

# **IT Contractor Report (Personal Services Report)**



## **Report to the Joint Legislative Committee on Information Technology Oversight and Fiscal Research**

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## Legislative Request

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### **Session Law 2013-360, Section 7.8.**

Notwithstanding any provision of law to the contrary, *no contract for information technology personal services, or that provides personnel to perform information technology functions*, may be established or renewed without written approval from the Statewide Information Technology Procurement Office and the Office of State Budget and Management. To facilitate compliance with this requirement, the Statewide Information Technology Procurement Office shall develop and document the following:

(1) Standards for determining whether it is more appropriate for an agency to hire an employee or use the services of a vendor.

(2) A process to monitor all State agency personal services contracts, as well as any other State contracts providing personnel to perform information technology functions.

(3) A process for obtaining approval of contractor positions.

Beginning October 1, 2013, the Statewide Information Technology Procurement Office shall report to the Joint Legislative Oversight Committee on Information Technology and the Fiscal Research Division on its progress toward standardizing information technology personal services contracts. In addition, the report shall include detailed information on the number of personal service contractors in each State agency, the cost for each, and the comparable cost (including benefits) of a State employee serving in that capacity rather than a contractor.

[Italics Added]

## Assumptions and Methodology

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### Assumptions:

- This report is an update to the one submitted in December 2013 and will assume the reader is familiar with that report.
- Data in this report is current as of 3/15/14.
- For the purposes of this report, “Personal Services Contracts” are contracts entered into directly between an agency and an individual and satisfy “*contract for information technology personal services*” in the italics above. “Short Term Staffing” contract data is captured and being reviewed to satisfy the italicized legislation “*contracts...that provide personnel to perform information technology functions.*”
- Per 09 NCAC 06B.1301, Personal Services Contracts for IT services have not historically been processed through Statewide IT Procurement. To gain visibility, ITS requested state



agencies to provide information on current personal services contracts. The data included in this report is only as good as the agencies provided to ITS.

- ITS collected data from the ITS-managed Short Term Staffing (STS) Contract to capture similar information for contractors working to perform IT functions.

#### Methodology:

1. Methodology on equivalent cost is the same as the December report. Equivalent cost is for reference only until a more detailed job-by-job analysis can be completed. In many instances, contractors were hired to fill a short-term state employee gap, or to cover services for which no hires could be made because of salary discrepancies between market rate for a particular service and salary at which a state employee could be hired. The estimated cost of a state employee does not include the time and manpower required to create a position description, interview, hire, and all other associated administrative functions.
2. This report is a snapshot in time. Until ITS, OSBM, and OSHR have opportunity to complete a thorough analysis of each individual situation, the potential savings should not be considered achievable.

## Updates Since Last Report

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### IT Short-Term Staffing Contract and IT Personal Services Contract Approvals

Beginning in August, 2013, OSBM and ITS began approvals of all IT Contractor requests. The focus of the approvals has been on whether the request was associated with a project, hourly rate and length of request, confirmation of funds, alignment with strategy, and length the contractor has been on board. OSBM and ITS have worked agencies to identify the most appropriate conversion opportunities, and in many cases, contractor approvals were granted for 6 or 9 months only to allow the agency time to work with OSBM and OSHR to create a permanent position.

### Short-Term Staffing Contract Strategic Sourcing Effort

In February, the IT Strategic Sourcing Division began a strategic sourcing effort for the IT Supplemental Staffing category. This category of services is covered primarily by the Short Term IT Staffing contract. The goals of the strategic sourcing effort are to improve cycle time and other process measures for staffing resources, implement supplier relationship management practices, and achieve cost savings by establishing market competitive rates.



These goals will be accomplished by implementing an operating model that is in line with industry best practices, which have been proven in both the public and private sectors. Preliminary indicators of opportunity suggest that the State could realize savings of 10-15% on hourly rates for IT Supplemental Staffing, assuming implementation of leading practices.

To date, the team has completed an internal profile, which includes spend and usage analysis, process documentation, and discussions with key customer agencies. ITS has also mobilized a cross-functional extended team of agency personnel to provide requirements and feedback throughout the strategic sourcing process. In addition, ITS has conducted a Request for Information (RFI) with the vendor community to solicit industry insights as well as North Carolina-specific recommendations. Collected requirements and industry expertise will be used to inform one or more competitive events to meet the State's IT Supplemental Staffing needs.

