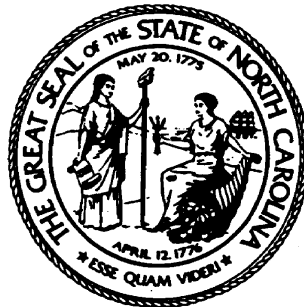# FINAL REPORT
INFORMATION TECHNOLOGY CONTRACTS AND PERSONAL SERVICE CONTRACTS IN USE IN STATE GOVERNMENT

as directed by Senate Bill 1005
Sections 6.19 & 15.5 of the
2001 Session of the General Assembly

April 2002

Prepared by:

Office of State Budget Management
Office of State Controller
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EXECUTIVE SUMMARY

The 2001 Session of the General Assembly directed that two studies of contracting be conducted: one study was to focus on information technology (IT) contracts; the second study was to focus on personal service contracts. The legislation directed obtaining volume and expenditure data, and purposes of the contracts, along with information about their administration. The period of time covered by the study data is Fiscal Year 2000-01 for the IT contracts, and from January to June of 2001 for Personal Service Contracts. The State expends significant resources in both of the contract areas, as summarized below:

	INFORMATION TECHNOLOGY CONTRACTS		*PERSONAL SERVICE CONTRACTS*	
Total # Contracts:	Fiscal Year 2000-01:	1,989	January – June 2001	11,135
Total Contract Value:	No time period specified:	$286,563,996	No time period specified:	$81,526,095
Total Paid on Contracts *from all Funding Sources:*	Fiscal Year 2000-01:	$181,699,310	January – June 2001	$28,856,879
Total Paid on Contracts *from Appropriations:*	Fiscal Year 2000-01:	$95,443,730	January – June 2001	$17,179,071
Most Frequently Used Categories of Service:	Based on Contract Value: Application Programming: Application Systems Analysis: All Other Categories:	46% 15% <5% each	Based on Paid Amount: Health & Medical Services: Educational Services: All Other Categories:	36.6% 25.1% <10% each
Largest Users of Contracts Based on Contract Values:	Based on Contract Value: Dept. of Health & Human Svc Dept of Transportation: University System:	36.3% 19.4% 11.0%	Based on Paid Amount University System: Dept. of Correction: All Other Agencies:	40.0% 38.4% < 5% each
Largest Users of Contracts Based on Number of Contracts:	University System: Dept. of Transportation: Dept. of Health & Human Svc:	51.0% 14.6% 10.6%	University System: Dept. of Correction: All Other Agencies:	78.6% 8.8% <5% each

A review of the literature supports the conclusion that used appropriately, with defined expectations and strong contract management, outsourcing and privatization can be effective in saving money and/or adding value. A review of the current purchasing procedures reveals that the rules are generally clear and new procedures are in place to make certain information technology purchases are more competitive and more streamlined for agencies. Findings regarding contract administration are not as self-evident.

Recommendations of this study include:

− The need for greater distinctions in the statewide chart of accounts to differentiate service and maintenance contracts for IT hardware and software
− Conducting a cost comparison of certain IT contract categories to determine the costs of outsourcing vs. performing the functions in-house (a part of the study that was not completed owing to a lack of time, but for which adequate information now exists)
− Establishment of convenience contracts for key personal service contract categories to broaden vendor access to state contracts and to improve competition among vendors
− Development of a tool to capture personal service contract information for contractors who receive greater than $5,000 total annually.

The project team greatly appreciates the time and effort expended by all agencies and universities to compile this information in a timely manner. It was a major undertaking for many, and the work could not have been completed without their cooperation.

INTRODUCTION

Scope of Work--Generally

Senate Bill 1005 contained two special provisions directing two studies be conducted on the use of contractors in the State. One study was to focus on information technology contracts; the second study was to focus on personal service contracts. Because the study topics were very similar in nature, the project team collected data for both studies at the same time and performed similar analyses of the data. This report presents the findings for each study. Although the methodologies were similar, the findings are reported separately as directed by the legislation.

Scope of Work—Information Technology Services Contracts

Senate Bill 1005, Section 15.5.a-d directed the Office of State Budget and Management (OSBM), the Office of Information Technology Services (ITS), the Office of State Personnel (OSP), and the Office of the State Controller (OSC) to conduct a study of the use of information technology contractors. The study was to report on the number of contractors used by state agencies, the duration of the working period for the individual contractors and the length of the contract. The legislation also called for the report to identify clearly the purpose of the contracts, and the unit and actual costs. It also wanted the report to recommend the most appropriate use of contractors and the most appropriate use of permanent employees. It further directed OSP to identify effective mechanisms for recruiting and retaining employees. Finally the study was to compare the costs of outsourcing discrete functions vs. performing activities using state government employees. Appendix A contains the full text of the legislation. [A related provision in the legislation directs the Joint Select IT Committee to conduct a pilot project on converting information technology contractors to employees].

Because the legislature's time frame was "currently", project staff working with legislative staff determined that a meaningful time frame would be for contracts active during fiscal year 2000-01. Furthermore, to clarify the kinds of contracts to include in the study, the staff agreed to use the definition of information technology as cited in Senate Bill 222 (from the 1999 session of the General Assembly), now codified as G.S. 143B-472.40A(2). Information technology services were defined as "…electronic data processing … services, telecommunications … services, any services related to the foregoing [electronic data processing, telecommunications, microprocessors, software, information processing, office systems], and consulting or other services for design or redesign of information technology supporting business processes."

To further ensure consistency in reporting, the agencies were given as a reference the information technology services categories established for the ITS supplemental staffing contracts. Appendix B contains the full list of those categories and their definitions.

Scope of Work—Personal Services Contracts

Senate Bill 1005, Section 6.19.a-b directed the Office of State Budget and Management (OSBM), and the Office of State Personnel (OSP) to conduct a study of the use of personal services contracts. Specifically, the legislation directed agencies to "make a detailed written report to" OSBM and OSP to include the total number of personal services contractors in service during the reporting period; the type, duration, status, and cost of each; a description of the functions and projects requiring contractual services; the identification of the state employee responsible for the oversight of each contract; and the number of contractors reporting to each contract manager or supervisor. Agencies were also directed to submit this information on a regular basis. OSBM and OSP were directed to compile this information semiannually and to report it to the legislature along with an analysis of personal service contract effectiveness.

Section 6 of the State Purchasing Manual provided the definition of personal service contract: "A personal service contract is an agreement for services provided by a professional individual on a temporary or occasional basis…This may also be a consulting service if it is of an advisory nature." Specifically excluded from this definition were "service contracts" between an agency and a company that provides services, such as lawn or housekeeping. The project team strictly enforced the requirement that the agreement be between an individual person and the agency or university. No dollar threshold was established as none was set in the legislation.

The wording of the legislation contained two problems. First, it did not define a "reporting period". Second, it asked for the number of contractors per contract, which by definition would only be one person per contract. The project team met with legislative staff to resolve these problems. Due to the anticipated high volume of contract numbers, the staff agreed that the reporting period would be the final six months of FY2000-01, instead of the full year specified for the IT contracts study. The staff anticipated that the agencies could not compile the data easily. Therefore, the staff further agreed that ongoing reporting would not be enforced until a manageable way to capture this information could be determined.

Methodologies--Generally

The project team reviewed the available data from the North Carolina Accounting System. The statewide Chart of Accounts, which is administered by the Office of State Controller, included multiple account codes to classify expenditures for contracted services. For example, the statewide chart of accounts included a category for Purchased Contractual Services. This category accounted for expenditures incurred for services purchased from independent contractors and/or external organizations for contracted professional and consultative personal services. Examples of detailed accounts within the Purchased Contractual Services category were legal services, financial/audit services, medical/rehabilitation services, information technology services, academic services, engineering services, administrative services and service agreements. Beneath many of these detail accounts were subaccounts that further defined the service type.

While most contracted service expenditures were accounted for under the Purchased Contractual Service category, agencies also made payments for contractual services in other line items related to the specific nature of the contract (e.g., architectural), or unspecified purpose payments. For example, some personal service contracts were paid through the temporary employee salary account codes. Various contracts were also paid through state aid account codes. Information technology related maintenance contracts were recorded in the maintenance agreement account category.

Moreover, account codes did not indicate the business entity with which the contract was made and did not provide any other details about the contract specifics. Because the Division of Purchase & Contract (P&C) defined that a personal service contract was a contract with an individual, account codes could not be used to extract personal service contract payments. The account codes included payments to individuals, partnerships, corporations, and other entities.

Based on their experience, the project team judged that to capture the full set of information requested by the legislature, it was necessary to request each agency and university to compile and submit their own data. Although the statewide chart of accounts could not provide exact information on the amount of information technology or personal service contracts, the project team used amounts posted to specific account categories to assess reasonableness and completeness of the agency survey responses. Much of the work and communication between the project team and the agency and university respondents occurred electronically in order to meet the aggressive deadlines imposed by the legislation

The project team developed a web-based survey tool to allow each agency to enter their data electronically for contracts held during the reporting periods. This information was stored in the State's mainframe, and analyzed using desktop computing tools. The web-based tool allowed for

decentalized data entry at the agency and university level. For approximately six agencies and universities who maintain an existing data base of contract information, the project staff accepted the data electronically in a manner compatible with the survey tool.

The survey contained approximately 25 questions developed to capture responses to the questions posed by both special provisions. Agencies were given from mid-November until the end of December to submit their responses. In mid-January the project team sent the agencies and universities a summary report of their data for review to ensure the data was correct and complete. The project team requested that agencies and universities complete their review and enter corrections by the end of January; however, some respondents took significant additional time to complete this task. After the agency or university completed its review, a member of the project team closely reviewed the data. Where problems were found to exist with individual data, the project team member followed up with the agencies to make corrections. This process took until the end of February, due to the volume of contracts to be reviewed and verified. Agencies and universities reported more than 13,000 personal service and information technology service contracts.

INFORMATION TECHNOLOGY SURVEY METHODOLOGIES

In addition to the survey data, the project team gathered data on agencies' contracts with ITS Business Technology Services section for the reporting period. The project team also obtained from OSP a list of the number of information technology staff by position type and their average salary. To compare State positions to contracted positions, the state-paid medical insurance benefit, the State's 5% retirement contribution and related employer FICA costs were added to the average salary. To derive the cost per hour, 1760 working hours average were used, to account for average leave days and paid holidays.

The project team also gathered information from the current year's ITS Supplemental Services Contract listing of base and upper rates proposed by vendors, as well as the actual averages of rates being used on current year contracts. Of note however is that there are a limited number of new contracts on this system at this time due to the current budget difficulties and the relative newness of the contract. Similar data on the prior year convenience contract was not readily available.

Lastly, the team gathered background information on the various purchasing rules governing the ability of agencies to procure information technology services including the internal procurement procedures and contract management procedures for a sample of the survey respondents. The team also collected data from various authoritative sources on the effectiveness of using contractors instead of in-house resources.

PERSONAL SERVICE CONTRACT METHODOLOGIES

In addition to the survey data, the project team examined the state purchasing laws governing the use of personal service contractors. The team also interviewed a large sample of the survey respondents to gather information on their internal procedures for awarding and managing personal service contracts.

FINDINGS—INFORMATION TECHNOLOGY CONTRACTS

Summary of Survey Results

The results of the survey of the agencies and universities are best reported in a series of charts which follow this page. In summary, last fiscal year, state agencies and the universities reported nearly 2,000 active information technology (IT) services contracts. As shown in Chart 1, the University System as a whole accounted for 51% of the total number of contracts issued. The Departments of Health & Human Services and Transportation accounted for an additional 25% of the total number of contracts issued. These three entities accounted for 66% of the total contract values. The Department of Health & Human Services (DHHS) alone accounted for 36% of the total contract values and the University System and the Department of Transportation (DOT) accounted for another 30%.

Charts 2A and 2B highlight the IT contract service types. Sixty-one percent of the total contract values were for Applications Programming Services and Applications Systems Analysis Support Services. Project Management Services account for another 5%. Of the total number of contracts 57% were for Applications Programming Services, Applications Systems Analysis Support Services, Desktop support, and Local Area Network (LAN) Administration.

Chart 3A lists the nineteen vendors who each received 1% or more of the total contract values reported for IT contracts. These vendors accounted for 69% of the total value of IT contracts, and 33% of the total number of contracts issued. The top two vendors accounted for 24% of the total contract values. The average contract value for the top nineteen vendors was over $300,000 compared with an average $66,000 for all others.

Chart 3B lists the twenty five vendors receiving 10 or more contracts for the reporting period. The top two vendors accounted for nearly 30% of the total number of contracts but combined, they account for less than 1% of the total contract value. Twelve of the vendors included in the top nineteen by contract value are also on the list of twenty five vendors receiving 10 or more contracts.

Chart 4A lists another 109 contracts for IT services designated by the agency or university as personal service contracts; these had a total contact value of $2.6 million. Chart 4B(1) highlights that Applications Programming Services and Application Systems Analysis Support Services accounted for 57% of the total value. However, Professional Services-Operational was the third highest service category with nearly 16% of the total contract values. As shown in Chart 4B(2), Application Programming Services, Web Site Design Services, and Database Management Services accounted for over 53% of the total number of contracts issued.

It appears from somewhat incomplete contract duration data that the majority of IT contracts are under three years' duration. Thirty-six percent of the respondents said that they had in-house resources capable of carrying out the contracted work. The primary reasons for contracting included the following:

- The IT project was urgent and could not be completed with in-house resources only
- The agency needed another IT position but did not have one available
- In-house resources did not have the necessary skills or training for ongoing support.
- Non-appropriated funds were available to support the contract

Summary of Information Technology Contracts, Internal IT Staffing, & ITS-contracted Work -- FY2000-01

