CRS produces monthly retiree payments (23,500), weekly payments (100 per month), and refunds of employee contribution accounts (250 per month). Monthly disbursements exceed \$37 million. Extensive maintenance to payee records takes place each month (over 1,000 per month). Electronic fund transfer (EFT) comprises approximately 83% of payments, while the remaining 17% are by warrant. The system is also used for federal and state tax reporting.

CRS, including both the production and test payroll systems, operates on an AS/400 platform owned by the division. This system has been completely rewritten over the past five years and is fully stand-alone. It integrates the needs of 211 outside employer reporting units and the State of Alaska. The CRS system

also has its own financial reporting module for general ledger and accounting purposes.

The state is presently one of hundreds of customers of this service.

□ **Retirement and Benefits System Requirements from the State**

□ **Strengths**

- There are automatic hooks into AKPAY for warrant disbursements and adjustments.

□ **Areas For Improvement**

- Historic information about employee service history needs to be accessible online.
- Push of information from AKPAY needs to be enhanced.
- Employee self-service capabilities.
- Periodic reporting and validation of employee, beneficiaries, service levels, pay history, benefit election history
- Additional data desired:
 - Scattered Leave Without Pay (LWOP)
 - Worker's Compensation events
 - Payroll adjustment records
 - Merit pay due
 - Grievances effect pay
 - Other payroll adjustments
 - Marital status.
 - Beneficiary elections.
 - Leave accrual rates.
 - Creditable service time.
 - Daily updates of indicative data.
 - Time & attendance information.
- Consistent classification of temporary employees.
- All payroll and indicative activity occurring during a pay period; some activity being missed.
- Improved processing of deferred compensation deductions when maximums reached.
- Foreign addresses and zip codes need to be standardized in AKPAY.
- On-line warrants printed in near term, not just on payroll dates; needs to be properly coordinated with treasury.
- Streamline process of working with many payroll systems and their schedules.
- Bi-weekly payroll will cause problems for benefits with extra pay period, and accruals; annualize payroll is very important.
- Need to apply rules on limits of premiums.
- Health reporting should be more frequent.
- LWOP and Family Medical Leave Act (FMLA) activity.
- Handle on and off activity within a pay period
 - Payroll?
 - Benefit elections?
 - Adds and drops from funds?
- Pro-rated premiums.

E.3. DEPARTMENT OF REVENUE

E.3.1. Treasury Division - Investments

□ Fixed Income Custodian

State Street is the custodian that manages the state's fixed income portfolio. Internal and external portfolio managers execute investment transactions through its systems. State Street's system is the system of record for these investments. Alaska manages its investment through manual verification of transactions, and monthly processes. Transactions are cleared through the state's cash management system and recorded in AKSAS. Commercial paper is the only fixed income security processed manually outside the custodian's system. Electronic feeds from the Bloomberg's financial services provide the state with a record of detailed transactions processed by the custodian. The state uses these records to validate the execution of transactions and reconcile the value of the portfolio.

□ Equity Manager

State Street is also the custodian that manages the state's equity portfolio. External portfolio managers execute investment transactions through its systems. As with fixed income portfolio, the state manages its investment through manual verification of transactions, and monthly processes to adjust balances recorded in AKSAS. The custodian's system is the system of record for equity investments.

□ System Requirements from the State

□ Areas For Improvement

The process to manage investments for the state is manual with adjusting entries made to AKSAS on a monthly basis. Although the state does not have an investment system which tracks the detailed portfolio holdings, the following issues need resolution to improve the service.

- Valuation of holdings occurs on a monthly basis and is a manual process; if the process were automated it would allow valuations to occur in a more timely fashion and allow for off-cycle valuations.
- The ability to acquire and track, buy and sell transactions electronically from the investment custodian.
- Calculate interest accruals.
- Track and notify on status of security maturities.
- Ad hoc reporting of investment information.

- Identification of income and revenue accounts based upon bank clearing activity, with journal vouchers being modeled to adjust clearing activity. Tables should be manipulated without programming interface.
- Ability to track security orders to verify against actual custodian activity.
- Ability to track all commercial paper.
- Ability to pool funds into different portfolios based upon risk strategies.

E.3.2. Treasury Division - Cash Management

Agencies will complete this two-part questionnaire. The Agency Information and Systems Background Information sections below will be completed once for the agency. The Administrative System Information needs to be provided for each administrative system controlled by the agency.

Agency Information:

1. Agency:

Department of Revenue, Treasury Division - Cash Management

2. Name and phone number of the person coordinating the agency response to these questions:

Susan Bump, 465-2362

3. Identify the agency offices/locations and number of employees per location:

11th floor of the State Office Building, Juneau, 7 employees

Systems Background Information:

4. What administrative system functions are implemented within your agency controlled systems? (Mark all the administrative functions from the list below.)