## Updated Contract Information

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### Active Personal Services Contracts

Assumptions and considerations:

1. Data for Personal Services was provided by the agencies.
2. For the most part, the Personal Services engagements for IT are approved when they are short-term or only a small number of hours per month. These criteria are reflected in the low cost.
3. OSC contractors will be required to come through current approval process before renewal in June of this year. ITS and OSBM have engaged with OSC on the long-term nature of their Personal Services Contracts and will work to get permanent positions created by the end of the calendar year.
4. ITS and OSBM will continue to monitor and approval IT Personal Services Contracts when made aware of them.



## Active Personal Services Contracts

Agency	Start Date	Current End Date	Length	Cost
OAH	3/24/2014	3/24/2015	12 months	\$50,000
DOJ	3/13/2014	3/13/2015	12 months	\$14,655
DOL	2/3/2014	4/30/2014	3 months	\$9,000
ITS	2/1/2014	5/1/2014	3 months	\$10,000
ITS	3/17/2014	5/17/2014	6 months	\$78,000
DPI	9/4/2013	6/30/2014	10 months	\$10,750
DPI	9/4/2013	5/30/2014	9 months	\$48,000
Ethics Comm	4/1/2012	6/30/2014	2 yrs (2 - months)	\$35000/yr
OSC	11/2/2009	6/30/2014	4 yrs (7-months)	\$273000/yr
OSC	10/26/2007	6/30/2014	6 yrs ((8- months)	\$187200/yr
OSC	3/26/2007	6/30/2014	7 yrs (3-months)	\$14,800/yr





## New Contractors Approved Since Last Report (11/15/13 – 3/15/14)

Assumptions and considerations:

While the estimated FTE cost is intended to compare “apples to apples,” there is difficulty in assuming that the state could hire a state employee to perform the service for the amount indicated. The cost difference versus the state also does not take into account time to post, recruit, interview, and process for new jobs. In some instances, the state paid less for Short Term Staffing rates than they would have paid a State employee. These costs appear negative in the table below.

Summary of new contractors:

Type of Services	Number	Average Cost Difference vs. State
<b>DHHS</b>	<b>10</b>	
Computer Programming Services	3	\$56,702
Computer Systems Analysis Services	5	\$5,767
Lan/Wan Dev Upgrade Serv	1	\$3,162
Project Management Services	1	(\$19,081)
<b>DOC</b>	<b>1</b>	
EDMS Services	1	\$76,012
<b>DOR</b>	<b>2</b>	
Database Management Services	1	\$1,931
Desktop Support Services	1	(\$3,213)
<b>DOT</b>	<b>24</b>	
Computer Programming Services	2	\$37,199
Computer Systems Analysis Services	7	\$21,321
Desktop Support Services	7	\$1,178
EDMS Services	1	\$107,210
IT Training Services	1	\$26,823
Network Security Services	2	\$86,886
Project Management Services	4	\$35,498
<b>DPI</b>	<b>1</b>	
Project Management Services	1	\$7,561
<b>DPS</b>	<b>1</b>	
Computer Programming Services	1	\$5,760
<b>DST</b>	<b>1</b>	
Computer Systems Analysis Services	1	\$22,355
<b>ITS</b>	<b>2</b>	
Computer Programming Services	1	\$71,271
Project Management Services	1	\$43,481
<b>OSA</b>	<b>1</b>	
Computer Programming Services	1	\$939
<b>OSC</b>	<b>1</b>	
SAP-Production Support	1	\$88,618
<b>SBOE</b>	<b>2</b>	
Computer Programming Services	2	(\$3,291)
<b>Grand Total</b>	<b>46</b>	



## Contractors Extended Since Last Report (11/15-13 – 3/15/14)

### Assumptions and considerations:

1. While the estimated FTE cost is intended to compare “apples to apples,” there is difficulty in assuming that the state could hire a state employee to perform the service for the amount indicated. The cost difference versus the state also does not take into account time to post, recruit, interview, and process for new jobs. In some instances, the state paid less for Short Term Staffing rates (where cost difference is negative).
2. Many extensions continue to be for the NC FAST project. Many of the DOT and OSC long-term contractor support positions have been for highly specialized SAP support, which is a known anomaly when compared to the state’s pay scales in these areas.