CHART 1

Agency Organization	# of In House IT Staff	# Projects at ITS	Total Amount Billed-ITS Projects	# of Vendor Contracts	% Contracts of Total	Total Contract Value All Funding sources	% of Total Contract Value	Amount Paid - All Funding Sources FY2000-01	Total Contract Value Appropriations Only	Total Paid fy2000-01 Appropriations Only
DHHS										
DHHS-Div of Information Resources Mgt				194		$46,562,547		$29,508,515	$25,567,594	$18,137,396
Division of Medical Assistance				10		$43,564,776		$39,547,984	$11,609,199	$10,213,171
Division of Social Services				2		$8,001,449		$976,320	$0	$0
Division of Mental Health/Retardation				2		$5,640,756		$2,915,893	$5,640,756	$2,915,893
Division of Central Administration				1		$232,048		$163,218	$232,048	$163,218
Division of Mental Health/Retardation-Cherry Hospital				1		$3,820		$1,968	$3,094	$1,594
Subtotal - DHHS All Divisions	**399**	**15**	**$815,147**	**210**	**10.6%**	**$104,005,396**	**36.3%**	**$73,113,898**	**$43,052,691**	**$31,431,272**
Subtotal - Department of Transportation	**422**	**4**	**$7,051**	**291**	**14.6%**	**$55,686,350**	**19.4%**	**$22,977,116**	**$50,864,583**	**$20,746,582**
University System										
University of North Carolina, General Administration	34			69		$16,250,564		$15,742,560	$13,913,217	$13,435,904
North Carolina State University	498			60		$4,281,070		$4,294,869	$4,085,801	$4,085,801
University of North Carolina, Chapel Hill	920			623		$3,993,784		$6,243,728	$2,184,557	$3,723,719
UNC Hospitals	160			44		$3,443,565		$3,401,210	$0	$0
University of North Carolina, Charlotte	134			129		$1,616,515		$1,254,977	$232,873	$192,564
Elizabeth City State University	19			3		$523,501		$828,682	$523,501	$828,682
Winston-Salem State University	34			30		$379,031		$379,031	$80,379	$80,379
University of North Carolina, Greensboro	134			6		$292,255		$292,255	$159,565	$159,565
East Carolina University	240			4		$278,222		$280,959	$151,157	$153,894
NC Central University	35			16		$261,645		$116,809	$10,900	$10,974
University of North Carolina, Asheville	31			6		$131,346		$148,087	$131,346	$148,087
Appalachian State University	102			3		$57,617		$57,617	$57,617	$57,617
Western Carolina University	48			9		$47,110		$47,110	$45,019	$45,019
Fayetteville State University	33			10		$34,533		$34,228	$34,208	$33,903
N.C A&T University	83			2		$988		$988	$0	$0
UNC-Wilmington	86									
UNC-Pembroke	29									
NC School of the Arts	10									
NC School of Science & Mathematics	8	1	$882							
Subtotal - University System, All Campuses	**2,638**	**1**	**$882**	**1,014**	**51.0%**	**$31,591,746**	**11.0%**	**$33,123,110**	**$21,610,139**	**$22,956,108**
Office of Information Technology Service	360	35	$3,991,028	120		$28,523,653		$18,473,304	$0	$0
Employment Security Commission	144	1	$623	23		$14,170,353		$3,494,808	$2,220,666	$508,932
Department of Environment and Natural Resources	150	20	$462,686	60		$13,429,383		$3,799,537	$3,806,597	$1,523,307
Community College System	37			16		$8,153,190		$8,153,014	$7,758,463	$7,758,463
Administrative Office of the Courts	94	2	$157,215	49		$7,756,955		$3,573,806	$4,986,267	$1,850,101
Department of Revenue	191	3	$25,378	23		$6,396,067		$2,572,890	$6,176,009	$2,507,210
Department of Juvenile Justice and Delinquency Prevention	18			27		$4,348,255		$2,604,452	$9,240	$9,280
Department of Public Instruction	71		$9,903	39		$3,400,103		$2,042,473	$2,604,304	$1,811,194
Department of Justice	96	3	$2,588	20		$2,399,558		$2,387,800	$392,182	$392,106
Department of Commerce	40	1	$163,190	10		$2,129,844		$1,489,088	$1,448,897	$1,093,199
Department of Corrections	120	7		17		$1,289,120		$1,197,510	$1,145,500	$1,072,346
Office of the State Controller	25		$403,123	14		$1,076,803		$584,796	$1,076,803	$584,796
General Assembly		11	$5,226	11		$650,012		$525,551	$650,012	$525,551
Department of Administration	28	8	$203,486	2		$432,174		$289,624	$3,240	$1,242
Department of the Secretary of State	46	2	$147,292	1		$305,000		$229,435	$305,000	$229,435
Department of Insurance	15	5	$256,372	6		$202,696		$267,614	$202,696	$267,614
Department of Cultural Resources	11	7		9		$179,093		$145,036	$71,140	$57,218
Office of the State Auditor	6			4		$143,572		$53,292	$143,572	$53,292
Wildlife Resources Commission	16			6		$121,163		$480,557	$0	$0
Biotechnology Center				5		$61,168		$28,501	$60,373	$27,706
Department of State Treasurer	43	1	$24,114	2		$46,750		$31,900	$0	$0
Department of Crime Control and Public Safety	45			5		$22,438		$17,045	$20,813	$15,420
Office of State Personnel	12	2	$11,099	1		$21,356		$21,356	$21,356	$21,356
Housing Finance Agency				2		$13,898		$13,898	$0	$0
Auctioneer Licensing Board				1		$5,898		$5,898	$0	$0
State Ports Authority				1		$2,001		$2,001	$0	$0
Department of Labor	18	1	$460							
Office of State Budget & Management/Governor's Office	7									
Department of Agriculture	44									
State Health Plan		1	$2,723							
Boards, Commissions, Councils, Lt. Governor's Office	6	5	$429,943							
Subtotal--All Other Agencies	**1,643**	**115**	**$6,296,449**	**474**	**23.8%**	**$95,280,504**	**33.2%**	**$52,485,186**	**$33,103,130**	**$20,309,768**
TOTAL ALL STATE AGENCIES	**5,102**	**135**	**$7,119,529**	**1,989**		**$286,563,996**		**$181,699,310**	**$148,630,542**	**$95,443,730**

CHART 2 A

Information Technology Contracts for FY2000-01 by Category of Contract - Sorted by Total Contract Value

Contract Type Description	Number of Contracts Reported	% of total Contracts	Total Contract Value -- All Funding Sources	% of Total Value -- All Sources	Total Paid -- All Fund Sources	Total Contract Value -- Appropriations Only	% of Total Value -- Appropriations Only	Total Paid -- Appropriations Only
APPLICATION PROGRAMMING SERVICES	493	25%	$131,527,171	46%	$87,625,434	$60,566,601	41%	$40,157,912
APPLICATION SYSTEMS ANALYSIS SUPPORT SV	258	13%	$42,727,586	15%	$20,848,760	$34,805,516	23%	$15,045,094
PROJECT MANAGEMENT SERVICES	47	2%	$15,107,685	5%	$11,325,177	$10,987,227	7%	$8,189,618
NETWORK SECURITY OTHER SERVICES	3	0%	$14,154,216	5%	$12,770,216	$12,770,216	9%	$12,770,216
PROFESSIONAL SERVICES-ENTERPRISE	23	1%	$9,261,407	3%	$6,696,183	$489,401	0%	$471,918
DATABASE MANAGEMENT SERVICES	66	3%	$8,496,849	3%	$2,971,514	$2,128,743	1%	$1,202,653
PROFESSIONAL SERVICES-PLANNING	4	0%	$7,198,519	3%	$2,181,472	$2,114,680	1%	$618,439
LAN SUPPORT	77	4%	$7,190,876	3%	$4,666,302	$4,550,552	3%	$3,045,326
IT TRAINING OTHER	14	1%	$5,674,512	2%	$1,054,534	$247,672	0%	$129,590
DATA WAREHOUSE SERVICES	7	0%	$5,323,711	2%	$3,443,471	$2,268,723	2%	$1,866,508
BUSINESS ANALYST SERVICES	26	1%	$4,903,292	2%	$2,519,044	$3,311,718	2%	$1,693,824
SYSTEM PROGRAMMING SERVICES	37	2%	$4,280,513	1%	$2,085,307	$2,376,093	2%	$1,120,496
WEB SITE DESIGN SERVICES	71	4%	$3,409,454	1%	$1,619,473	$1,208,497	1%	$718,544
IT SUPPPORT STAFF-OPERATIONS	92	5%	$3,177,324	1%	$3,991,359	$2,496,473	2%	$3,015,497
LAN/WAN DEVELOPMENT AND UPGRADE	29	1%	$2,667,279	1%	$2,057,403	$543,259	0%	$412,259
WEB SITE SUPPORT SERVICES	19	1%	$2,537,805	1%	$2,221,333	$565,575	0%	$263,976
DATA MODELING SERVICES	8	0%	$2,495,510	1%	$1,054,298	$1,725,010	1%	$758,347
PROFESSIONAL SERVICES-ORGANIZATIONAL	20	1%	$2,393,218	1%	$1,932,851	$556,536	0%	$316,183
LAN ADMINISTRATION	168	8%	$2,293,771	1%	$1,738,573	$149,461	0%	$135,548
EDMS-ELECTRONIC DOCUMENT MGMNT PROF SRV	3	0%	$2,070,651	1%	$1,428,285	$615,529	0%	$433,609
DESKTOP SUPPORT	225	11%	$1,903,656	1%	$1,137,392	$932,793	1%	$485,178
HELP DESK SUPPORT	87	4%	$1,618,732	1%	$1,370,062	$941,040	1%	$878,475
PROFESSIONAL SERVICES-OPERATIONAL	32	2%	$1,253,310	0%	$1,116,244	$396,582	0%	$292,533
TELECOMMUNICATIONS PROFESSIONAL SERVICES	17	1%	$947,935	0%	$1,111,527	$770,267	1%	$1,006,658
UNDEFINED SERVICES	29	1%	$933,130	0%	$933,130	$904,380	1%	$56,331
PROFESSIONAL SERVICES-RESEARCH & ANALYSIS	14	1%	$809,297	0%	$323,937	$512,190	0%	$93,464
NETWORK SECURITY PROFESSIONAL SUPPORT	3	0%	$795,738	0%	$795,738	$0	0%	$0
PROFESSIONAL SVC-GRAPHIC, PRESENTATION	5	0%	$270,039	0%	$23,128	$258,165	0%	$19,698
TELECOMMUNICATIONS ENGINEERING SERVICES	14	1%	$260,266	0%	$256,199	$24,653	0%	$23,926
COMPUTER SYSTEMS SECURITY	20	1%	$252,236	0%	$221,505	$136,058	0%	$120,693
IT TRAINING CLASSROOM	15	1%	$172,964	0%	$108,785	$45,977	0%	$33,552
WIRELESS NETWORKING	3	0%	$159,882	0%	$159,882	$0	0%	$0
IT SUPPORT STAFF-OPERATIONS	1	0%	$133,888	0%	$95,040	$0	0%	$0
HEALTH AND MEDICAL SERVICES	22	1%	$35,856	0%	$40,444	$35,730	0%	$33,031
EDMS-ELECTRONIC DOCUMENT MGMNT PROGRMNG	2	0%	$33,000	0%	$13,200	$0	0%	$0
PROFESSIONAL SERVICES-OTHER	3	0%	$17,793	0%	$11,333	$0	0%	$0
PROFESSIONAL SVC-MIDDLEWARE INTEGRATION	15	1%	$16,117	0%	$16,629	$11,639	0%	$11,638
OTHER SERVICES	2	0%	$13,440	0%	$6,085	$4,680	0%	$2,727
MISCELLANEOUS MAINTENANCE	1	0%	$13,039	0%	$13,039	$13,039	0%	$13,039
ARCHITECTURAL SERVICES (PROF, NONPROF)	1	0%	$10,500	0%	$5,800	$0	0%	$0
EDI ELECTRONIC DATA INTERCHANGE PROGRAMMING	2	0%	$9,351	0%	$9,351	$0	0%	$0
EDI ELECTRONIC DATA INTERCHANGE PROFESSIONAL SRV.	3	0%	$4,339	0%	$4,339	$0	0%	$0
IT TRAINING ASSESSMENT	4	0%	$3,992	0%	$4,479	$3,180	0%	$3,667
GIS-GEOGRAPHIC INFORMATION SYSTEMS PROF	1	0%	$3,500	0%	$3,517	$3,500	0%	$3,517
PROFESSIONAL SERVICES-MIDDLEWARE INTEGRATION	1	0%	$600	0%	$600	$0	0%	$0
IT TRAINING MEDIA BASED	1	0%	$47	0%	$47	$47	0%	$47
BUSINESS AND FINANCIAL SERVICES	1	0%	$0	0%	$56,068	$0	0%	$0
TOTAL INFORMATION TECHNOLOGY CONTRACTS	**1,989**		**$286,563,996**		**$182,068,488**	**$149,471,400**		**$95,443,730**

Contract Type Description	*Number of Contracts Reported*	*% of total Contracts*	*Total Contract Value -- All Funding Sources*	*% of Total Value -- All Sources*	*Total Paid -- All Fund Sources*	*Total Contract Value -- Appropriations Only*	*% of Total Value -- Appropriations Only*	*Total Paid -- Appropriations Only*
APPLICATION PROGRAMMING SERVICES	493	25%	$131,527,171	46%	$87,625,434	$60,566,601	41%	$40,157,912
APPLICATION SYSTEMS ANALYSIS SUPPORT SV	258	13%	$42,727,586	15%	$20,848,760	$34,805,516	23%	$15,045,094
DESKTOP SUPPORT	225	11%	$1,903,656	1%	$1,137,392	$932,793	1%	$485,178
LAN ADMINISTRATION	168	8%	$2,293,771	1%	$1,738,573	$149,461	0%	$135,548
IT SUPPPORT STAFF-OPERATIONS	92	5%	$3,177,324	1%	$3,991,359	$2,496,473	2%	$3,015,497
HELP DESK SUPPORT	87	4%	$1,618,732	1%	$1,370,062	$941,040	1%	$878,475
LAN SUPPORT	77	4%	$7,190,876	3%	$4,666,302	$4,550,552	3%	$3,045,326
WEB SITE DESIGN SERVICES	71	4%	$3,409,454	1%	$1,619,473	$1,208,497	1%	$718,544
DATABASE MANAGEMENT SERVICES	66	3%	$8,496,849	3%	$2,971,514	$2,128,743	1%	$1,202,653
PROJECT MANAGEMENT SERVICES	47	2%	$15,107,685	5%	$11,325,177	$10,987,227	7%	$8,189,618
SYSTEM PROGRAMMING SERVICES	37	2%	$4,280,513	1%	$2,085,307	$2,376,093	2%	$1,120,496
PROFESSIONAL SERVICES-OPERATIONAL	32	2%	$1,253,310	0%	$1,116,244	$396,582	0%	$292,533
LAN/WAN DEVELOPMENT AND UPGRADE	29	1%	$2,667,279	1%	$2,057,403	$543,259	0%	$412,259
UNDEFINED SERVICES	29	1%	$933,130	0%	$933,130	$904,380	1%	$56,331
BUSINESS ANALYST SERVICES	26	1%	$4,903,292	2%	$2,519,044	$3,311,718	2%	$1,693,824
PROFESSIONAL SERVICES-ENTERPRISE	23	1%	$9,261,407	3%	$6,696,183	$489,401	0%	$471,918
HEALTH AND MEDICAL SERVICES	22	1%	$35,856	0%	$40,444	$35,730	0%	$33,031
PROFESSIONAL SERVICES-ORGANIZATIONAL	20	1%	$2,393,218	1%	$1,932,851	$556,536	0%	$316,183
COMPUTER SYSTEMS SECURITY	20	1%	$252,236	0%	$221,505	$136,058	0%	$120,693
WEB SITE SUPPORT SERVICES	19	1%	$2,537,805	1%	$2,221,333	$565,575	0%	$263,976
TELECOMMUNICATIONS PROFESSIONAL SERVICES	17	1%	$947,935	0%	$1,111,527	$770,267	1%	$1,006,658
IT TRAINING CLASSROOM	15	1%	$172,964	0%	$108,785	$45,977	0%	$33,552
PROFESSIONAL SVC-MIDDLEWARE INTEGRATION	15	1%	$16,117	0%	$16,629	$11,639	0%	$11,638
IT TRAINING OTHER	14	1%	$5,674,512	2%	$1,054,534	$247,672	0%	$129,590
PROFESSIONAL SERVICES-RESEARCH & ANALYSIS	14	1%	$809,297	0%	$323,937	$512,190	0%	$93,464
TELECOMMUNICATIONS ENGINEERING SERVICES	14	1%	$260,266	0%	$256,199	$24,653	0%	$23,926
DATA MODELING SERVICES	8	0%	$2,495,510	1%	$1,054,298	$1,725,010	1%	$758,347
DATA WAREHOUSE SERVICES	7	0%	$5,323,711	2%	$3,443,471	$2,268,723	2%	$1,866,508
PROFESSIONAL SVC-GRAPHIC, PRESENTATION	5	0%	$270,039	0%	$23,128	$258,165	0%	$19,698
PROFESSIONAL SERVICES-PLANNING	4	0%	$7,198,519	3%	$2,181,472	$2,114,680	1%	$618,439
IT TRAINING ASSESSMENT	4	0%	$3,992	0%	$4,479	$3,180	0%	$3,667
NETWORK SECURITY OTHER SERVICES	3	0%	$14,154,216	5%	$12,770,216	$12,770,216	9%	$12,770,216
EDMS-ELECTRONIC DOCUMENT MGMNT PROF SRV	3	0%	$2,070,651	1%	$1,428,285	$615,529	0%	$433,609
NETWORK SECURITY PROFESSIONAL SUPPORT	3	0%	$795,738	0%	$795,738	$0	0%	$0
WIRELESS NETWORKING	3	0%	$159,882	0%	$159,882	$0	0%	$0
PROFESSIONAL SERVICES-OTHER	3	0%	$17,793	0%	$11,333	$0	0%	$0
EDI ELECTRONIC DATA INTERCHANGE PROFESSIONAL SRV.	3	0%	$4,339	0%	$4,339	$0	0%	$0
EDMS-ELECTRONIC DOCUMENT MGMNT PROGRMNG	2	0%	$33,000	0%	$13,200	$0	0%	$0
OTHER SERVICES	2	0%	$13,440	0%	$6,085	$4,680	0%	$2,727
EDI ELECTRONIC DATA INTERCHANGE PROGRAMMING	2	0%	$9,351	0%	$9,351	$0	0%	$0
IT SUPPORT STAFF-OPERATIONS	1	0%	$133,888	0%	$95,040	$0	0%	$0
MISCELLANEOUS MAINTENANCE	1	0%	$13,039	0%	$13,039	$13,039	0%	$13,039
ARCHITECTURAL SERVICES (PROF, NONPROF)	1	0%	$10,500	0%	$5,800	$0	0%	$0
GIS-GEOGRAPHIC INFORMATION SYSTEMS PROF	1	0%	$3,500	0%	$3,517	$3,500	0%	$3,517
PROFESSIONAL SERVICES-MIDDLEWARE INTEGRATION	1	0%	$600	0%	$600	$0	0%	$0
IT TRAINING MEDIA BASED	1	0%	$47	0%	$47	$47	0%	$47
BUSINESS AND FINANCIAL SERVICES	1	0%	$0	0%	$56,068	$0	0%	$0
TOTAL INFORMATION TECHNOLOGY CONTRACTS	**1,989**		**$286,563,996**		**$182,068,488**	**$149,471,400**		**$95,443,730**

