

**STATE OF CALIFORNIA**  
**Budget Change Proposal - Cover Sheet**  
 DF-46 (REV 08/15)

Fiscal Year 2016-17	Business Unit 0860	Department State Board of Equalization	Priority No. 1
Budget Request Name 0860-300-BCP-DP-2016-A1		Program <b>ALL</b>	Subprogram

Budget Request Description  
 Centralized Revenue Opportunity System (CROS) Project Implementation Phase

**Budget Request Summary**

The Board of Equalization (BOE) requests \$58.7 million and 99.2 positions (65.0 positions and 34.2 temporary help) in Fiscal Year (FY) 2016-17, \$65.9 million and 115.6 positions (75.0 positions and 40.6 temporary help) in FY 2017-18, and \$70 million and 119.3 positions (78.0 positions and 41.3 temporary help) in FY 2018-19 to enable the Centralized Revenue Opportunity System (CROS) Project to transition from its Procurement Phase to its Implementation Phase.

The CROS Project (Feasibility Study Report Project 0860-094) is an information technology modernization effort designed to expand tax- and fee-payer services, improve the efficiency and effectiveness of the BOE's operations, and enhance its ability to generate increased revenues reducing the tax gap.

Requires Legislation <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Code Section(s) to be Added/Amended/Repealed
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Does this BCP contain information technology (IT) components? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <i>If yes, departmental Chief Information Officer must sign.</i>	Department CIO	Date
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For IT requests, specify the date a Special Project Report (SPR) or Feasibility Study Report (FSR) was approved by the Department of Technology, or previously by the Department of Finance.  
 FSR  SPR Project No. Date:

If proposal affects another department, does other department concur with proposal?  Yes  No  
*Attach comments of affected department, signed and dated by the department director or designee.*

Prepared By	Date	Reviewed By	Date
Department Director	Date	Agency Secretary	Date

**Department of Finance Use Only**

Additional Review:  Capital Outlay  ITCU  FSCU  OSAE  CALSTARS  Dept. of Technology

BCP Type:  Policy  Workload Budget per Government Code 13308.05

PPBA Date submitted to the Legislature

## Analysis of Problem

### A. Budget Request Summary

The Board of Equalization (BOE) requests \$58.7 million and 99.2 positions (65.0 positions and 34.2 temporary help) in FY 2016-17, \$65.9 million and 115.6 positions (75.0 positions and 40.6 temporary help) in FY 2017-18, and \$70 million and 119.3 positions (78.0 positions and 41.3 temporary help) in FY 2018-19 to enable the CROS Project to transition from its Procurement Phase to its Implementation Phase.

The CROS Project (Feasibility Study Report Project 0860-094) is an information technology modernization effort designed to expand tax/fee payer services, improve the efficiency and effectiveness of the BOE's operations, and enhance its ability to generate increased revenues reducing the tax gap.

The approval of this request will provide for additional staff; ensure the maintenance of consultant and other costs related to the Parallel Initiatives; realign staff previously authorized in the FY 2012-13 Spring Finance Letter #1: Centralized Revenue Opportunity System Project (SFL-1); and provide support for an on-site System Integrator (Contractor) activities.

Based on the performance-based/benefits-funded procurement model that the CROS Project is using, this proposal includes funding (FY 2016-17: \$20,826,000; FY 2017-18: \$28,116,000) for Contractor compensation payments. Per the compensation model, the payments are predicated on projected revenues in FY 2016-17: \$38,766,000 and in FY 2017-18: \$48,485,000.

To ensure the availability of sufficient funds for contractually required benefits based Contractor compensation payments, the BOE requests the preparation of budget language that will authorize the Director of Finance to authorize, if necessary and no sooner than 30 days after notification in writing to the Joint Legislative Budget Committee, adjustments to the funding sources and/or augmentation of the amount needed for these payments.

### B. Background/History

Composed of five Board Members, the BOE administers more than 30 tax and fee programs that generate revenue essential to our state. The programs include California's sales and use tax, fuel, alcohol, tobacco, transportation, environmental, excise tax, as well as other special taxes and fees. Over one million discrete businesses currently interact annually with the BOE, many involved with multiple tax and fee programs.

Tax agency operations involve a complex and linked set of activities related to taxpayer services and education; return processing and payments; audits and investigations; compliance and collections; and tax operations policy. Successful operation of a tax agency is highly dependent upon access to effective and efficient use of information:

- Collected, analyzed, and cataloged,
- Categorized for sensitivity,
- Checked for initial and ongoing quality and accuracy,
- Exchanged among appropriate users, and
- Securely protected from unauthorized access.

The BOE's complex operations and information needs are currently supported by two main-frame based legacy systems: Integrated Revenue Information System (IRIS) and Automated Compliance Management System (ACMS). These two systems are used to receive, process, coordinate, assign, and store information critical to the BOE's Sales and Use Tax, Special Taxes and Fees, the Tax Appellant programs. Most of the customer information is contained in IRIS and the collection activity, which is dependent upon extensive links to external sources of information, is supported by ACMS.

## Analysis of Problem

The IRIS and ACMS legacy systems are based on 1980's technology and are not compatible with information technology system features currently available. Due to the constrained system architecture of these legacy systems, many ancillary systems (manual workarounds) have evolved, as needed, to fill in the voids in order for the BOE to carry out its mandated duties.

The limitations of these legacy systems has considerably hindered the BOE's ability to implement, administer, and evaluate tax/fee programs efficiently and effectively. Substantial delays, resulting in significant revenue loss to the State, often occur due to the inflexibility of the legacy systems to adapt to new or expanding requirements.

The CROS Project's objective is to establish a responsive and effective tax/fee payer centric system through:

- Replacing its legacy mainframe-based revenue and collection information systems with an integrated and automated tax/fee system;
- Enhancing on-line services to tax/fee payers and other stakeholders;
- Improving case and contact management;
- Reengineering and improving program processes;
- Improving data sharing capability and real-time data access, especially to field staff; and
- Enhancing the BOE's capability to quickly implement legislative, judicial, or electoral changes to tax/revenue codes.

Based on the approved Special Project Report (Project 0860-094), the FY 2012-13 SFL #1 authorized staffing and funding specifically for the CROS Project's Procurement Phase and Parallel Initiatives.

**Resource History**  
(Dollars in Thousands)

<b>Program Budget</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>
Authorized Expenditures	\$15,203	\$30,100	\$30,100
Actual Expenditures - CROS	\$4,869	\$7,761	\$9,670
Actual Expenditures – Auditors and Collectors	\$5,887	\$17,239	\$18,330
Revenues	\$38,700	\$70,400	\$113,700

### Procurement Phase:

Major Procurement Phase milestones included the development of a Request for Information to solicit feedback from potential bidders related to the CROS Project's proposed solution; preparation and release of the CROS Request for Proposal (RFP) and addendums; development of evaluation criteria and instruments; receipt and review of Conceptual and Draft Proposals; and receipt of the Final Proposals.

After receipt of bidders' Final Proposals in fall 2015, the BOE began an administrative and technical evaluation. Upon completion of the evaluation and cost scoring, the BOE will issue a Notice of Intent to Award. As assumed in the currently approved SPR-3, the Implementation Phase is scheduled to begin in October 2016.

### Parallel Initiatives:

The Parallel Initiatives are designed to reduce overall costs by addressing issues that commonly derail IT modernization projects: poor data quality, lack of subject matter expertise, and undocumented interfaces early rather than later. The following outlines project events and achievements:

## Analysis of Problem

### Program Area Readiness

The BOE's Subject Matter Experts have documented more than 10,000 detailed business rules related to over 350 functional requirements; catalogued approximately 5,000 unique forms and reports within the scope of CROS; and reviewed and validated the recommended changes to the forms.

### Data Readiness

The CROS Project staff have continued to extract legacy data; fixed more than 25,000,000 data errors and anomalies; and created data dictionaries for the IRIS, Timber Tax, and ACMS systems. Additionally, they have identified manual or one-off technology workarounds created to offset legacy system deficiencies and are in the process of determining whether these system's data and functionality should be integrated into the proposed solution.

### Business Intelligence

The project has completed the assessment of the BOE's current data analytics capabilities, processes and tools.

### Interfaces

The CROS Project staff continues to document the BOE exchanges of critical information with external parties and has identified, cataloged, and analyzed over 247 interfaces; automated over 29 interfaces; and established and automated a repeatable process to generate the revenue stream reports for compensation purposes.

## **C. State Level Considerations**

The BOE collects taxes, fees, and surcharges that provide over 30 percent of the annual revenue for state government and essential funding for counties, cities, and special taxing districts. In FY 2013-14, the BOE administered taxes and fees that produced \$60.4 billion for education, public safety, transportation, housing, health services, social services, and natural resource management. The BOE administers the state's sales and use, fuel, alcohol, tobacco, and other taxes and fees that fund specific programs. More than one million businesses are registered with the agency.

The CROS Project is consistent with the BOE's Strategic Technology Plan: The 2020 Plan – Roadmap to the Future and advances the BOE's current Strategic Plan goals to:

- Improve the taxpayer experience
- Maximize voluntary compliance
- Enhance operational effectiveness

Successful development and implementation of the CROS Solution will significantly improve the BOE's ability to fulfil its mission to serve the public through fair effective and efficient administration of its tax and fee programs as well as improve its ability to address the state's annual tax gap.

## **D. Justification**

Based on an analysis of existing resources, the BOE has determined that the CROS Project's successful implementation will require additional staff with a different set of skills and knowledge in the following areas:

- Deliverables review and management
- Management performance reviews
- Independent Verification and Validation (IV&V) coordination
- Organizational change management
- Systems design and development
- Compensation model management
- Training: technical and user acceptance
- Revenue accounting
- Forms/reports development
- Legacy systems decommissioning
- Multi-channel user access design
- Project tools development and support

## Analysis of Problem

- Infrastructure development and support
- Data and systems security
- Testing: technical, user interface, security
- SharePoint: infrastructure, applications, content
- Data warehousing
- Web services
- Release management

**Note:** See attached workload justifications for information on the new roles and skill-sets needed.

In order to provide for this critical need, the BOE requests resources for: establishment of 78 positions; classification adjustments to selected FY 2012-13 SFL-1 authorized positions; 41.3 temporary help; overtime funding; consultant services; support of on-site Contractor staff; and Contractor compensation.

36.0 of the requested new positions will be directly assigned to the CROS Project. Due to the need to obtain staff possessing the appropriate knowledge and expertise required to resolve issues arising from the unanticipated complexities related to the Parallel Initiatives, the BOE requests classification adjustments to positions previously authorized in the 2012-13 SFL. The remaining 42.0 requested new positions will be assigned to other units within the BOE that provide critical support to CROS' implementation.

Besides the new positions, the requested resources are required to (1) provide overtime to offset use of the BOE existing staff that will be redirected from their normal activities, on a periodic on-call basis, to serve as SMEs, joint application design team participants, testers, trainers, and liaisons; (2) cover additional consultant services, primarily related to IV&V; (3) provide support of operating expenses for BOE and Contractor staff; and (4) provide for Contractor compensation payments based on the approved performance-based/benefits-funded procurement model.

The redirection of existing positions is not a viable alternative since the existing Parallel Initiative positions are needed to support the Contractor and the BOE efforts during the Implementation Phase. The existing procurement positions will be assisting in monitoring Contractor compliance with the terms of the Final Award Contract.

### E. Outcomes and Accountability

The Department of Technology will provide external oversight of the CROS Project's activities and management processes through both an onsite presence and through review and analysis of the CROS Project's monthly Project Reports to ensure that all applicable policies, rules, guidelines, and procedures are followed. The Department of Finance will provide fiscal oversight and monitors the performance-based/benefits-funded compensation model.

The BOE is using IV&V consultants to monitor and review CROS Project deliverables to ensure the requirements are being met; and a Project Management consultant responsible for ensuring that project management activities, including schedule, scope, and risk management are properly accomplished. Use of these consultants is consistent with industry standards and best practices.

Implementation Phase activities are projected to increase revenues by \$38,766,000 in FY 2016-17 and \$48,485,000 in FY 2017-18.

Additional outcomes include improved services to tax/fee payers, improved operational efficiencies, enhanced security, improvements to the tracking of revenues from receipt through distribution, and the ability to more quickly respond to statutory, judicial, or electoral changes to tax/revenue codes changes.

### F. Analysis of All Feasible Alternatives

#### Alternative 1: Provide funding and positions requested.

- \$58.7 million, 65.0 positions, and 34.2 temporary help in FY 2016-17
- \$65.9 million, 75.0 positions, and 40.6 temporary help in FY 2017-18

## Analysis of Problem

- \$70 million, 78.0 positions, and 41.3 temporary help in FY 2018-19
- \$27.3 million, 78.0 positions, and 41.3 temporary help in FY 2019-20 and ongoing

### Pros:

- Ensures necessary involvement by the BOE to a final product that fully meets the BOE's needs and expectations.
- CROS staff involvement will enable prompt development of the CROS solution.
- Reduces overall project costs.
- Expedites the achievement of revenue goals.

### Con:

- Requires ongoing budget augmentations

### Alternative 2: Provide funding and all positions requested on a two-year limited term basis.

### Pros:

- Ensures necessary involvement by the BOE in determining a final product that meets the BOE's need and expectations.
- CROS staff involvement will facilitate development of the CROS solution.
- Reduces overall project costs.
- Expedites the achievement of revenue goals.

### Cons:

- Lack of permanent ongoing positions will result in significant staffing instability.
- Requires ongoing budget augmentations.

### Alternative 3: Provide funding as requested, except redirect existing CROS project positions and staff in lieu of authorizing new positions.

### Pros:

- Provides involvement by the BOE in development of a final product to meet the BOE's needs and expectations.
- Reduces overall project costs.
- Advance the achievement of revenue goals.

### Cons:

- Current positions are needed to provide support related to the Parallel Initiatives that are critical to the development of the CROS Solution.
- Current staff may not be able to provide needed skill-sets.
- Possible loss of positions and staff responsible for assisting in monitoring Contractor's compliance with the terms of the Final Award contract.
- Lack of permanent ongoing positions will result in significant staffing instability.
- Requires ongoing budget augmentations.

## G. Implementation Plan

Once the Bidder is selected, the CROS Project will conduct a gap analysis of the selected proposal to BOE's skills and knowledge to participate in the implementation and provide ongoing support and maintenance of the solution.

Additionally, CROS Project staff will work with other BOE units to facilitate the recruitment of new staff, and to address issues related to on-boarding, workspace, and equipment needs.

## Analysis of Problem

### H. Supplemental Information

- Equipment: costs and justifications
- Consultant and Professional Services: costs and justifications
- Other Contracts: costs and justifications
- One-Time/Limited-Term Costs
- Full-year Cost Adjustment
- Position workload justification

### I. Recommendation

Alternative 1 is recommended in order to optimize the CROS Project's successful delivery.

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## Analysis of Problem

### Workload Detail

#### CROS Project Workload Justification

##### **Staff Resource Development**

The CROS Project staffing roles and responsibilities were developed based on the CROS Project Resource Implementation Plan through analysis of the CROS Request for Proposal (RFP). Numerous meetings were held throughout the BOE to refine resource needs and develop the Implementation Resource Plan. Each request for permanent staff, temporary help or overtime directly traces to the Resource Implementation Plan.

The Resource Implementation Plan organizes project resources in four core functional areas: Business Management, Technical Management, Project Management and Organizational Change Management, each of which is led by key staff on the CROS Project. Each functional area includes categories that further define the resources needed for the CROS Project.