### Summary of extended contractors:

Type of Services	Number	Average Cost Difference vs. State
<b>DENR</b>	<b>2</b>	
Computer Programming Services	1	\$61,850
Scanning Services	1	N/A
<b>DHHS</b>	<b>27</b>	
Computer Programming Services	8	\$217,085
Computer Systems Analysis Services	12	\$211,316
Database Management Services	1	\$287,080
Desktop Support Services	2	(\$18,593)
IT Operations Support Services	1	\$31,635
Lan/Wan Dev Upgrade Serv	2	\$41,125
Project Management Services	1	\$35,302
<b>DOC</b>	<b>2</b>	
Computer Programming Services	1	\$20,764
<b>DOR</b>	<b>3</b>	
Computer Programming Services	3	\$42,536
<b>DOT</b>	<b>29</b>	
Computer Systems Analysis Services	5	\$37,081
Computer Systems Security Services	1	\$39,727
EDMS Services	1	\$240,804
Project Management Services	1	\$148,987
SAP Configuration	19	\$521,486
Technology Advisory Services	2	\$225,608
<b>DPI</b>	<b>5</b>	
Computer Programming Services	1	\$39,364
Computer Systems Analysis Services	4	\$20,666
<b>DPS</b>	<b>1</b>	
Computer Systems Analysis Services	1	\$23,897
<b>DST</b>	<b>1</b>	
Technology Advisory Services	1	\$20,402
<b>ITS</b>	<b>5</b>	
Computer Systems Analysis Services	4	(\$74,198)
EDMS Services	1	\$88,571
<b>Governor's Office</b>	<b>1</b>	
Computer Systems Analysis Services	1	\$119,161
<b>Grand Total</b>	<b>76</b>	



## Analysis

### **Types of Services most commonly employed**

As in the last report, Computer Programming, Computer Systems Analysis, Project Management, and SAP Configuration make up the bulk of active IT contractors in the state. The first two categories have centered on NC FAST and DOT projects, while SAP assistance is regularly needed to configure DOT's SAP instance and to assist in planning the platform migration project. Project Management continues to be a significant need, and the state could save, on average, around \$50K per engagement if we were to hire more project managers in house. ITS will work with OSBM and OSHR to conduct a deep dive on this category of positions.



## Appendix A – Calculation Methodology

Estimated FTE cost for a state employee equivalent was calculated as follows:

1. For the type of work being performed, ITS Human Resources identified the equivalent job category within the state
2. The Journey or Advanced Market Rate was identified for that job category
3. Added Social Security Benefit (7.5% of salary)
4. Added Retirement Benefit (14.7% of salary)
5. Added Medical Insurance (\$5285/year)
6. Compared hours of a state FTE to hours worked on the contract

Example:

Agency	Length (Months)	Hourly rate	Total amount for contract (\$)	Justification/Comments
DHHS	12	\$66.50	\$138,320	Computer Programming Services

Comparable Classification	Advanced rate (Average)	Soc. Sec.	Retirement	Medical Ins.	Total w/ benefits	Hourly equivalent	Estimated FTE Equivalent Cost
BTA Specialist	\$106,248	\$8,128	\$15,608	\$5,285	\$135,269	\$68	\$135,269