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CHART 3 A

Information Technology Contractors for FY2000-01 by Vendor -- Summary, Sorted by Total Contract Value

Vendor Name	Total # of Contracts	% of Total Contracts	Total Contract Value -- All Funding Sources	% of Total Contract Value	Total Paid FY00-01--All Funding Sources	Total Contract Value-- Appropriations Only	% Total Contract Value from Appropriations	Total Paid fy00-01-- Appropriations Only	% Paid fy00-01-- Appropriations Only
VENDORS WHOSE CONTRACT VALUE IS 1% OR GREATER OF TOTAL VALUE FOR FY2000-01									
EDS CORPORATION	3	0.15%	$42,388,693	14.79%	$38,680,037	$14,841,646	9.99%	$11,870,835	12.44%
KEANE, INC.	94	4.73%	$26,438,891	9.23%	$11,351,463	$17,258,962	11.61%	$7,041,626	7.38%
MODIS, INC.	74	3.72%	$14,295,372	4.99%	$6,901,197	$11,315,301	7.61%	$5,376,631	5.63%
METAMOR INDUSTRY SOLUTIONS	91	4.58%	$13,097,772	4.57%	$7,348,667	$11,519,659	7.75%	$6,257,214	6.56%
MCNC	4	0.20%	$12,846,542	4.48%	$12,846,325	$12,766,466	8.59%	$12,766,466	13.38%
METRO INFORMATION SERVICES	74	3.72%	$11,839,899	4.13%	$6,521,968	$5,618,665	3.78%	$3,397,013	3.56%
ANALYST INTERNATIONAL CORPORATION	55	2.77%	$9,785,913	3.41%	$4,435,163	$4,987,481	3.36%	$2,281,566	2.39%
MTW CORPORATION	4	0.20%	$8,072,866	2.82%	$3,901,001	$3,975,174	2.67%	$1,911,343	2.00%
CII ASSOCIATES INC	49	2.46%	$7,999,877	2.79%	$5,045,744	$5,481,535	3.69%	$3,473,794	3.64%
PRICE WATERHOUSE COOPERS	5	0.25%	$7,086,248	2.47%	$2,213,946	$2,191,280	1.47%	$693,120	0.73%
CIBER CUSTOM SOLUTIONS	60	3.02%	$6,565,987	2.29%	$3,763,825	$4,375,978	2.94%	$2,267,275	2.38%
AFFILIATED COMPUTER SERVICES - ACS	3	0.15%	$6,453,719	2.25%	$6,453,719	$6,453,719	4.34%	$6,453,719	6.76%
OAO CORPORATION	40	2.01%	$6,356,625	2.22%	$4,859,419	$2,343,846	1.58%	$1,691,495	1.77%
TIER TECHNOLOGIES, INC.	1	0.05%	$5,421,840	1.89%	$920,131				
TECHNI SOURCE, INC.	23	1.16%	$4,779,087	1.67%	$3,641,122	$2,262,118	1.52%	$1,344,101	1.41%
TEK-SOLUTIONS, INC.	14	0.70%	$4,574,481	1.60%	$1,822,853	$4,574,481	3.08%	$1,822,853	1.91%
ALPHANUMERIC SYSTEMS INC	44	2.21%	$4,026,953	1.41%	$2,532,342	$2,109,556	1.42%	$1,210,210	1.27%
ACS CONSULTEC	2	0.10%	$3,762,305	1.31%	$2,417,836	$940,576	0.63%	$604,459	0.63%
COVANSYS	21	1.06%	$2,937,829	1.03%	$2,390,223	$2,568,701	1.73%	$2,066,914	2.17%
AVERAGE--ALL OTHER VENDORS WHOSE CONTRACT VALUES WERE LESS THAN 1% IN FY 2000-01	3.34		$66,139		$40,401	$24,884		$17,254	
TOTAL ALL CONTRACTS FOR FY2000-01	1,989		$286,563,996		$181,699,310	$148,630,542		$95,443,730	
total all other vendors	*1,328*	*67%*	*$87,833,097*	*31%*	*$53,652,329*	*$33,045,399*	*22%*	*$22,913,096*	
total top 19 vendors	*661*	*33%*	*$198,730,899*	*69%*	*$128,046,981*	*$115,585,143*	*78%*	*$72,530,634*	
average for top 19 vendors			*$300,652*		*$193,717*	*$174,864*		*$109,729*	

CHART 3 B

Information Technology Contractors for FY2000-01 by Vendor -- Summary, Sorted by Number of Contracts

Vendor Name	Total # of Contracts	% of Total Contracts	Total Contract Value -- All Funding Sources	% of Total Contract Value	Total Paid FY00-01--All Funding Sources	Total Contract Value-- Appropriations Only	% Total Contract Value from Appropriations	Total Paid fy00-01-- Appropriations Only	% Paid fy00-01-- Appropriations Only
VENDORS WHOSE CONTRACT VALUE IS 1% OR GREATER OF TOTAL VALUE FOR FY2000-01									
MICRO MEDIC INC	343	17.24%	$241,215	0.08%	$373,898	$39,542	0.03%	$60,575	0.06%
INFOSYSTEMS TECHNOLOGY INC	225	11.31%	$2,076,025	0.72%	$4,352,450	$1,425,509	0.96%	$3,112,217	3.26%
KEANE, INC.	94	4.73%	$26,438,891	9.23%	$11,351,463	$17,258,962	11.61%	$7,041,626	7.38%
METAMOR INDUSTRY SOLUTIONS	91	4.58%	$13,097,772	4.57%	$7,348,667	$11,519,659	7.75%	$6,257,214	6.56%
MODIS, INC.	74	3.72%	$14,295,372	4.99%	$6,901,197	$11,315,301	7.61%	$5,376,631	5.63%
METRO INFORMATION SERVICES	74	3.72%	$11,839,899	4.13%	$6,521,968	$5,618,665	3.78%	$3,397,013	3.56%
CIBER CUSTOM SOLUTIONS	60	3.02%	$6,565,987	2.29%	$3,763,825	$4,375,978	2.94%	$2,267,275	2.38%
ANALYST INTERNATIONAL CORPORATION	55	2.77%	$9,785,913	3.41%	$4,435,163	$4,987,481	3.36%	$2,281,566	2.39%
CII ASSOCIATES INC	49	2.46%	$7,999,877	2.79%	$5,045,744	$5,481,535	3.69%	$3,473,794	3.64%
ALPHANUMERIC SYSTEMS INC	44	2.21%	$4,026,953	1.41%	$2,532,342	$2,109,556	1.42%	$1,210,210	1.27%
OAO CORPORATION	40	2.01%	$6,356,625	2.22%	$4,859,419	$2,343,846	1.58%	$1,691,495	1.77%
TECHNI SOURCE, INC.	23	1.16%	$4,779,087	1.67%	$3,641,122	$2,262,118	1.52%	$1,344,101	1.41%
PARAGON COMPUTER PROFESSIONALS	23	1.16%	$2,310,130	0.81%	$1,102,229	$2,063,667	1.39%	$894,830	0.94%
COVANSYS	21	1.06%	$2,937,829	1.03%	$2,390,223	$2,568,701	1.73%	$2,066,914	2.17%
LASERPRINT SERVICE INC	19	0.96%	$6,520	0.00%	$6,295	$1,817	0.00%	$1,791	0.00%
WEBSLINGERZ INC	18	0.90%	$170,030	0.06%	$117,002	$159,230	0.11%	$106,902	0.11%
PSI NET	16	0.80%	$2,677,674	0.93%	$1,095,695	$6,304	0.00%	$5,756	0.01%
TEK-SOLUTIONS, INC.	14	0.70%	$4,574,481	1.60%	$1,822,853	$4,574,481	3.08%	$1,822,853	1.91%
INTERPLAT SOLUTIONS INC	14	0.70%	$2,323,750	0.81%	$1,190,723	$1,476,630	0.99%	$648,118	0.68%
IBM CORPORATION	14	0.70%	$1,814,853	0.63%	$1,612,559	$161,400	0.11%	$117,394	0.12%
BROADREACH CONSULTING INC	13	0.65%	$1,232,765	0.43%	$327,574	$1,084,236	0.73%	$319,479	0.33%
CACI, INC.	11	0.55%	$1,570,230	0.55%	$852,505	$1,570,230	1.06%	$852,505	0.89%
SAS INSTITUTE INC	11	0.55%	$257,762	0.09%	$99,479	$125,000	0.08%	$21,905	0.02%
COMPUWARE CORPORATION	10	0.50%	$1,516,639	0.53%	$818,097	$634,448	0.43%	$374,561	0.39%
INFORMATION TECHNOLOGY SERVICES	10	0.50%	$1,012,677	0.35%	$1,463,400	$204,256	0.14%	$268,506	0.28%
AVERAGE--ALL OTHER VENDORS WHO HAD LESS THAN 10 CONTRACTS IN FY 2000-01	1.59		$251,453		$172,831	$104,754		$80,945	
TOTAL ALL CONTRACTS FOR FY2000-01	1,989		$286,563,996		$181,699,310	$148,630,542		$95,443,730	
total all other vendors	*623*	*31%*	*$156,655,040*	*55%*	*$107,673,418*	*$65,261,991*	*44%*	*$50,428,499*	
total top 25 vendors	*1366*	*69%*	*$129,908,956*	*45%*	*$74,025,892*	*$83,368,551*	*56%*	*$45,015,232*	
average for top 25 vendors			*$95,102*		*$54,192*	*$61,031*		*$32,954*	

CHART 4 A(1)

Contracts that Are Both Personal Service & IT by Agency -- fy2000-01--Sorted by Contract Value

Agency Name	Number of Contracts	% of Total Contracts	Total Contract Value - All Funding Sources	% of Total Contract Value	Total Contract Value - Appropriations Only	Total Paid - All Funding Sources	Total Paid - Appropriations Only
Office of Information Technology Service	5	4.59%	$839,452	31.33%	$0	$128,021	$0
Office of the State Controller	5	4.59%	$790,206	29.49%	$574,926	$459,365	$401,795
University System							
Winston-Salem State University	3		$122,809		$118,809	$122,809	$118,809
University of North Carolina, General Adminis	5		$46,425		$2,825	$30,797	$2,825
East Carolina University	35		$43,817		$14,424	$43,817	$14,424
NC School of Science and Math	12		$39,228		$9,104	$20,402	$8,354
North Carolina State University	1		$10,000		$0	$10,918	$0
Elizabeth City State University	3		$9,668		$0	$9,668	$0
University of North Carolina, Wilmington	3		$4,800		$2,800	$4,800	$2,800
N.C A&T University	1		$2,270		$0	$2,270	$0
Appalachian State University	1		$1,800		$0	$1,800	$0
NC Central University	1		$1,319		$0	$1,300	$0
UNC Hospitals	1		$500		$0	$500	$0
University of North Carolina, Asheville	1		$90		$0	$90	$0
Subtotal - University System	**67**	**61.47%**	**$282,726**	**10.55%**	**$147,962**	**$249,171**	**$147,212**
Department of Insurance	11	10.09%	$226,315	8.45%	$176,832	$177,095	$146,912
Department of Transportation	1	0.92%	$225,500	8.42%	$225,500	$102,932	$102,932
Department of Revenue	1	0.92%	$142,390	5.31%	$142,390	$107,875	$107,875
Department of Public Instruction	7	6.42%	$135,835	5.07%	$127,750	$99,800	$93,945
Global Transpark Authority	1	0.92%	$11,250	0.42%	$11,250	$11,250	$11,250
Department of Commerce	3	2.75%	$6,700	0.25%	$0	$5,400	$0
Division of Mental Health/Retardation-Wester	3	2.75%	$6,575	0.25%	$658	$4,575	$458
Department of Labor	1	0.92%	$5,000	0.19%	$5,000	$265	$265
Community College System	1	0.92%	$4,975	0.19%	$0	$4,075	$0
Department of Cultural Resources	1	0.92%	$2,500	0.09%	$2,500	$2,489	$2,489
Wildlife Resources Commission	2	1.83%	$0	0.00%	$0	$167,334	$0
TOTAL -- ALL AGENCIES	**109**		**$2,679,424**		**$1,414,768**	**$1,519,647**	**$1,015,133**

CHART 4 A (2)

Contracts that Are Both Personal Service & IT by Agency -- fy2000-01--Sorted by Number of Contracts

Agency Name	Number of Contracts	% of Total Contracts	Total Contract Value - All Funding Sources	% of Total Contract Value	Total Contract Value - Appropriations Only	Total Paid - All Funding Sources	Total Paid - Appropriations Only
University System							
Winston-Salem State University	3		$122,809		$118,809	$122,809	$118,809
University of North Carolina, General Adminis	5		$46,425		$2,825	$30,797	$2,825
East Carolina University	35		$43,817		$14,424	$43,817	$14,424
NC School of Science and Math	12		$39,228		$9,104	$20,402	$8,354
North Carolina State University	1		$10,000		$0	$10,918	$0
Elizabeth City State University	3		$9,668		$0	$9,668	$0
University of North Carolina, Wilmington	3		$4,800		$2,800	$4,800	$2,800
N.C A&T University	1		$2,270		$0	$2,270	$0
Appalachian State University	1		$1,800		$0	$1,800	$0
NC Central University	1		$1,319		$0	$1,300	$0
UNC Hospitals	1		$500		$0	$500	$0
University of North Carolina, Asheville	1		$90		$0	$90	$0
Subtotal - University System	**67**	**61.47%**	**$282,726**	**10.55%**	**$147,962**	**$249,171**	**$147,212**
Department of Insurance	11	10.09%	$226,315	8.45%	$176,832	$177,095	$146,912
Department of Public Instruction	7	6.42%	$135,835	5.07%	$127,750	$99,800	$93,945
Office of Information Technology Service	5	4.59%	$839,452	31.33%	$0	$128,021	$0
Office of the State Controller	5	4.59%	$790,206	29.49%	$574,926	$459,365	$401,795
Department of Commerce	3	2.75%	$6,700	0.25%	$0	$5,400	$0
Division of Mental Health/Retardation-Wester	3	2.75%	$6,575	0.25%	$658	$4,575	$458
Wildlife Resources Commission	2	1.83%	$0	0.00%	$0	$167,334	$0
Department of Transportation	1	0.92%	$225,500	8.42%	$225,500	$102,932	$102,932
Department of Revenue	1	0.92%	$142,390	5.31%	$142,390	$107,875	$107,875
Global Transpark Authority	1	0.92%	$11,250	0.42%	$11,250	$11,250	$11,250
Department of Labor	1	0.92%	$5,000	0.19%	$5,000	$265	$265
Community College System	1	0.92%	$4,975	0.19%	$0	$4,075	$0
Department of Cultural Resources	1	0.92%	$2,500	0.09%	$2,500	$2,489	$2,489
TOTAL -- ALL AGENCIES	**109**		**$2,679,424**		**$1,414,768**	**$1,519,647**	**$1,015,133**

CHART 4 B (1)

Contracts that Are Both Personal Service & IT by Category of Contract -- FY2000-01--Sorted by Contract Value