##### **Functional Areas**

The Business Management functional area connects the tax and fee programs, their business rules, plans, and customer service needs with the CROS Solution. Business Management resources will focus on the development and quality of business deliverables for the project. Resources needed to support Business Management include the following:

- Business Analysis- These resources will clarify the contractor's understanding of BOE's policies, requirements, and business rules in order to support the implementation of the CROS Solution
- Call Center- These resources will support the analysis, design, and testing of Customer Service Center (Avaya) integration with the CROS solution
- Data Analysis- These resources will support the analysis and design of the data warehouse and Business Intelligence (BI) solution, learn tools, generate BOE dashboards, and run queries
- Documentum- These resources will support the integration of Documentum, the BOE Enterprise Content Management System, with the CROS solution
- Policy- These resources will provide expertise on BOE policies and procedures and liaise with executive management on the impact of changes to BOE policies related to the CROS Solution
- Tax Revenue- These resources will clarify the contractor's understanding of BOE's policies, requirements and business rules related to revenue accounting and support project cost accounting
- User Acceptance Testing (UAT)- These resources will support system testing to ensure functionality and provide feedback necessary for final adjustments to programming before releasing the product
- User Interface (UI)- These resources will support the definition of internal and external user interfaces to ensure ease of access and consistency

The Technical Management functional area connects the BOE technology that supports business programs with the CROS Solution. The Technical Management functional area will focus on development, execution, quality assurance of project technical deliverables and the maintenance and operation of the CROS Solution. Resources needed to support Technical Management include the following:

## Analysis of Problem

- BOE Infrastructure Support- These resources will support changes to systems and infrastructure including mainframe, databases, network, telecom, distributed servers, and underlying technology components
- Call Center- These resources will support the analysis, design and testing of Customer Service Center (Avaya) integration with the CROS solution
- CROS Infrastructure Support- These resources will support CROS development, test, production environments; install and configure contractor specified environments as needed; maintain and enhance CROS tools including the Enterprise Partner Integrator (ePI), Conversion Management Tool (CMT), Interface Management Tool (IMT), the Financial Management Tool (FMT), and the Forms and Reports database
- Data Conversion Support- These resources will support contractor data conversion; stage and prepare data for conversion to new CROS Solution; prepare and stage test data for User Acceptance Testing (UAT)
- Integration Support- These resources will support the integration of CROS Solution components and support the implementation of external data exchanges
- Maintenance and Operations (M&O)- These resources will provide maintenance and operations technical support for the CROS Solution production releases as well as after final state acceptance
- Security- These resources will ensure necessary security measures are applied and liaise with the Federal Government and other agencies
- Service Management- These resources will provide ongoing support to the CROS Solution production releases
- Technical Testing Support- These resources will provide test data, oversee the contractor's unit, system, integration, performance testing

The Project Management functional area supports the CROS Project through development and implementation of plans, standards and processes for managing the CROS Project, including managing project schedules, risks, resources and costs. Resources needed to support Project Management include the following:

- Administration- These resources will support CROS Project budgeting, accounting, human resources, training, contracts, procurement, and facilities
- Compensation Management- These resources will support the compensation model for contractor payments and revenue tracking
- Contract Management- These resources will support CROS Project contract management; track contract terms and conditions to ensure compliance and support contract changes
- Deliverable Management- These resources will coordinate and manage the deliverable reviews process, including tracking Deliverable Expectation Documents (DEDs), tracking draft and final deliverables, and resolving deliverable issues
- Management Performance Reviews- These resources will facilitate Management Review Events (MREs)

## Analysis of Problem

The Organizational Change Management (OCM) functional area will facilitate the transition of BOE to the CROS Solution using resources throughout the agency to address challenges that result from changes in business processes, information systems, job roles, and organizational structures. Resources needed to support OCM include the following:

- Communication- These resources will deliver communications internally and externally about the changes that will be coming with the CROS Solution
- Organizational Change Management- These resources will support the development and delivery of specific communications to program areas; assess impact and readiness of program areas; liaise with program areas to communicate changes coming with the CROS Solution; solicit feedback on response to changes; participate in change interventions; identify and clarify program area issues.
- Training- These resources will facilitate training for internal and external users; develop training curriculum and materials; schedule and conduct training.

### 1.0 Associate Governmental Program Analyst (Permanent) - OCM Analyst

The OCM Analyst will work with CROS PAR team, BOE business units and TSD to document and communicate as-is and to-be environments. The OCM Analyst will perform enterprise analysis; assess the impact of enterprise changes to the CROS Project; assess the impact of CROS changes on the BOE and make recommendations. The OCM Analyst will also coordinate communications with the communication and training teams; participate in change intervention action plans.

<b>Workload Detail – Unit 487</b>				
<b>CROS Project Team, OCM Analyst</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Associate Governmental Program Analyst</b>				
	Document and communicate as-is and to-be environments	H	50%	900
	Perform enterprise analysis; assess impact changes	H	30%	540
	Coordinate communications; participate in change interventions	H	20%	360
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

### 1.0 Associate Governmental Program Analyst (Permanent) - Communications Lead

The Communications Lead will coordinate communications on the CROS project; reach out to internal and external stakeholders. The Communications Lead coordinate updates to BOE intranet, internet, forms, and reports. The Communications Lead will perform outreach activities; execute the Communication Plan; modify Communications Matrix as needed; provide status of communication activities to Project Management Team.

## Analysis of Problem

Workload Detail - Unit 487 CROS Project Team, Communications Lead				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Associate Governmental Program Analyst</b>				
	Coordinate communications on the CROS project	H	50%	900
	Coordinate updates to intranet, internet, forms, and reports	H	30%	540
	Perform outreach activities; execute Communication Plan	H	20%	360
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

### 1.0 Associate Governmental Program Analyst (Permanent) - Internal Communications Specialist

The Internal Communications Specialist will facilitate communications with internal customers and identify internal customer issues. The Internal Communications Specialist will provide support to communications lead; deliver OCM communications; deliver Solution-related job aides.

Workload Detail - Unit 487 CROS Project Team, Internal Communications Specialist				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Associate Governmental Program Analyst</b>				
	Facilitate communications with internal customers and identify internal customer issues	H	50%	900
	Provide support to communications lead; deliver OCM communications and Solution-related job aides	H	50%	900
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

### 1.0 Associate Governmental Program Analyst (Permanent)- Video Communications Specialist- External

The Video Communications Specialist- External will create external video communications, focusing on video production, editing; and training videos.

Workload Detail - Unit 487 CROS Project Team, Video Communications Specialist- External				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Associate Governmental Program Analyst</b>				
	Create external video communications; video production, editing	H	100%	1800
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

## Analysis of Problem

### 1.0 Associate Governmental Program Analyst (Permanent) - Communications Media Support

The Communications Media Support analyst will support the communications and reporting needs of the PMO and CROS management.

<b>Workload Detail - Unit 487</b>				
<b>CROS Project Team, Communications Media Support</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Associate Governmental Program Analyst</b>				
	Support communications and reporting; Prepare status reports	H	100%	1800
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

### 1.0 Associate Governmental Program Analyst (Permanent) - Technical Writer

The Technical Writer will provide editorial support for the Organizational Change Management Team, as well as other CROS teams, including the development of CROS related reports and documents. The Technical Writer will also review written deliverables and communications for quality and clarity.

<b>Workload Detail - Unit 487</b>				
<b>CROS Project Team, Technical Writer</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Associate Governmental Program Analyst</b>				
	Provide editorial support for CROS reports and documents	H	50%	900
	Review written deliverables and communications for quality and clarity	H	50%	900
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

### 1.0 Associate Governmental Program Analyst (Permanent) - Administrative Analyst

The Administrative analyst will support the human resource, budget and reporting needs of the PMO and CROS management.

<b>Workload Detail - Unit 487</b>				
<b>CROS Project Team, Administrative Analyst</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Associate Governmental Program Analyst</b>				
	Support human resource, budget and reporting needs.	H	100%	1800
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

## Analysis of Problem

### 2.0 Associate Governmental Policy Analyst (Permanent) - Business Analysis Support

The Business Analysis Support will provide support for Business Analysis Team activities; support JAD activities and assist Training Lead with training coordination. The Business Analysis Support will also assist with OCM activities.

<b>Workload Detail - Unit 487</b>				
<b>CROS Project Team, Clerical- Business Analysis Support</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Associate Governmental Program Analyst</b>				
	Provide support for Business Analysis Team activities and JADs; assist with OCM activities	H	100%	3600
	Total hours			3600
	Total positions requested (1800 hours/position)			2.0

### 1.0 Associate Information Systems Analyst (Specialist) (Permanent) - MPR & Scorecard Analyst

The MPR & Scorecard Analyst will support the Management Performance Reviews (MPRs); deliver Management Review Event (MRE) reports; document MPR and MRE action items and meeting outcomes.

<b>Workload Detail - Unit 487</b>				
<b>CROS Project Team, MPR &amp; Scorecard Analyst</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Associate Information Systems Analyst (Specialist)</b>				
	Support the Management Performance Reviews	H	50%	900
	Deliver Management Review Event reports; document action items and meeting outcomes	H	50%	900
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

### 1.0 Business Taxes Specialist I (Permanent) - OCM Analyst

The OCM Analyst will work with CROS PAR team, BOE business units and TSD to document and communicate as-is and to-be environments. The OCM Analyst will perform enterprise analysis; assess the impact of enterprise changes to the CROS Project; assess the impact of CROS changes on the BOE and make recommendations. The OCM Analyst will also coordinate communications with the communication and training teams; participate in change intervention action plans.

## Analysis of Problem

<b>Workload Detail – Unit 487 CROS Project Team, OCM Analyst</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Business Taxes Specialist I</b>				
	Document and communicate as-is and to-be environments	H	50%	900
	Perform enterprise analysis; assess impact changes	H	30%	540
	Coordinate communications; participate in change interventions	H	20%	360
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

### 1.0 Business Taxes Specialist I (Permanent) - UI/MCUA Analyst- CROS Core

The UI/MCUA Analyst- CROS Core will participate in design requirement reviews, to ensure ease of access and consistency for internal users and external users, including customers. The UI/MCUA Analyst will create customer and account profiles; ensure F.CPFL.02 requirements are met; participate in JAD sessions.

<b>Workload Detail - Unit 487 CROS Project Team, UI/MCUA Analyst- CROS Core</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Business Taxes Specialist I</b>				
	Participate in design requirements review; create customer and account profiles; ensure F.CPFL.02 requirements are met	H	50%	900
	Participate in JAD sessions.	H	50%	900
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

### 1.0 Business Taxes Administrator III (BOE) (Permanent) - Test Lead- Program

The Test Lead- Program will support user acceptance testing of the CROS solution; create test data; develop test case scenarios; plan and schedule testers; manage defect resolution; ensure test facility readiness. The Test Lead- Program will define project tasks; manage workload; track defect resolution; provide status reports; monitor risks and issues.

## Analysis of Problem

<b>Workload Detail - Unit 487</b>				
<b>CROS Project Team, Test Lead- Program</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Business Taxes Administrator III (BOE)</b>				
	Support user acceptance testing; create test data; develop test case scenarios	H	50%	900
	Manage defect resolution; provide status reports; monitor risks and issues	H	50%	900
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

### 1.0 Business Taxes Administrator II (BOE) (Permanent) - Test Lead- Program

The Test Lead- Program will support user acceptance testing of the CROS solution; create test data for overlapping releases; develop test case scenarios; plan and schedule testers; manage defect resolution; ensure test facility readiness. The Test Lead- Program will define project tasks; manage workload; track defect resolution; provide status reports; monitor risks and issues.

<b>Workload Detail - Unit 487</b>				
<b>CROS Project Team, Test Lead- Program</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Business Taxes Administrator II (BOE)</b>				
	Support user acceptance testing; create test data; develop test case scenarios	H	50%	900
	Manage defect resolution; provide status reports; monitor risks and issues	H	50%	900
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

### 1.0 Business Taxes Administrator II (BOE) (Permanent) - OCM Manager

The Organizational Change Management (OCM) Manager will liaise with Labor Relations, BOE HR, and unions on issues that may impact of changes in pay, hours, working conditions, duties. The OCM Manager will direct and manage CROS implementation activities; ensure resource needs are met. The OCM Manager will develop communication, training and organizational change management deliverables. The OCM Manager will also provide IMS updates; provide status reports; monitor risks and issues.

## Analysis of Problem

<b>Workload Detail - Unit 487 CROS Project Team, OCM Manager</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Business Taxes Administrator II (BOE)</b>				
	Liaise with Labor Relations, BOE HR, and unions; direct OCM implementation activities; ensure resource needs are met.	H	50%	900
	Develop communication, training and organizational change management deliverables	H	30%	540
	Provide IMS updates; provide status reports; monitor risks and issues	H	20%	360
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

### 1.0 Business Taxes Specialist II (Permanent) - Training Analyst

The Training Analyst- CROS Core will develop training curriculum, materials and training examples; ensure training data availability; conduct end user training; support Training Lead and trainers; deliver solution-related job aides and end user training materials.

<b>Workload Detail - Unit 487 CROS Project Team, Training Analyst</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Business Taxes Specialist II</b>				
	Develop training curriculum	H	50%	900
	Deliver job aides and training materials; ensure training data availability	H	30%	540
	Conduct end user training; support Training Lead and trainers	H	20%	360
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

### 1.0 Business Taxes Specialist II (Permanent) - Training Lead

The Training Lead will review and facilitate end user training; plan and coordinate training activities; work with program to coordinate end user training; ensure training material quality and availability. The Training Lead will also deliver training timeline and training plans; provide status reports; monitor risks and issues.

## Analysis of Problem

<b>Workload Detail - Unit 487 CROS Project Team, Training Lead</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Business Taxes Specialist II</b>				
	Review and facilitate end user training; Plan training activities; Coordinate with program; ensure training material quality and availability	H	50%	900
	Deliver training timeline and training plans; provide status reports; monitor risks and issues	H	50%	900
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

### 1.0 Data Processing Manager II (Permanent) - PMO Lead

The PMO Lead will supervise the CROS Project Management Team; monitor Project Management Team workload; keep the Project Manager informed. The PMO Lead will support the Project Manager in developing and implementing project plans, standards, and processes; tracking risks, issues and cost; preparing project status reports, and developing responses to oversight findings.

<b>Workload Detail- Unit 487 CROS Project Team, PMO Lead</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Data Processing Manager II</b>				
	Supervise CROS PMO Team; keep the Project Manager informed of PMO activities.	H	100%	1800
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

### 1.0 Business Taxes Specialist II (Permanent) - Project Management Analyst

The Project Management Analyst will support the CROS Project Management Office; assist in the tracking of action items, project risks, and issues; escalate issues as needed. The Project Management Analyst will update project plans; develop monthly status reports; work with team leads to collect status and research project issues; perform risk and issue analysis. The Project Management Analyst will also provide backup SharePoint content management for CROS.

## Analysis of Problem

<b>Workload Detail - Unit 487</b>				
<b>CROS Project Team, Project Management Analyst</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Business Taxes Specialist II</b>				
	Track action items, risks, and issues; escalate issues	H	50%	900
	Update project plans; develop status reports; perform risk and issue analysis	H	30%	540
	Backup SharePoint content management	H	20%	360
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

### 1.0 Office Technician (Typing) (Permanent) - Training Support

The Training Support will assist with training logistics; ensure training room readiness; ensure equipment installation and operation. The Training Support will also ensure training room, training aids, and equipment availability.

<b>Workload Detail - Unit 487</b>				
<b>CROS Project Team, Clerical- Training Support</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Office Technician (Typing)</b>				
	Assist with training logistics; ensure training room readiness; ensure equipment installation and operation	H	50%	900
	Ensure training room, training aids, and equipment availability	H	50%	900
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

### 1.0 Office Technician (Typing) (Permanent) - Deliverable Support

The Deliverable Support will assist the Deliverable Lead; receive, and log deliverables; assist in coordinating the timely review of deliverables; track Deliverable Expectation Documents (DEDs), draft deliverables, and final deliverables; assist in the resolution of deliverable issues. The Deliverable Support will also store deliverable review artifacts according to approved filing conventions.

## Analysis of Problem

<b>Workload Detail - Unit 487</b>				
<b>CROS Project Team, Clerical-Deliverable Support</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Office Technician (Typing)</b>				
	Receive and log deliverables	H	50%	900
	Assist the Deliverable Lead; track DEDs, draft deliverables, and final deliverables	H	30%	540
	Store deliverable review artifacts	H	20%	360
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

### 1.0 Senior Information Systems Analyst (Specialist) (Permanent) - SharePoint Administrator- CROS

The SharePoint Administrator- CROS will develop a functioning, accessible SharePoint system for CROS; manage SharePoint's database, privileges, privacy and security; provide dedicated support to manage and extend SharePoint functionality for CROS. The SharePoint Administrator- CROS will also develop capacity plans and security roles; develop a content approval process; create and modify retention policies; archive and destroy records.

<b>Workload Detail - Unit 487</b>				
<b>CROS Project Team, SharePoint Administrator- CROS</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Senior Information Systems Analyst (Specialist)</b>				
	Develop a SharePoint system for CROS; manage database, privileges, privacy and security	H	50%	900
	Provide dedicated support to manage and extend SharePoint functionality	H	30%	540
	Develop capacity plans; security roles; content approval process; retention policies	H	20%	360
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

### 1.0 Senior Information Systems Analyst (Specialist) (Permanent) - Test Lead

The Test Lead will plan and lead technical test activities; lead the development of test data; develop test case scenarios; plan and schedule testers; manage defect resolution; ensure test facilities are ready. The Test Lead will also monitor issues and risks; develop metrics; provide status reports.

## Analysis of Problem

<b>Workload Detail - Unit 487 CROS Project Team, Test Lead</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Senior Information Systems Analyst (Specialist)</b>				
	Lead technical test activities; develop test case scenarios; plan and schedule testers; manage defect resolution; ensure test facility readiness	H	50%	900
	Monitor issues and risks; develop metrics; provide status reports	H	50%	900
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

### 1.0 Senior Information Systems Analyst (Specialist) (Permanent) - Technical Project Analyst

The Technical Project Analyst will provide technical expertise and perform special projects for the CROS Technical Manager; assist in the tracking of technical action items to closure; assist in the tracking of technical risks and issues; assist in updating technical plans; develop technical status reports; research technical issues; represent the Technical Manager at meetings.

<b>Workload Detail - Unit 487 CROS Project Team, Technical Project Analyst</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Senior Information Systems Analyst (Specialist)</b>				
	Provide technical expertise; perform special projects; track technical action items, risks and issues; assist in updating technical plans, status reports; research technical issues; represent the Technical Manager	H	100%	1800
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

### 1.0 Staff Services Manager I (Permanent) - Contract Compliance Specialist

The Contract Compliance Specialist will support CROS contract management; track contract terms and conditions; ensure compliance; letter of credit, proof of insurance documentation. The Contract Compliance Specialist will; prepare change orders; ensure accurate filing;. The Contract Compliance Specialist will also coordinate contractor staff onboarding, and off boarding; provide feedback and findings on contract compliance reviews; maintain organized, comprehensive contract files.