# Appendix B – Detailed Contract Information

## New Contractors Since Last Report

Agency	Type	Hourly rate	Total amount for contract(s) (\$)	Justification/Comments	Comparable Classification	Estimated Cost (with benefits)	Difference
DHHS	Short Term Staffing	83.00	\$86,320	Computer Systems Analysis Services	BTA Specialist	\$71,221	\$15,099
DHHS	Short Term Staffing	78.00	\$81,120	Computer Systems Analysis Services	BTA Specialist	\$71,220	\$9,900
DHHS	Short Term Staffing	71.50	\$74,360	Lan/Wan Dev Upgrade Serv	BTA Specialist	\$71,198	\$3,162
DHHS	Short Term Staffing	77.50	\$161,200	Computer Systems Analysis Services	BTA Specialist	\$142,396	\$18,804
DHHS	Short Term Staffing	73.00	\$82,125	Computer Programming Services	BTA Analyst	\$64,240	\$17,885
DHHS	Short Term Staffing	122.50	\$294,000	Computer Programming Services	BTA Analyst	\$136,992	\$157,008
DHHS	Short Term Staffing	73.95	\$177,480	Computer Systems Analysis Services	BTA Specialist	\$164,309	\$13,171
DHHS	Short Term Staffing	54.95	\$114,296	Computer Systems Analysis Services	BTA Specialist	\$142,436	(\$28,140)
DHHS	Short Term Staffing	59.00	\$122,720	Project Management Services	Project manager	\$141,801	(\$19,081)
DHHS	Short Term Staffing	54.80	\$113,984	Computer Programming Services	BTA Analyst	\$118,771	(\$4,787)
DOC	Short Term Staffing	105.00	\$218,400	EDMS Services	BTA Specialist	\$142,388	\$76,012
DOR	Short Term Staffing	36.00	\$38,880	Desktop Support Services	Tech Support analyst	\$42,093	(\$3,213)
DOR	Short Term Staffing	81.00	\$12,474	Database Management Services	BTA Specialist	\$10,543	\$1,931
DOT	Short Term Staffing	69.97	\$145,538	IT Training Services	BTA Analyst	\$118,715	\$26,823
DOT	Short Term Staffing	72.00	\$149,760	Computer Programming Services	BTA Analyst	\$118,798	\$30,962
DOT	Short Term Staffing	220.00	\$228,800	Network Security Services	BTA Specialist	\$71,195	\$157,605
DOT	Short Term Staffing	87.85	\$136,782	Computer Systems Analysis Services	BTA Specialist	\$106,633	\$30,149
DOT	Short Term Staffing	78.00	\$162,240	Computer Programming Services	BTA Analyst	\$118,804	\$43,436
DOT	Short Term Staffing	78.00	\$121,680	Project Management Services	Project manager	\$106,364	\$15,316
DOT	Short Term Staffing	74.00	\$153,920	Computer Systems Analysis Services	BTA Specialist	\$142,474	\$11,446
DOT	Short Term Staffing	84.00	\$87,360	Network Security Services	BTA Specialist	\$71,194	\$16,166
DOT	Short Term Staffing	60.00	\$93,600	Computer Systems Analysis Services	BTA Specialist	\$106,834	(\$13,234)
DOT	Short Term Staffing	45.00	\$23,400	Desktop Support Services	Tech Support analyst	\$20,268	\$3,132
DOT	Short Term Staffing	78.00	\$79,872	Computer Systems Analysis Services	BTA Specialist	\$70,143	\$9,729
DOT	Short Term Staffing	40.00	\$20,800	Desktop Support Services	Tech Support analyst	\$20,269	\$531
DOT	Short Term Staffing	80.00	\$81,920	Computer Systems Analysis Services	BTA Specialist	\$70,143	\$11,777
DOT	Short Term Staffing	38.00	\$22,800	Desktop Support Services	Tech Support analyst	\$23,386	(\$586)
DOT	Short Term Staffing	38.00	\$25,840	Desktop Support Services	Tech Support analyst	\$26,504	(\$664)
DOT	Short Term Staffing	43.00	\$29,240	Desktop Support Services	Tech Support analyst	\$26,506	\$2,734
DOT	Short Term Staffing	42.95	\$22,334	Desktop Support Services	Tech Support analyst	\$20,268	\$2,066
DOT	Short Term Staffing	40.50	\$27,540	Desktop Support Services	Tech Support analyst	\$26,506	\$1,034
DOT	Short Term Staffing	82.50	\$171,600	Project Management Services	Project manager	\$141,814	\$29,786
DOT	Short Term Staffing	120.00	\$249,600	EDMS Services	BTA Specialist	\$142,390	\$107,210
DOT	Short Term Staffing	97.00	\$201,760	Project Management Services	Project manager	\$141,823	\$59,937
DOT	Short Term Staffing	115.00	\$239,200	Computer Systems Analysis Services	BTA Specialist	\$142,447	\$96,753
DOT	Short Term Staffing	85.95	\$178,776	Project Management Services	Project manager	\$141,822	\$36,954
DOT	Short Term Staffing	69.75	\$145,080	Computer Systems Analysis Services	BTA Specialist	\$142,454	\$2,626
DPI	Short Term Staffing	80.00	\$51,200	Project Management Services	Project manager	\$43,639	\$7,561
DPS	Short Term Staffing	60.00	\$120,000	Computer Programming Services	BTA Analyst	\$114,240	\$5,760
DST	Short Term Staffing	90.00	\$93,600	Computer Systems Analysis Services	BTA Specialist	\$71,245	\$22,355
ITS	Short Term Staffing	125.00	\$131,250	Computer Programming Services	BTA Analyst	\$59,979	\$71,271
ITS	Short Term Staffing	110.00	\$114,400	Project Management Services	Project manager	\$70,919	\$43,481
OSA	Short Term Staffing	63.00	\$10,080	Computer Programming Services	BTA Analyst	\$9,141	\$939
OSC	Short Term Staffing	180.00	\$153,000	SAP-Production Support	BTA Specialist	\$64,382	\$88,618
SBOE	Short Term Staffing	49.00	\$29,400	Computer Programming Services	BTA Analyst	\$34,278	(\$4,878)
SBOE	Short Term Staffing	55.00	\$44,000	Computer Programming Services	BTA Analyst	\$45,704	(\$1,704)