Contract Type Descrip	Number of Contracts	% of Total Contracts	Total Contract Value-- All Funding Sources	% of Total Contracts	Total Contract Value - - Appropriations Only	% of Total Appropriations Only	Total Paid--All Funding Sources	Total Paid-- Appropriations Only
APPLICATION PROGRAMMING SERVICES	33	30.28%	$1,070,944	39.97%	$331,473	23.43%	$624,313	$266,288
APPLICATION SYSTEMS ANALYSIS SUPPORT SV	8	7.34%	$464,329	17.33%	$447,946	31.66%	$306,408	$290,925
PROFESSIONAL SERVICES-OPERATIONAL	8	7.34%	$425,197	15.87%	$9,017	0.64%	$69,829	$9,017
DATA WAREHOUSE SERVICES	2	1.83%	$253,980	9.48%	$253,980	17.95%	$204,065	$204,065
SYSTEM PROGRAMMING SERVICES	2	1.83%	$225,900	8.43%	$225,900	15.97%	$103,332	$103,332
LAN/WAN DEVELOPMENT AND UPGRADE	1	0.92%	$114,309	4.27%	$114,309	8.08%	$114,309	$114,309
DATABASE MANAGEMENT SERVICES	10	9.17%	$34,417	1.28%	$3,883	0.27%	$15,109	$3,683
WEB SITE DESIGN SERVICES	15	13.76%	$21,185	0.79%	$192	0.01%	$20,435	$192
INFORMATION TECHNOLOGY SERVICES	6	5.50%	$15,319	0.57%	$7,500	0.53%	$10,004	$2,754
IT TRAINING CLASSROOM	2	1.83%	$12,270	0.46%	$0	0.00%	$13,188	$0
DESKTOP SUPPORT	2	1.83%	$11,450	0.43%	$11,250	0.80%	$11,250	$11,250
WEB SITE SUPPORT SERVICES	4	3.67%	$10,432	0.39%	$132	0.01%	$10,432	$132
PROFESSIONAL SERVICES-OTHER	2	1.83%	$7,756	0.29%	$7,756	0.55%	$7,756	$7,756
PROFESSIONAL SERVICES-RESEARCH & ANALYSIS	4	3.67%	$6,845	0.26%	$0	0.00%	$6,845	$0
EDMS-ELECTRONIC DOCUMENT MGMNT PROF SRV	1	0.92%	$1,680	0.06%	$0	0.00%	$0	$0
IT SUPPPORT STAFF-OPERATIONS	1	0.92%	$1,291	0.05%	$0	0.00%	$252	$0
IT TRAINING OTHER	5	4.59%	$1,080	0.04%	$1,080	0.08%	$1,080	$1,080
GIS-GEOGRAPHIC INFORMATION SYSTEMS PROG	1	0.92%	$600	0.02%	$0	0.00%	$600	$0
DATA MODELING SERVICES	1	0.92%	$350	0.01%	$350	0.02%	$350	$350
COMMUNICATIONS AND MEDIA SERVICES	1	0.92%	$90	0.00%	$0	0.00%	$90	$0
TOTAL ALL CONTRACT CATEGORIES	**109**		**$2,679,424**		**$1,414,768**		**$1,519,647**	**$1,015,133**

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CHART 4 B (2)

Contracts that Are Both Personal Service & IT by Category of Contract -- FY2000-01 -Sorted by Number of Contracts

Contract Type Descrip	Number of Contracts	% of Total Contracts	Total Contract Value-- All Funding Sources	% of Total Contracts	Total Contract Value -- Appropriations Only	% of Total Appropriations Only	Total Paid--All Funding Sources	Total Paid-- Appropriations Only
APPLICATION PROGRAMMING SERVICES	33	30.28%	$1,070,944	39.97%	$331,473	23.43%	$624,313	$266,288
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WEB SITE SUPPORT SERVICES	4	3.67%	$10,432	0.39%	$132	0.01%	$10,432	$132
PROFESSIONAL SERVICES-RESEARCH & ANALYSIS	4	3.67%	$6,845	0.26%	$0	0.00%	$6,845	$0
DATA WAREHOUSE SERVICES	2	1.83%	$253,980	9.48%	$253,980	17.95%	$204,065	$204,065
SYSTEM PROGRAMMING SERVICES	2	1.83%	$225,900	8.43%	$225,900	15.97%	$103,332	$103,332
IT TRAINING CLASSROOM	2	1.83%	$12,270	0.46%	$0	0.00%	$13,188	$0
DESKTOP SUPPORT	2	1.83%	$11,450	0.43%	$11,250	0.80%	$11,250	$11,250
PROFESSIONAL SERVICES-OTHER	2	1.83%	$7,756	0.29%	$7,756	0.55%	$7,756	$7,756
LAN/WAN DEVELOPMENT AND UPGRADE	1	0.92%	$114,309	4.27%	$114,309	8.08%	$114,309	$114,309
EDMS-ELECTRONIC DOCUMENT MGMNT PROF SRV	1	0.92%	$1,680	0.06%	$0	0.00%	$0	$0
IT SUPPPORT STAFF-OPERATIONS	1	0.92%	$1,291	0.05%	$0	0.00%	$252	$0
GIS-GEOGRAPHIC INFORMATION SYSTEMS PROG	1	0.92%	$600	0.02%	$0	0.00%	$600	$0
DATA MODELING SERVICES	1	0.92%	$350	0.01%	$350	0.02%	$350	$350
COMMUNICATIONS AND MEDIA SERVICES	1	0.92%	$90	0.00%	$0	0.00%	$90	$0
TOTAL ALL CONTRACT CATEGORIES	**109**		**$2,679,424**		**$1,414,768**		**$1,519,647**	**$1,015,133**

Information Technology Recruiting & Retention Methods

As noted in the introduction, the legislation calling for this study directed the Office of State Personnel (OSP) to recommend effective mechanisms for recruiting and retaining IT employees. Internal to state government, there are over 5,000 positions OSP has classified as information technology-related (a full listing is included as Appendix C), representing over $236,000,000 in salary costs alone. The average salaries of those classifications matching most closely to contract service categories were compared to the current year's ITS Supplemental Staffing contract's low bid range. Chart 5 shows how the contract position rates compare to similar state position rates.

At the present time, OSP gathers data on an annual basis to review labor market trends and proposes compensation changes for the Information Technology occupations. While the state has seen turnover rates ranging from 21% in Fiscal Year 97-98 to 16-17% in subsequent years, the latest rate from July, 2001 through December, 2001 has decreased to 12%. Due to a shift in the economy, more applicants are available to fill vacancies; however, there is still a shortage in some skill areas. The Office of State Personnel continues to monitor labor market rates and to assist agencies and universities by providing mechanisms to retain skilled workers.

While the most appropriate times to hire contract workers is for special projects or scarce skills related to specific, time-limited projects (see discussion on outsourcing on page 19), the State still strives to transfer the knowledge and scarce skills to permanent employees for future maintenance or additional project needs. Several mechanisms have been developed to assist in the recruitment and retention of skilled workers.

The Office of State Personnel has developed and continues to enhance recruitment programs to hire Interns and Co-op Students from the colleges and universities. These programs can have success in leading to full-time hiring of successful students in these programs. OSP also assists agencies and universities with recruitment and job fairs, identification of potential web-sites specific to recruiting in Information Technology, and the development of recruitment differentials for skills and competencies related to IT.

Labor market data for IT has identified specific skill areas requiring a differential in pay. The Office of State Personnel maintains a list of these areas and promotes to the agencies and universities to pay more for these skills during recruitment. The same skills have been included in mechanisms established for the retention of skills and competencies for current employees in the IT classifications. Examples of the skill areas and the differential in pay that is needed include systems integration, client server applications development, and internet applications development. OSP has authorized agencies and universities to pay 5 – 10% above other salaries to retain employees possessing these skills.

The Office of State Personnel is assisting agencies and universities in their efforts to develop technical recruitment programs and marketing tools for IT and other occupational areas with similar skill scarcity. Mechanisms to better identify the skills needed in jobs and matching those skills to potential applicants is required for future success in recruitment and career development of employees. Programs such as these are currently being piloted in state government and managers are beginning to identify competencies and skills for recruitment, succession planning, and individual employee career development.

It should be noted that the legislation that directs this study also contains a provision directing the legislature's Joint Select Committee on Information Technology to conduct a feasibility study for converting IT contractors to state employees, and the need for budget flexibility to enable this to happen. This committee is to report its findings by the convening of the 2002 Regular Session.

CHART 5

Comparison of State Positions with Bid Rates -- Current Year Supplemental Staffing

Contract Category	Lowest Bid Hourly Rate--in Ranges	# Vendors with Low Bids in Range	% of Vendors in this Range	State Rate & Sample Positions	
Computer Systems Analysis Support Services	< $40	15	7%	$37.57	Analyst Programmers, Applications Analyst Programmers, Applications Dev. Positions, Applications Systems positions
	$40 - $50	41	20%		
	$50 - $60	52	26%		
	$60 - $70	46	23%		
	> $70	48	24%		
	TOTAL:	202			
Computer Programming Services	< $30	5	2%		Analyst Programmers, Applications Analyst Programmers, Applications Dev. Positions, Applications Systems positions
	$30 - $40	24	12%	$37.57	
	$40 - $50	57	28%		
	$50 - $60	59	29%		
	> $60	59	29%		
	TOTAL:	204			
Data Base Management Services	< $40	12	6%		Data Base Analysts, Data Base Specialists, and Data Base Administrator positions
	$40 - $50	26	13%	$44.78	
	$50 - $60	42	22%		
	$60 - $70	50	26%		
	$70 - $80	30	15%		
	> $80	34	18%		
	TOTAL:	194			
Help Desk Support	< $20	4	2%	$18.72	Help Desk Assistant, Specialist and Supervisor positions
	$20 - $30	47	29%		
	$30 - $40	52	32%		
	$40 - $50	29	18%		
	> $50	29	18%		
	TOTAL:	161			
Desktop Support	< $20	3	2%	$18.72	Help Desk Assistant, Specialist and Supervisor positions
	$20 - $30	40	25%		
	$30 - $40	54	34%		
	$40 - $50	34	21%		
	$50 - $60	18	11%		
	> $60	12	7%		
	TOTAL:	161			
IT Support Staff Operations	< $20	6	3%		Computer Systems Administrator, Coordinator, Operator, Production Specialist, Data Processing Assistant/Consultant/Coordinator positions
	$20 - $30	42	21%	$24.53	
	$30 - $40	46	23%		
	$40 - $50	29	14%		
	$50 - $60	13	6%		
	> $60	19	9%		
	TOTAL:	155			

Data Sources:
Office of Information Technology Services Web Site for Supplemental Staffing Contracts which lists all vendors who are qualified by category to bid, the range in which their lowest bid rate fell, number in each category in March 2002.

Office of State Personnel Classification Listing of IT positions, average salaries, number in each position, with additional costs added for retirement, state health plan contribution, FICA, and based on 1,760 average annual hours (to account for average annual and sick leave, holidays)

Summary of Methods for Contracting for Information Technology Services

Senate Bill 222, passed in the 1999 Session of the General Assembly, transferred the responsibility for the purchasing of information technology goods and services to the Office of Information Technology Services (ITS) for all agencies, although it did not require universities, community colleges and local education authorities (LEAs) to use ITS. Universities, community colleges and LEA's may use either ITS procurement rules and procedures or those previously established by the Division of Purchase & Contract in the Department of Administration.

When agencies have a requirement for IT goods or services under the agency delegation, they may purchase them from an IT term or convenience contract established by the Statewide IT Procurement Office. Requirements for goods and services not covered by a term or convenience contract must be procured in accordance with open market "best value" IT procurement requirements defined in 09 NCAC 06B .0300. The general delegation for executive branch agencies is $25,000, while the delegation for universities, community colleges and LEA's using ITS procurement rules and procedures ranges from $25,000 to $250,000 as pre-established under Purchase and Contract delegations. All government entities may use any term or convenience contract established by the Statewide IT Procurement Office.

For the procurement of IT services, in particular, agencies, universities, community colleges, LEA's and local governments have several options. They may issue a fully competitive Request for Proposals in accordance with 09 NCAC 06B .0300 or they can seek to obtain services through the Convenience Contracts administered by ITS. ITS has established two convenience term contracts for services: Supplemental Staffing contract and Technical Services Umbrella contract.

The Technical Services Umbrella contract is for IT projects. Agencies issue a scope of work defining the problem to be addressed, to which vendors may respond with a proposed solution and an estimate of costs. The Technical Services Umbrella contract maintains a list of vendors who have been pre-qualified as having the capability to provide services in this area. If agencies use this approach, it reduces the time needed to review and qualify vendors and it provides the assurance of the minimum standards established by the contract such as compliance with the statewide technical architecture and agreement to the state's terms and conditions. The scope statement is posted on the web site by ITS and any vendor who is pre-qualified in that category can respond. The bids are submitted directly to and reviewed by the agencies themselves, who also conduct the negotiations. The agencies submit their recommended vendor, along with the other supporting documentation to ITS. The Statewide IT Procurement Office reviews the recommendation for compliance with "best value" procurement methods and state law, and then makes an authorization to award. Agencies issue the contracts. ITS must approve contract amendments and extensions not authorized by the terms of the contract. Agencies are responsible for all contract records. An administrative fee of 2% of the value of the contract awarded is charged to the vendor. This fee covers the administration of the contract, including the process of pre-qualifying vendors, reviewing and approving the agency's recommendation for award and general procurement support. The vendor sends to ITS a copy of the invoice it sent to the agency along with a check for 2% of the invoiced amount.

The Supplemental Staffing Contract operates in a similar manner. The Supplemental Staffing Contract replaces what were formerly known as the Systems Integration Contract and the SIPS Convenience contract. Both contracts were essentially used to provide agencies with supplemental staff for specific short term needs or to fill out project teams where needed. In accordance with "best value" procurement rules and procedures, the Statewide IT Procurement Office established the Supplemental Staffing Contract, and created more categories of services to better address the needs of the agencies. The contract was significantly revised to be more responsive to agency needs and to be able to take advantage of fluctuations in the market place and rapid changes in technology. Vendors are pre-qualified by ITS who reviews the vendors' staff resources to ensure they meet the qualifications. The vendors who qualify are then listed for the specific categories of services in which

they qualify. For each vendor, a base price and an upper price is noted. These 220 vendors are listed on the web site so agencies can see what vendors and price ranges are available. When agencies have specific needs, they issue a brief (usually less than one page) statement of work and submit this electronically to ITS. The statement of work is reviewed for compliance with purchasing regulations and then is posted on the web and emailed to the prequalified vendors. Bids and resumes of potential candidates are submitted directly to the agencies who then decide whom to interview and select in accordance with the terms of the contract. Agencies prepare the purchase orders and submit the vendor results to ITS. A vendor may propose a price lower than the base price listed on the web site but they may not exceed their upper price. The vendor submits a monthly report to ITS that contains the hours worked and copies of invoices submitted to the agencies. A check for 2% of the amount invoiced is sent to ITS. This fee covers the administration of the contract, including the process of pre-qualifying vendors, reviewing and tracking the agency's selection and contract usage, and general procurement support.

Administrative Code rules apply, regardless of the agency, university, community college or LEA method of purchasing. Agencies must seek to obtain the "best value" and reduce the total cost of ownership. They must seek competition when there is more than one supplier technically qualified that is willing to submit an offer in accordance with 09 NCAC 06A.0102. Services should not exceed three years without prior approval. Agencies must maintain the purchasing records for five years after the expiration date of the contract including original offers, reasons for award or cancellation, worksheets, any special written justifications, tabulation offers, the purchase order, correspondence, contracts, etc.

Where projects exceed an estimated $500,000 or have statewide strategic value, regardless of cost, they must be certified by the Information Resource Management Commission, an independent body made up of members of the Council of State and Cabinet agencies, private citizens, local government representatives, and other appointees. This is to ensure that the projects are in compliance with statewide IT standards of architecture. It also provides a mechanism to ensure that projects are routinely monitored for adherence to the project plan, meeting budget and schedule commitments, and to resolving problems so that the project achieves its goals and meets the state's needs. A new process, legislatively required, is being developed for IT expansion budget requests of $100,000 or more that requires them to go through a review by ITS for technical soundness and to the Office of State Budget and Management to review funding requirements at the outset and for out-years of a project before contractual obligations are made.

State Agency IT Contracting Processes

A survey of more than ten departments, agencies, and universities shows that each entity uses the same basic steps to set-up and monitor an Information Technology Contract. All contracts that are over the agencies' delegated amount are sent to the Office of Information Technology Services for approval and bidding. Contracts bid under the convenience contract follow the bid and award process previously discussed. Processing for all other contracts is initiated by agency program staff. The purchasing office, fiscal office, and sometimes the department's office or section of information technology reviews the contract during preparation.   The initiating office monitors contract activity and approves payment requests. The payment requests are forwarded to accounts payable staff. Some agencies reported having guidelines for administering the contracts. Actual contract file review to confirm contract administration methods was not made due to time constraints and volume of data.

Outsourcing Information Technology Services

Outsourcing has become a topic of significant discussion among the vendor community, within government, and within private sector corporations. Used appropriately, and with clearly defined expectations and strong contract management, there seems to be consensus that outsourcing can improve value and save money. There is also consensus that management of the outsourcing solution is critical to its success. Beyond this consensus, there is a debate between the cost savings potential of outsourcing and the potential for adding value to services. There are also other factors that are not as visible and that can make the decision more difficult. Outsourcing can be defined as hiring outside support to provide a comprehensive service that is not a core competency of government.

