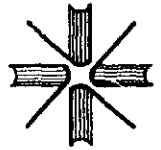AUGUST 19, 1991

William T. Randall
Commissioner of Education

Nancy M. Bolt
Assistant Commissioner
Libraries and Adult Education

TITLE TARGET

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TITLE OF RECORDS State Publications

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State of Colorado

Information Management
Planning Guide

**State of Colorado
Commission on Information Management**

December 1989

INFORMATION MANAGEMENT
PLANNING GUIDE

1989 AGENCY PLAN FORMATS
STRATEGIC AND OPERATIONAL
INFORMATION MANAGEMENT PLANS

The following sections of this document contain the formats for the required Strategic and Operational Information Management Plans as released by the Commission on Information Management (IMC). The Commission realizes that most departments of State government have not previously engaged in any extensive planning exercises. The IMC feels that proper planning with input from each department's management team is critical to achieving success in the area of information management.

Each department is required to submit a single plan covering all of the information management activities within the department. The Strategic Plan component must be submitted to the Commission by Friday, March,30, 1990. The Operational Plan component must be submitted by Monday, July 2, 1990. Each plan must be submitted with seven (7) copies to:

The Commission on Information Management
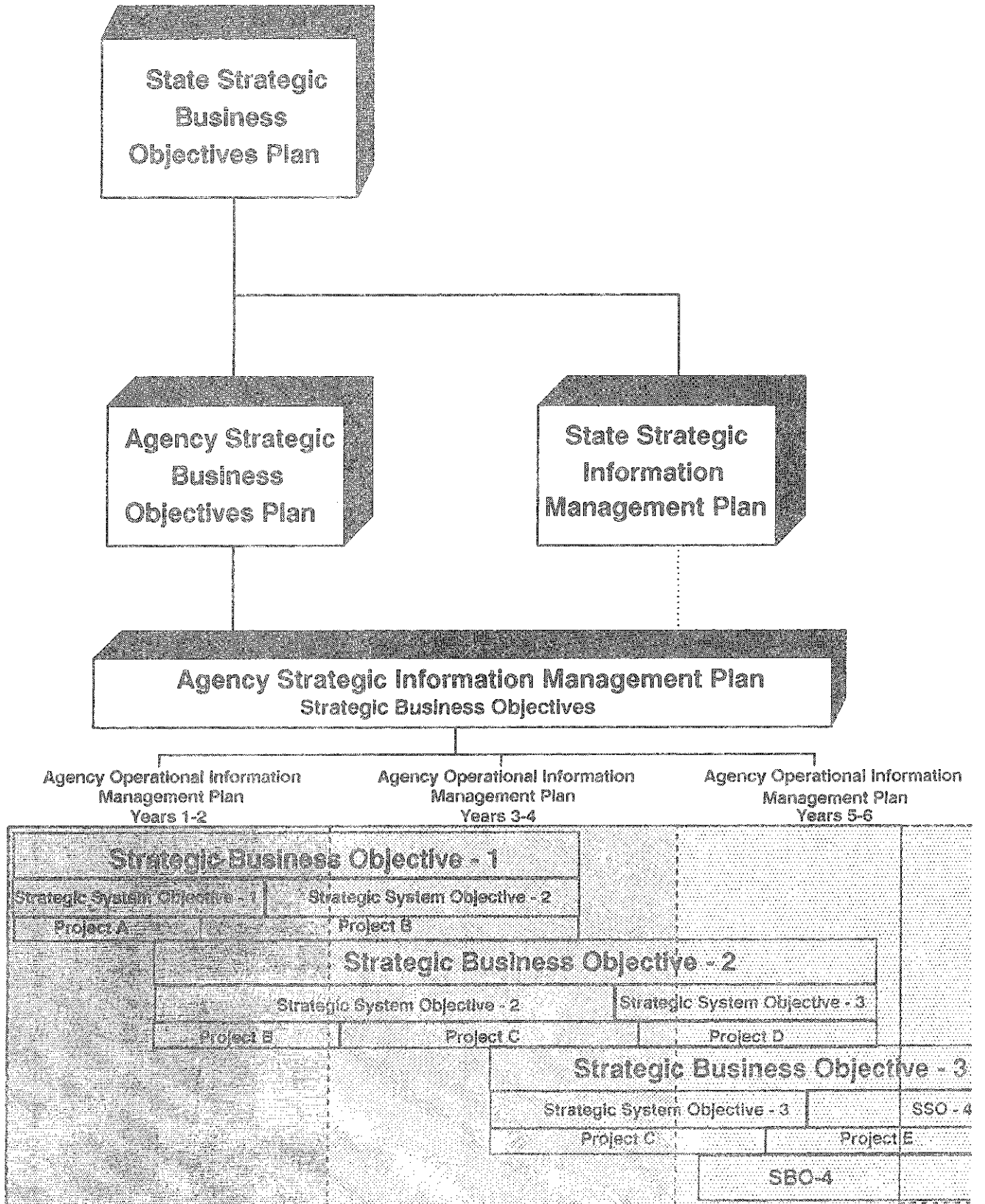1525 Sherman Street, Suite 701
Denver, CO 80203