- Accounts Payable
- Benefits Management
- Budget Management
- Capital Assets
- Contract Management
- Facilities Management
- General Ledger
- Grant Management
- Grievance Management
- Inventory Management
- Labor Relations
- Payroll
- Project Accounting
- Purchasing
- Position Control
- Receipt Management
- Training Management
- Travel

4	Treasury & Banking
4	Reporting and Information Access

5. Do all your agency's divisions, sections, etc. use the state's standard administrative systems (eg. accounting, budget, facilities, human resource, payroll, treasury/banking)? (List of the state's standard administrative systems is provided in section 2.5.)

- Yes** No

If No, please explain below the reason(s) for not using the state's standard system.

The following form for Administrative System Information needs to be provided for each administrative system controlled by your agency.

Administrative System Information:

Replace italicized instructions with desired information.

Name Of The Administrative System:	ResourceIQ²	
Type Of System (select one):	Commercial System	Developed System
System Implementation Date & Duration:	October 2001	
Time Needed To Implement The System:	24 months	
Business Reasons For System Selection:	Previous system was old legacy system using outdated technology that was maxed out on field sizes and tables. Since the new system had the same name from the same vendor, it was considered to be an upgrade of the existing system. This allowed us to use a sole source procurement and take advantage of funding available in that fiscal year.	
Lessons Learn:	<p>Alaska uses subaccounts (of a specific bank account) in order to specifically identify all transactions as they enter the system. Since this appears to be fairly unusual, it required the use of an additional optional field to accommodate the subaccount number. As a result of using an optional field for one of our most important data elements, we don't have any standard reports that</p> <p>One of the most difficult parts of the process was developing the interface to AKSAS. If we acquire an integrated system, this should not be an issue.</p> <p>If we needed to procure another Treasury Workstation, we would want to use the RFP process, if at all possible. The implementation of our current Treasury Workstation took much longer than anticipated, partially due to shortcomings on the vendor's part. This would allow us to compare a range of vendors and their products.</p>	
System Strengths:	<ul style="list-style-type: none"> • Robust unattended process that works well based upon automated processing schedule. • Automatically identifies most banking transactions. • Allows for manual adjusting and recording of wire transactions. • Works with multiple banks. • Superior performance and automation features to previous service. • Good correction process for unposting, fixing and reposting transactions. • High level of automation needed because of small staff size. 	
Areas For Improvement:	<ul style="list-style-type: none"> • Banks going to Web interfaces; could cause significant changes to interface. • ResourceIQ² not penetrating a larger portion of the cash management/treasury market. • Open standards for data access could facilitate greater use of source data. • Manual reconciliation encapsulated into MS Excel macros. • Cash account to cash account transactions cannot be processed. • Splits between TR and TJ transactions don't work. • Dependent on software vendor for interface modifications. 	

	<ul style="list-style-type: none"> • Software security is elementary based upon screens, not accounts and roles. • Designed for MS Access database; required Sybase database; occasional system slowdowns and other problems because of configuration. • Need sub-account reporting. • New releases require retrofitting customized requirements. • Higher level and standard of vendor support desired: <ul style="list-style-type: none"> • Technical support limited. • Very poor quality and limited documentation and training on system. • State staff generally designs solutions to problems reported to vendor. • Need memo attachments to transactions. • Ability to mirror states general ledger chart of accounts. • Need to make cash management systems control cash accounts in the states general ledger.
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Approximate Number Of Users Supported By This System	
System Users	Number of Users
Approximate Number Of "Concurrent" Users:	5
Approximate Number Of "Day-To-Day" Users:	3
Approximate Number Of "Casual" Users:	4
Other (provide description):	1 – generic bank polling ID
Other (provide description):	

Implementation Costs For This System	
Cost Component	Approximate Cost
Hardware:	\$0
Software:	\$150,000
Consultant / Contractors:	\$12,000
Other (provide description):	\$0
Other (provide description):	
State Staff To Implement:	1
FTE Cost:	1 x 24 months x \$6,000 average FTE = \$144,000

Operating Costs For This System		
Cost Component	Approximate Cost	
Licensing Agreement:	\$24,000	
Software Support Contracts:	\$0	
Hardware Maintenance:	\$0	
Consultant / Contractors:	\$0	
ITG Chargeback:	\$0	
Other (provide description):	<i>Estimated FY03 dollar value of other goods and services needed to operate the system.</i> \$0	
Other (provide description):		
State Staff Needed To Maintain and Operate The System	State Staff FTEs	FTEs Cost
Business Analysts:	0.75	\$54,000 / year
Programming and System Maintenance:	0.05	\$3,600 / year
Network/System Operations:	0.05	\$3,600 / year
System Security:	0	\$0
Help Desk/End User System Support:	0	\$0
Other (provide description):		
Other (provide description):		