Outsourcing recognizes the ongoing need for the service or support but makes the conscious decision to have it done externally. It is important to note that this does not eliminate all requirements for the state's involvement and, in fact, this can be a source of unanticipated costs. Experts estimate that depending on the type of service being contracted, 7%-20% of the contracted amount should be set aside for contract monitoring and management. This element is an important budgetary component of a business case for outsourcing. It is easy to make the case that "if it is cheaper in the private sector, use that." Nevertheless, the need to consider both management costs and the potential for the vendor to go out of business can impact the total bottom line cost. Existing models such as telecommunications contracts provide examples of service level agreements and contract terms that can be useful in establishing new outsourcing contracts. The negotiation of the contract around all terms is critical as this is a long term and ongoing relationship and it is important to include how the potential for the vendor going out of business will be addressed.

The literature, and practical experience of government and the private sector, all concur that for outsourcing to succeed, there need to be clear, conscious choices made regarding which services to outsource and a full understanding of the fiscal and policy implications of doing so. Though not all inclusive, some of the key questions in this discussion include:

- Is service delivery measurable? This ensures that the contract managers know what is to be produced and whether a quality piece of work has been produced for which payment can be made.

- Does a competitive and stable market exist? This reduces the state's financial stake and also its risk if there is more than one vendor with equivalent degrees of expertise who can compete for services and who could step in if problems arise with the original contractor.

- Is the agency's contract management system adequate? Such a system includes not only contract administration and compliance with laws, but also such things as performance auditing, controls regarding extensions and modifications, etc.

- Can existing costs be determined to ensure that outsourcing provides best value? Do agencies have metrics appropriate to the type of work to determine best value?

- Are unit costs higher now internally than with potential contractors?

- Could conversion back to the state be handled without significant costs?

- Is the service critical to the mission of the agency? If so, these tend to be better retained in-house to minimize the risk to an agency for non-performance.

The legislation calling for this study directed that there be a comparison of outsourcing discrete functions vs. performing activities using state government employees. With the data collection

component complete, the project team believes that a study can now be made to determine if outsourcing is being done effectively and as to its ability to save money.

Experts indicate that outsourcing is "here to stay"   (and looking at the volume in state government, it would appear that this is the case). However, some note that last year there was a decline in outsourcing major projects, with organizations focusing more on meeting operational requirements. It was also pointed out that vendors have become more cautious about assuming risk in this arena.

While experts suggest that there are no overall best practices that guarantee success in this environment, they also insist that, executed correctly, outsourcing to those who have expertise in the area and do it broadly and consistently will save money and add value. From North Carolina government's perspective, with data from this project, it is important to assess the cost effectiveness of outsourcing as compared to providing a service in house, using "live" examples captured during this project. Some of the project types that would lend themselves well to this analysis include functions such as Web Site Design which are short-term projects that "go away" upon completion, which is often considered the best use of contractors. However, some of the project types (Desktop Management, LAN Administration) are ongoing but not necessarily central to an agency's core mission and may also be a good use of outsourcing.   The team proposes to contact agencies who have had such contracts in place to develop case studies of why the decision was made to have the contracts, the full set of costs (including contract administration) of those contracts, and to compare them with agencies who provide those services provided internally.   In addition, the new Seat Management Convenience Contract is an outsourced capability that state entities can elect to use. As this contract is implemented, it should be feasible to compare costs associated with this contract to the costs associated with providing the same service in-house. This assessment could provide useful insights for future outsourcing decisions. The results of follow up studies would be provided to the General Assembly.

These are the kinds of projects that are proposed for subsequent analysis, along with a detailed review of the contract administration processes in agencies who do a lot of contracting.

RECOMMENDATIONS: INFORMATION TECHNOLOGY CONTRACTS

Recommendation 1: The Office of the State Controller should provide additional agency training on classifying expenditures among the information technology expenditure accounts within the statewide Chart of Accounts. Of particular concern is the distinction between information technology service contracts and information technology maintenance contracts. Consideration should be given to revising the account definitions or creating specific accounts to aid agency reporting by information technology service category.

Recommendation 2: The Office of State Budget & Management should select a set of Information Technology Service Contract categories and conduct a cost study to determine the costs of outsourcing vs. performing similar functions in house. Contract categories on which it appears data exist that could be compared include Desktop Support, Help Desk Support, Web Site Design, and LAN Administration. This information could be shared with the Joint Select Committee on Information Technology for use in their pilot project outlined in a related special provision to this study legislation.

Recommendation 3: The Office of State Personnel should annually review the bids found on the ITS website for supplemental staffing contracts to compare to state IT salary rates.

FINDINGS—PERSONAL SERVICE CONTRACTS

Summary of Survey Results

The results of the survey regarding use of personal service contracts by agencies and universities are also best reported in a series of charts following this page. As shown in Chart 6, in the last six months of last fiscal year, state agencies and the universities reported over 11,000 personal services contracts for which nearly $29 million in payments were made from all funding sources. The University System as a whole accounted for 78% of the total number of contracts, and 40% of the total payments for them; however, their payments from appropriated funds represented only 18% of the total payments from appropriated funds. The Departments of Correction and Public Instruction accounted for another 13% of the total number of contracts. The Department of Correction alone, however, accounted for 38% of the total spent from all funding sources, and over 61% of the total spent from appropriated funds.

Charts 7A and 7B highlight the contract types. Nearly $11 million were paid for Health & Medical contracts, or over 36% of all payments. Another 25%, or over $7 million were paid for the Educational Services contracts. Business and Financial Services received the next largest payments of over $2 million, or 8.4%. Nearly 50% of the total number of contracts were for Educational Services, nearly 20% were for "Other Services" that did not fall within the standard definitions, and nearly 10% were for Health & Medical purposes.

Chart 8 is a review of the contracts by dollar payment. There was a wide variation among contract sizes and categories. Eighty percent of the total number of contracts were for amounts less than $2,500. Nearly 13% were in the $2,500 - $10,000 range, and only 7% were over $10,000. However, in terms of payments, 26% of the total paid was for contracts in the $2,500-$10,000 range, and over 55% of the total paid were for contracts over $10,000. Educational Services were the contract category in greatest use for contracts under $2,500. Health & Medical Services, and Business & Financial Services categories dominated the higher range of contracts.

Although the data are not as complete as desired, it appears that the majority of personal service contracts were of less than one year duration. The major exception as reported was for the Department of Correction. On further review with agency fiscal staff we were informed that many of those contracts were for medical staffing and had originated more than one year ago, but had been annually renewed. In looking at the detail work descriptions provided, the kinds of services for which the personal service contracts were issued were as varied as the agencies and included athletic officials, medical staff, interpreters, architects and engineers, education testing people, speakers, entertainers for students and patients, scientists, security guards for special events, and the list could go on.

Eighteen percent of the respondents said that they had in-house resources capable of carrying out the contracted work; however, very few gave reasons for using contractors using the choices given; further research into the comments submitted may yield additional data on this particular question.

CHART 6

Summary of Personal Service Contracts for all Agencies/Universities -- January-June 2001

Agency Name	# of Vendor Contracts	% of Total Contracts	Total Contract Value -- all Funding Sources	Amount Paid - All Funding Sources-- Jan-June 2001	% of Total Paid-- All Sources - Jan-June 2001	Total Contract Value - Appropriations Only	Total Paid from Appropriations- Jan-June 2001
University System							
University of North Carolina, Chapel Hill	4358	39.14%	$4,393,065	$4,747,750	16.45%	$1,052,231	$1,111,150
North Carolina State University	931	8.36%	$2,108,295	$1,750,663	6.07%	$464,347	$435,284
East Carolina University	707	6.35%	$832,707	$832,686	2.89%	$284,550	$284,529
UNC Hospitals	93	0.84%	$1,253,914	$708,339	2.45%	$0	$0
University of North Carolina, General Administration	218	1.96%	$1,420,218	$627,855	2.18%	$519,458	$193,850
University of North Carolina, Greensboro	303	2.72%	$764,310	$580,621	2.01%	$199,210	$191,113
University of North Carolina, Wilmington	479	4.30%	$487,403	$456,409	1.58%	$137,349	$137,349
University of North Carolina, Charlotte	553	4.97%	$411,699	$365,592	1.27%	$243,896	$215,571
Western Carolina University	332	2.98%	$221,829	$221,829	0.77%	$134,452	$134,452
Winston-Salem State University	41	0.37%	$202,070	$202,070	0.70%	$17,081	$17,081
Appalachian State University	84	0.75%	$195,742	$195,742	0.68%	$26,193	$26,193
N.C A&T University	147	1.32%	$203,566	$186,425	0.65%	$62,105	$62,105
NC School of Science and Math	92	0.83%	$209,323	$175,040	0.61%	$92,617	$76,792
NC Central University	38	0.34%	$135,185	$116,805	0.40%	$71,750	$69,380
Elizabeth City State University	105	0.94%	$109,780	$109,780	0.38%	$46,035	$46,035
University of North Carolina, Asheville	154	1.38%	$101,844	$101,844	0.35%	$26,376	$26,376
NC School of the Arts	69	0.62%	$86,791	$86,866	0.30%	$71,186	$71,186
University of North Carolina, Pembroke	18	0.16%	$57,405	$55,605	0.19%	$15,602	$15,602
Fayetteville State University	37	0.33%	$28,455	$28,455	0.10%	$5,876	$5,876
Subtotal - University System	**8,759**	**78.66%**	**$13,223,601**	**$11,550,376**	**40.03%**	**$3,470,314**	**$3,119,923**
Department of Corrections	**986**	**8.85%**	**$54,841,015**	**$11,084,814**	**38.41%**	**$52,858,295**	**$10,509,384**
DHHS							
Division of Health Services	24	0.22%	$592,164	$163,127	0.57%	$172,641	$35,554
Division of Central Administration	8	0.07%	$265,747	$96,891	0.34%	$228,030	$71,271
Division of Mental Health/Retardation-Dorothea Dix Hospital	9	0.08%	$152,700	$78,410	0.27%	$146,592	$75,273
Division of Early Intervention Education	9	0.08%	$121,894	$76,085	0.26%	$66,285	$34,117
Division of Mental Health/Retardation-Black Mountain Center	16	0.14%	$137,110	$54,655	0.19%	$24,509	$9,667
Division of Child Development	18	0.16%	$99,886	$42,805	0.15%	$78,136	$37,897
Division of Services for the Blind	49	0.44%	$170,590	$37,869	0.13%	$60,864	$7,082
Division of Mental Health/Retardation-Special Care Center	11	0.10%	$90,452	$37,794	0.13%	$17,732	$6,488
Division of Mental Health/Retardation-Broughton Hospital	26	0.23%	$62,975	$33,217	0.12%	$39,715	$13,904
Division of Mental Health/Retardation-Western Carolina Center	25	0.22%	$70,609	$30,679	0.11%	$5,509	$2,642
Division of Mental Health/Retardation-Walter B. Jones ADATC	15	0.13%	$92,975	$24,855	0.09%	$19,375	$6,556
Division of Mental Health/Retardation-O'Berry Center	4	0.04%	$61,040	$17,027	0.06%	$4,883	$1,362
Division of Mental Health/Retardation-John Unstead Hospital	3	0.03%	$43,040	$16,201	0.06%	$40,458	$15,229
Division of Medical Assistance	8	0.07%	$49,200	$11,484	0.04%	$24,600	$5,742
Division of Mental Health/Retardation	4	0.04%	$19,583	$11,195	0.04%	$3,834	$1,118
Division of Social Services	8	0.07%	$20,110	$9,510	0.03%	$6,849	$4,941
Division of Mental Health/Retardation-Caswell Center	1	0.01%	$24,000	$9,450	0.03%	$2,160	$851
Division of Mental Health/Retardation-Murdoch Center	2	0.02%	$16,500	$8,700	0.03%	$15,180	$8,004
Division of Mental Health/Retardation-Whitaker School	1	0.01%	$13,880	$7,500	0.03%	$13,880	$7,500
Division of Aging	1	0.01%	$12,000	$6,296	0.02%	$3,000	$1,574
Division of Mental Health/Retardation-Cherry Hospital	6	0.05%	$32,560	$6,088	0.02%	$26,374	$4,931
Division of Facility Services	5	0.04%	$5,220	$5,220	0.02%	$0	$0
Division of Mental Health/Retardation-Wright School	2	0.02%	$3,050	$1,226	0.00%	$3,050	$1,226
Subtotal - DHHS All Divisions	**255**	**2.29%**	**$2,157,285**	**$786,284**	**2.72%**	**$1,003,654**	**$352,930**
Department of Crime Control and Public Safety	158	1.42%	$2,304,004	$1,054,858	3.66%	$529,207	$246,584
Department of Public Instruction	492	4.42%	$1,038,310	$855,529	2.96%	$555,396	$534,335
Department of Commerce	16	0.14%	$897,940	$810,631	2.81%	$750,467	$734,181
Department of Transportation	27	0.24%	$974,881	$517,023	1.79%	$944,081	$515,015
Department of Juvenile Justice and Delinquency Prevention	46	0.41%	$891,864	$340,428	1.18%	$762,480	$287,080
Office of Information Technology Service	18	0.16%	$916,240	$298,253	1.03%	$0	$0
Department of Environment and Natural Resources	103	0.93%	$1,761,317	$294,638	1.02%	$210,080	$108,514
Department of Justice	12	0.11%	$583,340	$222,198	0.77%	$422,923	$145,245
Community College System	15	0.13%	$132,128	$127,813	0.44%	$0	$0
Department of Insurance	26	0.23%	$230,049	$110,194	0.38%	$112,118	$80,970
Department of Administration	58	0.52%	$211,623	$106,255	0.37%	$70,553	$48,399
Office of State Personnel	26	0.23%	$143,264	$88,696	0.31%	$143,264	$88,696
Office of State Budget & Management & Governor's Office	4	0.04%	$132,300	$77,327	0.27%	$40,020	$40,597
Office of the State Auditor	4	0.04%	$131,360	$69,756	0.24%	$131,360	$69,756
Department of Cultural Resources	84	0.75%	$81,535	$68,890	0.24%	$80,635	$67,990
General Assembly	1	0.01%	$125,000	$60,000	0.21%	$125,000	$60,000
Major Medical Plan	1	0.01%	$100,000	$56,149	0.19%	$0	$0
Global Transpark Authority	3	0.03%	$94,130	$50,064	0.17%	$94,130	$50,064
Employment Security Commission	2	0.02%	$166,736	$45,556	0.16%	$37,356	$4,178
Department of Revenue	4	0.04%	$66,200	$38,964	0.14%	$66,200	$38,964
Administrative Office of the Courts	3	0.03%	$82,212	$36,809	0.13%	$23,712	$11,476
Office of Administrative Hearings	14	0.13%	$33,676	$33,676	0.12%	$33,676	$33,676
Biotechnology Center	4	0.04%	$125,895	$31,115	0.11%	$125,895	$31,115
Wildlife Resources Commission	5	0.04%	$43,200	$18,013	0.06%	$0	$0
Department of State Treasurer	1	0.01%	$16,965	$15,300	0.05%	$0	$0
Department of Agriculture and Consumer Services	1	0.01%	$12,000	$2,880	0.01%	$0	$0
Housing Finance Agency	5	0.04%	$2,462	$2,462	0.01%	$0	$0
Department of the Secretary of State	1	0.01%	$5,100	$1,466	0.01%	$0	$0
Auctioneer Licensing Board	1	0.01%	$463	$463	0.00%	$0	$0
Subtotal -- All Other Agencies	**1,135**	**10.19%**	**$11,304,194**	**$5,435,406**	**18.84%**	**$5,258,552**	**$3,196,834**
TOTAL -- ALL AGENCIES for January-June 2001	**11,135**		**$81,526,095**	**$28,856,879**		**$62,590,815**	**$17,179,071**

CHART 7 A

Personal Service Contracts Reported for 6 Month Study Period -- By Category of Contract--Sorted by Total Paid All Funding Sources