The following sections contain the specific requirements and suggested formats for each of the plan components. Since this will be an annual exercise, the plans contain a number of spreadsheet formats in order to allow for ease of updating in the future. A diskette containing the spreadsheet formats may be obtained from the Commission staff. The formats currently employ LOTUS 123 and ALLWAYS software.

The following diagram represents the relationships between these plans and the other plans which may exist for your department. The Commission recognizes that not all departments have developed a Strategic Business Objectives Plan so provisions have been made within the Strategic Information Management Plan format to document the commonly agreed on objectives for your department.

The IMC developed these formats with the input and involvement of members of the Colorado Information Manager's Association (CIMA). We are planning to conduct a joint informational session on general planning topics and the use

of these formats.   In the meantime, if you or your staff have any questions regarding this document, please contact Clayton Powers, Staff Director for the Commission, at (303) 866-2102.

Strategic Planning Framework

```
┌────────────────────┐
│   State Strategic   │
│      Business       │
│  Objectives Plan    │
└────────────────────┘
```

```
┌────────────────────┐      ┌────────────────────┐
│  Agency Strategic   │      │   State Strategic   │
│      Business       │      │    Information      │
│  Objectives Plan    │      │  Management Plan    │
└────────────────────┘      └────────────────────┘
```

```
┌──────────────────────────────────────────────────────┐
│    Agency Strategic Information Management Plan        │
│           Strategic Business Objectives               │
└──────────────────────────────────────────────────────┘
```

Agency Operational Information Management Plan Years 1-2	Agency Operational Information Management Plan Years 3-4	Agency Operational Information Management Plan Years 5-6

Strategic Business Objective - 1		
Strategic System Objective - 1	Strategic System Objective - 2	
Project A	Project B	

	Strategic Business Objective - 2	
	Strategic System Objective - 2	Strategic System Objective - 3
	Project B	Project C	Project D

		Strategic Business Objective - 3
		Strategic System Objective - 3	SSO - 4
		Project C	Project E
		SBO-4	

Strategic Information Management Plan

AGENCY STRATEGIC INFORMATION MANAGEMENT PLAN
December, 1989

I. **Executive Summary**

Contents: This section should include a narrative overview (maximum one page) of the Agency Strategic Information Management Plan. It should specifically summarize the following components of the plan:

- Describe the scope of the plan (i.e., what areas are covered) and the time period it covers. (Note: The recommended (and maximum) time period that the plan should cover is <u>five</u> years.)

- The Agency's mission statement, objectives, and services it provides;

- How the Agency Strategic Information Management Plan supports the State of Colorado Strategic Information Management Plan;

- How the Agency Strategic Information Plan supports the Agency's Strategic Plan;

- The major accomplishments of the Agency as a whole compared to its prior Agency Strategic Information Management Plan (not required the first year); and

- The Strategic Business Objectives identified in the plan.

II. **Strategic Planning Factors**

A. Agency Business Direction, Goals, and Objectives

Contents:

- If any Agency plan exists, provide a brief summary of the agency's:

  - "Business" (i.e., its purpose or mission and the services it provides);

  - Strategic Business Objectives;

  - "Units of Measure" that support the Strategic Business Objectives (i.e., the factors that will determine whether the agency has successfully achieved its objectives); and

  - Vision for the future.