## Analysis of Problem

<b>Workload Detail - Unit 487</b>				
<b>CROS Project Team, Contract Compliance Specialist</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Staff Services Manager I</b>				
	Track contract terms and conditions; ensure compliance; facilitate documentation	H	40%	720
	Ensure Small Business and DVBE requirements are met; prepare change orders; ensure filing; handle company name changes	H	20%	360
	Coordinate contractor staff onboarding, offboarding, and related compliance	H	20%	360
	Review and approve compliance certification	H	20%	360
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

### 4.0 Staff Information Systems Analyst (Specialist) (Permanent) - Technical Testers- Core Tax and Fee System Programmer

The Technical Testers- Core Tax and Fee System Programmer will create test data and test case scenarios; provide test case review feedback; validate service-level agreement (SLA) requirement objectives are met.

<b>Workload Detail - Unit 487</b>				
<b>CROS Project Team, Technical Testers- Core Tax and Fee System</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Staff Information Systems Analyst (Specialist)</b>				
	Create test data and test case scenarios; provide test case review feedback; validate SLA requirement objectives are met	H	100%	7200
	Total hours			7200
	Total positions requested (1800 hours/position)			4.0

### 1.0 Staff Information Systems Analyst (Specialist) (Permanent) - OCM Analyst

The Organizational Change Management (OCM) Analyst will work with the Business Analysis Team and the Technology Services Division to perform enterprise analysis and document the “as-is” and “to-be” environments. The OCM Analyst will analyze and document changes in BOE’s technical support processes; assess the impact of changes to CROS and the BOE; make recommendations. The OCM Analyst will coordinate communications with the Communication Team and Training Team; deliver presentations in preparation for organizational changes; participate in the development of change intervention action plans.

## Analysis of Problem

<b>Workload Detail - Unit 487 CROS Project Team, OCM Analyst</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Staff Information Systems Analyst (Specialist)</b>				
	Perform enterprise analysis and document the “as-is” and “to-be” environments	H	50%	900
	Document changes in TSD processes; assess the impact of business changes; make recommendations	H	30%	540
	Coordinate communications; deliver presentations; participate in change intervention planning	H	20%	360
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

### 1.0 Staff Information Systems Analyst (Specialist) (Permanent) - MPR Coordinator

The MPR Coordinator will gather compensation, deliverable, schedule and audit information in order to facilitate the Management Performance Reviews (MPR) and oversee the completion of the scorecard. The MPR Coordinator will also ensure deficiencies and action items are tracked to closure; prepare MPR meeting materials; recording findings; provide recommendations and status reports; monitor risks and issues.

<b>Workload Detail - Unit 487 CROS Project Team, MPR Coordinator</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Staff Information Systems Analyst (Specialist)</b>				
	Gather compensation, deliverable, schedule and audit information; facilitate the MPR; oversee the scorecard	H	50%	900
	Track deficiencies and action items; prepare MPR materials; recording findings; provide recommendations and status reports; monitor risks and issues	H	50%	900
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

### 1.0 Staff Information Systems Analyst (Specialist) (Permanent) - IV&V Coordinator

The Independent Verification and Validation (IV&V) Coordinator will organize CROS IV&V activities; monitor risks and issues; provide status reports.

## Analysis of Problem

Workload Detail - Unit 487 CROS Project Team, IV&V Coordinator				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Staff Information Systems Analyst (Specialist)</b>				
	Coordinate IV&V activities	H	50%	900
	Monitor risks and issues; provide status reports	H	50%	900
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

### 1.0 Staff Information Systems Analyst (Specialist) (Permanent) - SharePoint Site Master

The SharePoint Site Master will develop CROS SharePoint sites; develop consistent organization of sites; manage requested changes to SharePoint sites and content; ensure standardized naming and filing conventions; ensure documents are stored correctly; ensure documents are complete, and consistent; maintain records retention policies; archive hardcopies.

Workload Detail - Unit 487 CROS Project Team, SharePoint Site Master				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Staff Information Systems Analyst (Specialist)</b>				
	Develop SharePoint sites; develop site organization; manage site change requests; ensure standardized naming	H	50%	900
	Ensure documents are complete; maintain record retention policies; archive	H	50%	900
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

### 1.0 Systems Software Specialist I (Technical) (Permanent) - SharePoint Developer

The SharePoint Developer will manage and extend SharePoint functionality and support CROS utilization of tools which integrate with SharePoint. The SharePoint Developer will provide expertise of JQuery programming language; develop new SharePoint applications; enhance existing SharePoint functionality; develop standardized SharePoint tool designs to manage the project, and requirements-based SharePoint solutions.

## Analysis of Problem

<b>Workload Detail - Unit 487</b>				
<b>CROS Project Team, SharePoint Developer</b>				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Systems Software Specialist I (Technical)</b>				
	Manage SharePoint functionality and support related tools	H	50%	900
	Develop SharePoint applications; enhance functionality	H	30%	540
	Develop standardized tool designs and solutions	H	20%	360
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

### 1.0 Systems Software Specialist II (Technical) (Permanent) - Infrastructure Support Programmer

The Infrastructure Support Programmer will manage the CROS development, testing, and production environments. The Infrastructure Support Programmer will also support the installation and configuration of contractor specified environments and provide infrastructure support services.

<b>Workload Detail - Unit 487</b>				
<b>CROS Project Team, Infrastructure Support Programmer</b>				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Systems Software Specialist II (Technical)</b>				
	Support the CROS development, testing, and production environments	H	50%	900
	Support the installation and configuration of environments; provide infrastructure support	H	50%	900
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

### 1.0 Systems Software Specialist III (Supervisory) (Permanent) - IT Ops Lead

The IT Ops Lead will lead the CROS Information Technology Operations Team; provide engineering and operations expertise; oversee the construction, deployment, and maintenance of infrastructure systems in support of CROS.

## Analysis of Problem

Workload Detail - Unit 487 CROS Project Team, IT Ops Lead				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Systems Software Specialist III (Supervisory)</b>				
	Lead the CROS Information Technology Operations Team; provide engineering and operations expertise; oversee infrastructure systems	H	100%	1800
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

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## Analysis of Problem

### Administration Department

#### **2.0 Senior Information Systems Analyst (Specialist) (Permanent) - Access Control - Analyst**

The Access Control - Analyst will provide oversight of Access control solution; review and approve proposed changes to BOE infrastructure; provide security and privacy expertise; review deliverables to ensure security compliance; provide defect notification findings and remediation recommendations. The Access Control - Analyst will also work with the BOE Information Security Office (ISO) to ensure project compliance with federal requirements and develop new access control policies and procedures; participate in the assessment of security measures and design in support data conversion and integration; perform data classification.

<b>Workload Detail - Unit 358</b>				
<b>Administration Department, Access Control - Analyst</b>				
<b>Classification</b>	<b>Activity</b>	<b>Time Measure</b>		<b>Ongoing Activities</b>
		<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Senior Information Systems Analyst (Specialist)</b>				
	Assists project SSS III security reviewer, responsible to Review review contractor deliverables for thoroughness and adherence to security goals of project. This will include and provide providing notification of deleiverable defects and recommendations on remediation findings and recommendations Position will coordinate with project management changes in project security design proposed by contractor, ensuring the best practices are followed while also working to ensure the final product will deliver the service intended in a manner that protects privacy and provides state of art security to data, taxpayers and employees. This position will focus on guidance to contractors to ensure safeguards are in place for state of art application security; Position will also work with project staff and contractors to define application user security controls, in conjunction with the proposed role based user access controls.	<b>H</b>	100%	3600
	Total hours			3600
	Total positions requested (1800 hours/position)			2.0

## Analysis of Problem

### 1.0 Senior Information Systems Analyst (Specialist) (Two Year Limited-Term) – Security SME

The Security SME will provide feedback on design reviews including IRS 1075 and supporting requirements for National Institute for Standards and Technology (NIST).

<b>Workload Detail - Unit 358</b>				
<b>Administration Department, Access Control - Analyst</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Senior Information Systems Analyst (Specialist)</b>				
	Acting as project security design facilitator, this position will : Provide feedback on design reviews. This will include full understanding of IRS 1075 and supporting requirements as referenced in IRS documentation according to National Institute for Standards and Technology (NIST). NIST requirements are exhaustive, covering every conceivable portion of network and system design, and are provided to ensure state of the art security and privacy protections are in place.	<b>H</b>	79%	1422
	Ensure federal requirement compliance; develop policies and procedures; assess security measures and design; perform data classification	<b>H</b>	21%	378
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

### 1.0 Systems Software Specialist II (Technical) (Permanent) - Access Control - Technical Oversight

The Access Control - Technical Oversight will assist the contractor in implementing an access control solution, including security of data exchanges with external entities. The Access Control - Technical Oversight will coordinate with the BOE Internal Revenue Service (IRS) liaison on required IRS notifications and statutory requirements for access to and use of Federal Tax Information (FTI). The Access Control - Technical Oversight will also assist in obtaining federal approval on solution components utilizing FTI; review deliverables; provide findings and recommendations.

## Analysis of Problem

<b>Workload Detail - Unit-358</b>				
<b>Administration Department, Access Control - Technical Oversight</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Systems Software Specialist II (Technical)</b>				
	Acting as project security reviewer, responsible to review contractor deliverables for thoroughness and adherence to security goals of project. This will include providing notification of deliverable defects and recommendations on remediation	<b>H</b>	85%	1530
	Position will coordinate with project management changes in project security design proposed by contractor, ensuring the best practices are followed while also working to ensure the final product will deliver the service intended in a manner that protects privacy and provides state of art security to data, taxpayers and employees. .	<b>H</b>	15%	270
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

### **Accounting Administrator II (Temp) - Accounting SME**

The Accounting SME will ensure accuracy of ACH Debit banking information; provide feedback on the high level requirement reviews; participate in JAD sessions.

<b>Workload Detail – Unit 371</b>				
<b>Administration Department, Accounting SME</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Accounting Administrator II</b>				
	Ensure accuracy of ACH Debit banking information; provide feedback on the high level requirement reviews; participate in JAD sessions	<b>H</b>	100%	675
	Total temp hours			675

## Analysis of Problem

### Accounting Administrator II (Temp) - Business Policy Liaison SME- Accounting

The Business Policy Liaison SME- Accounting will perform gap analysis; resolve issues between the CROS solution and BOE's policies and procedures. The Business Policy Liaison SME- Accounting will gather information and provide direction for design values and design issues; liaise with program areas on policy issues; provide input for organizational change management. The Business Policy Liaison SME- Accounting will also contribute to data retention and archive rules and geospatial boundaries.

<b>Workload Detail – Unit 371</b>				
<b>Administration Department, Business Policy Liaison SME- Accounting</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Accounting Administrator II</b>				
	Perform gap analysis; resolve issues between CROS and BOE's policies; provide direction for design values and issues; liaise with program on policy issues; provide organizational change management input	H	60%	675
	<ul style="list-style-type: none"> <li>* Gap analysis and resolution of issues between contractor's solution and BOE's policies/procedures</li> <li>* BOE answers/direction for design values, etc.</li> <li>* Documentation of gaps between as is and to be</li> </ul>	H	40%	450
	Contribute to data retention and archive rules and geospatial boundaries			
	Total temp hours			1125

### Information Officer II (Temp) - Program Liaison- OCM Core

The Program Liaison- Organizational Change Management (OCM) Core will assist in development and delivery of specific communications to program units; assess impact and readiness of program units; liaise with program units to communicate changes coming with the new solution; solicit feedback on response to changes. The Program Liaison- OCM Core will participate in change interventions; identify and clarify program issues.

## Analysis of Problem

<b>Workload Detail – Unit 359</b>				
<b>Administration Department, Program Liaison- OCM Core</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Information Officer II</b>				
	Assess program units; communicate changes coming with CROS; solicit feedback on changes	H	50%	225
	Participate in change interventions; identify and clarify program issues	H	50%	225
	Total temp Hours			450

### **Labor Relations Analyst (Temp) - Labor Relations Analyst**

The Labor Relations Analyst will coordinate with the Organizational Change Management (OCM) Team to develop management proposals; respond to employee grievances; participate in negotiations; meet with unions; interpret MOUs in support of CROS.

<b>Workload Detail – Unit 359</b>				
<b>Administration Department, Labor Relations Analyst</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Labor Relations Analyst</b>				
	Coordinate with the OCM Team to develop management proposals	H	50%	450
	Respond to employee grievances; participate in negotiations; meet with unions; interpret MOUs in support of CROS	H	50%	450
	Total temp hours			900

### **Senior Information Systems Analyst (Specialist) (Temp) – Infrastructure Support ISO**

The Infrastructure Support has full responsibility to review and approved proposed changes to BOE infrastructure based on BOE security standards, and those imposed by data exchange agreements with external entities, to include the Internal Revenue Service.

## Analysis of Problem

Workload Detail – Unit 359 Administration Department, Infrastructure Support ISO				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Senior Information Systems Analyst (Specialist)</b>				
	This position has full responsibility to review and approved proposed changes to BOE infrastructure based on BOE security standards, and those imposed by data exchange agreements with external entities, to include the Internal Revenue Service . Position will require full knowledge of complexity of data exchange agreements, as well as applicable security standards, policies and procedures. *Findings and recommendations on solution designs relative to security	H	100%	1800
	Total temp hours			1800

### Senior Information Systems Analyst (Specialist) (Temp) - TRB SME & Information Systems Specialist

The TRB SME and Information Systems Specialist will provide technical subject matter expertise on TRB's information systems including iCapture and Documentum.

## Analysis of Problem

<b>Workload Detail – Unit 359</b>				
<b>Administration Department, TRB SME &amp; Information Systems Specialist</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Senior Information Systems Analyst (Specialist)</b>				
	Technical SME on TRB's information systems including iCapture and Documentum. Review business functionality, requirements & deliverable review, assist in design development	H	33%	594
	Assist in development, resolution, testing, stabilization, documentation, & recommendations	H	33%	594
	Training, communication, process and procedure development, workgroup participation	H	34%	612
	Total temp hours			1800

### **Staff Services Manager I (Temp) - BOE Contract Manager**

The BOE Contract Manager will support CROS contract management; provide administrative expertise for the System Integrator contract, consultant contracts, among other CROS contracts. The BOE Contract Manager will coordinate with the CROS Contract Management Lead and Compliance Specialist and oversee contract execution, contract compliance, and contract modifications.

<b>Workload Detail – Unit 359</b>				
<b>Administration Department, BOE Contract Manager</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Staff Services Manager I</b>				
	Provide administrative expertise for CROS contracts; coordinate with the CROS Contract Management Lead and Compliance Specialist; oversee contract execution, compliance, and modifications	H	100%	270
	Total temp hours			270

### **Systems Software Specialist II (Technical) (Temp) - Report Developer- Accounting**

The Report Developer- Accounting will provide feedback on the prioritization of the BOE reports to be implemented; create BOE reports; perform report maintenance.

## Analysis of Problem

<b>Workload Detail – Unit 359</b>				
<b>Administration Department, Report Developer- Accounting</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Systems Software Specialist III (Technical)</b>				
	Provide feedback on the prioritization of the BOE reports to be implemented; create BOE reports; perform report maintenance	<b>H</b>	50%	675
	*Feedback on the prioritization of the BOE reports be implemented *BOE reports (not being generated by the contractor) *Data maps of existing report information to the new solution	<b>H</b>	50%	675
	Total temp hours			1350

### **Accounting Administrator I (Overtime)- Revenue Accounting SME, Accounting**

The Revenue Accounting SME, Accounting will provide subject matter expertise on revenue accounting business rules and requirements; ensure revenue requirements are addressed in CROS; generate workload reports; provide revenue accounting requirements clarification; develop revenue accounting test cases; develop revenue accounting training aids.

<b>Workload Detail – Unit 371</b>				
<b>Administration Department, Revenue Accounting SME Budgets</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Accounting Administrator I</b>				
	Subject matter expert on revenue requirements. Responsible for ensuring accountings revenue requirements are addressed in the solution. Generates workload reports.	<b>H</b>	50%	900
	* Revenue accounting business requirements clarifications * Revenue accounting business rules knowledge and clarification * Revenue accounting test cases * Revenue accounting training aids	<b>H</b>	50%	900
	Total overtime hours			1800

## Analysis of Problem

### Assistant Tax Service Specialist (Overtime) - Communications Publications Support- Forms & Pubs

The Communications Publications Support- Forms & Pubs will update BOE forms and publications affected by CROS, including external communications and public relations related communications. The Communications Publications Support- Forms & Pubs will also assist in developing communications regarding changes related to CROS.

<b>Workload Detail - Unit 317</b>				
<b>Administration Department, Communications Publications Support- Forms &amp; Pubs</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Assistant Tax Service Specialist</b>				
	Creates 7 new BOE publications affected by the scope of the implementation for external communications and PR-related communications. The ATSS provides guidance to BOE divisions in the development of publications, which includes: editing drafts, coordinating design, establishing specifications, and coordinating revisions.	H	100%	160
	Total overtime hours			160

### Associate Governmental Program Analyst (Overtime) - HR Analyst

The HR Analyst will coordinate with the Organizational Change Management (OCM) Team on transition plans for employees undergoing duty changes related to CROS.

<b>Workload Detail – Unit 359</b>				
<b>Administration Department, HR Analyst</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Associate Governmental Program Analyst</b>				
	Coordinate with OCM Team on employee transition plans	H	100%	1800
	Total overtime hours			1800

### Associate Governmental Program Analyst (Overtime) - Communications Publications Support-Forms and Publications

The Communications Publications Support- Forms and Publications will update BOE forms and publications within the scope of CROS; coordinate external communications; coordinate public relations communications.