Contract Type Descrip	Number of Contracts	% of Total Contracts	Total Paid--All Fund Sources-Jan-June 2001	% of Total Paid	Total Paid--Appropriations Only--Jan-June 2001
HEALTH AND MEDICAL SERVICES	1066	9.57%	$10,565,360	36.61%	$9,872,199
EDUCATIONAL SERVICES	5468	49.11%	$7,227,925	25.05%	$2,885,028
BUSINESS AND FINANCIAL SERVICES	180	1.62%	$2,423,060	8.40%	$1,522,262
OTHER SERVICES	1984	17.82%	$2,265,258	7.85%	$467,180
HUMAN SERVICES	303	2.72%	$1,637,917	5.68%	$694,709
COMMUNICATIONS AND MEDIA SERVICES	455	4.09%	$938,036	3.25%	$270,209
LEGAL AND LAW ENFORCEMENT SERVICES	437	3.92%	$847,369	2.94%	$423,712
MANAGEMENT SERVICES	81	0.73%	$603,047	2.09%	$240,997
ENGINEERING PROFESSIONAL SERVICES	82	0.74%	$513,747	1.78%	$287,157
UNDEFINED SERVICES	431	3.87%	$488,183	1.69%	$10,537
ARCHITECTURAL SERVICES (PROF, NONPROF)	25	0.22%	$368,475	1.28%	$169,480
SCIENTIFIC SERVICES	272	2.44%	$333,861	1.16%	$25,213
INFORMATION TECHNOLOGY SERVICES	45	0.40%	$245,959	0.85%	$49,482
INTERPRETATION SERVICES	265	2.38%	$241,003	0.84%	$146,818
UNKNOWN SERVICES	4	0.04%	$59,430	0.21%	$44,000
TRANSPORTATION SERVICES	31	0.28%	$37,272	0.13%	$23,440
LAN SUPPORT	1	0.01%	$24,108	0.08%	$24,108
WEBSITE SUPPORT SERVICES	3	0.03%	$16,670	0.06%	$6,540
WEB SITE DESIGN SERVICES	1	0.01%	$16,000	0.06%	$16,000
EDMS-ELECTRONIC DOCUMENT MGMNT PROF SRV	1	0.01%	$4,200	0.01%	$0
TOTAL ALL PERSONAL SERVICE CONTRACTS	**11,135**		**$28,856,879**		**$17,179,071**

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Personal Service Contracts Reported for 6 Month Study Period -- By Category of Contract--Sorted by Number of Contracts Awarded

Contract Type Descrip	Number of Contracts	% of Total Contracts	Total Paid--All Fund Sources-Jan-June 2001	% of Total Paid	Total Paid-- Appropriations Only-- Jan-June 2001
EDUCATIONAL SERVICES	5468	49.11%	$7,227,925	25.05%	$2,885,028
OTHER SERVICES	1984	17.82%	$2,265,258	7.85%	$467,180
HEALTH AND MEDICAL SERVICES	1066	9.57%	$10,565,360	36.61%	$9,872,199
COMMUNICATIONS AND MEDIA SERVICES	455	4.09%	$938,036	3.25%	$270,209
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HUMAN SERVICES	303	2.72%	$1,637,917	5.68%	$694,709
SCIENTIFIC SERVICES	272	2.44%	$333,861	1.16%	$25,213
INTERPRETATION SERVICES	265	2.38%	$241,003	0.84%	$146,818
BUSINESS AND FINANCIAL SERVICES	180	1.62%	$2,423,060	8.40%	$1,522,262
ENGINEERING PROFESSIONAL SERVICES	82	0.74%	$513,747	1.78%	$287,157
MANAGEMENT SERVICES	81	0.73%	$603,047	2.09%	$240,997
INFORMATION TECHNOLOGY SERVICES	45	0.40%	$245,959	0.85%	$49,482
TRANSPORTATION SERVICES	31	0.28%	$37,272	0.13%	$23,440
ARCHITECTURAL SERVICES (PROF, NONPROF)	25	0.22%	$368,475	1.28%	$169,480
UNKNOWN SERVICES	4	0.04%	$59,430	0.21%	$44,000
WEBSITE SUPPORT SERVICES	3	0.03%	$16,670	0.06%	$6,540
LAN SUPPORT	1	0.01%	$24,108	0.08%	$24,108
WEB SITE DESIGN SERVICES	1	0.01%	$16,000	0.06%	$16,000
EDMS-ELECTRONIC DOCUMENT MGMNT PROF SRV	1	0.01%	$4,200	0.01%	$0
TOTAL ALL PERSONAL SERVICE CONTRACTS	**11,135**		**$28,856,879**		**$17,179,071**

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CHART 8

Personal Service Contracts by Contract Size and Category--Jan-June 2001

CONTRACT TYPE	TOTAL ALL	Contracts < $500		$500 -- $2,499 Contracts		$2,500 -- $9,999 Contracts		$10,000 -- $24,999 Contracts		$25,000 -- $49,999 Contracts		$50,000 -- $99,999 Contracts		Over $100,000 Contracts	
		Number Contracts	% of Total	Number Contracts	% of Total	Number Contracts	% of Total	Number Contracts	% of Total	Number Contracts	% of Total	Number Contracts	% of Total	Number Contracts	% of Total
Architectural Services	25	1		7		10		4		1		1		1	
Business & Financial Services	179	17		50		56		34		10		8		4	
Communications & Media	452	206		161		69		9		5		2			
Educational Services	5311	2984		1759		473		80		13		2			
Engineering Professional Services	72	16		12		20		23		1					
Health & Medical Services	1055	135		136		368		349		52		15			
Human Services	301	74		73		80		72		2					
Information Technology Services	46	9		17		11		8		1					
Interpretation Servies	230	125		83		19		3							
Legal & Law Enforcement Services	436	253		113		55		12		1		2			
Management Services	80	5		30		36		6		2				1	
Other Services	1966	1288		533		112		30		2		1			
Scientific Services	266	184		56		17		8		1					
Transportation Services	30	18		8		4									
Undefined Services	334	182		106		39		4		3					
Website Support Services	4			1		2		1							
TOTAL CONTRACTS	10,787	5497	51.0%	3145	29.2%	1371	12.7%	643	6.0%	94	0.9%	31	0.3%	6	0.1%
TOTAL DOLLARS															
Total Contract Value -- all sources	$79,754,268	$2,084,712	2.6%	$6,781,644	8.5%	$22,801,482	28.6%	$33,003,848	41.4%	$8,975,280	11.3%	$5,063,503	6.3%	$1,043,799	1.3%
Total Paid -- All sources Jan-June	$28,313,709	$1,297,548	4.6%	$3,749,558	13.2%	$7,345,551	25.9%	$9,863,604	34.8%	$3,088,846	10.9%	$2,119,023	7.5%	$849,579	3.0%
Paid From Appropriations Jan-June	$17,054,974	$460,639	2.7%	$1,209,807	7.1%	$4,123,527	24.2%	$7,030,829	41.2%	$2,177,512	12.8%	$1,534,700	9.0%	$517,960	3.0%

NOTE: Total's on this chart do not agree with total's on Chart 7 owing to some agencies reporting as one entry a combined amount for multiple vendors providing identical services. In these cases, the per-contract amount is not identifiable.

Because ongoing reporting of these contracts is directed by the legislation, the project team sought to determine if there might be a single or most commonly used location for the maintenance of this data. However, as reported on the survey, there was no single source to which agencies went to collect data. A few who are NCAS agencies used their Accounts Payable module; some used their purchasing module; quite a few more also used hard copy sources, and because some agencies maintain separate databases for this information, they used those sources in addition to hard copy.

Also, the legislation directed that the state employee responsible for overseeing the contracts be noted. In those cases where agencies indicated such, they did so by name rather than by title, which limits the usefulness of the data. This will be corrected in the subsequent cycle of data collection.

Statewide Requirements for Contracting for Personal Services

According to the North Carolina Administrative Code, "…it is not mandatory for items and services listed in this Rule to be purchased through the Division of Purchase and Contract…[including] personal services provided by a professional individual (person) on a temporary or occasional basis, including (by way of illustration, not limitation) those provided by a doctor, dentist, attorney, architect, professional engineer, scientist or performer of the fine arts and similar professions; the exemption applies only if the individual is using his/her professional skills to perform a professional task; a personal service may also be a consulting service." (1NCAC 5B.1600 (a) and (a) (10). Therefore, when an agency determines that it has a need for a service, an internal decision is made on whether the estimated cost of the project falls within its delegated authority, what kind of service is needed, and on the best way to obtain the service.

In general, in governmental procurement, there is an expectation that requests for services will be competitively bid. Exceptions include such things as where a needed service is available from only one source, or where after competition, no satisfactory offers were received, or "where personal or particular professional services are required" (section V-5/Waiver of Competition – State Purchasing Manual). According to P&C, a personal service contractor needs to be "uniquely qualified" and the need does not fit into any other kind of contractual arrangement.

Small purchases are defined by P&C as being an expenditure of public funds of $5,000 or less (section V-2/small purchases). The chief of an agency (or the person delegated by the agency head) outlines the procedures for making these kinds of purchases. The agency is responsible for administering these procedures. For most state agencies, personal service contracts will almost always fall within their delegated amounts.

As the above indicates, personal service contracts by definition are almost always an agency decision; based on the data on the previous charts, the vast majority would be considered "small purchases", and quite often they are exempt from competitive bidding. However, they enable an agency to respond to a need quickly to obtain short term services with minimal paperwork.

The exception to most of the above rules is that, according to state purchasing rules, is if the contract is for "consulting" services, it must go through the Department of Administration's Division of Purchase & Contract (Section XI-1/general – and some agencies are excluded).

Agency Methods of Contracting for Personal Service Contracts

A survey of over 10 departments, agencies, and universities indicates that each entity uses the same basic steps to set-up and monitor a Personal Service Contract. The process includes initiation of the contract at the program area level, approval by the program director, approval by the purchasing officer and approval by the fiscal officer but not in that order for each entity. In general, the agency initiating office determines the length of the contract, the amount of the contract, the terms of the contract, the scope and requirements of the deliverables, and whether the deliverables were

received. The purchasing officer and the fiscal officer are usually not involved in the negotiation of the contract. Mostly, the agency head does not sign off on the contract and the procurement system and the legal system are rarely used when developing a personal service contract.   The Human Resource office is not always used when establishing a personal service contract. Contacts for personal service contracts are maintained in the initiating office. The initiating office monitors contract activity and approves payment requests.   Some agencies reported having guidelines for administering the contract while others do not.

RECOMMENDATIONS – PERSONAL SERVICE CONTRACTS

Recommendation 1: To increase opportunities for doing business with the State, and to offer state managers the widest possible selection of people who provide specialized services, the Division of Purchase & Contract should solicit names of individuals who have worked for state agencies in the specific categories of work and establish convenience contracts with them with certain base enterprise wide requirements such as quality standards. The agencies could confirm the quality of the work of those who had worked for them previously.   P&C could also solicit responses from individuals who would like to do business with the state in certain categories, and pre-certify them, using pre-established criteria. All these names should be placed on a web site similar to that which ITS has assembled for supplemental staffing, to allow individuals to specify an hourly rate for their services and broaden the base of potential agencies for whom they might do work.

Recommendation 2: ITS has already developed a web-based listing of potential IT vendors and rates for categories of services. ITS receives confirmation of the award and the contract cost, and ongoing payments made against the contract. From this new system, ITS can provide reports of contracts awarded, by vendor, by amount, by category, and by agency. The Division of Purchase & Contract is the logical agency to develop a similar tool for other kinds of personal service contracts. It could be a web-based tool into which agencies enter data and to which vendors submit invoice information. Data from this system could then be provided to OSBM each year to review and analyze. Vendors receiving contract awards greater than $5,000 (cumulatively) annually would be required to submit information using this tool.   This would minimize the administrative requirements placed on the agencies.   OSBM will work with P&C to design the tool to be operational by July 2003.

Recommendation 3: Until the tool noted above is developed for P&C, OSBM should capture personal service contract data for those vendors who will have received $5,000 or more total during FY2001-02, using a modified version of the tool used for this study. The data to be collected would include the vendor name, vendor number or other unique identifier, the type of contract using the predefined set of categories used for this study, a description of the work requiring the services, the total value of the contract, the total paid in the fiscal year, and the job title of the state government employee responsible for oversight of the contract.

Text from Senate Bill 1005 of the 2001 Session of the General Assembly

STUDY STATE AGENCY USE OF CONTRACTORS FOR INFORMATION TECHNOLOGY/PILOT PROJECT FEASIBILITY STUDY

SECTION 15.5.(a)   The Office of State Personnel, the Office of Information Technology Services, the Office of State Budget and Management, and the Office of the State Controller shall study the issue of State agency's use of information technology contractors. The study shall report on the number of contractors currently in use by State agencies, the duration of the working period for individual contractors, and the length of the contracts. The purpose of the contracts should be clearly identified, and the unit and actual costs of the contracts should be clearly identified.

SECTION 15.5.(b)   The study report should recommend the most appropriate use of contractors (i.e., for discrete projects) and the most appropriate use of permanent employees (i.e., for ongoing activities such as LAN/WAN management). In cases where the study indicates that permanent employees are best suited for a given task or activity, the Office of State Personnel is directed to identify effective mechanisms for recruiting and retaining employees.

SECTION 15.5.(c)   The study shall also compare the costs of outsourcing discrete functions and activities versus performing those activities with State government employees or contractors working for State agencies.

SECTION 15.5.(d)   By March 1, 2002, the study group shall report its findings and recommendations to the Joint Legislative Commission on Governmental Operations and to the Joint Select Committee on Information Technology.

SECTION 15.5.(e) The Joint Select Committee on Information Technology shall conduct a feasibility study of a pilot program to allow budget flexibility for converting information technology contractors to employees in State agencies. The study shall include, but is not limited to, the following:
(1) Assessment of the need for budget flexibility for information technology staffing in the various agencies.
(2) Review of agency plans and projects pertaining to information technology operations and personal services contracts.
(3) Identification of the State agencies best suited to participate in a pilot project allowing budget flexibility for information technology staffing.
(4) Consideration of the advisability of limiting the number, type, and duration of new positions that would be created as the result of the budget flexibility pilot.
(5) Consideration of the training and career development initiatives that would be required to support and maximize the technical competencies needed in any new information technology positions created by the budget flexibility pilot.

The Joint Select Committee on Information Technology shall report its findings and recommendations to the General Assembly by the convening of the 2002 Regular Session of the 2001 General Assembly.

PERSONAL SERVICES CONTRACTS/REPORTING REQUIREMENTS

    SECTION 6.19.(a) By January 1, 2002, and quarterly thereafter, each State department, agency, and institution shall make a detailed written report to the Office of State Budget and Management and the Office of State Personnel on its utilization of personal services contracts. The report by each State department, agency, and institution shall include the following:

    (1) The total number of personal services contractors in service during the reporting period.
    (2) The type, duration, status, and cost of each contract.
    (3) The number of contractors utilized per contract.
    (4) A description of the functions and projects requiring contractual services.
    (5) The number of contractors for each function or project.
    (6) Identification of the State employee responsible for oversight of the performance of each contract and the number of contractors reporting to each contract manager or supervisor.

    SECTION 6.19.(b) By March 15, 2002, and biannually thereafter, the Office of State Budget and Management and the Office of State Personnel shall compile and analyze the information required under subsection (a) of this section and shall submit to the Joint Legislative Commission on Governmental Operations a detailed report on the type, number, duration, cost and effectiveness of State personal services contracts throughout State government.