-1-

- If an Agency Plan does not exist, obtain from the appropriate senior department management the following information:

  - Purpose or mission and the services your agency provides;

  - Background information that clearly illustrate the Agency's current environment and existing problems (this description can be used under the "Problem Category on the Schedule 2D).

  - Strategic Business Objectives your agency is striving to accomplish in the next five years (i.e., improve quality of service to the public, reduce costs, enhance revenue, avoid costs, reduce risk, and/or improve productivity). Explain which of these objectives are new, if any, or if they already exist. ("Objective" section of Schedule 2D.)

  - "Units of Measure" that will determine whether the agency has successfully achieved its objectives (i.e., response time to a request, dollars saved, inspections performed). ("Objective" section of the Schedule 2D.)

  - Goal performance levels as measured by the "Units of Measure" for the Strategic Business Objective(s). ("Workload/Performance Indicators" section of the Schedule 2D).

  - Current performance levels as measured by the "Units of Measure" for the Strategic Business Objective(s). ("Workload/ Performance Indicators" section of the Schedule 2D.)

  - The persons(s) involved in deriving these Strategic Business Objectives, "Units of Measure" and performance levels cited in this section.

B. Agency Functions to be Supported by Information Systems (IS)

   Contents: This section should identify the existing functions that are supported by Information Systems and new functions that will need to

be supported by information systems. New functions should be identified when any changes in the agency's environment have information systems implications, such as, new programs or laws that require changes to existing systems or development of new systems. For example:

- Assumptions incorporated in the plan - For example, a law will be passed or a project funded (Optional).

- External considerations - Federal, state, and/ or Local constraints that may have affected the plan (Optional).

- Prerequisite to the planning process - Prerequisite that may have affected the plan (e.g., specific IS policies) (Optional).

C. Information Systems Mission and Strategic Systems Objectives

Contents: This section should include the Mission Statement and a summary of the <u>Strategic Systems Objectives</u> of the IS division that will assist the agency with meeting its Strategic Business Objectives. <u>Strategic System Objectives</u> are derived from and thus in support of the Strategic Business Objectives which often consist of providing increased speed, enhanced timeliness, improved accuracy, more information and/or additional processing of data.

D. Response to the Commission on Government Productivity

Contents: In January 1989, the Commission on Government Productivity issued a report that described ways in which each state agency could improve its productivity. Many of the Commission's recommendations centered on IS related factors (e.g., automating certain functions). In this section, the agency is to list all of the Commission's IS related recommendations and its response to the recommendations. The responses should clearly identify the action(s) the agency intends to take based on the recommendation and the reasoning behind the action(s).

E. Conformance to the State of Colorado Strategic
    Information Management Plan

    Contents: In this section, agencies should
    summarize how their Agency Strategic Information
    Management Plan supports the State of Colorado
    Strategic Information Management Plan and the
    strategic goals contained within it.   The Stra-
    tegic goals include:

    • Invest in information technology that will
       provide a significant and measurable increase
       in:

       -   Quality or cost effectiveness of services
           to the citizens;

       -   Return on investment in the short-term
           and/or;

       -   Productivity of State employees.

    • Develop information systems which assist the
       State's elected officials and executives to
       more cost effectively monitor and manage the
       State's economic and operational performance.

    • Employ common State-wide data bases for
       "communities of interest."

    • Migrate to an overall State architecture that
       integrates workstations, computer systems,
       networks, and other technologies into a uniform
       infrastructure without additional cost to the
       State.

    • Employ a State-wide information technology
       acquisition system consistent with State
       strategic directions.

    • Enhance the incentive for information systems
       personnel to increase employee productivity,
       operational cost effectiveness, and quality of
       service to the citizens.

F. Management Strategies

    Contents: The strategies (e.g., a systems devel-
    opment methodology) in place (or planned for) for
    managing (i.e., planning, acquiring, applying, and
    disposing of) IS resources.

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III. **Current Status of the IS Organization and the Strategic Business Objectives**

A. IS Organization

Contents: This section should provide a summary of the Agency's IS organization. The topics to be covered in this section include:

- A graphical depiction of the existing IS organization structure on a functional level. The Supervisor of each area and the number of staff members should also be provided.