## Extensions Since Last Report

Agency	Type	Hourly rate	Total amount for contract(s) (\$)	Justification/Comments	Comparable Classification	Estimated Cost (with benefits)	Difference
DENR	Short Term Staffing	74.00	\$ 270,988	Computer Programming Services	BTA Analyst	\$209,138	\$61,850
DHHS	Short Term Staffing	99.95	\$ 999,500	Computer Programming Services	BTA Analyst	\$571,109	\$428,391
DHHS	Short Term Staffing	108.95	\$ 701,638	Computer Programming Services	BTA Analyst	\$367,798	\$333,840
DHHS	Short Term Staffing	117.75	\$ 942,000	Computer Programming Services	BTA Analyst	\$456,897	\$485,103
DHHS	Short Term Staffing	103.95	\$ 567,567	Computer Programming Services	BTA Analyst	\$311,836	\$255,731
DHHS	Short Term Staffing	90.00	\$ 388,800	Computer Programming Services	BTA Analyst	\$246,730	\$142,070
DHHS	Short Term Staffing	66.00	\$ 208,560	Computer Programming Services	BTA Analyst	\$180,480	\$28,080
DHHS	Short Term Staffing	79.00	\$ 132,720	Computer Programming Services	BTA Analyst	\$95,953	\$36,767
DHHS	Short Term Staffing	69.95	\$ 145,496	Computer Programming Services	BTA Analyst	\$118,800	\$26,696
DOC	Short Term Staffing	60.00	\$ 46,800	Computer Programming Services	BTA Analyst	\$44,550	\$2,250
DOC/IC	Short Term Staffing	76.00	\$ 158,080	Computer Programming Services	BTA Analyst	\$118,802	\$39,278
DOR	Short Term Staffing	76.00	\$ 79,040	Computer Programming Services	BTA Analyst	\$59,402	\$19,638
DOR	Short Term Staffing	85.00	\$ 210,800	Computer Programming Services	BTA Analyst	\$141,652	\$69,148
DOR	Short Term Staffing	76.00	\$ 156,256	Computer Programming Services	BTA Analyst	\$117,435	\$38,821
DPI	Short Term Staffing	70.00	\$ 213,920	Computer Programming Services	BTA Analyst	\$174,556	\$39,364
DHHS	Short Term Staffing	95.00	\$ 1,149,120	Computer Systems Analysis Services	BTA Specialist	\$828,551	\$320,569
DHHS	Short Term Staffing	75.00	\$ 792,000	Computer Systems Analysis Services	BTA Specialist	\$723,345	\$68,655
DHHS	Short Term Staffing	109.95	\$ 980,754	Computer Systems Analysis Services	BTA Specialist	\$611,013	\$369,741
DHHS	Short Term Staffing	106.40	\$ 987,392	Computer Systems Analysis Services	BTA Specialist	\$635,678	\$351,714
DHHS	Short Term Staffing	117.00	\$ 648,882	Computer Systems Analysis Services	BTA Specialist	\$379,903	\$268,979
DHHS	Short Term Staffing	69.00	\$ 511,980	Computer Systems Analysis Services	BTA Specialist	\$508,278	\$3,702
DHHS	Short Term Staffing	96.50	\$ 665,850	Computer Systems Analysis Services	BTA Specialist	\$472,662	\$193,188
DHHS	Short Term Staffing	79.60	\$ 534,912	Computer Systems Analysis Services	BTA Specialist	\$460,336	\$74,576