Information Technology Support Services Categories

Service Category	Description
Computer Programming Services	Includes, but is not limited to, coding, testing (all levels), Commercial off-the-self (COTS) integration, correcting, debugging, compiling, documentation, input/output functions, interfacing, change management, application and initial implementation training, enhancements, maintenance, and project management.
Computer Systems Analysis Support Services	Includes, but is not limited to, feasibility study, requirements definition, data modeling, process modeling, prototyping, conceptual design, detail design, COTS integration design, specifications construction, testing (all levels), implementation, COTS integration implementation, documentation, systems support and initial implementation training, database design, planning, systems conversion and/or migration, and project management.
Computer Systems Security	Includes, but is not limited to, analysis, assessment, planning, and administering security of firewall, virus, PKI and VPN on platforms to include but not limited to mainframe, servers, microcomputers, and specialized computerized equipment.
Database Management Services	Includes, but is not limited to, advice, design, modeling, development, deployment and management of databases on any platform to include but not limited to mainframe, server and standalone PC. Conducts performance monitoring/measurement, systems stress testing, quality control benchmarks.
Desktop Support	Includes, but is not limited to, installation of Commercial off-the-self products (COTS), optimizing, ghosting, desktop problem resolution analysis, installation of PCs, printers, scanners, and other PC peripherals.
EDMS Services	<u>Professional Services</u> - Includes, but is not limited to, imaging/digitizing, workflow, and Electronic Document Management Systems (EDMS). Services include, but are not limited to, risk assessment, workflow analysis, document indexing/queuing and workload management, system/application/network design and security advising, application prototyping, project management, implementation and support services, system interface development, system migration strategies, document conversion (hardcopy to electronic or electronic to new system/media), performance monitoring/ measurement, systems stress testing/benchmarking, collaborative tools (implies BPR), advising, briefings/presentation, document and records retention/archiving. <u>Programming Services</u> - Includes, but is not limited to, programming, systems analysis, project management, workflow management and document tracking, database management and systems design, development, implementation and initial implementation training specific to Electronic Document Management Systems (EDMS) that requires specialized skill sets and experience with enterprise systems, languages, technologies and communications.
Electronic Commerce/ EDI Services	<u>Professional Services</u> - Includes, but is not limited to, analysis, design, web design, operation, monitoring, management and maintaining various forms of electronic government/commerce solutions and systems. <u>Programming Services</u> - Includes, but is not limited to, programming, systems analysis, project management, and systems design, development, web development, implementation and initial implementation training specific to Electronic Commerce/Electronic Data Interchange (EDI) that requires specialized skill sets and experience with enterprise systems, languages, technologies and communications.
GIS Services	<u>Professional Services</u> - Includes, but is not limited to, analysis, mapping, operation, digitizing, capacity planning, design, intranet, internet, project management, advising, presentations, documentation, and various other forms of Geographic Information Systems (GIS). <u>Programming Services</u> - Includes, but is not limited to, programming, systems analysis, project management, systems utilization, database management and systems design, development, implementation and initial implementation training specific to Geographic Information Systems (GIS) that requires specialized skill sets and experience with enterprise systems, languages, technologies and communications.
Help Desk Support	Includes, but is not limited to, the development, design, implementation and operation (on-site, off-site) of a Help Desk, including LAN technical support and LAN problem determination and diagnosis. This can also entail support, problem solving, and Help Desk documentation including all media, project management and other Help Desk duties.
IT Support Staff - Operations	Includes, but is not limited to, interim IT services which include the following: Computer

Service Category	Description
	Operator, Data Control Clerk, Lead Console Operator, Mainframe Documentation Specialist, Mainframe Help Desk Specialist, Operations Analyst, Operations Scheduler, Peripheral Operator, Print Operator, Production Control Specialist, Shift Supervisor, Systems Programmer, Tape Clerk, Tape Librarian and Tape Operator. In addition this includes, but is not limited to, interim services employed to supplement or augment LAN administration or LAN management duties for an agency.
IT Training	Assessment - Includes, but is not limited to, training needs assessment and needs analysis, skills gap analysis, training plans, and training management software tools. Classroom - Includes, but is not limited to, on-site, off-site instructor-led training, including classroom facilities, hardware, applications software, application and or distributive based development tools, operating systems, communication technology, and networking software. This also includes LAN-related training. Media-Based - Includes, but is not limited to, CBT, multi-media, video, audio, distance learning, Internet-provided services. Other Training Services - Includes, but is not limited to, One-on-one instruction on state-developed systems, course materials, course development, train-the-trainer and help desk training support.
LAN Integration (Planning, Design, Implementation)	Includes, but is not limited to, the development of planning documents pertinent to the integration of two or more LANs, or the integration of two or more LANs via a WAN. Connectivity and interoperability issues are to be addressed. The State may require any of the following areas to be addressed: LAN business and technical requirements, connectivity and interoperability, feasibility and constraints, cost/benefit analysis, workforce requirements, organizational impact on business processes, security requirements, etc. In addition, this includes, but is not limited to, the development of design documents pertinent to the integration of two or more LANs, or the integration of two or more LANs via a WAN. Logical relationships and physical specifications are to be determined. The end result of the activity is an installed (upgraded), fully functional LAN. Finally, this includes, but is not limited to, the services to integrate two or more LANs, or two or more LANs via a WAN. This may include project scheduling and timetable determination. The end result of this activity is fully integrated, functional systems.
LAN/WAN Development/Upgrade (Planning, Design, Implement)	Includes, but is not limited to, the development of planning documents pertinent to the building of a new LAN/WAN system, or the upgrading of an existing LAN/WAN system. Definition of user requirements, outlining possible alternatives, and the recommendation of a solution would be included in this activity. The State may require any of the following areas to be addressed: LAN/WAN business and technical requirements, connectivity and interoperability, feasibility and constraints, cost/benefit analysis, workforce requirements, organizational impact on business processes, security requirements, etc. In addition, this includes, but is not limited to, the development of design documents pertinent to the building of a new LAN/WAN, or the upgrading of an existing LAN/WAN. Determination of logical relationships and physical specifications are to be included in this activity. The end result is formal conceptual and/or detailed design reports. These may include architectural design reports and structural design reports, each with network diagrams and other appropriate charts and documentation. Finally, this includes, but is not limited to, the services needed to develop and implement a new LAN/WAN system or the upgrade of an existing LAN/WAN. This may include development, physical and logical installation, project scheduling, and timetable determination. The end result of the activity is an installed (upgraded), fully functional LAN/WAN.
LAN/WAN Support	Includes, but is not limited to, the development, design, implementation and operation (on-site, off-site) and technical LAN/WAN support; LAN/WAN problem determination and diagnosis. Based on an agency's needs, may involve providing a staging area to perform system setup, burn-in, installation, and delivery preparation for small, medium and large projects, where equipment is purchased by the State.
Network Security Services	Professional Services - Includes, but is not limited to, network security advising for design and review of LAN/WAN networks, Firewalls, Virtual Private Networks (VPN); and includes development and review of Network and Data Policies and Procedures. Other Services - Includes, but is not limited to, network security LAN/WAN scans, and

Service Category	Description
	network penetration tests. Includes testing of Routers, mainframe systems security, open systems enterprise servers, Firewalls, Virtual Private Networks (VPN), Secure ID, Network Intrusion Detection systems (IDS), other network appliances, and Network policies and procedures.
Professional Services	<u>Enterprise Services</u> - Includes, but is not limited to managing an enterprise using Capability Maturity Model (CMM), business and workflow process modeling, customer relationship management, business continuity planning, disaster recovery planning, IT personnel recruiting skills, large multi-task project management, enterprisewide strategic systems planning, business information planning, Business Process Re-engineering (BPR) and reverse engineering. Use of analytical and computational techniques and methodology for problem solutions. Quality control and quality-assurance process management of automated and non-automated enterprisewide systems, IV&V testing, risk management. <u>Graphics and Presentation</u> - Includes, but is not limited to graphic design for Graphical User Interface (GUI) of legacy and new applications on the web, PC, and mainframe environments, presentation design, user interface skills. <u>Middleware Integration</u> - Includes, but is not limited to, integrating middleware products for connecting disparate applications/systems; connections between enterprise resource planning (ERP) applications such as SAP, Oracle, PeopleSoft, Clarify, applications and databases internet applications and legacy systems; CORBA; Application servers. <u>Operational</u> - Includes, but is not limited to, risk assessment, work-flow analysis, system/application/network, security advising, system design, application prototyping, implementation and support services, scaling, facilities planning, communications, networking, system migration, conversion, performance monitoring/measurement, systems stress testing, quality control benchmarks, quality control and quality assurance process management of systems development and production environments, and project management as relevant to IT operations. <u>Organizational</u> - Includes, but is not limited, to change management, ergonomics, skills analysis, information distribution, organization restructuring, impact analysis and project management as relevant to IT organizations. <u>Planning</u> - Includes, but is not limited to, requirements development, needs assessment, risk assessment, evaluation, migration strategies (new systems, upgrades, exit), planning, strategic initiatives, Joint Application Development (JAD) sessions, efficiency review, life cycle management, feasibility study and project management. <u>Research and Analysis</u> - Includes, but is not limited to, providing access to information technology research resources. Services include, but are not limited to, CD-ROM, Internet, Print, Fax and other electronic media or desktop technology. <u>Research Services</u> - Includes, but is not limited to, professional research on specific information technology topics/initiatives and providing findings/solutions. Services include, but are not limited to, telephone advising, videoconferencing, presentations, forecasting, white papers, workshops, and technology briefings.
Project Management Services	Includes, but is not limited to, project initiation, efficiency review, life cycle management, configuration management planning, control management planning, resource management, IV&V management, risk management, time and cost management analysis.
Telecommunications Services	<u>Professional Services</u> - Includes, but is not limited to, analysis (policy analysis, strategic planning, and network engineering), design, implementation and security services for Telecommunications Wide Area Networks. <u>Engineering Services</u> - Services can be provided, but not limited to, service convergence issues, interconnection issues and options for linking WAN/MAN/LAN, impact of deregulation, standards and interoperability, emerging technologies and services deployment.
Wireless Networking	Includes, but is not limited to, wireless networking services including, Procurement specification generation, Procurement response analysis, Analysis of alternate wireless technologies, Analysis of wire line vs. wireless solutions, Radio propagation analysis,

Service Category	Description
	Microwave path surveys and analysis, Microwave system design, Two-way radio system design, Field coverage surveys, Field site surveys, Grounding and bonding analysis, Wireless needs analysis, System surveys, Site planning and design, Mobile data applications analysis and development, Quality Assurance Services, Project Management and Administration Services, and Subcontractor Management.

CATEGORIES & DEFINITIONS OF PERSONAL SERVICE CONTRACTS

Architectural Services (professional & non)	Includes building design, interiors, space use, site planning, utilities architecture, energy management, landscape, flood control, drafting, surveying, etc.
Business & Financial Services	Accounting, auditing, cash management, financial advisory, investment consulting, collection services, as well as organizational and other general management consulting services
Communications & Media Services	Includes motion picture/television/video/audio production, journalistic/professional writer services, speechwriting, graphic arts, advertising services, etc.
Educational Services	Includes teaching and instruction services, workshop facilitation, workshop organization and management, course devleopment, etc.
Engineering Professional Services	Includes civil, geological, machine, electrical, structural, general, agricultural, foundation, energy management, and other engineering services
Information Technology Services	Includes telecommunications consulting, EDI, applications and systems analysis, etc.
Interpretation Services	Includes signing, interpreting, translation, etc.
Health & Medical Services	Includes physicial, nursing, dental, mental health, x-ray, laboratory, pharmacy, audiology, hygiene, vaccination, waste disposal, etc.
Human Services	Includes barber/beautician, funeral services, referral services, working with special populations, counseling, case management, community relations, etc.
Legal & Law Enforcement Services	Includes attorneys, paralegal, other court-related services such as court stenography services, as well as security analysts, security personnel, other law enforcement or correctional system specialists
Management Services	Includes parking management, records management, insurance/risk management, exhibition/market management, building management, waste management services
Scientific Services	Includes laboratory services, sampling, leak detection, other specialty services
Transportation Services	
Other	

Positions Classified as Information Technology in the Personnel Management Information System

CLASS CODE	CLASS GRADE	CLASSIFICATION TITLE	Position Count	MINIMUM PAID	MAXIMUM PAID	AVERAGE SALARY	TOTAL SALARIES
2245	74	ANALYST PROGRAMMER II	2	$39,353	$59,033	$49,193	$98,386
2246	76	ANALYST PROGRAMMER III	2	$25,324	$60,399	$42,861	$85,723
33514	83T	APPLICATIONS ANALYST PROGRAM SPCLST II	11	$58,732	$89,870	$74,734	$822,075
2215	76	APPLICATIONS ANALYST PROGRAMMER I	302	$24,367	$67,167	$50,443	$15,234,031
45211	23	APPLICATIONS ANALYST PROGRAMMER I	4	$44,372	$54,416	$48,971	$195,884
2216	78	APPLICATIONS ANALYST PROGRAMMER II	312	$33,817	$71,058	$58,563	$18,271,719
45212	24	APPLICATIONS ANALYST PROGRAMMER II	6	$53,900	$66,227	$60,027	$360,167
45213	25	APPLICATIONS ANALYST PROGRAMMER III	15	$50,000	$74,410	$67,980	$1,019,709
33240	81T	APPLICATIONS ANALYST PROGRAMR SPECIALIST	86	$51,576	$84,966	$67,975	$5,845,859
33239	74T	APPLICATIONS ANALYST PROGRM CONSULTANT I	2	$44,132	$55,165	$49,648	$99,297
2219	83	APPLICATIONS DEVELOPMENT MANAGER	75	$59,092	$89,870	$78,830	$5,912,269
2218	81	APPLICATIONS DEVELOPMENT PROJECT SUPV	94	$52,098	$86,615	$68,884	$6,475,173
45214	26	APPLICATIONS DEVELOPMENT SUPERVISOR	3	$76,597	$84,259	$81,596	$244,788
2209	69	APPLICATIONS PROGRAMMER I	80	$22,749	$46,964	$36,213	$2,897,060
2214	74	APPLICATIONS PROGRAMMER II	170	$18,574	$59,033	$43,941	$7,470,138
2257	84	APPLICATIONS SYSTEMS MANAGER I	12	$72,261	$101,889	$88,629	$1,063,550
2258	87	APPLICATIONS SYSTEMS MANAGER II	1	$105,646	$105,646	$105,646	$105,646
42145	28	ASST TO DEP DIR-TECHNOLOGY SERVICES	1	$99,000	$99,000	$99,000	$99,000
6000	75	AUTOMATED FINGERPRINT IDENT SYSTEM MGR	1	$61,816	$61,816	$61,816	$61,816
34588	74T	BUSINESS & INFORMATION SYSTEMS LIAISON	8	$37,148	$52,500	$42,370	$338,960
2234	NG	BUSINESS AND TECHNOLOGY APPLIC ANALYST	50	$44,000	$83,124	$67,326	$3,366,341
2259	NG	BUSINESS AND TECHNOLOGY APPLIC SPEC	31	$50,540	$89,213	$70,672	$2,190,850
2233	NG	BUSINESS AND TECHNOLOGY APPLIC TECH	5	$33,638	$72,855	$52,687	$263,437
8215	67	CARTOGRAPHER	5	$29,129	$36,341	$33,092	$165,461
8218	70	CARTOGRAPHIC PRODUCTION MANAGER	2	$35,639	$44,470	$40,054	$80,109
8217	62	CARTOGRAPHIC TECHNICIAN	3	$22,483	$32,003	$26,108	$78,325
43323	14	COMPUTER EQUIPMENT COORDINATOR	1	$26,855	$26,855	$26,855	$26,855
2240	65	COMPUTER EQUIPMENT OPERATIONS SUPERVISOR	1	$29,453	$29,453	$29,453	$29,453
2238	58	COMPUTER EQUIPMENT OPERATOR I	1	$21,739	$21,739	$21,739	$21,739
2239	60	COMPUTER EQUIPMENT OPERATOR II	32	$20,502	$31,555	$27,528	$880,923
33119	61T	COMPUTER GRAPHICS ILLUSTRATOR	5	$23,339	$31,657	$28,134	$140,672
2223	63	COMPUTER LABORATORY COORDINATOR I	9	$23,823	$32,151	$26,837	$241,537
2224	67	COMPUTER LABORATORY COORDINATOR II	12	$27,570	$33,431	$29,780	$357,363
2225	70	COMPUTER LABORATORY COORDINATOR III	2	$33,205	$36,525	$34,865	$69,730
2350	76	COMPUTER NETWORK COORDINATOR	26	$44,287	$64,745	$50,570	$1,314,841
2355	80	COMPUTER NETWORK MANAGER I	15	$50,753	$87,500	$66,684	$1,000,269
2356	82	COMPUTER NETWORK MANAGER II	10	$66,850	$89,870	$80,325	$803,252
34112	70T	COMPUTER OPERATIONS ANALYST	2	$38,304	$42,000	$40,152	$80,304
2299	60	COMPUTER OPERATIONS LIBRARIAN	3	$26,577	$29,690	$28,153	$84,461
45227	28	COMPUTER OPERATIONS MANAGER	1	$99,095	$99,095	$99,095	$99,095
2260	72	COMPUTER OPERATIONS MANAGER I	7	$42,564	$54,862	$48,105	$336,741
2278	76	COMPUTER OPERATIONS MANAGER II	5	$42,869	$54,408	$49,020	$245,103
2279	79	COMPUTER OPERATIONS MANAGER III	8	$55,868	$74,458	$65,628	$525,024
2280	80	COMPUTER OPERATIONS MANAGER IV	2	$69,666	$79,504	$74,585	$149,170
2231	72	COMPUTER OPERATIONS SHIFT SUPERVISOR	14	$35,245	$48,125	$40,291	$564,077
45129	24	COMPUTER OPERATIONS SUPERVISOR	1	$69,185	$69,185	$69,185	$69,185
2250	64	COMPUTER OPERATOR	46	$12,178	$35,410	$29,018	$1,334,838
45125	16	COMPUTER OPERATOR	7	$29,000	$36,616	$32,958	$230,711
2256	67	COMPUTER OPERATOR - LEAD	19	$30,050	$43,301	$36,668	$696,697
2255	65	COMPUTER OPERATOR - SENIOR	63	$26,930	$40,944	$32,135	$2,024,517
2281	64	COMPUTER PRODUCTION SPECIALIST I	25	$24,355	$37,427	$31,301	$782,526
2282	66	COMPUTER PRODUCTION SPECIALIST II	36	$26,783	$40,944	$34,226	$1,232,157
2283	68	COMPUTER PRODUCTION SPECIALIST III	24	$32,560	$44,890	$39,446	$946,704
2284	70	COMPUTER PRODUCTION SUPERVISOR	7	$34,054	$49,174	$42,537	$297,762
2242	72	COMPUTER PROGRAMMER II	1	$34,499	$34,499	$34,499	$34,499
34519	69T	COMPUTER REPAIR TECHNICIAN	9	$30,543	$36,141	$32,408	$291,675
45127	21	COMPUTER ROOM SUPERVISOR	1	$51,367	$51,367	$51,367	$51,367
33813	79T	COMPUTER SECURITY ANALYST	4	$45,196	$67,521	$57,517	$230,068
2268	68	COMPUTER SYSTEMS ADMINISTRATOR I	87	$14,612	$44,890	$33,614	$2,924,449
2269	70	COMPUTER SYSTEMS ADMINISTRATOR II	36	$31,317	$49,174	$38,708	$1,393,519
2270	72	COMPUTER SYSTEMS ADMINISTRATOR III	38	$32,174	$53,809	$42,918	$1,630,889
2252	76	COMPUTER SYSTEMS ANALYST II	4	$40,650	$62,573	$51,561	$206,247