## Analysis of Problem

<b>Workload Detail – Unit 359</b>				
<b>Administration Department, Communications Publications Support- Forms and Publications</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Associate Governmental Program Analyst</b>				
	Update BOE forms and publications; coordinate external and public relations communications	<b>H</b>	100%	900
	Total overtime hours			900

### **Associate Governmental Program Analyst (Overtime) - Financial Management Division SME**

The Financial Management Division Subject Matter Expert (SME) will provide subject matter expertise on FMD policies and procedures in support of CROS.

<b>Workload Detail – Unit 359</b>				
<b>Administration Department, Financial Management Division SME</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Associate Governmental Program Analyst</b>				
	Provide subject matter expertise on FMD policies and procedures	<b>H</b>	100%	1350
	Total overtime hours			1350

### **Staff Information Systems Analyst (Specialist) (Overtime) - Check 21 SME**

The Check 21 SME will provide technical subject matter expertise on Check 21 functions and electronic transferring of check data and images to BOE banking partners.

## Analysis of Problem

<b>Workload Detail – Unit 359</b>				
<b>Administration Department, Check 21 SME</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Staff Information Systems Analyst (Specialist)</b>				
	Technical SME on Check 21 functions including electronic check processing and document storage/retrieval. Review business functionality, requirements & deliverable review, assist in design development	H	33%	297
	Assist in development, resolution, testing, stabilization, documentation, & recommendations	H	33%	297
	Training, ongoing communication and workgroup participation, process and procedure development	H	34%	306
	Total overtime hours			900

### Data Entry Supervisor II (General) (Overtime) - Key Data Entry Subject Matter Expert- HQ

The Key Data Entry Subject Matter Expert- HQ will identify key batch and onlining processes in support of CROS.

<b>Workload Detail – Unit 359</b>				
<b>Administration Department, Key Data Entry Subject Matter Expert- HQ</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Data Entry Supervisor II (General)</b>				
	Technical SME on data processing, including online and batch processing. Review business functionality, requirements & deliverable review, assist in design development	H	33%	223
	Assist in development, resolution, testing, stabilization, documentation, & recommendations	H	33%	222
	Training, communication, process and procedure development, workgroup participation	H	34%	230
	Total overtime hours			675

## Analysis of Problem

### Office Services Supervisor II (General) (Overtime) - Cashiers SME- HQ

The Cashiers SME- HQ will provide subject matter experts in headquarters cashier functions and participates in Joint Application Development (JADs).

Workload Detail – Unit 359 Administration Department, Cashiers SME- HQ				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Office Services Supervisor II (General)</b>				
	Technical and specialized cashiering processes SME. Review business functionality, requirements & deliverable review, assist in design development	H	33%	297
	Assist in development, resolution, testing, stabilization, documentation, & recommendations	H	33%	297
	Training, communication, process and procedure development, workgroup participation	H	34%	306
	Total overtime hours			900

### Staff Information Systems Analyst (Specialist) (Overtime) – Information Security Officer

The Information Security Officer will assist the Senior ISA with the review and approval of proposed changes to the BOE infrastructure from a security perspective.

Workload Detail – Unit 359 Administration Department, Information Security Officer				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Staff Information Systems Analyst (Specialist)</b>				
	This position will assist the Senior ISA in review and approval of proposed changes to BOE infrastructure from a security perspective *Findings and recommendations on proposed changes relative to security aspects	H	100%	1350
	Total overtime hours			1350

### Staff Information Systems Analyst (Specialist) (Overtime) – Security Tester

The Security Tester will work with Security Operations Section of TSD to participate in testing of the CROS Solution from a security perspective.

## Analysis of Problem

<b>Workload Detail – Unit 359</b>				
<b>Administration Department, Security Tester</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Staff Information Systems Analyst (Specialist)</b>				
	This position should be assigned to the Security Operations Section of TSDParticipate in security testing. Develop and execute security test scenarios. Assist in resolving test defects. *Test scripts and results	<b>H</b>	100%	<b>450</b>
	Total overtime hours			450

### **Staff Services Analyst (Overtime) - Communications Publications Support- Forms & Pubs**

The Communications Publications Support- Forms & Pubs will update BOE forms and publications affected by CROS, including external communications and public relations related communications. The Communications Publications Support- Forms & Pubs will also assist in developing communications regarding changes related to CROS.

<b>Workload Detail - Unit 317</b>				
<b>Administration Department, Communications Publications Support- Forms &amp; Pubs</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Staff Services Analyst</b>				
	Coordinates printing of new BOE publications affected by the scope of the implementation for external communications and PR-related communications. The analyst coordinates production and distribution of agency publications in print and electronic form and evaluates production alternatives and makes recommendations regarding the most cost-effective and timely methods. The analyst also maintains the publications database.	<b>H</b>	100%	12
	Total overtime hours			12

## Analysis of Problem

### Executive Department

#### **0.4 Tax Research Specialist III (Temp) - Research & Statistics SME**

The Research & Statistics SME will provide subject matter expertise on research and statistics in support of CROS and participate in Joint Application Development (JADs).

<b>Workload Detail – Unit 351 Legislative &amp; Research Division, Research &amp; Statistics SME</b>				
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Tax Research Specialist III</b>				
	Provide subject matter expertise; Participate in JADs	<b>H</b>	100%	675
	Total temp hours		100%	675
	Total temp positions requested (1800 hours/position)			0.4

#### **Associate Governmental Program Analyst (Overtime) - Board Proceedings SME**

The Board Proceedings SME will provide subject matter expertise on board proceedings in support of CROS and participate in Joint Application Development (JADs).

<b>Workload Detail Board Proceedings Division, Board Proceedings SME</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Associate Governmental Program Analyst</b>				
	Provide expertise on board proceedings; participate in JADs	<b>H</b>	100%	675
	Total overtime hours			675

## Analysis of Problem

### External Affairs

#### **0.5 Business Taxes Compliance Specialist (Permanent) - Trainer- Program End User Trainer, Call Center**

The Trainer- Program End User Training, Call Center will develop training curriculum, training materials, and training examples; ensure training data availability for training; conduct end user training.

<b>Workload Detail - External Affairs- Unit 329</b>				
<b>External Affairs Department, Trainer- Program End User Trainer, Call Center</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Business Taxes Compliance Specialist</b>				
	Develop training curriculum, materials; ensure training data availability for training; conduct end user training	H	100%	900
	Total hours			900
	Total positions requested (1800 hours/position)			0.5

#### **1.0 Systems Software Specialist II (Technical) (Permanent) - Trainer- UI/MCUA Analyst, Call Center**

The UI/MCUA Analyst, Call Center, will ensure F.CPFL.02 requirements for internal users as well as external users are integrated and tested; participate in detailed Multi-Channel User Access design requirements review; create customer and account profiles; support the definition of the internal and external user interface.

<b>Workload Detail - External Affairs –Unit 329</b>				
<b>External Affairs Department, UI/MCUA Analyst- Call Center</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Systems Software Specialist II (Technical)</b>				
	Participate in access design requirements review	H	60%	1080
	Create customer and account profiles; support the definition of the user interfaces	H	40%	720
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

#### **0.5 Business Taxes Administrator I (BOE) (Temp) - Customer Service Center SME- CSC**

The Customer Service Center SME- CSC will provide feedback on requirements, designs, and changes related to call center processes based on the integration of Avaya and the CROS solution. The Customer Service Center SME- CSC will create test cases; document test results.

## Analysis of Problem

<b>Workload Detail – 316</b>				
<b>External Affairs Department, Customer Service Center SME- CSC</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Business Taxes Administrator I (BOE)</b>				
	Provide feedback on requirements, designs, and changes to the call center; create test cases; document test results	<b>H</b>	100%	900
	Total temp hours			900
	Total temp positions requested (1800 hours/position)			0.5

### 0.3 Information Officer II (Temp) - Customer Service and External Communications Specialist

The Customer Service and External Communications Specialist will communicate with external stakeholders and provide feedback to CROS team.

<b>Workload Detail – Unit 343</b>				
<b>External Affairs Department, Customer Service and External Communications Specialist</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Information Officer II</b>				
	Communicate with external stakeholders; provide feedback to CROS team	<b>H</b>	100%	450
	Total temp hours		100%	450
	Total temp positions requested (1800 hours/position)			0.3

### Business Taxes Compliance Specialist (Overtime) - Call Center Integration

The Call Center Integration will support the integration of Avaya and the CROS solution and participate in system integration testing.

<b>Workload Detail – Unit 316</b>				
<b>External Affairs Department, Call Center Integration</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Business Taxes Compliance Specialist</b>				
	Support the integration of Avaya and the CROS solution; participate in system integration testing	<b>H</b>	100%	900
	Total overtime hours			900

## Analysis of Problem

### **Business Taxes Specialist II (Overtime) - External Communications and Customer Service Specialist**

The External Communications and Customer Service Specialist will identify and respond to external customer service issues; participate in the development of Organizational Change Management (OCM) communications; provide responses to external customer inquiries; participate in outreach activities related to CROS.

<b>Workload Detail – Unit 343</b>				
<b>External Affairs Department, External Communications and Customer Service Specialist</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Business Taxes Specialist II</b>				
	Identify and respond to customer service issues; participate in the development of OCM communications; provide responses to external customer inquiries; participate in outreach activities	<b>H</b>	100%	1350
	Total overtime hours			1350

### **Staff Information Systems Analyst (Specialist) (Overtime) - User Security Coordinator-CSC**

The User Security Coordinator-CSC will build user profiles and assign security access privileges to program and customer users.

<b>Workload Detail – Unit 316</b>				
<b>External Affairs Department, User Security Coordinator-CSC</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Staff Information Systems Analyst (Specialist)</b>				
	Build user profiles and assign security access privileges	<b>H</b>	100%	900
	Total overtime hours			900

## Analysis of Problem

### Field Operations Division

#### **Associate Tax Auditor (BOE) (Overtime) – Audit/Compliance Field Office SME**

The Audit/Compliance Field Office SME will provide subject matter expertise in field office audit and compliance functions and participate in joint application development (JADs).

<b>Workload Detail – Unit 440</b>				
<b>Field Operations Department, Audit/Compliance Field Office SME</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Associate Tax Auditor (BOE)</b>				
	Provide subject matter expertise in field office audit and compliance functions and participate in JADs		100%	2700
	Total overtime hours			2700

#### **Business Taxes Specialist I (Overtime) – Audit/Compliance Field Office SME**

The Audit/Compliance Field Office SME will provide subject matter expertise in field office audit and compliance functions and participate in joint application development (JADs).

<b>Workload Detail – Unit 440</b>				
<b>Field Operations Department, Audit/Compliance Field Office SME</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Business Taxes Specialist I</b>				
	Provide subject matter expertise in field office audit and compliance functions and participate in JADs		100%	2700
	Total overtime hours			2700

#### **Business Taxes Specialist I (Overtime) – Program Liaison- Local**

The Program Liaison- Local will liaise with the OCM Core Team; communicate specific messages targeted at individual units represented; obtain feedback from program units; facilitate information sharing with program areas.

**Analysis of Problem**

<b>Workload Detail – Unit 440</b>				
<b>Field Operations Department, Program Liaison- Local</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Business Taxes Specialist I</b>				
	Communicate messages to program; obtain feedback; facilitate information sharing		100%	37125
	Total overtime hours			37125

**Business Taxes Specialist I (Overtime) – Program Liaison- OCM Core**

The Program Liaison- OCM Core will assist in development and delivery of specific communications to program units; assess impact and readiness of program units; liaise with program; communicate changes coming with the new solution, provide feedback on the reaction to the CROS solution and related changes. The Program Liaison- OCM Core will work with the Organizational Change Management team to develop and participate in change interventions; deliver communications; identify and clarify issues.

<b>Workload Detail – Unit 440</b>				
<b>Field Operations Department, Program Liaison- OCM Core</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Business Taxes Specialist I</b>				
	Develop communications for program units; assess program impact and readiness; liaise with program; communicate changes; provide feedback on the reaction to the CROS solution	<b>H</b>	100%	2250
	Total overtime hours			2250

## Analysis of Problem

### Legal Department

#### 0.9 Tax Counsel III (Temp) – IFTA Decommissioning Specialist- Legal

The IFTA Decommissioning Specialist- Legal will facilitate the contractual modifications for IFTA decommissioning and develop proposed contract modifications based on IFTA interface changes.

<b>Workload Detail – Unit 311 Legal Department, IFTA Decommissioning Specialist- Legal</b>				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Tax Counsel III</b>				
	Facilitate the contractual modifications for IFTA decommissioning; develop proposed contract modifications	H	100%	1575
	Total temp hours		100%	1575
	Total temp positions requested (1800 hours/position)			0.9

#### 0.4 Tax Counsel III (Specialist) (Temp) – Appeals SME

The Appeals SME will provide subject matter expertise on the appeals functions in support of CROS.

<b>Workload Detail – Unit 311 Legal Department, Appeals SME</b>				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Tax Counsel III (Specialist)</b>				
	Provide subject matter expertise on the appeals functions in support of CROS		100%	675
	Total temp hours			675
	Total temp positions requested (1800 hours/position)			0.4

#### 0.2 Tax Counsel III (Supervisor) (Temp) – BOE Legal Counsel

The BOE Legal Counsel will provide legal support and recommendations to the Project Director, CROS Procurement, and Evaluation Teams, in order to minimize risk exposure.

<b>Workload Detail – Unit 311 Legal Department, BOE Legal Counsel</b>				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Tax Counsel III (Supervisor)</b>				
	Provide legal support and recommendations	H	100%	270
	Total temp hours			270
	Total temp positions requested (1800 hours/position)			0.2

## Analysis of Problem

### 0.5 Tax Counsel III (Supervisor) (Temp) – Legal SME

The Legal SME will provide subject matter expertise on legal functions in support of CROS and participate in Joint Application Development (JADs).

Workload Detail – Unit 311 Legal Department, Legal SME				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Tax Counsel III (Supervisor)</b>				
	Provide subject matter expertise on legal functions; participate in JADs	H	100%	900
	Total temp hours			<b>900</b>
	Total temp positions requested (1800 hours/position)			<b>0.5</b>

### Associate Information Systems Analyst (Specialist) (Overtime) – Documentum SME-Legal

The Documentum SME-Legal will provide expertise and support decisions on Documentum integration with CROS; ensure existing workflow requirements are addressed in solution design; provide input for designs and changes to documents currently stored in Documentum.

Workload Detail – Unit 311 Legal Department, Documentum SME-Legal				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Associate Information Systems Analyst (Specialist)</b>				
	Provide expertise on Documentum integration; ensure workflow requirements are addressed; provide input for document designs and changes	H	100%	1350
	Total overtime hours			1350

### Business Taxes Specialist II (Overtime) – Collections SME- Legal

The Collections SME- Legal will provide legal subject matter expertise on collections functions in support of CROS.

## Analysis of Problem

<b>Workload Detail – Unit 311</b>				
<b>Legal Department, Collections SME- Legal</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Business Taxes Specialist II</b>				
	Provide subject matter expertise on collections functions		100%	675
	Total overtime hours			675

### **Business Taxes Specialist I (Overtime) – Program Liaison- OCM Core**

The Program Liaison- OCM Core will assist in development and delivery of specific communications to program units; assess impact and readiness of program units; liaise with program units to communicate changes coming with the CROS Solution; solicit feedback on response to changes. The Program Liaison- OCM Core will work with the CROS OCM Lead to develop and participate in change interventions; identify clarity issues.

<b>Workload Detail – Unit 311</b>				
<b>Legal Department, Program Liaison- OCM Core</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Business Taxes Specialist I</b>				
	Assist with project communications; assess impact and readiness of program; communicate changes coming with the CROS Solution; solicit feedback on response to changes		60%	270
	Participate in change interventions; identify clarity issues		40%	180
	Total overtime hours			450

### **Business Taxes Specialist II (Overtime) – UAT Tester- Legal**

The UAT Tester- Legal will conduct user acceptance testing; resolve defects in test; create and execute test scripts; document and report on test results.

## Analysis of Problem

<b>Workload Detail – Unit 311</b>				
<b>Legal Department, UAT Tester- Legal</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Business Taxes Specialist II</b>				
	Conduct user acceptance testing; resolve defects in test; create and execute test scripts; document and report on results		100%	2700
	Total overtime hours			2700

### **Staff Information Systems Analyst (Specialist) (Overtime) –User Security Coordinator- Legal**

The User Security Coordinator- Legal will build user profiles and assign security access privileges to program and customer users.

<b>Workload Detail – Unit 311</b>				
<b>Legal Department, User Security Coordinator- Legal</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Staff Information Systems Analyst (Specialist)</b>				
	Build user profiles and assign security access privileges		100%	900
	Total overtime hours			900

## Analysis of Problem

### Property Tax Department

#### **Business Taxes Representative (Overtime) - Timber SME**

The Timber SME will provide subject matter expertise in on Timber Tax functions in support of CROS.

<b>Workload Detail – Unit 352 Property Tax Department, Timber SME</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Representative				
	Provide subject matter expertise in on Timber Tax functions	H	100%	225
	Total overtime hours			225

#### **Business Taxes Representative (Overtime) - Customer Service Center SME-Timber Tax**

The Customer Service Center SME-Timber Tax will provide feedback on the requirements, design, and changes to the Customer Service Center processes based on the integration between Avaya and the CROS Solution; create test cases; document test results.