DHHS	Short Term Staffing	101.00	\$ 702,960	Computer Systems Analysis Services	BTA Specialist	\$476,780	\$226,180
DHHS	Short Term Staffing	106.00	\$ 814,080	Computer Systems Analysis Services	BTA Specialist	\$526,107	\$287,973
DHHS	Short Term Staffing	83.00	\$ 461,480	Computer Systems Analysis Services	BTA Specialist	\$380,883	\$80,597
DHHS	Short Term Staffing	123.00	\$ 654,360	Computer Systems Analysis Services	BTA Specialist	\$364,445	\$289,915
DOT	Short Term Staffing	80.00	\$ 165,120	Computer Systems Analysis Services	BTA Specialist	\$141,395	\$23,725
DOT	Short Term Staffing	78.00	\$ 160,992	Computer Systems Analysis Services	BTA Specialist	\$141,396	\$19,596
DOT	Short Term Staffing	79.00	\$ 163,056	Computer Systems Analysis Services	BTA Specialist	\$141,398	\$21,658
DOT	Short Term Staffing	80.00	\$ 165,120	Computer Systems Analysis Services	BTA Specialist	\$141,399	\$23,721
DOT	Short Term Staffing	115.00	\$ 239,200	Computer Systems Analysis Services	BTA Specialist	\$142,496	\$96,704
DPI	Short Term Staffing	70.00	\$ 362,880	Computer Systems Analysis Services	BTA Specialist	\$355,148	\$7,732
DPI	Short Term Staffing	70.00	\$ 362,880	Computer Systems Analysis Services	BTA Specialist	\$355,151	\$7,729
DPI	Short Term Staffing	80.00	\$ 414,720	Computer Systems Analysis Services	BTA Specialist	\$355,154	\$59,566
DPI	Short Term Staffing	70.00	\$ 358,820	Computer Systems Analysis Services	BTA Specialist	\$351,184	\$7,636
DPS	Short Term Staffing	80.00	\$ 166,400	Computer Systems Analysis Services	BTA Specialist	\$142,503	\$23,897
ITS	Short Term Staffing	35.75	\$ 111,540	Computer Systems Analysis Services	BTA Specialist	\$213,756	(\$102,216)
ITS	Short Term Staffing	35.00	\$ 109,200	Computer Systems Analysis Services	BTA Specialist	\$213,758	(\$104,558)
ITS	Short Term Staffing	40.00	\$ 124,800	Computer Systems Analysis Services	BTA Specialist	\$213,760	(\$88,960)
ITS	Short Term Staffing	68.00	\$ 139,808	Computer Systems Analysis Services	BTA Specialist	\$140,864	(\$1,056)
OOG		90.00	\$ 499,140	Computer Systems Analysis Services	BTA Specialist	\$379,979	\$119,161
DOT	Short Term Staffing	86.00	\$ 195,392	Computer Systems Security Services	BTA Specialist	\$155,665	\$39,727
DHHS	Short Term Staffing	104.00	\$ 840,112	Database Management Services	BTA Specialist	\$553,032	\$287,080
DHHS	Short Term Staffing	32.00	\$ 133,120	Desktop Support Services	Tech Support analyst	\$162,112	(\$28,992)
DHHS	Short Term Staffing	37.00	\$ 153,920	Desktop Support Services	Tech Support analyst	\$162,114	(\$8,194)