- If needed, a revised graphical depiction of any changes to the IS organization, the reasons for the changes and the _titles_ of the Strategic Business and System Objective(s) it supports.

B. Actual Performance Compared to the Prior Agency Strategic Information Management Plan

Contents: This section will document how well the agency performed compared to the prior Agency Strategic Information Management Plan. It will track the new and on-going Strategic System Objectives addressed in the prior Agency Strategic Information Management Plan and the progress that has been made in accomplishing them. (This section will not need to be filled out the first year.)

The format for this section is outlined below:

- Strategic System and Business Objective(s)

  - Provide a description of the Strategic System Objective to accomplish and the Strategic Business Objective(s) that it supports.

- Project Dates

  - Target Start Date - The estimated date on which work on the Strategic System Objective was to begin. (Optional if this is an on-going or already existing objective.)

  - Actual Start Date - The date on which work on the Strategic System Objective actually began. (Optional if this is an on-going or already existing objective.)

- •• Target Completion Date - The estimated date
  on which the Strategic Systems Objective is
  (or was) scheduled to be accomplished.
  (Optional if this is an on-going objec-
  tive.)

- • Strategic System Objective Status

  - •• Overall Strategic System Objective Status -
    The status of the Strategic System Objec-
    tive (e.g., not started, work in progress,
    undergoing review by management, on hold,
    or accomplished).

  - •• Project Status - If the Strategic System
    Objective has not been accomplished, the
    progress (percentage completed) the agency
    has made on the major projects involved
    should be shown.

- • Realized Benefits - The benefits realized to
  date. If an expected benefit has (or will) not
  be realized, an explanation should be provided.
  If any of the expected benefits have changed or
  if there are any new expected benefits the
  information should be provided in this section.

IV. Agency Strategic Information Systems Plan

A. Master diagram depicting the relationships between
   each Strategic Business Objective, Strategic
   System Objective and project.

B. New Strategic System Objective - A prioritized
   listing and description of all the new, if any,
   Strategic System Objectives. For each new Stra-
   tegic System Objective the following information
   should be included:

- • Strategic System Objective Description

  - •• Provide a description of the new Strategic
    System Objective, the title(s) of the
    Strategic Business Objective(s) that it
    supports and how it will support the objec-
    tive(s).

- • The estimated quantitative benefits of the
  Strategic Systems Objective should be presented
  by fiscal year and in total. Types of benefits
  to list include:

- Investment offsets (e.g., revenue enhance-
  ments, lower hardware costs, and personnel
  reductions).

- Investments avoided (e.g., penalties,
  interest expense, and future increases in
  personnel).

- Improvements in service to the public
  (e.g., taxpayers spend less time in line,
  decreased response time to a request).

- Improvement in the ability of the agency/
  department to accomplish its mission.

- Improved productivity and/or efficiency
  (e.g., increase number of claims processed
  per FTE, decrease number of repeat in-
  quiries due to inaccurate information).

• The major projects involved in completing each
  Strategic System Objective.

• The estimated time period the Strategic System
  Objective will cover, including estimated start
  and completion dates.

V. Strategies for Maintaining the Plan

Contents: In this section, agencies should describe
how they plan to monitor their actual performance
against the plan, and the mechanisms in place to
ensure the plan is followed.

Appendix A - Glossary of Terms Used in the Plan
(Optional)

Contents: An explanation of the abbreviations and/or
technical terms used in the plan.

Operational Information Management Plan

I. **Executive Summary**

Contents: This section should include a narrative overview of the Agency Operational Information Management Plan. It should specifically summarize (maximum of one page) the following components of the plan:

- The Information Systems Division's mission statement, objectives, and services it provides;

- How the Agency Operational Information Management Plan supports the Agency Strategic Information Management Plan;

- The major accomplishments of the Information Systems division compared to its prior year's plan (not required the first year);

- The individual projects that will be addressed and the Strategic Business Objectives and Strategic Systems Objectives that they support;

- The costs and benefits of the Agency Operational Information Management Plan; and

- The budgetary impact of the Agency Operational Information Management Plan.

II. **Current Status of The IS Organization and The Projects**

A. Review of Existing Systems

Contents: This section should provide a general description of the agency's hardware and application systems environment.