<b>Workload Detail – Unit 352 Property Tax Department, Customer Service Center SME-Timber Tax</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minute s H=Hours	Percentage of Time Per Activity	Total Hours
Business Taxes Representative				
	Provide feedback on the requirements, design, and changes to the Customer Service Center; create test cases; document test results	H	100%	900
	Total overtime hours			900

## Analysis of Problem

### Special Taxes and Fees Department

#### 4.0 Business Taxes Specialist I (Permanent) - Trainer- Program End User Training, STFD

The Trainer-Program End User Training, STFD will develop training curriculum, materials, and training examples; ensure training data available for training; conduct end user training.

Workload Detail – Unit 515 Special Taxes and Fees Department, Trainer- Program End User Training STFD				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Business Taxes Specialist I</b>				
	Develop training curriculum, materials, training examples; ensure training data available for training; conduct training	H	100%	7200
	Total hours			7200
	Total positions requested (1800 hours/position)			4.0

#### 0.4 Business Taxes Administrator I (Temp) - Registration SME-STFD

The Registration SME-STFD will provide subject matter expertise on registration functions related to special taxes and fees, as well as participate in joint application development (JADs).

Workload Detail – Unit 450 Special Taxes and Fees Department, Registration SME-STFD				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Business Taxes Administrator I</b>				
	Provide subject matter expertise on registration functions and participate in joint application development JADs	H	100%	675
	Total temp hours			675
	Total temp positions requested (1800 hours/position)			0.4

#### 0.5 Supervising Tax Auditor II (Temp) - Business Policy Liaison SME- STFD

The Business Policy Liaison SME- STFD will create gap analysis and resolve issues between the contractor's solution and BOE's policies and procedures. The Business Policy Liaison SME- STFD will gather and provide BOE direction for design values; liaise with program area on policy issues; get answers on design issues; provide key input to organizational change management. The Business Policy Liaison SME- STFD will also participate in data retention and archive rules and geospatial boundaries.

## Analysis of Problem

<b>Workload Detail – Unit 498</b>				
<b>Special Taxes and Fees Department, Business Policy Liaison SME- STFD</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Supervising Tax Auditor II</b>				
	Create gap analysis; provide BOE direction on design values; liaise with program on policy issues; provide input to organizational change management	<b>H</b>	50%	450
	Participate in data retention and archive rule and geospatial boundary development	<b>H</b>	50%	450
	Total temp hours			900
	Total temp positions requested (1800 hours/position)			0.5

### 0.8 Supervising Tax Auditor II (Temp) - Refunds SME- STFD

The Refunds SME- STFD will provide subject matter expertise on refund functions related to special taxes and fees, as well as participate in joint application development (JADs).

<b>Workload Detail – Unit 450</b>				
<b>Special Taxes and Fees Department, Refunds SME- STFD</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Supervising Tax Auditor II</b>				
	Provide expertise on refund functions; participate in JADs	<b>H</b>	100%	1350
	Total temp hours			1350
	Total temp positions requested (1800 hours/position)			0.8

### 0.4 Supervising Tax Auditor II (Temp) - Appeals SME-STFD

The Appeals SME-STFD will provide subject matter expertise on appeal functions related to special taxes and fees, as well as participate in joint application development (JADs).

<b>Workload Detail – Unit 450</b>				
<b>Special Taxes and Fees Department, Appeals SME-STFD</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Supervising Tax Auditor II</b>				
	Provide expertise on appeal functions; participate in JADs	<b>H</b>	100%	675
	Total temp hours			675
	Total temp positions requested (1800 hours/position)			0.4

## Analysis of Problem

### Business Taxes Representative (Overtime) - Collections SME-STFD

The Collections SME-STFD will provide subject matter expertise on collection functions related to special taxes and fees, as well as participate in joint application development (JADs).

Workload Detail – Unit 450 Special Taxes and Fees Department, Collections SME-STFD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Business Taxes Representative</b>				
	Provide expertise on collection functions; participate in JADs	H	100%	1350
	Total overtime hours			1350

### Business Taxes Specialist I (Overtime) - UAT Tester-STFD

The UAT Tester-STFD will conduct user acceptance test; resolve defects in test; create and execute test scripts.

Workload Detail – Unit 450 Special Taxes and Fees Department, UAT Tester-STFD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Business Taxes Specialist I</b>				
	Conduct user acceptance test; resolve defects in test; create and execute test scripts	H	100%	1620
	Total overtime hours			1620

### Business Taxes Specialist I (Overtime) - Audit SME-STFD

The Audit SME-STFD will provide subject matter expertise on audit functions related to special taxes and fees, as well as participate in joint application development (JADs).

Workload Detail – Unit 450 Special Taxes and Fees Department, Audit SME-STFD				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Business Taxes Specialist I</b>				
	Provide expertise on audit functions; participate JADs	H	100%	1350
	Total overtime hours			1350

## Analysis of Problem

### **Business Taxes Specialist I (Overtime) - Customer Service Center SME- STFD**

The Customer Service Center SME- STFD will provide feedback on the requirements, design, and changes to the Customer Service Center processes based on the integration between Avaya and the CROS solution; create test cases; document test results.

<b>Workload Detail – Unit 450</b>				
<b>Special Taxes and Fees Department, Customer Service Center SME- STFD</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Business Taxes Specialist I</b>				
	Provide feedback on changes to the Customer Service Center; create test cases; document test results	<b>H</b>	100%	900
	Total overtime hours			900

### **Business Taxes Specialist I (Overtime) - Data Analysis SME- STFD**

The Data Analysis SME- STFD will provide feedback on strategies to address DAS and CROS existing data warehouse and business intelligence (BI) databases. The Data Analysis SME- STFD will provide subject matter expertise on key performance indicators to be developed by the BI solution; learn the BI solution and how to develop queries and dashboards; develop BOE's key performance indicators and provide feedback.

<b>Workload Detail – Unit 494</b>				
<b>Special Taxes and Fees Department, Data Analysis SME- STFD</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Business Taxes Specialist I</b>				
	Provide feedback existing data warehouse and BI databases; provide expertise on key performance indicators; develop queries and dashboards; develop key performance indicators; provide feedback	<b>H</b>	100%	900
	Total overtime hours			900

### **Business Taxes Specialist I (Overtime) - Reporting Obligations SME - STFD**

The Reporting Obligations SME-STFD will provide subject matter expertise on reporting obligation functions and participate in joint application development (JADs)

## Analysis of Problem

<b>Workload Detail – Unit 450</b>				
<b>Special Taxes and Fees Department, Reporting Obligations SME-STFD</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Business Taxes Specialist I</b>				
	Provide subject matter expertise on reporting obligation functions and participate in JADs	<b>H</b>	100%	675
	Total overtime hours			675

### **Business Taxes Specialist I (Overtime) - Form Developer - Program**

The Form Developer- Program will provide feedback on the prioritization of the BOE forms to be implemented. Create and maintain BOE forms; participate in the development and revision of BOE forms not being generated by the contractor; participate in data mapping existing forms information to the new solution.

<b>Workload Detail – Unit 450</b>				
<b>Special Taxes and Fees Department, Form Developer - Program</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Business Taxes Specialist I</b>				
	Provide feedback on the prioritization of the BOE forms to be implemented; create and maintain BOE forms; participate in the development of forms; participate in data mapping	<b>H</b>	100%	2700
	Total overtime hours			2700

### **Business Taxes Specialist II (Overtime) - Data Analysis SME-PPAB**

The Data Analysis SME-PPAB will provide feedback on the strategy to address DAS and CROS existing data warehouse/BI databases; provide subject matter expertise on the key performance indicators to be developed by the BI solution; learn BI solution and how to develop queries and dashboards.

## Analysis of Problem

<b>Workload Detail – Unit 450</b>				
<b>Special Taxes and Fees Department, Data Analysis SME-PPAB</b>				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Business Taxes Specialist II</b>				
	Provide feedback on existing data warehouse and BI databases; provide expertise on the key performance indicators; develop queries and dashboards	H	100%	1350
	Total overtime hours			1350

### **Business Taxes Specialist II (Overtime) - Communications Publications Support- STFD Policy**

The Communications Publications Support- STFD Policy will update BOE forms and publications affected by the scope of the implementation, for external communications and PR related communications.

<b>Workload Detail – Unit 498</b>				
<b>Special Taxes and Fees Department, Communications Publications Support- STFD Policy</b>				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Business Taxes Specialist II</b>				
	Update BOE forms and publications affected by the scope of the implementation	H	100%	900
	Total overtime hours			900

### **Staff Information Systems Analyst (Specialist) (Overtime) - User Security Coordinator-STFD**

The User Security Coordinator-STFD will build user profiles and assign security access privileges to program and customer users.

<b>Workload Detail – Unit 450</b>				
<b>Special Taxes and Fees Department, User Security Coordinator-STFD</b>				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Senior Information Systems Analyst (Specialist)</b>				
	Build user profiles and assign security access privileges to program and customer users	H	100%	900
	Total overtime hours			900

## Analysis of Problem

### Sales and Use Tax Department

#### **2.0 Business Taxes Specialist I (Permanent) - Trainer- Program End User Training SUTD Core**

The Trainer-Program End User Training, SUTD Core, will develop training curriculum, materials, and training examples; ensure training data available for training; conduct end user training.

<b>Workload Detail – Unit 466</b>				
<b>Sales and Use Tax Department, Trainer- Program End User Training SUTD Core</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Business Taxes Specialist I</b>				
	Develop training curriculum, materials; ensure training data available for training; conduct training	H	100%	3600
	Total hours			3600
	Total positions requested (1800 hours/position)			2.0

#### **3.0 Business Taxes Specialist I (Permanent) - Trainer- Trainer- Program End User Training SUTD Core**

The Trainer-Program End User Training, SUTD Core, will develop training curriculum, materials, and training examples; ensure training data available for training; and conduct end user training.

<b>Workload Detail - Unit 466</b>				
<b>Sales and Use Tax Department, Trainer- Program End User Training SUTD Core</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Business Taxes Specialist I</b>				
	Develop training curriculum, materials; ensure training data availability; conduct end user training	H	100%	5400
	Total hours			5400
	Total positions requested (1800 hours/position)			3.0

#### **0.5 Business Taxes Administrator II (Temp) - Program Liaison- OCM Core**

The Program Liaison- OCM Core will assist in development and delivery of specific communications to program units; assess impact and readiness of program units; liaise with program to communicate changes coming with the CROS Solution; solicit feedback on response to changes. The Program Liaison- OCM Core will work with the CROS OCM Lead to develop and participate in change interventions; identify clarity issues.

## Analysis of Problem

<b>Workload Detail – Unit 450</b>				
<b>Sale and Use Tax Department, Program Liaison- OCM Core</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Business Taxes Administrator II</b>				
	Assist with communications to program units; assess impact and readiness of program units; communicate changes coming with the CROS Solution; solicit feedback on response to changes	<b>H</b>	100%	900
	Total temp hours			900
	Total temp positions requested (1800 hours/position)			0.5

### 2.5 Senior Information Systems Analyst (Specialist) (Temp) - User Security Coordinator- Program

The User Security Coordinator- Program will build user profiles and assign security access privileges to program and customer users.

<b>Workload Detail – Unit 450</b>				
<b>Sale and Use Tax Department, User Security Coordinator- Program</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Senior Information Systems Analyst (Specialist)</b>				
	Build user profiles and assign security access privileges to program and customer users	<b>H</b>	100%	4500
	Total temp hours			4500
	Total temp positions requested (1800 hours/position)			2.5

### 0.8 Supervising Tax Auditor II (Temp) - Refunds SME-SUTD

The Refunds SME-SUTD will provide subject matter expertise on refunds function related to sales and use tax, mobile telephony services (MTS), and lumber tax, as well as participate in joint application design (JADs).

<b>Workload Detail – Unit 450</b>				
<b>Sale and Use Tax Department, Refunds SME-SUTD</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Supervising Tax Auditor II</b>				
	Provide expertise on sales and use tax, MTS, and lumber tax; participate JADs	<b>H</b>	100%	1350
	Total temp hours			1350
	Total temp positions requested (1800 hours/position)			0.8

## Analysis of Problem

### 0.4 Supervising Tax Auditor II (BOE) (Temp) - Petitions SME

The Petitions SME will provide subject matter expertise on petitions functions related to sales and use tax, mobile telephony services (MTS), and lumber tax, as well as participate in joint application design (JADs).

<b>Workload Detail – Unit 450</b>				
<b>Sale and Use Tax Department, Petitions SME</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Supervising Tax Auditor II (BOE)</b>				
	Provide expertise on sales and use tax, MTS, and lumber tax; participate JADs	H	100%	675
	Total temp hours			675
	Total temp positions requested (1800 hours/position)			0.4

### 1.3 Supervising Tax Auditor II (BOE) (Temp) - Business Policy Liaison SME-TPD

The Business Policy Liaison SME-TPD will provide subject matter expertise on BOE business policies; perform gap analysis; identify and resolve issues between contractor's solution and BOE's policies and procedures.

<b>Workload Detail – Unit 450</b>				
<b>Sale and Use Tax Department, Business Policy Liaison SME-TPD</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Supervising Tax Auditor II (BOE)</b>				
	Provide expertise on business policies; perform gap analysis; identify and resolve issues	H	100%	2250
	Total temp hours			2250
	Total temp positions requested (1800 hours/position)			1.3

### 2.3 Supervising Tax Auditor III (BOE) (Temp) - Deliverable Reviewer- Program

The Deliverable Reviewer- Program will review deliverables; provide findings and recommendations; attend review meetings.

<b>Workload Detail – Unit 450</b>				
<b>Sale and Use Tax Department, Deliverable Reviewer- Program</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Supervising Tax Auditor III (BOE)</b>				
	Review deliverables; provide findings and recommendations; attend review meetings	H	100%	4050
	Total temp hours			4050
	Total temp positions requested (1800 hours/position)			2.3

## Analysis of Problem

### Business Taxes Specialist I (Overtime) - Revenue Accounting SME- Program

The Revenue Accounting SME- Program will provide subject matter expertise on local revenue requirements; clarify and refine business requirements, business rules, forms, and reports; participate in joint application development (JADs), design activities, user acceptance testing, and training.

Workload Detail – Unit 450				
Sale and Use Tax Department, Revenue Accounting SME- Program				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Business Taxes Specialist I</b>				
	Provide expertise on local revenue requirements; clarify and refine business requirements, rules, forms, and reports; participate in JADs), design activities, user acceptance testing, and training	H	100%	168.75
	Total overtime hours			168.75

### Business Taxes Specialist I (Overtime) - Documentum SME- Program, Audit

The Documentum SME- Program, Audit will provide expertise and support decisions on Documentum integration with the CROS Solution; ensure existing workflow requirements are addressed in the solution design; provide input into the design or change of documents currently stored in Documentum.

Workload Detail – Unit 450				
Sale and Use Tax Department, Documentum SME- Program, Audit				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Business Taxes Specialist I</b>				
	Provide expertise on Documentum integration; ensure workflow requirements are addressed in designs; provide input on documents stored in Documentum	H	100%	1350
	Total overtime hours			1350

### Business Taxes Specialist I (Overtime) - Legacy Data SME

The Legacy Data SME will provide expertise on IRIS subsystem, ACMS, legacy systems from a tax program user perspective, and provide advice and feedback on data conversion plans and issues.

## Analysis of Problem

<b>Workload Detail – Unit 450</b>				
<b>Sale and Use Tax Department, Legacy Data SME</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Business Taxes Specialist I</b>				
	Provide expertise on IRIS subsystem, ACMS, legacy systems; provide advice and feedback on data conversion plans and issues	<b>H</b>	100%	3600
	Total overtime hours			3600

### **Business Taxes Specialist I (Overtime) - Customer Service SME**

The Customer Service SME will provide subject matter expertise on the integration of the CROS Solution and Avaya Call Center software; participate in system integration testing; provide feedback and advice on call center integration designs; develop integration test cases and test results.

<b>Workload Detail – Unit 450</b>				
<b>Sale and Use Tax Department, Customer Service SME</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Business Taxes Specialist I</b>				
	Provide expertise on the integration of the CROS Solution and Avaya Call Center software; participate in integration testing; provide feedback on designs; develop test cases and results	<b>H</b>	100%	900
	Total overtime hours			900

### **Business Taxes Specialist I (Overtime) - Interface SME**

The Interface SME will provide subject matter expertise on program data; support the automation of external data exchanges according to the contractor's plan; collect, analyze and catalogue new data exchanges; support streamlining and automating of manual processes.

<b>Workload Detail – Unit 450</b>				
<b>Sale and Use Tax Department, Interface SME</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Business Taxes Specialist I</b>				
	Provide expertise on program data; support automation of data exchanges; analyze and catalogue new data exchanges; support automation	<b>H</b>	100%	2250
	Total overtime hours			2250

## Analysis of Problem

### **Business Taxes Specialist I (Overtime) - Documentum SME- Program, Compliance**

The Documentum SME- Program, Compliance will provide subject matter expertise on Documentum; support decisions on Documentum integration with the CROS Solution; ensure existing workflow requirements are addressed in the solution design; provide input into the design and changes of documents currently stored in Documentum.

<b>Workload Detail – Unit 450</b>				
<b>Sale and Use Tax Department, Documentum SME- Program, Compliance</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Business Taxes Specialist I</b>				
	Provide expertise on Documentum; support integration; ensure workflow requirements are addressed; provide input into design and changes	H	100%	1800
	Total overtime hours			1800

### **Business Taxes Specialist I (Overtime) - Registration SME-SUTD**

The Registration SME-SUTD will provide subject matter expertise on registration functions related to sales and use tax, mobile telephony services (MTS), and lumber tax, as well as participate in joint application design (JADs).