Positions Classified as Information Technology in the Personnel Management Information System

CLASS CODE	CLASS GRADE	CLASSIFICATION TITLE	Position Count	MINIMUM PAID	MAXIMUM PAID	AVERAGE SALARY	TOTAL SALARIES
2253	78	COMPUTER SYSTEMS ANALYST III	1	$49,222	$49,222	$49,222	$49,222
2206	68	COMPUTER SYSTEMS COORDINATOR II	1	$42,531	$42,531	$42,531	$42,531
32626	66T	COMPUTER TECHNICAL WRITER	1	$30,593	$30,593	$30,593	$30,593
2265	66	COMPUTER TRAINING SPECIALIST I	13	$1,321	$37,536	$29,334	$381,350
2266	68	COMPUTER TRAINING SPECIALIST II	7	$28,729	$44,890	$38,205	$267,438
2267	70	COMPUTER TRAINING SPECIALIST III	9	$31,315	$49,174	$38,922	$350,301
2226	70	COMPUTING CONSULTANT I	303	$17,573	$49,174	$37,722	$11,430,014
2227	72	COMPUTING CONSULTANT II	296	$11,892	$53,809	$41,373	$12,246,564
2228	74	COMPUTING CONSULTANT III	302	$18,574	$60,000	$45,763	$13,820,714
2229	77	COMPUTING CONSULTANT IV	194	$37,134	$67,806	$54,106	$10,496,700
2230	79	COMPUTING CONSULTANT V	80	$51,494	$74,458	$62,897	$5,031,829
34561	68T	COMPUTING SUPPORT ANALYST	7	$24,900	$44,890	$32,918	$230,432
2296	61	COMPUTING SUPPORT TECHNICIAN I	88	$10,813	$36,231	$26,744	$2,353,504
2297	63	COMPUTING SUPPORT TECHNICIAN II	117	$12,500	$39,164	$29,407	$3,440,696
34560	66T	COMPUTING SUPPORT TECHNICIAN III	7	$25,346	$40,944	$34,202	$239,416
6072	68	CRIMINAL INFORMATION AUDITOR	4	$31,318	$44,890	$37,301	$149,204
6078	70	CRIMINAL INFORMATION TRAINING SPECIALIST	10	$31,315	$41,509	$35,504	$355,049
6080	72	CRIMINAL INFORMATION TRAINING SUPERVISOR	1	$53,809	$53,809	$53,809	$53,809
2220	83	DATA BASE ADMINISTRATOR	14	$62,635	$89,870	$80,822	$1,131,511
2286	80	DATA BASE ANALYST	47	$48,812	$77,978	$67,004	$3,149,213
33557	78T	DATA BASE SPECIALIST	19	$44,552	$71,058	$57,994	$1,101,888
480	57	DATA CONTROL CLERK III	6	$18,480	$20,840	$19,267	$115,606
481	59	DATA CONTROL CLERK IV	27	$19,951	$32,247	$23,696	$639,811
45243	14	DATA CONTROL SPECIALIST	2	$32,678	$32,678	$32,678	$65,356
486	61	DATA CONTROL UNIT SUPERVISOR V	1	$21,626	$21,626	$21,626	$21,626
109	57	DATA ENTRY OPERATOR II	96	$9,078	$27,801	$21,057	$2,021,546
112	59	DATA ENTRY OPERATOR III	12	$19,951	$30,214	$25,888	$310,664
116	58	DATA ENTRY SPECIALIST	86	$19,181	$28,978	$22,476	$1,932,938
113	59	DATA ENTRY SUPERVISOR I	15	$19,951	$30,214	$24,799	$371,999
114	61	DATA ENTRY SUPERVISOR II	15	$21,626	$32,937	$28,956	$434,341
115	63	DATA ENTRY SUPERVISOR III	3	$28,386	$30,537	$29,820	$89,460
150	59	DATA PROCESSING ASSISTANT I	1	$25,414	$25,414	$25,414	$25,414
151	61	DATA PROCESSING ASSISTANT II	1	$28,182	$28,182	$28,182	$28,182
32875	78T	DATA PROCESSING CONSULTANT II	1	$71,058	$71,058	$71,058	$71,058
153	65	DATA PROCESSING COORDINATOR II	1	$39,164	$39,164	$39,164	$39,164
45222	26	DATABASE ADMINISTRATOR	3	$60,000	$84,969	$73,504	$220,512
34207	76T	DEPARTMENTAL INFORMATION SYSTEMS AUDITOR	1	$64,745	$64,745	$64,745	$64,745
42144	FR	DEPUTY DIR-TECHNOLOGY SERVICES	1	$108,500	$108,500	$108,500	$108,500
34520	78T	DEPUTY DIRECTOR, SCIENCE & TECHNOLOGY	1	$58,115	$58,115	$58,115	$58,115
34463	76T	DIRECTOR, INFORMATION SYSTEMS	1	$64,745	$64,745	$64,745	$64,745
31653	76T	DIRECTOR, LAND RESOURCES INFORMATION SER	1	$59,613	$59,613	$59,613	$59,613
33734	80T	DIRECTOR,DIV OF COMMUNICATION & INFORMAT	1	$74,674	$74,674	$74,674	$74,674
34736	82T	DMA INFORMATION SYSTEMS MANAGER	1	$85,660	$85,660	$85,660	$85,660
33377	69T	DOCUMENTATION SPECIALIST	6	$33,719	$45,541	$40,346	$242,081
21626	FR	DOT CHIEF INFORMATION OFFICER	1	$102,116	$102,116	$102,116	$102,116
2248	NG	GIS TECHNICIAN	22	$25,550	$36,392	$28,820	$634,043
2221	59	HELP DESK ASSISTANT I	16	$9,976	$27,588	$22,455	$359,292
2222	61	HELP DESK ASSISTANT II	22	$21,626	$32,937	$26,487	$582,719
45126	16	HELP DESK SPECIALIST	9	$28,902	$42,230	$32,785	$295,068
45128	19	HELP DESK SUPERVISOR	1	$48,811	$48,811	$48,811	$48,811
34057	77T	HIGHWAY GIS ASSISTANT DIRECTOR	1	$67,806	$67,806	$67,806	$67,806
45271	FR	IDS INFORMATION SYSTEMS DIRECTOR	1	$50,000	$50,000	$50,000	$50,000
2271	81	INFORMATION CENTER MANAGER I	23	$55,621	$81,685	$71,822	$1,651,907
2272	82	INFORMATION CENTER MANAGER II	3	$78,635	$80,382	$79,597	$238,793
2285	59	INFORMATION PROCESSING ASSISTANT I	49	$19,484	$30,214	$24,752	$1,212,885
2288	61	INFORMATION PROCESSING ASSISTANT II	63	$10,813	$32,937	$27,528	$1,734,281
438	63	INFORMATION PROCESSING TECHNICIAN	306	$22,871	$35,822	$29,700	$9,088,465
34278	87T	INFORMATION RESOURCE MANAGEMENT OFFICER	1	$108,679	$108,679	$108,679	$108,679
33666	77T	INFORMATION SYS COORD- SOCIAL SERVICES	1	$58,568	$58,568	$58,568	$58,568
757	82	INFORMATION SYSTEMS AUDIT MANAGER	1	$85,660	$85,660	$85,660	$85,660
756	78	INFORMATION SYSTEMS AUDITOR	9	$48,568	$71,058	$58,597	$527,374
33904	79T	INFORMATION SYSTEMS AUDITOR	1	$74,458	$74,458	$74,458	$74,458

Positions Classified as Information Technology in the Personnel Management Information System

CLASS CODE	CLASS GRADE	CLASSIFICATION TITLE	Position Count	MINIMUM PAID	MAXIMUM PAID	AVERAGE SALARY	TOTAL SALARIES
32451	61T	INFORMATION SYSTEMS COORDINATOR I	2	$26,200	$27,178	$26,689	$53,378
2290	83	INFORMATION SYSTEMS DIRECTOR I	9	$57,155	$89,870	$81,257	$731,317
2291	85	INFORMATION SYSTEMS DIRECTOR II	12	$65,739	$96,399	$81,496	$977,952
2292	88	INFORMATION SYSTEMS DIRECTOR III	5	$101,577	$110,806	$106,068	$530,341
2294	89	INFORMATION SYSTEMS DIRECTOR IV	2	$77,979	$115,000	$96,489	$192,979
2289	68	INFORMATION SYSTEMS LIAISON I	54	$23,299	$44,890	$36,082	$1,948,453
2293	71	INFORMATION SYSTEMS LIAISON II	41	$32,659	$74,458	$42,127	$1,727,218
2298	76	INFORMATION SYSTEMS MANAGER	11	$48,558	$64,745	$57,387	$631,262
2203	70	INFORMATION TECHNOLOGY ASSOCIATE	1	$49,174	$49,174	$49,174	$49,174
2213	NG	INFORMATION TECHNOLOGY DIRECTOR	8	$85,324	$108,679	$97,259	$778,072
2217	NG	INFORMATION TECHNOLOGY EXECUTIVE	5	$98,820	$124,000	$110,777	$553,889
2201	NG	INFORMATION TECHNOLOGY MANAGER	27	$44,000	$94,240	$77,532	$2,093,365
34687	75T	J-NET PROJECT MANAGER	1	$46,854	$46,854	$46,854	$46,854
45273	26	LAN ARCHITECTURE MANAGER	1	$71,000	$71,000	$71,000	$71,000
45229	19	LAN SITE SUPPORT SPECIALIST	1	$53,902	$53,902	$53,902	$53,902
45233	23	LAN SUPPORT SPECIALIST	14	$44,034	$69,637	$53,597	$750,360
45238	24	LAN SUPPORT SPECIALIST SUPERVISOR	4	$46,764	$70,241	$58,409	$233,636
45234	26	LAN SYSTEMS SUPPORT MANAGER	1	$78,145	$78,145	$78,145	$78,145
45251	21	LAN TECHNOLOGY ENGINEER	1	$53,733	$53,733	$53,733	$53,733
34738	74T	LIBRARY INFORMATION TECHNOLOGY MANAGER	1	$46,393	$46,393	$46,393	$46,393
34649	70T	MSC COMPUTER SYSTEMS ADMINISTRATOR II	1	$32,860	$32,860	$32,860	$32,860
2353	75	NETWORK CONTROL SUPERVISOR I	2	$46,704	$51,215	$48,959	$97,919
2351	69	NETWORK CONTROL TECHNICIAN I	11	$29,957	$42,941	$36,539	$401,933
2352	72	NETWORK CONTROL TECHNICIAN II	5	$41,748	$53,809	$47,056	$235,280
45269	26	NETWORK SYSTEMS MANAGER	1	$75,142	$75,142	$75,142	$75,142
2211	NG	NETWORKING ANALYST	51	$46,348	$81,685	$62,916	$3,208,734
2232	NG	NETWORKING SPECIALIST	33	$58,000	$101,920	$71,652	$2,364,531
2210	NG	NETWORKING TECHNICIAN	53	$26,798	$59,008	$41,550	$2,202,179
2207	NG	OPERATIONS AND SYSTEMS ANALYST	12	$42,539	$70,740	$57,511	$690,142
2208	NG	OPERATIONS AND SYSTEMS SPECIALIST	36	$60,114	$86,615	$74,968	$2,698,865
2205	NG	OPERATIONS AND SYSTEMS TECH	31	$27,364	$42,237	$34,773	$1,077,965
45237	19	PC SUPPORT SPECIALIST	2	$35,676	$52,242	$43,959	$87,918
45224	26	SENIOR SYSTEMS PROGRAMMER	4	$77,000	$86,542	$80,539	$322,156
45231	23	SOFTWARE SPECIALIST	1	$61,460	$61,460	$61,460	$61,460
34637	80T	STATE ITS PURCHASING DIRECTOR	1	$68,147	$68,147	$68,147	$68,147
2261	76	SYSTEMS PROGRAMMER I	75	$40,650	$64,745	$49,454	$3,709,058
2262	79	SYSTEMS PROGRAMMER II	67	$48,507	$74,458	$60,217	$4,034,584
2263	82	SYSTEMS PROGRAMMER III	37	$53,415	$85,660	$72,228	$2,672,437
2273	84	SYSTEMS PROGRAMMER SUPERVISOR	8	$67,726	$89,725	$79,506	$636,054
2274	79	SYSTEMS PROGRAMMER/ADMINISTRATOR I	41	$46,652	$74,458	$60,655	$2,486,888
2275	82	SYSTEMS PROGRAMMER/ADMINISTRATOR II	24	$62,520	$85,646	$72,173	$1,732,173
2276	83	SYSTEMS PROGRAMMING MANAGER I	5	$76,533	$91,629	$82,340	$411,703
2358	72	TELECOMMUNICATIONS ANALYST I	9	$37,512	$53,809	$44,534	$400,806
2359	75	TELECOMMUNICATIONS ANALYST II	15	$38,891	$61,816	$51,121	$766,822
2360	77	TELECOMMUNICATIONS ANALYST SUPERVISOR	1	$67,806	$67,806	$67,806	$67,806
2361	80	TELECOMMUNICATIONS ENGINEER	5	$61,750	$76,366	$69,754	$348,770
2362	82	TELECOMMUNICATIONS ENGINEERING SUPV.	2	$18,363	$61,211	$39,787	$79,574
2366	75	TELECOMMUNICATIONS EQUIP. MAINT. SUPV. I	13	$43,764	$61,816	$56,165	$730,151
2367	77	TELECOMMUNICATIONS EQUIP.MAINT. SUPV. II	4	$55,729	$67,806	$61,056	$244,227
2363	70	TELECOMMUNICATIONS EQUIPMENT TECH I	52	$16,522	$49,174	$37,227	$1,935,809
2364	73	TELECOMMUNICATIONS EQUIPMENT TECH II	49	$36,464	$56,159	$44,988	$2,204,429
2365	75	TELECOMMUNICATIONS EQUIPMENT TECH III	20	$38,891	$61,816	$49,642	$992,842
2368	76	TELECOMMUNICATIONS SERVICES DIRECTOR I	3	$57,674	$62,724	$60,784	$182,354
2369	78	TELECOMMUNICATIONS SERVICES DIRECTOR II	1	$69,607	$69,607	$69,607	$69,607
45264	21	TELECOMMUNICATIONS SPECIALIST	4	$40,186	$60,210	$52,931	$211,726
34313	75T	TELECOMMUNICATIONS SPECIALIST (DPI)	10	$44,856	$61,816	$54,551	$545,510
34577	66T	TELECOMMUNICATIONS SUPPORT ANALYST	1	$31,099	$31,099	$31,099	$31,099
2371	78	TELECOMMUNICATIONS SYSTEMS ANALYST I	13	$44,552	$65,646	$55,753	$724,797
2372	80	TELECOMMUNICATIONS SYSTEMS ANALYST II	14	$55,663	$77,978	$67,731	$948,235
45272	22	WAN SPECIALIST SUPERVISOR	2	$68,017	$72,975	$70,496	$140,992
45249	21	WEBMASTER	1	$54,000	$54,000	$54,000	$54,000