An appendix to this section (**Appendix B**) should specifically list the agencies' inventory of hardware, application, operating, utility, and personal computer system software. The information that is needed for the software inventory includes software component, manufacturer, total number of the component, product version (exclude for personal computer software), key users, date installed, cost, and a brief discussion of the strengths and weaknesses. The information that

is needed to be included for the hardware inventory includes hardware component description, manufacturer, model number, total number of the component owned, date installed, and cost. A matrix format similar to **Exhibit A** should be used in organizing the Appendix B information.

B. IS Organization

Contents: This section should provide a summary of the agency's Information Systems organization. The topics to be covered in this section include:

- A listing of all application and system programming personnel and position titles (excluding data entry personnel); indicate if they are a contract or state employee (place a C or S in the column); their length of service with the State and industry (in years); their IS skills, and the year associated with each skill, educational background (including degrees received and specific technical training); and the area or system in which they work (e.g., financial system programming or operations). (A matrix similar to the one shown in **Exhibit B** is the recommended format for presenting the requested information.)

- A graphical depiction of the existing IS organization structure according to working areas and the specific individuals involved in each.

- If needed, a description of any changes to the IS organization that are needed to facilitate the implementation of a project. The reason(s) for the changes, which Strategic Business Objectives and Strategic System Objectives they support and how they will be effective in assisting to meet these objectives, and a revised organization chart should be provided.

C. Actual Performance Compared to the Prior Agency Operational Information Management Plan

Contents: This section will document how well the agency performed compared to the prior Agency Strategic Information Management Plan. It will itemize the specific new and on-going projects listed in the prior Agency Operational Information Management Plan and the progress that has been made in completing them. (Note: Agencies will not complete this section for the first plan.)

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Exhibit A
(Appendix B)
Existing System Inventory
As of (date)

Software Components (*)	Manufacturer	Number	Product/ Version	Key Users	Date Installed	Cost	Strengths and/or Weakness
General Ledger	XYZ Co.	2	6.0B	Accounting Division	7-1-88	$50,000	s = Reports easy to read = No down time = Easy to use w = Slow response time = Poor documentation

Hardware Components/Description	Manufacturer	Model Number	Number Owned	Date Installed	Cost
CPU/Mainframe	IBM	3083 BX	1	2-6-82	$3,000,000

Exhibit B
Agency IS Organization
As of (date)

Name/Title	Contract or State Employee	Experience (YRs)		Skill Set		Educational Background	Area(s) of Work
		State	Industry	(YRs)	Skill(s)		
Diane Smith	S	3	4	7	Cobol	B.S. – History	Financial System
Applt'n Programmer				2	Oracle	MBA – Info. Systems	Permit Tracting
				3	Analysis/Design		Tax System

There are two format options that can be used to represent the information in this section. The two options include: the two-sided Project Status Form (**Exhibit C**) and the written format outlined below.

- Project, Strategic Business Objective(s) and Strategic System Objective(s)

  - The title of the project and the titles of the Strategic Business and System Objectives (or a reference to where they are located in the Agency Strategic Information Management Plan) that it supports.

- Project Dates

  - Target Start Date - The estimated date on which work on the project was to begin.

  - Actual Start Date - The date on which work on the project actually began.

  - Target Completion Date - The estimated date on which the project is (or was) scheduled to be completed.

- Project Status

  - Overall Project Status - The status of the project (e.g., not started, work in process, undergoing review by management, on hold, or completed). If the project has not been completed describe which phases have been completed, the status of the current phase, and the percentage completed.

  - Realized Benefits - The benefits realized to date. If an expected benefit has (or will) not be realized, an explanation should be provided. If any of the expected benefits have changed or if there are any new expected benefits the information should be provided in this section.

  - Incurred Costs - The actual costs incurred in connection with the project. Where possible, agencies should attempt to include costs up to and including the month prior to the month in which the plan is being prepared.