<b>Workload Detail – Unit 450</b>				
<b>Sale and Use Tax Department, Registration SME-SUTD</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Business Taxes Specialist I</b>				
	Provide expertise on registration functions related to sales and use tax, MTS, and lumber tax; participate in JADs	H	100%	1350
	Total overtime hours			1350

### **Business Taxes Specialist I (Overtime) - Audit SME-SUTD**

The Audit SME-SUTD will provide subject matter expertise on audit functions related to sales and use tax, mobile telephony services (MTS), and lumber tax, as well as participate in joint application design (JADs).

## Analysis of Problem

<b>Workload Detail – Unit 450</b>				
<b>Sale and Use Tax Department, Audit SME-SUTD</b>				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Business Taxes Specialist I</b>				
	Provide expertise on audit functions related to sales and use tax, MTS, and lumber tax; participate in JADs	H	100%	1350
	Total overtime hours			1350

### **Business Taxes Specialist I (Overtime) - Collections SME- SUTD**

The Collections SME- SUTD will provide subject matter expertise on collections functions related to sales and use tax, mobile telephony services (MTS), and lumber tax, as well as participate in joint application design (JADs).

<b>Workload Detail – Unit 450</b>				
<b>Sale and Use Tax Department, Collections SME- SUTD</b>				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Business Taxes Specialist I</b>				
	Provide expertise on collections functions related to sales and use tax, MTS, and lumber tax; participate JADs	H	100%	675
	Total overtime hours			675

### **Business Taxes Specialist I (Overtime) - Business Analyst Support**

The Business Analyst Support will provide support for Business Analysis Team activities; participate in the Joint application development (JAD) activities and coordination.

<b>Workload Detail – Unit 486</b>				
<b>Sale and Use Tax Department, Business Analyst Support</b>				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Business Taxes Specialist I</b>				
	Provide support for Business Analysis; participate in the JAD activities and coordination	H	100%	1350
	Total overtime hours			1350

### **Business Taxes Specialist I (Overtime) - Customer Service Center SME-SUTD**

The Customer Service Center SME-SUTD will provide feedback on the requirements, design, and changes to the Customer Service Center processes based on the integration between Avaya and the CROS Solution, create test cases and document test results.

## Analysis of Problem

<b>Workload Detail – Unit 450</b>				
<b>Sale and Use Tax Department, Customer Service Center SME-SUTD</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Business Taxes Specialist I</b>				
	Provide feedback on changes to the Customer Service Center processes; create test cases; document test results	<b>H</b>	100%	900
	Total overtime hours			900

### **Business Taxes Specialist I (Overtime) - Business Analyst- Online Services**

The Business Analyst- Online Services will work with the business program areas and the contractor to clarify and refine business requirements, business rules, forms, and reports. The Business Analyst- Online Services will participate in joint application development (JADs) and design activities; participate in user acceptance testing and develop test cases; participate in training and develop training aids.

<b>Workload Detail – Unit 473</b>				
<b>Sale and Use Tax Department, Business Analyst- Online Services</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Business Taxes Specialist I</b>				
	Refine business requirements and business rules; participate in JADs, design, user acceptance testing, training	<b>H</b>	100%	3600
	Total overtime hours			3600

### **Business Taxes Specialist I (Overtime) - Business Analyst- Return Analysis**

The Business Analyst- Return Analysis will work with business program areas and the contractor to clarify and refine business requirements, business rules, forms, and reports. The Business Analyst- Return Analysis will participate in joint application development (JADs) and design activities; participate in user acceptance testing and develop test cases; participate in training and develop training aids.

<b>Workload Detail – Unit 450</b>				
<b>Sale and Use Tax Department, Business Analyst- Return Analysis</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Business Taxes Specialist I</b>				
	Refine business requirements and business rules; participate in JADs, design, user acceptance testing, training	<b>H</b>	100%	3600
	Total overtime hours			3600

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### **Business Taxes Specialist I (Overtime) - Business Analyst-Local Revenue Accounting**

The Business Analyst-Local Revenue Accounting will work with business program areas and the contractor to clarify and refine business requirements, business rules, forms, and reports. The Business Analyst-Local Revenue Accounting will participate in joint application development (JADs) and design activities; participate in user acceptance testing and develop test cases; participate in training and develop training aids.

<b>Workload Detail – Unit 486</b>				
<b>Sale and Use Tax Department, Business Analyst-Local Revenue Accounting</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Business Taxes Specialist I</b>				
	Refine business requirements and business rules; participate in JADs, design, user acceptance testing, training	H	100%	3600
	Total overtime hours			3600

### **Business Taxes Specialist I (Overtime) - Communications Publications Support- SUTD Policy**

The Communications Publications Support- SUTD Policy will update BOE forms and publications effected by the scope of the implementation related to external communications and public relations related communications.

<b>Workload Detail – Unit 450</b>				
<b>Sale and Use Tax Department, Communications Publications Support- SUTD Policy</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Business Taxes Specialist I</b>				
	Update BOE forms and publications effected by the scope of CROS	H	100%	1800
	Total overtime hours			1800

### **Business Taxes Specialist I (Overtime) - Trainer- Program End User Training**

The Trainer- Program End User Training, SUTD Core will develop training curriculum, materials, and training examples; ensure training data availability; conduct end user training.

## Analysis of Problem

<b>Workload Detail – Unit 450</b>				
<b>Sale and Use Tax Department, Trainer- Program End User Training</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Business Taxes Specialist I</b>				
	Develop training curriculum and materials; ensure training data availability; conduct end user training	<b>H</b>	100%	900
	Total overtime hours			900

### **Business Taxes Specialist I (Overtime) - UAT Tester- SUTD**

The UAT Tester- SUTD will conduct user acceptance test; execute test scripts; document and report on test results.

<b>Workload Detail – Unit 450</b>				
<b>Sale and Use Tax Department, UAT Tester- SUTD</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Business Taxes Specialist I</b>				
	Conduct user acceptance test; execute test scripts; document and report on test results	<b>H</b>	100%	8100
	Total overtime hours			8100

### **Business Taxes Specialist I (Overtime) - Cashiers SME- SUTD**

The Cashiers SME- SUTD will provide subject matter expertise on cashiers functions related to sales and use tax, mobile telephony services (MTS), and lumber tax, as well as participate in joint application design (JADs).

<b>Workload Detail – Unit 450</b>				
<b>Sale and Use Tax Department, Cashiers SME- SUTD</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Business Taxes Specialist I</b>				
	Provide expertise on cashiers functions related to sales and use tax, MTS, and lumber tax; participate in JADs	<b>H</b>	100%	675
	Total overtime hours			675

### **Business Taxes Specialist I (Overtime) - Appeals SME-SUTD**

The Appeals SME-SUTD will provide subject matter expertise on appeal functions related to sales and use tax, mobile telephony services (MTS), and lumber tax; participate in joint application design (JADs).

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<b>Workload Detail – Unit 450</b>				
<b>Sale and Use Tax Department, Appeals SME-SUTD</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Business Taxes Specialist I</b>				
	Provide expertise on appeal functions related to sales and use tax, MTS, and lumber tax; participate in JADs	H	100%	675
	Total overtime hours			675

### **Business Taxes Specialist I (Overtime) - Reporting Obligations SME- SUTD**

The Reporting Obligations SME- SUTD will provide subject matter expertise on reporting obligation functions related to sales and use tax, mobile telephony services (MTS), and lumber tax; participate in joint application design (JADs).

<b>Workload Detail – Unit 450</b>				
<b>Sale and Use Tax Department, Reporting Obligations SME- SUTD</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Business Taxes Specialist I</b>				
	Provide expertise on reporting obligation functions related to sales and use tax, MTS, and lumber tax; participate in JADs	H	100%	675
	Total overtime hours			675

### **Business Taxes Specialist I (Overtime) - Report Developer- SUTD Audit**

The Report Developer - SUTD Audit will provide feedback on the prioritization of the BOE reports to be implemented; create and maintain BOE reports; participate in the development of BOE reports not being generated by the contractor; participate in data mapping of existing reports.

<b>Workload Detail – Unit 450</b>				
<b>Sale and Use Tax Department, Report Developer- SUTD Audit</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Business Taxes Specialist I</b>				
	Provide feedback on reports to be implemented; create and maintain reports; participate in the development of reports; participate in data mapping	H	100%	1350
	Total overtime hours			1350

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### Business Taxes Specialist I (Overtime) - Report Developer- SUTD Compliance

The Report Developer- SUTD Compliance will provide feedback on the prioritization of the BOE reports to be implemented; create and maintain BOE reports; participate in the development of BOE reports not being generated by the contractor; participate in data mapping of existing reports.

<b>Workload Detail – Unit 450</b>				
<b>Sale and Use Tax Department, Report Developer- SUTD Compliance</b>				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Business Taxes Specialist I</b>				
	Provide feedback on reports to be implemented; create and maintain reports; participate in the development of reports; participate in data mapping	H	100%	1350
	Total overtime hours			1350

### Business Taxes Specialist II (Overtime) - Report Developer- DAS

The Report Developer- DAS will provide feedback on the prioritization of the BOE reports to be implemented, as well as create and maintain BOE reports.

<b>Workload Detail – Unit 450</b>				
<b>Sale and Use Tax Department, Report Developer- DAS</b>				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Business Taxes Specialist II</b>				
	Provide feedback on BOE reports to be implemented; create and maintain BOE reports	H	100%	1350
	Total overtime hours			1350

### Business Taxes Specialist II (Overtime) - Video Communications Specialist- Internal

The Video Communications Specialist- Internal will create internal video communications, focusing on video production, and editing; create training videos related to the CROS Solution.

<b>Workload Detail – Unit 450</b>				
<b>Sale and Use Tax Department, Video Communications Specialist- Internal</b>				
		Time Measure		Ongoing Activities
Classification	Activity	M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Business Taxes Specialist II</b>				
	Create internal video communications, focusing on video production, editing.; create training videos	H	100%	900
	Total overtime hours			900

## Analysis of Problem

### Technology Services Department

#### **1.0 Associate Information Systems Analyst (Specialist) (Permanent) - Account Administrator - TSD**

The Account Administrator - TSD will work with the CROS Solution to develop BOE account profiles, implement new profiles, and convert existing accounts to the CROS Solution for both internal and external customers and employees; participate in the implementation of a new account management system.

<b>Workload Detail – Unit 381</b>				
<b>Technology Services Department, Account Administrator - TSD</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Associate Information Systems Analyst (Specialist)</b>				
	Develop account profiles; implement new profiles; convert existing accounts; participate in the implementation of account management system	H	100%	1800
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

#### **1.1 Associate Information Systems Analyst (Specialist) (Permanent) - Release Support**

The Release Support will support release management for changes to the legacy system and CROS Solution while both systems work in parallel; ensure separation of duties; coordinate the data guidance group to make production changes.

<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, Release Support</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Associate Information Systems Analyst (Specialist)</b>				
	Support release management for parallel systems; ensure separation of duties; coordinate the data guidance group	H	100%	1950
	Total hours			1950
	Total positions requested (1800 hours/position)			1.0
	Total temp help requested			0.1

#### **1.0 Senior Information Systems Analyst (Specialist) (Permanent) - Analyst - TSD**

The Analyst - TSD will assess and quantify changes to BOE legacy systems and infrastructure; analyze change control risk and issue impact requests; communicate legislative changes of legacy systems to CROS.

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<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, Analyst - TSD</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Senior Information Systems Analyst (Specialist)</b>				
	Assess legacy systems and infrastructure and change control impacts; communicate legislative changes	H	85%	1530
	Support the management of the CROS implementation	H	15%	270
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

### 2.0 Senior Information Systems Analyst (Specialist) (Permanent) - SharePoint Administrator- TSD

The SharePoint Administrator- TSD will support CROS's use of SharePoint as the reporting platform for the implementation of the CROS Solution. The SharePoint Administer will administer SharePoint governance standards and policies; provide training; ensure user compliance; develop new features as needed by the CROS Project.

<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, SharePoint Administrator- TSD</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Senior Information Systems Analyst (Specialist)</b>				
	Support CROS SharePoint; administer SharePoint governance standards and policies; provide training; ensure user compliance; develop new features	H	100%	3600
	Total hours			3600
	Total positions requested (1800 hours/position)			2.0

### 1.1 Senior Information Systems Analyst (Specialist) (Permanent) – ITIL Change Manager - TSD

The Information Technology Infrastructure Library (ITIL) Change Manager supports and coordinates TSD activities with CROS; provide change management; work with CROS Release Manager to coordinate the implementation efforts.

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<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, ITIL Change Manager</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Senior Information Systems Analyst (Supervisor)</b>				
	Coordinate TSD activities with CROS; provide change management; coordinate with release management	<b>H</b>	100%	1950
	Total hours			1950
	Total positions requested (1800 hours/position)			1.0
	Total temp help requested			0.1

### 0.5 Senior Information Systems Analyst (Specialist) (Permanent) – Server Monitoring Analyst - TSD

The Server Monitoring Analyst - TSD will provide support for the CROS Solution during the implementation of new servers; monitor increased server messages; develop review logs, metrics, reports; correct errors.

<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, Server Monitoring Analyst - TSD</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Senior Information Systems Analyst (Specialist)</b>				
	Support the implementation of new servers; monitor increased server messages; develop review logs, metrics, reports; correct errors	<b>H</b>	100%	900
	Total hours			900
	Total positions requested (1800 hours/position)			0.5

### 1.1 Staff Information Systems Analyst (Specialist) (Permanent) - Release Lead

The Release Lead will provide release management for parallel systems; ensure separation of duties; lead the data guidance group.

<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, Release Lead</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Staff Information Systems Analyst (Specialist)</b>				
	Provide release management for parallel systems; ensure separation of duties; lead the data guidance group	<b>H</b>	100%	1950
	Total hours			1950
	Total positions requested (1800 hours/position)			1.0
	Total temp help requested			0.1

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### 1.6 Staff Information Systems Analyst (Specialist) (Permanent) - Trainer- TSD Technical User Training

The Trainer- TSD Technical User Training will develop training curriculum, materials, and training examples for end users of the technical aspects of the CROS Solution; ensure training data availability for training.

<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, Trainer- TSD End User Training</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Staff Information Systems Analyst (Specialist)</b>				
	Develop training curriculum, materials, training examples; ensure training data availability for training	H	100%	2850
	Total hours			2850
	Total positions requested (1800 hours/position)			1.0
	Total temp help request			0.6

### 1.0 Staff Information Systems Analyst (Specialist) (Permanent) - Technical Tester- Interfaces and BI

The Technical Testers will create test data for to test the CROS Solution; create test case scenarios; provide test case review feedback; validate service-level agreement (SLA) requirement objectives are met; catalogue interfaces. The Technical Tester- Interfaces and BI will test automated interfaces and support user acceptance testing. The Technical Tester – ECM will test the enterprise content management system. This work is in addition to technical testing needed for the Legacy system.

<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, Technical Tester- Interfaces and BI</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Staff Information Systems Analyst (Specialist)</b>				
	Create test data, case scenarios; provide test case review feedback; test automated interfaces; Support user acceptance testing	H	50%	900
	Validate SLA requirement objectives are met; Log issues, provide metrics.	H	50%	900
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

### 0.5 Staff Information Systems Analyst (Specialist) (Permanent) - Database/Application Monitoring Analyst

The Database/Application Monitoring Analyst will provide additional security monitoring of intrusion detection and intrusion prevention messages related to the CROS project; provide additional security incident and event monitoring related to the additional databases, servers and account activity associated with the CROS project.

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<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, Database/Application Monitoring Analyst</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Staff Information Systems Analyst (Specialist)</b>				
	Provide security monitoring related to intrusion detection, intrusion prevention, databases, servers and account activity	<b>H</b>	100%	900
	Total hours			900
	Total positions requested (1800 hours/position)			0.5

### 0.5 Staff Information Systems Analyst (Specialist) (Permanent) - Web Services Specialist

The Web Services Specialist will update BOE internet and intranet pages affected by CROS.

<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, Web Services Specialist</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Staff Information Systems Analyst (Specialist)</b>				
	Update internet and intranet pages affected by CROS	<b>H</b>	100%	900
	Total hours			900
	Total positions requested (1800 hours/position)			0.5

### 0.5 Staff Information Systems Analyst (Specialist) (Permanent) - TSD Service Desk Analyst

The TSD Service Desk Analyst will log and resolve end user system issues in the HEAT system for legacy systems and the CROS Solution; provide tier-1 level help desk services in accordance with contract service levels; escalate unresolved issues.

<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, TSD Service Desk Analyst</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Staff Information Systems Analyst (Specialist)</b>				
	Log and resolve end user system issues in the HEAT system; ensure accordance with contract required service levels	<b>H</b>	100%	900
	Total hours			900
	Total positions requested (1800 hours/position)			0.5

### 0.5 Staff Information Systems Analyst (Specialist) (Permanent) – Server Monitoring Analyst

The Server Monitoring Analyst will support the contractor with the installation of the CROS Solution Tenant Managed Service (TMS); complete documentation needed for contractor staff admittance to Office of Technology Services (O-Tech), transport and Escort contractor staff to O-Tech for services during

## Analysis of Problem

implementation; handle logistics for equipment deliveries; arrange security clearances for contractor staff requiring access.