## Extensions since last report (continued)

Agency	Type	Hourly rate	Total amount for contract(s) (\$)	Justification/Comments	Comparable Classification	Estimated Cost (with benefits)	Difference
DOT	Short Term Staffing	145.00	\$ 456,170	EDMS Services	BTA Specialist	\$215,366	\$240,804
ITS	Short Term Staffing	100.00	\$ 280,800	EDMS Services	BTA Specialist	\$192,229	\$88,571
DHHS	Short Term Staffing	78.00	\$ 258,570	IT Operations Support Services	BTA Specialist	\$226,935	\$31,635
DHHS	Short Term Staffing	80.00	\$ 416,000	Lan/Wan Dev Upgrade Serv	BTA Specialist	\$355,987	\$60,013
DHHS	Short Term Staffing	75.00	\$ 255,000	Lan/Wan Dev Upgrade Serv	BTA Specialist	\$232,763	\$22,237
DHHS	Short Term Staffing	79.50	\$ 248,040	Project Management Services	Project manager	\$212,738	\$35,302
DOT	Short Term Staffing	104.00	\$ 432,640	Project Management Services	Project manager	\$283,653	\$148,987
DOT	Short Term Staffing	149.00	\$ 929,760	SAP Configuration	BTA Specialist	\$472,609	\$457,151
DOT	Short Term Staffing	135.00	\$ 842,400	SAP Configuration	BTA Specialist	\$472,613	\$369,787
DOT	Short Term Staffing	149.00	\$ 929,760	SAP Configuration	BTA Specialist	\$472,617	\$457,143
DOT	Short Term Staffing	149.00	\$ 929,760	SAP Configuration	BTA Specialist	\$472,621	\$457,139
DOT	Short Term Staffing	157.00	\$ 979,680	SAP Configuration	BTA Specialist	\$472,625	\$507,055
DOT	Short Term Staffing	150.00	\$ 936,000	SAP Configuration	BTA Specialist	\$472,629	\$463,371
DOT	Short Term Staffing	160.00	\$ 998,400	SAP Configuration	BTA Specialist	\$472,633	\$525,767
DOT	Short Term Staffing	160.00	\$ 998,400	SAP Configuration	BTA Specialist	\$472,636	\$525,764
DOT	Short Term Staffing	160.00	\$ 998,400	SAP Configuration	BTA Specialist	\$472,640	\$525,760
DOT	Short Term Staffing	160.00	\$ 998,400	SAP Configuration	BTA Specialist	\$472,644	\$525,756
DOT	Short Term Staffing	191.00	\$ 1,191,840	SAP Configuration	BTA Specialist	\$472,648	\$719,192
DOT	Short Term Staffing	165.00	\$ 1,029,600	SAP Configuration	BTA Specialist	\$472,652	\$556,948
DOT	Short Term Staffing	189.00	\$ 1,179,360	SAP Configuration	BTA Specialist	\$472,656	\$706,704
DOT	Short Term Staffing	112.00	\$ 698,880	SAP Configuration	BTA Specialist	\$472,660	\$226,220
DOT	Short Term Staffing	164.00	\$ 1,023,360	SAP Configuration	BTA Specialist	\$472,664	\$550,696
DOT	Short Term Staffing	191.00	\$ 1,191,840	SAP Configuration	BTA Specialist	\$472,667	\$719,173
DOT	Short Term Staffing	166.00	\$ 1,035,840	SAP Configuration	BTA Specialist	\$472,671	\$563,169
DOT	Short Term Staffing	160.00	\$ 998,400	SAP Configuration	BTA Specialist	\$472,675	\$525,725
DOT	Short Term Staffing	160.00	\$ 998,400	SAP Configuration	BTA Specialist	\$472,679	\$525,721
DENR	Short Term Staffing		\$ -	Scanning Services	BTA Specialist	#DIV/0!	#DIV/0!
DOT	Short Term Staffing	140.00	\$ 873,600	Technology Advisory Services	BTA Specialist	\$427,188	\$446,412
DOT	Short Term Staffing	70.00	\$ 218,400	Technology Advisory Services	BTA Specialist	\$213,596	\$4,804
DST	Short Term Staffing	75.00	\$ 234,000	Technology Advisory Services	BTA Specialist	\$213,598	\$20,402