State of Colorado							
Project Status Form							

Project Name: _____   I.S. Division *Priority*:   of: _____

Strategic Busines~ ~~jective(s): _____   Strategic System Objective(s): _____

Phase Description	Estimated FTE	Actual FTE	Estimated Start Date	Actual Start Date	Estimated End Date	Actual End Date	Percentage Complete
1.							
2.							
3.							
4.							
6.							
7.							
8.							
9.							
10.							
11.							
12.							
Total FTE:							

Exhibit C

Benefit Components	FY 91-92	FY 92-93	FY 93-94	FY 94-95	FY 95-96	Total
1. Benefit:						
Expected						
Realized						
Current Projection						
2. Benefit:						
Expected						
Realized						
Current Projection						
3. Benefit:						
Expected						
Realized						
Current Projection						
4. Benefit:						
Expected						
Realized						
Current Projection						
Grand Total Benefits: Realized						
Current Projection						
Cost Components						
Personal Services						
Estimated						
Incurred						
Current Projection						
Operating Expenses						
Estimated						
Incurred						
Current Projection						
Capital Outlay						
Estimated						
Incurred						
Current Projection						
Grand Total Costs: Incurred						
Current Projection						
Benefits Less Costs: Realized						
Current Projection						

Prepared By Name:	Phone #:	Approved By:

- Estimated Costs to Complete Project - The estimated costs, if any, to complete the project. These costs should be shown by fiscal year.

- Amount Over (Under) Budget - For completed projects, the amount the project was over or under budget. The reasons why the project is over (under) budget or ahead (behind) schedule should also be provided.

III. Agency Operational Information Management Plan

Contents: This section should thoroughly describe the agency's information systems plan on a project level. As indicated below, many facets of the plan should be directly related to the agency's Strategic Business Objectives and the Information System division's Strategic System Objectives presented in the Agency Strategic Information Management Plan. This section should include:

A. Master Project Schedule for All Agency Projects

A high level Gantt chart of all Maintenance Applications/Systems and Development Projects including the actual (estimated) start dates and the actual (estimated) completion dates (see **Exhibit D**).

B. Maintenance Applications/Systems

A prioritized listing and description of all maintenance applications/systems included in the plan. For each maintenance application/system the following information should be included:

- Provide a description of the maintenance application/system and how it assists the agency with meeting its Strategic Business and System Objectives.

- The expected and/or realized benefits of the maintenance application/system (i.e., cost avoidance, improvement in the ability of the agency to accomplish its mission, improvement in productivity and/or efficiency).

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Exhibit D
Master Project Schedule for All Agency Projects
As of (date)

Project	1989 Ju Au Se	Oc No De	1990 Ja Fe Ma	Ap Ma Ju	Time (in Months) Ju Au Se	Oc No De	1991 Ja Fe Ma	Ap Ma Ju
I. Maintenance								
A	--							
B					o-------------------------o			
C	--------------------*							
II. Development								
D		*--------------------o					
E							o-------------------------o
F			o---o			
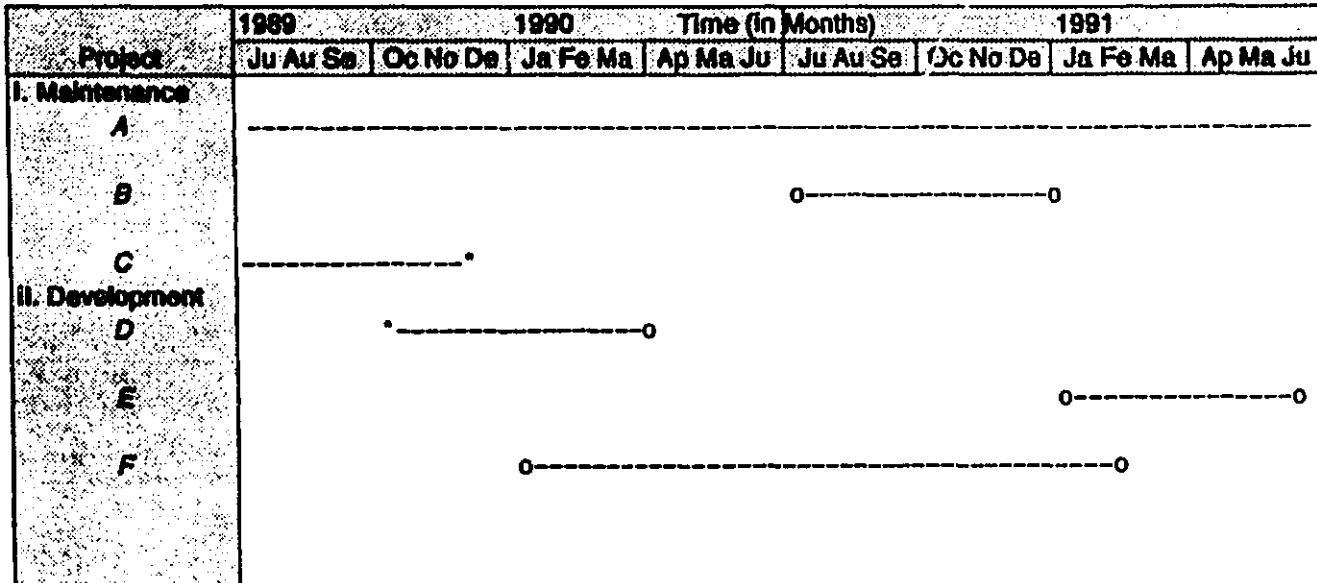
o = Projected Start and Complettion Dates