<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, Server Monitoring Analyst</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Staff Information Systems Analyst (Specialist)</b>				
	Support the installation of the TMS; arrange contractor staff admittance to O-Tech; transport and escort contractor; handle logistics; arrange security clearances	<b>H</b>	100%	900
	Total hours			900
	Total positions requested (1800 hours/position)			0.5

### **0.5 Systems Software Specialist I (Technical) (Permanent) - Data Warehouse Developer**

The Data Warehouse Developer will create customized reports using Structured Query Language (SQL) from Data Warehouse; develop extract, transform, and load (ETL) packages; oversee unit, system, integration and performance testing.

<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, Data Warehouse Developer</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Systems Software Specialist I (Technical)</b>				
	Create custom reports; develop ETL packages; oversee unit, system, integration and performance testing	<b>H</b>	100%	900
	Total hours			900
	Total positions requested (1800 hours/position)			0.5

### **1.0 Systems Software Specialist II (Technical) (Permanent) - Data Warehouse Database Administrator**

The Data Warehouse Database Administrator will monitor the extract, transform, and load (ETL) of interfaces to the Data Warehouse; support the analysis and design of the warehouse and BI solution by providing test data.

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<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, Data Warehouse Database Administrator</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Systems Software Specialist II (Technical)</b>				
	Monitor ETL of interfaces to the Data Warehouse; provide test data; oversee unit, system, integration, and performance testing	H	100%	1800
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

### 0.5 Systems Software Specialist II (Technical) (Permanent) - Documentum SME- TSD

The Documentum SME- TSD will support the integration of CROS and Documentum software; participate in system integration development and testing; support the integration of CROS Solution components; support the implementation of external data exchanges; provide on-going support for existing and new business functionality.

<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, Documentum SME- TSD</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Systems Software Specialist II (Technical)</b>				
	Support integration of CROS and Documentum; participate in integration and testing	H	60%	540
	Support integration of solution components and the implementation of external data exchanges	H	25%	225
	Provide support for business functionality	H	15%	135
	Total hours			900
	Total positions requested (1800 hours/position)			0.5

### 1.0 Systems Software Specialist II (Technical) (Permanent) - Infrastructure SME

The Infrastructure SME will provide subject matter expertise on contractor proposed changes to BOE technical infrastructure.

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<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, Infrastructure SME - TSD</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Systems Software Specialist II (Technical)</b>				
	Provide advice and feedback on proposed changes to infrastructure	<b>H</b>	100%	1800
	Total hours			1800
	Total positions requested (1800 hours/position)			1.0

### 3.0 Senior Information Systems Analyst (Specialist) (Permanent) – Technical Testers - TSD

The Technical Testers - TSD will create test data and test case scenarios. Provide test case review feedback. Validate service-level agreement (SLA) requirement objectives are met.

<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, Technical Testers - TSD</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Senior Information Systems Analyst (Specialist)</b>				
	Create test data and test case scenarios; provide test case review feedback; validate SLA requirement objectives are met	<b>H</b>	100%	5400
	Total hours			5400
	Total positions requested (1800 hours/position)			3.0

### 0.1 Data Processing Manager II (Temp) - Deliverable Reviewer- TSD

The Deliverable Reviewer- TSD will be a member of a review team for one or more CROS Solution deliverables to provide findings and recommendations during the Deliverable Review Process.

<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, Deliverable Reviewer- TSD</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Data Processing Manager II</b>				
	Review deliverables and provide findings and recommendations.	<b>H</b>	50%	120
	Attend review meetings	<b>H</b>	50%	120
	Total temp hours			240
	Total temp positions requested (1800 hours/position)			0.1

### 0.5 Data Processing Manager II (Temp) - Enterprise Architecture Specialist- TSD

The Enterprise Architecture Specialist- TSD will provide support to the CROS Solution regarding current, proposed and implemented architecture; ensure the BOE enterprise stays current on the architecture and data dictionary for the solution and applications integrated into the solution; maintain architecture documentation; update data architecture, data dictionary, and solution architecture documentation.

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<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, Enterprise Architecture Specialist- TSD</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Data Processing Manager II</b>				
	Ensure current architecture and data dictionary; Maintain architecture documentation	H	65%	585
	Update data architecture, dictionary and documentation	H	35%	315
	Total temp hours			900
	Total temp positions requested (1800 hours/position)			0.5

### 2.0 Data Processing Manager II (Temp) – TSD Legacy Lead SME - TSD

The TSD Legacy Lead SME - TSD will provide legacy system knowledge; assist with the system cut-over; conversion; development of migration plans; provide expertise on the process of retiring legacy systems while bringing new systems on line gradually; provide expertise on legacy systems coexisting with new systems for a period of time to enable orderly, controlled transfer of information.

<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, TSD Legacy Lead SME - TSD</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Data Processing Manager II</b>				
	Provides legacy system knowledge; assist with cut-over	H	100%	3600
	Total temp hours			3600
	Total temp positions requested (1800 hours/position)			2.0

### 0.4 Data Processing Manager II (Temp) - MRE Reviewer- TSD

The MRE Reviewer- TSD will participate in review teams for CROS Solution Management Review Events (MREs) and provide findings and recommendations during the deliverable review process.

<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, MRE Reviewer- TSD</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Data Processing Manager II</b>				
	Review MRE and provide findings and recommendations	H	50%	337.5
	Attend review meetings	H	50%	337.5
	Total temp hours			675
	Total temp positions requested (1800 hours/position)			0.4

### 1.0 Senior Information Systems Analyst (Specialist) (Temp) – Scheduler - TSD

The Scheduler - TSD will work with CROS and the contractor's schedulers to analyze and maintain schedules; schedule impact assessments; liaise with the TSD Strategic Project Office (SPO) to coordinate CROS and

## Analysis of Problem

enterprise wide project activities related to legacy system changes, mandates and Office of Technology Services (OTech) activities.

<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, Scheduler - TSD</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Senior Information Systems Analyst (Specialist)</b>				
	Analyze and maintain schedules; schedule impact assessments; coordinate CROS and enterprise wide project activities	<b>H</b>	100%	1800
	Total hours			1800
	Total temp positions requested (1800 hours/position)			1.0

### 0.3 Senior Programmer Analyst (Specialist) (Temp) – Interface Programmer SME - TSD

The Interface Programmer SME - TSD will conduct analysis to develop and transform programs to support automation of interfaces in the interface tool; troubleshoot and resolve interface production problems; develop interface transform logic; develop program unit test cases; document and report on test results.

<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, Interface Programmer SME - TSD</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Senior Programmer Analyst (Specialist)</b>				
	Develop programs in support of interface automation; troubleshoot and resolve interface production problems	<b>H</b>	70%	315
	Develop interface transform logic, unit test cases; document and report on test result	<b>H</b>	30%	135
	Total temp hours			450
	Total temp positions requested (1800 hours/position)			0.3

### 2.5 Senior Programmer Analyst (Specialist) (Temp) – Tax and Fee Developer - TSD

The Tax and Fee Developer - TSD will conduct analysis and develop new and custom tax and fee applications to the CROS Solution.

## Analysis of Problem

<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, Tax and Fee Developer - TSD</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Senior Programmer Analyst (Specialist)</b>				
	Conduct analysis and develop new and custom tax and fee applications	H	100%	4500
	Total temp hours			4500
	Total temp positions requested (1800 hours/position)			2.5

### 1.3 Senior Programmer Analyst (Specialist) (Temp) – Tax and Fee Technical Administrator - TSD

The Tax and Fee Technical Administrator - TSD will conduct analysis to develop new and custom tax and fee applications for to the CROS Solution.

<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, Tax and Fee Technical Administrator - TSD</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Senior Programmer Analyst (Specialist)</b>				
	Develop new or custom applications	H	100%	2250
	Total temp hours			2250
	Total temp positions requested (1800 hours/position)			1.3

### 1.5 Systems Software Specialist II (Technical) (Temp) – Environment Support- Developer - TSD

The Environment Support- Developer - TSD will work with the contractor on modifications to existing BOE infrastructure in support of CROS; provide feedback on proposed changes and design; conduct analysis to develop new and custom applications for the CROS Solution.

<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, Environment Support- Developer - TSD</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Systems Software Specialist II (Technical)</b>				
	Participate in modifications to existing BOE infrastructure; provide feedback on designs; conduct analysis to develop applications	H	100%	2700
	Total temp hours			2700
	Total temp positions requested (1800 hours/position)			1.5

### 0.4 Systems Software Specialist II (Technical) (Temp) – Documentum Specialist-TSD

The Documentum Specialist-TSD will manage changes to Documentum consistent with CROS requirements and the design proposed by the contractor; provide knowledge of BOE implementation of Documentum and indexed documents; work with contractor to interface Documentum to CROS Solution; support CROS use of Documentum by creating document indexes and libraries to support document management.

## Analysis of Problem

<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, Documentum Specialist-TSD</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Systems Software Specialist II (Technical)</b>				
	Manage changes to Documentum per CROS requirements; participate in interfacing Documentum to CROS Solution; support CROS use of Documentum	H	80%	540
	Provide knowledge of BOE implementation of Documentum	H	20%	135
	Total temp hours			675
	Total temp positions requested (1800 hours/position)			0.4

### 0.5 Systems Software Specialist II (Technical) (Temp) – Documentum Integration Specialist-TSD

The Documentum Integration Specialist-TSD will support the integration of the CROS Solution and Documentum software; participate in system integration testing; provide feedback and advice on call center integration design; develop integration test cases and test results.

<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, Documentum Integration Specialist-TSD</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Systems Software Specialist II (Technical)</b>				
	Support integration of the CROS Solution and Documentum software; participate in integration testing	H	70%	630
	Provide feedback on call center integration design; develop integration test cases and test results	H	30%	270
	Total temp hours			900
	Total temp positions requested (1800 hours/position)			0.5

### 0.8 Systems Software Specialist II (Technical) (Temp) – Database Administrator -TSD

The Database Administrator -TSD will manage changes to BOE databases consistent with CROS requirements and the design proposed by the contractor.

## Analysis of Problem

<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, Data Warehouse Database Administrator -TSD</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Systems Software Specialist II (Technical)</b>				
	Manage changes to BOE databases	<b>H</b>	100%	1350
	Total temp hours			1350
	Total temp positions requested (1800 hours/position)			0.8

### 1.5 Systems Software Specialist III (Technical) (Temp) – Data Warehouse Support SME - TSD

The Data Warehouse Support SME - TSD will provide support for the CROS Solution and learn the technical aspects of the data warehouse environment during the implementation of the new data warehouse.

<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, Data Warehouse Support SME - TSD</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Systems Software Specialist III (Technical)</b>				
	Support and learn the technical aspects of the data warehouse environment	<b>H</b>	100%	2700
	Total temp hours			2700
	Total temp positions requested (1800 hours/position)			1.5

### Assistant Information Systems Analyst (Overtime) – Desktop and LAN support -TSD

The Desktop and LAN support -TSD will provide desktop, local area network (LAN) and desktop infrastructure support related to over 80 new CROS and consultant staff; load software onto CROS computers; ensure contractor provided machines have the applicable security software installed; conduct security scans on contractor machines to ensure compliance and compatibility.

<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, Desktop and LAN support -TSD</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Assistant Information Systems Analyst</b>				
	Provide desktop support; load software onto CROS computers; ensure contractor machines have security software installed; conduct security scans; ensure compliance and compatibility	<b>H</b>	100%	1800
	Total overtime hours			1800

## Analysis of Problem

### Associate Information Systems Analyst (Overtime) – Program Liaison -TSD

The Program Liaison -TSD will liaise with program units to communicate changes coming with the CROS Solution; soliciting feedback on response to changes; work with the CROS OCM Lead and participate in change interventions; identify and clarify issues.

<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, Program Liaison -TSD</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Associate Information Systems Analyst</b>				
	Liaise with program units to communicate changes; solicit feedback on response to changes	H	50%	1012.5
	Participate in change interventions; identify and clarify issues		50%	1012.5
	Total overtime hours			2025

### Staff Information Systems Analyst (Specialist) (Overtime) – Form Developer-TSD

The Form Developer-TSD will support the new form generating platform of the CROS Solution; learn the new platform; prepare troubleshooting strategies; solve platform issues; provide customer service to program areas; participate in data mapping existing forms information to the CROS Solution.

<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, Form Developer-TSD</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minutes H=Hours	Percentage of Time Per Activity	Total Hours
<b>Staff Information Systems Analyst (Specialist)</b>				
	Support form generating platform; learn the new platform; prepare troubleshooting strategies; solve platform issues; provide customer service	H	70%	945
	Participate in data mapping existing forms information to the CROS Solution	H	30%	405
	Total overtime hours			1350

### Staff Information Systems Analyst (Specialist) (Overtime) – Report Developer-TSD

The Report Developer-TSD will support the report generating platform of the CROS Solution; learn the new platform; prepare troubleshooting strategies; resolve technical platform issues; provide customer service to program areas; participate in data mapping existing information to the CROS Solution.

## Analysis of Problem

<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, Report Developer-TSD</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Staff Information Systems Analyst (Specialist)</b>				
	Support the report generating platform; learn the platform; prepare troubleshooting strategies; resolve technical issues; provide customer service	H	50%	675
	Participate in data mapping existing information to the CROS Solution	H	50%	675
	Total overtime hours			1350

### **Staff Information Systems Analyst (Specialist) (Overtime) – Infrastructure SME - TSD**

The Infrastructure SME - TSD will provide subject matter expertise on contractor proposed changes to the BOE technical infrastructure.

<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, Infrastructure SME - TSD</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minute s H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Staff Information Systems Analyst (Specialist)</b>				
	Provide expertise on proposed changes to BOE technical infrastructure	H	100%	1350
	Total overtime hours			1350

### **Staff Information Systems Analyst (Specialist) (Overtime) – Data Management Analyst - TSD**

The Data Management Analyst - TSD will work with the contractor to ensure elements of the data architecture required by TSD Enterprise Architecture Unit are defined and documented; provide data architecture component definition; support data mapping; provide knowledge of BOE legacy data architecture; validate data management requirements are met.

<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, Data Management Analyst - TSD</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Staff Information Systems Analyst (Specialist)</b>				
	Ensure data architecture is defined; provide component definition; support data mapping; provide knowledge of legacy data architecture; ensure data management requirements are met	H	100%	1350
	Total overtime hours			1350

## Analysis of Problem

### Staff Information Systems Analyst (Specialist) (Overtime) – Legacy System Decommissioning SME - TSD

The Legacy System Decommissioning SME - TSD will create and execute a decommissioning plan for the Legacy System including rollback and back-up strategies; address remaining data after everything moved off system; disconnect equipment; arrange close out of related Inter-Agency Agreements.

<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, Legacy System Decommissioning SME - TSD</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Staff Information Systems Analyst (Specialist)</b>				
	Create and execute a decommissioning plan; address remaining data; disconnect equipment; arrange close out of agreements	H	100%	900
	Total overtime hours			900

### Staff Information Systems Analyst (Specialist) (Overtime) – Business Rules Technical Administrator - TSD

The Business Rules Technical will administer the rule application and environment of the CROS Solution and legacy systems.

<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, Business Rules Technical Administrator - TSD</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Staff Information Systems Analyst (Specialist)</b>				
	Administer rule application and environment	H	100%	2250
	Total overtime hours			2250

### Staff Information Systems Analyst (Specialist) (Overtime) – Business Rules Developer - TSD

The Business Rules Developer - TSD will develop new and custom rules for the CROS Solution; administer rule application and environment.

<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, Business Rules Developer - TSD</b>				
		<b>Time Measure</b>		<b>Ongoing Activities</b>
<b>Classification</b>	<b>Activity</b>	<b>M=Minutes H=Hours</b>	<b>Percentage of Time Per Activity</b>	<b>Total Hours</b>
<b>Staff Information Systems Analyst (Specialist)</b>				
	Develop new and custom rules; administer rule application and environment	H	100%	2250
	Total overtime hours			2250

## Analysis of Problem

### Staff Information Systems Analyst (Specialist) (Overtime) – TSD Deliverable Reviewers - TSD

The TSD Deliverable Reviewers - TSD will participate on review teams for CROS Solution deliverables; provide findings and recommendations during the deliverable review process; attend review meetings.