* = Actual Start and Completionn Dates

- The human resources (FTE) required for the maintenance application/system

C. Development Projects

A prioritized listing and description of all development projects included in the plan (e.g., new systems, the acquisition of additional hardware, or additional information systems training). For each project, enough information needs to be provided that basically describes _what_ the project will accomplish, _how_ it will be accomplished, and the _funding_ it will take to get accomplished.

There are two format options that can be used to represent the information in this section. The two options include: the two-sided Development Project Form (**Exhibit E**) and the written format outlined below:

- Project, Strategic Business Objective(s), and Strategic System Objective(s):

  - Provide a description of the project, the _titles_ of the Strategic Business and System Objectives (or a reference to where they are located in the Agency Strategic Information Management Plan) that it supports, and how it will support the objectives.

- The estimated benefits of the project - Where possible, quantitative benefits should be presented by fiscal year and in total. (Note: These benefits should tie directly with the benefits proposed in the Agency budget request.) Types of benefits to list include:

  - Cost offsets (e.g., revenue enhancements, lower hardware costs, and personnel reduction).

  - Costs avoided (e.g., penalties, interest expense, and future increases in personnel).

  - Improvements of service to the public (e.g., taxpayers spend less time in line and decreased response time to a request).

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State of Colorado
Development Project Form

Project Name: _____   1.S. Division Priority: ___ of: ___

Strategic Business Objective(s): _____

Strategic System Objective(s): _____

_____   _____

Project Description:

The Project in relation to the Agency's existing or proposed systems:

Phase Description	Estimated FTE	Estimated Start Date	Estimated End Date
1.			
2.			
3.			
4.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			
Total Project FTE:			

Benefit Components	FY 91-92	FY 92-93	FY 93-94	FY 94-95	FY 95-96	Total
* If further explanation (intangible benefits) of the benefits is needed an attachment may be provided.						
Grand Total Projected Benefits						
Cost Components						
Personal Services						
Operating Expenses						
Capital Outlay						
Grand Total Projected Costs						
Benefits Less Costs						

Prepared By Name:	Phone #:	Approved By:

- •• Improvement in the ability of the agency/
  department to accomplish its mission.

- •• Improved productivity and/or efficiency
  (e.g., increased number of claims processed
  per FTE, decreased number of repeat in-
  quiries due to inaccurate information).

- • The estimated total cost to complete the
  project. This figure should be presented by
  fiscal year and in total.

- • Major project phases (e.g., preliminary design,
  detail design, and implementation).

- • The human resources required to implement the
  project.

- • The project in relation to the Agency's exist-
  ing or proposed systems.

  - •• Explain whether the project should be
    integrated with existing or proposed
    system; if there are any prerequisites to
    the project (e.g., other systems that must
    be implemented prior to this project; and
    whether the agency determined that the
    project (if software related) does not
    result in the capturing, entering, pro-
    cessing, maintaining, and reporting of
    redundant data.

D. Human Resource Requirements

Based on the maintenance applications/systems,
development projects, and the day-to-day opera-
tions, this section should contain an estimate of
the number of employees and positions required in
matrix form, that graphically depicts the current
and projected staffing levels needed for support
(see **Exhibit F**).