<b>Workload Detail - Unit 381</b>				
<b>Technology Services Department, TSD Deliverable Reviewers - TSD</b>				
Classification	Activity	Time Measure		Ongoing Activities
		M=Minute H=Hours	Percentage of Time Per Activity	Total Hours
<b>Staff Information Systems Analyst (Specialist)</b>				
	Participate on review teams for CROS Solution deliverables; provide findings and recommendations	H	50%	2025
	Attend review meetings	H	50%	2025
	Total overtime hours			4050

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## Analysis of Problem

### Overhead Workload Detail

#### Administration Department

#### **0.5 Associate Business Management Analyst (ABMA) (Permanent) – Business Services Branch**

Workload Detail					
Classification: ABMA	Time Measure				
Activity	H = Hours M = Minutes	Time Per Occurrence	# of Employees	Occurrences Per Year	Total Hours
Respond to service requests, generate work orders, and coordinate activities with DGS, property managers, lessors and board staff on routine facility issues. <u>_a/</u>	H	0.01	73	264	192.72
Perform routine facilities modifications such as modular furniture reconfigurations and reasonable accommodation requests. <u>_b/</u>	H	8	73	0.2	116.8
Perform space needs assessments, analyze special program requirements, and perform design services. <u>_b/</u>	H	16	73	0.2	233.6
Update CADD data base, floor plans, project files. <u>_b/</u>	H	4	73	0.2	58.4
In-State travel to annexes and field offices to work with contractors performing modular furniture and routine facility work. <u>_b2/</u>	H	22	73	0.1	160.6
Requisition office furnishings and modular work station components for employee turnover and reasonable accommodations. <u>_c/</u>	H	16	73	0.05	58.4
Provide project management and planning for remodeling and tenant improvement projects for new staff. <u>_d/</u>	H	2	73	130	260
Attend weekly construction meetings for tenant improvement (TI) projects. <u>_e/</u>	H	2	73	26	52
In-State travel for construction related meetings and inspections. <u>_e2/</u>	H	8	73	13	104
Hours per year					1236.52
Positions based on 1,800 hours					0.68
Total positions requested					0.5

\_a/ estimated 1 hr per day per 100 employees and 264 calendar days (22 X 12)

\_b/ averaged 800 requests per year per 4000 employees = 0.2 requests per PY per year

\_b2/ 50% of staff located in field offices = .2 requests per year per person divided by 2

\_c/ estimated employee turnover, and RA = 5%

\_d/ estimated daily time spent on average project of medium complexity for 26 weeks (130 days).

\_e/ averaged TI project is 26 weeks from start of construction to completion

\_e2/ 50% of staff and projects located in field offices outside Sacramento

## Analysis of Problem

### 0.5 Systems Software Specialist (SSS) I (Permanent) – Business Services Branch

Workload Detail					
Classification: SSS I	Time Measure				
Activity	H= Hours M = Minutes	Time Per Occurrence	# of Employees	Occurrences Per Year	Total Hours
Provide user support and troubleshooting for telecommunication devices. <u>_a/</u>	H	0.01	73	264	192.72
Perform routine services and support for moves and feature changes for telecom landline systems, cabling changes, wiring punch downs. <u>_b/</u>	H	4	73	0.2	58.4
Update in house data bases. Update AT&T and Verizon data bases. <u>_b/</u>	H	2	73	0.2	29.2
In-State travel to annexes and field offices to provide end user support, wiring changes and maintain systems <u>_b2/</u>	H	22	73	0.1	160.6
Requisition telecommunications components and services for employee turnover. <u>_c/</u>	H	16	73	0.05	58.4
Perform telecommunications needs assessments, analyze and adjust rate plans. Analyze telecommunications invoices and resolve disputes. <u>_d/</u>	H	0.01333333	73	24	23.36
Install software upgrades and provide user training on BlackBerry wireless devices <u>_e/</u>	H	3	73	1	219
Requisition, upgrade and deploy new wireless devices. Provide user training on new model features <u>_f/</u>	H	4	73	0.5	146
Provide project management and planning for tenant improvement projects and the installation of telecommunications systems to support new staff. <u>_g/</u>	H	2		130	260
Hours per year					1147.68
Positions based on 1,800 hours					0.63
Total positions requested					0.5

\_a/ estimated 1 hr per day per 100 employees and 264 calendar days (22 X 12)

\_b/ averaged 800 requests per year per 4000 employees = multiplier 0.2 per PY requests per year

\_b2/ averaged .2 requests per year per PY x 50% of staff located in field offices = .1

\_c/ averaged employee turnover, and RA = 5%

\_d/ estimated 1 hour per 75 employees to review wireless and landline invoices on a monthly basis. 2 invoices per month x 12 months

\_e/ annual software upgrades and user training. 1 devices per person x 3 hour per user per year

\_f/ bi-annual equipment upgrade/refresh per wireless contract. 1 device per person x .5 = .5

\_g/ estimated daily time spent on average project of medium complexity for 26 weeks (130 days).

## Analysis of Problem

### 1.0 Personnel Specialist (Permanent) – Human Resources Division

#### Workload Detail - Human Resources Division

##### Transactions

#### Time Measures

Classification	Activity	Hours Per Occurrence	# of Employees	Per Year	Total Hours Per Year
<b>Personnel Specialist</b>	Attendance/pay	0.50	73.0	24	876.0
	Administrative	0.21	73.0	12	184.0
	Employee Contact Time	0.60	73.0	12	525.6
	Appointment Maintenance	0.50	73.0	12	438.0
Total hours					2023.6
Total positions requested (1800 hours per position)					1.0

#### Technology Services Department

### 0.5 Senior Information Systems Analyst (ISA) (Permanent) – Technology Services

Classification	Activity Description (Other)	Hours Per Occurrence	# of Occurrences per Year	# of New Positions	Total Hours
Senior ISA	Troubleshoot Problems, User Support and Training	4	3.87	73.0	1,130.0
	Security Maintenance (Encryption, Virtual Private Network, etc)	3	0.47	73.0	102.9
	Build Test and Maintain Computer Images	4	1.07	73.0	312.4
	Coordinate with Maintenance Efforts with System Coordinators	10	0.13	73.0	94.9
	Special Projects and Documentation	25	0.05	73.0	91.3
	Travel to Remote Locations	5	0.04	73.0	14.6
	Total hours				
Total positions requested					1.0

## Analysis of Problem

### Internal Audit Division

#### 0.5 Business Taxes Specialist II (Permanent) – Internal Audit

Workload Detail - Internal Audit Division					
Classification	Activity	Time Measures		On-going Activities	
		Hours Per Occurrence <sup>2</sup>	# of Employee	Per Year <sup>4</sup>	Total Hours Per Year
Business Taxes Specialist II	<sup>1</sup> Internal Audit	446.00	73.0	0.025	814.0
Total hours					814.0
Total positions requested (1120 <sup>3</sup> hours per position)					0.5

<sup>1</sup> Activities include, but are not limited to: Internal audits and reviews related to the Board of Equalization's agency-wide operations; providing consulting services to the organization's management and staff; and perform follow-up reviews to ensure corrective actions are implemented effectively.

<sup>2</sup> Hours per occurrence based on 2012 actual average hrs.

<sup>3</sup> Hours per position: 1120=1600-480 (480 per PY of non-audit related activities: Mandatory training, External Audit Liaison, CROS liaison, staff mentoring, audit review, special assign/other, policy review and update, etc.

<sup>4</sup> Ongoing activities per year per new employee.

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## Analysis of Problem

DF-46 (REV 05/11)						
<b>Fiscal Summary</b> (Dollars in thousands)						
BCP No.	Proposal Title <b>CROS</b>				Program	
<b>Personal Services</b>		<b>Positions</b>			<b>Dollars</b>	
	<b>CY</b>	<b>BY</b>	<b>BY + 1</b>	<b>CY</b>	<b>BY</b>	<b>BY + 1</b>
Total Salaries and Wages <sup>1</sup>	0.0	99.2	115.6		\$15,262	\$17,547
Total Staff Benefits <sup>2</sup>					\$4,042	\$4,657
<b>Distributed Administration</b>					\$4,270	\$4,799
<b>Total Personal Services</b>	0.0	99.2	115.6		\$23,574	\$27,003
<b>Operating Expenses and Equipment</b>						
General Expense					\$2,159	\$448
Distributed Administration					\$1,068	\$1,200
Printing					\$5	\$5
Communications					\$188	\$121
Postage						
Travel-In State					\$82	\$75
Travel-Out of State					\$41	\$18
Training					\$345	\$379
Facilities Operations					\$1,779	\$1,714
Utilities					\$27	\$27
Consulting & Professional Services: Interdepartmental <sup>3</sup>						
Consulting & Professional Services: External <sup>3</sup>					\$26,791	\$32,878
Data Center Services					\$767	\$770
Information Technology					\$919	\$1,164
Equipment <sup>3</sup>					\$971	\$180
Other/Special Items of Expense: <sup>4</sup>						
<b>Total Operating Expenses and Equipment</b>					\$35,142	\$38,979
<b>Total State Operations Expenditures</b>					\$58,716	\$65,982
<b>Fund Source</b>	<b>Item Number</b>					
	<b>Org</b>	<b>Ref</b>	<b>Fund</b>			
General Fund	0860	001	0001			
Special Funds <sup>5</sup>						
Federal Funds						
Other Funds (Specify)						
Reimbursements	0860	501	0995			
<b>Total Local Assistance Expenditures</b>						
<b>Fund Source</b>	<b>Item Number</b>					
	<b>Org</b>	<b>Ref</b>	<b>Fund</b>			
General Fund						
Special Funds <sup>5</sup>						
Federal Funds						
Other Funds (Specify)						
Reimbursements						
<b>Grand Total, State Operations and Local Assistance</b>					\$58,716	\$65,982

<sup>1</sup> Itemize positions by classification on the Personal Services Detail worksheet.

<sup>2</sup> Provide benefit detail on the Personal Services Detail worksheet.

<sup>3</sup> Provide list on the Supplemental Information worksheet.

<sup>4</sup> Other/Special Items of Expense must be listed individually. Refer to the Uniform Codes Manual for a list of standard titles.

<sup>5</sup> Attach a Fund Condition Statement that reflects special fund or bond fund expenditures (or revenue) as proposed.

## Analysis of Problem

<b>Personal Services Detail</b>									
<i>(Whole dollars)</i>									
BCP No.		Proposal Title							
		<b>CROS</b>							
<b>Salaries and Wages Detail</b>									
Unit	Classification <sup>1 2</sup>	Positions				Salary Range	Dollars		
		FN	CY	BY	BY + 1		CY	BY	BY + 1
	<b>CROS Core</b>								
487	Associate Governmental Program Analyst	/a		7.0	7.0	\$62,160	\$0	\$435,120	\$435,120
487	Associate Information Systems Analyst (Spec.)	/a		1.0	1.0	\$67,080	\$0	\$67,080	\$67,080
487	Business Taxes Administrator III	/a		1.0	1.0	\$102,504	\$0	\$102,504	\$102,504
487	Business Taxes Administrator II	/a		2.0	2.0	\$84,564	\$0	\$169,128	\$169,128
487	Business Taxes Specialist I	/a		2.0	2.0	\$75,264	\$0	\$150,528	\$150,528
487	Business Taxes Specialist II	/a		2.0	2.0	\$80,916	\$0	\$161,832	\$161,832
487	Office Technician (Typing)	/a		1.0	1.0	\$37,944	\$0	\$37,944	\$37,944
487	Office Technician (Typing)	/b			1.0	\$37,944	\$0	\$0	\$37,944
487	Senior Information Systems Analyst (Spec.)	/a		3.0	3.0	\$80,880	\$0	\$242,640	\$242,640
487	Staff Services Manager I	/a		1.0	1.0	\$71,448	\$0	\$71,448	\$71,448
487	Systems Software Specialist II (Technical)	/a		2.0	2.0	\$80,748	\$0	\$161,496	\$161,496
487	Staff Information Systems Analyst (Spec.)	/a		4.0	4.0	\$73,548	\$0	\$294,192	\$294,192
487	Staff Information Systems Analyst (Spec.)	/c				\$73,548	\$0	\$0	\$0
487	Data Processing Manager II	/a		1.0	1.0	\$84,924	\$0	\$84,924	\$84,924
487	Business Taxes Specialist II	/a		1.0	1.0	\$80,916	\$0	\$80,916	\$80,916
487	Systems Software Specialist III (Supvr.)	/a		1.0	1.0	\$93,156	\$0	\$93,156	\$93,156
487	Associate Governmental Program Analyst	/a		2.0	2.0	\$62,160	\$0	\$124,320	\$124,320
487	CROS Upgrades						\$0	\$305,781	\$305,781
	<b>Admin</b>								
358	Systems Software Specialist II (Technical)	/a		1.0	1.0	\$80,748	\$0	\$80,748	\$80,748
358	Senior Information Systems Analyst (Spec.)	/a		2.0	2.0	\$80,880	\$0	\$161,760	\$161,760
358	Senior Information Systems Analyst (Spec.)	/e		1.0	1.0	\$80,880	\$0	\$80,880	\$80,880
	<b>External Affairs</b>								
329	Business Taxes Compliance Specialist	/a		0.5	0.5	\$65,256	\$0	\$32,628	\$32,628
329	Systems Software Specialist II (Technical)	/a		1.0	1.0	\$80,748	\$0	\$80,748	\$80,748

**Analysis of Problem**

	<b>SUTD</b>								
466	Business Taxes Specialist I	/a		5.0	5.0	\$75,264	\$0	\$376,320	\$376,320
	<b>STFD</b>								
515	Business Taxes Specialist I			4.0	4.0	\$75,264	\$0	\$301,056	\$301,056
	<b>TSD</b>								
381	Systems Software Specialist II (Technical)	/a		1.0	1.0	\$80,748	\$0	\$80,748	\$80,748
381	Systems Software Specialist I (Technical)	/d		0.5	1.0	\$73,536	\$0	\$36,768	\$73,536
381	Staff Information Systems Analyst (Spec.)	/a		1.0	1.0	\$73,548	\$0	\$73,548	\$73,548
381	Systems Software Specialist II (Technical)	/f		0.5	2.0	\$80,748	\$0	\$40,374	\$161,496
381	Staff Information Systems Analyst (Spec.)	/a		1.0	1.0	\$73,548	\$0	\$73,548	\$73,548
381	Staff Information Systems Analyst (Spec.)	/a		0.5	0.5	\$73,548	\$0	\$36,774	\$36,774
381	Senior Information Systems Analyst (Spec.)	/g		1.0	2.0	\$80,880	\$0	\$80,880	\$161,760
381	Staff Information Systems Analyst (Spec.)	/d		1.5	3.0	\$73,548	\$0	\$110,322	\$220,644
381	Senior Information Systems Analyst (Spec.)	/d		0.5	1.0	\$80,880	\$0	\$40,440	\$80,880
381	Systems Software Specialist II (Technical)	/d		0.5	1.0	\$80,748	\$0	\$40,374	\$80,748
381	Associate Information Systems Analyst (Spec.)	/d		0.5	1.0	\$67,080	\$0	\$33,540	\$67,080
381	Senior Information Systems Analyst (Supvr.)	/a		1.0	1.0	\$84,936	\$0	\$84,936	\$84,936
381	Associate Information Systems Analyst (Spec.)	/d		1.0	2.0	\$67,080	\$0	\$67,080	\$134,160
381	Staff Information Systems Analyst (Spec.)	/h		1.0	3.0	\$73,548	\$0	\$73,548	\$220,644
381	Senior Information Systems Analyst (Spec.)	/a		2.0	2.0	\$80,880	\$0	\$161,760	\$161,760
381	Senior Information Systems Analyst (Spec.)	/a		3.0	3.0	\$80,880	\$0	\$242,640	\$242,640

## Analysis of Problem

<b>Overhead</b>									
391	Associate Business Management Analyst	/a	0.5	0.5	\$62,160	\$0	\$31,080	\$31,080	
391	Systems Software Specialist I (Technical)	/a	0.5	0.5	\$73,536	\$0	\$36,768	\$36,768	
331	Personnel Specialist	/a	1.0	1.0	\$45,936	\$0	\$45,936	\$45,936	
381	Senior Information Systems Analyst (Spec.)	/a	0.5	0.5	\$80,880	\$0	\$40,440	\$40,440	
321	Business Taxes Specialist II	/a	0.5	0.5	\$80,916	\$0	\$40,458	\$40,458	
Blanket Funds:									
Overtime						0	7,662,720	8,782,638	
Temporary Help			0.0	34.2	40.6	0	2,430,257	2,879,886	
<b>Total Salaries and Wages <sup>3</sup></b>			0.0	99.2	115.6	\$0	\$15,262,088	\$17,547,201	
<b>Staff Benefits Detail</b>						<b>CY</b>	<b>BY</b>	<b>BY + 1</b>	
OASDI							1,167,550	1,342,361	
Health/Dental/Vision Insurance							1,207,464	1,392,601	
Retirement							1,558,098	1,796,998	
Miscellaneous									
Workers' Compensation							69,154	79,758	
Industrial Disability Leave							7,295	8,414	
Non-Industrial Disability Leave							3,116	3,593	
Unemployment Insurance							6,079	7,012	
Other:							22,798	26,294	
<b>Total Staff Benefits <sup>3</sup></b>						<b>\$0</b>	<b>\$4,041,554</b>	<b>\$4,657,031</b>	
<b>Grand Total, Personal Services</b>						<b>\$0</b>	<b>\$19,303,642</b>	<b>\$22,204,232</b>	

<sup>1</sup> Use standard abbreviations per the Salaries and Wages Supplement. Show any effective date or limited-term expiration date in parentheses if the position is not proposed for a full year or is not permanent, e.g. (exp 6-30-13) or (eff 1-1-13)

**Note: Information provided should appear in the same format as it would on the Changes in Authorized Positions.**

<sup>2</sup> If multiple programs require positions, please include a subheading under the classification section to identify positions by program/element.

<sup>3</sup> Totals must be rounded to the nearest thousand dollars before posting to the Fiscal Summary.

/a Permanent position(s) starting 7-1-16

/b Permanent position(s) starting 7-1-17

/c Permanent position(s) starting 7-1-18

/d Permanent position(s) starting 1-1-17

/e 2-Year LT starting 7-1-16

/f 1.0 permanent position starting 1-1-17 and 1.0 permanent position starting 7-1-17

/g 1.0 permanent position starting 7-1-16 and 1.0 permanent position starting 7-1-17

/h 1.0 permanent position starting 7-1-16 and 2.0 permanent positions starting 7-1-17