E. Agency Information Management Costs

This section contains three budget analysis work-
sheets (**Exhibits G, H** and I). The first worksheet
is to provide the Agency's base budget costs; the
second worksheet is to provide the additional
funds needed to support the plan; and the third
worksheet is a combined summary of the first two
worksheets with additional source of funds in-
formation.

Exhibit F
Staffing Requirements
As of (date)

This is a Spreadsheet Format Example
Put in the Agency's appropriate Functional Titles

Project	Current Staff			1991 Staff				1992 Staff			
	Applictn Progrmmrs	System Analysts	Total Staff	Applictn Progrmmrs	System Analysts	Total Staff	New FTE to be Requested	Applictn Progrmmrs	System Analysts	Total Staff	New FTE to be Requested
I. Maintenance											
A											
B											
II. Development											
C											
D											
Total Application	7	3	10	9	3	12	2				
IS Management			2			2					
Operations			2			2					
Systm Prgrmmrs			10			11	1				
Total Staff			24			27					
Total New FTE to be Requested *							3				

* The Total New FTE to be Requested numbers should tie directly to the FTE requested on the Schedule 2D.

Cost Components	Actual FY 89-90	FY 90-91	FY 91-92	FY 92-93	FY 93-94	FY 94-95	Total
I. Personal Services							
Labor—							
State Employees							
Contract and Consulting							
Other							
Total Personal Services							
II. Operating Expenses							
Material and Supplies							
Maintenance—							
Equipment							
Operating and Other System Software							
Application Software							
Processing at a State Computer Center							
Communication Services—							
From Outside Source							
From Division of Telecom. Services							
Utilities							
Administrative Expenses							
Training							
Travel							
Other							
Total Operating Expenses							
III. Capital Outlay							
Equipment—							
Purchased							
Leased							

Cost Component (Con't)	Actual FY 89-90	FY 90-91	FY 91-92	FY 92-93	FY 93-94	FY 94-95	Total
III. Capital Outlay (Con't)							
Operating and Other System Software							
Purchased							
Leased							
Application Software							
Purchased							
Leased							
Total Capital Outlay							
Grand Total Costs							

Prepared By Name:		Phone #:		Approved By:		

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Exhibit H
New Funds Analysis Worksheet
(Department)
(Date)

Cost Components	Actual FY 89-90	FY 90-91	FY 91-92	FY 92-93	FY 93-94	FY 94-95	Total
I. Personal Services							
Labor--							
State Employees							
Contract and Consulting							
Other							
Total Personal Services							
II. Operating Expenses							
Material and Supplies							
Maintenance--							
Equipment							
Operating and Other System Software							
Application Software							
Processing at a State Computer Center							
Communication Services--							
From Outside Source							
From Division of Telecom. Services							
Utilities							
Administrative Expenses							
Training							
Travel							
Other							
Total Operating Expenses							
III. Capital Outlay							
Equipment--							
Purchased							
Leased							

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Cost Components (Con't)	Actual FY 89-90	FY 90-91	FY 91-92	FY 92-93	FY 93-94	FY 94-95	Total
III. Capital Outlay (Con't)							
Operating and Other System Software							
Purchased							
Leased							
Application Software							
Purchased							
Leased							
Total Capital Outlay							
Grand Total Costs							

Prepared By Name:	Phone #:	Approved By:

Exhibit I
Total Funds Analysis Worksheet
(Department)
(Date)

Cost Components	Actual FY 89-90	FY 90-91	FY 91-92	FY 92-93	FY 93-94	FY 94-95	Total
I. Personal Services							
Base Budget							
New Funds							
Total Personal Services							
II. Operating Expenses							
Base Budget							
New Funds							
Total Operating Expenses							
III. Capital Outlay							
Base Budget							
New Funds							
Total Capital Outlay							
Grand Total Costs							
Source of Funds							
General Funds							
Cash Funds							
Federal Funds							
Prepared By Name:		Phone #:		Approved By:			

IV.   Strategies for Maintaining the Plan

Contents: In this section, agencies should describe
how they plan to monitor their actual performance
against the plan, and the mechanisms in place to
ensure the plan is followed.

Appendix A - Glossary of Terms Used in the Plan
(Optional)

Contents: An explanation of the abbreviations and/or
technical terms used in the plan.

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