

**State of Alaska  
FY2004 Governor's Operating Budget**

**Department of Law  
Administrative Services  
Component Budget Summary**

## **Component: Administrative Services**

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### **Component Mission**

The mission of the Division of Administrative Services is to provide support services to departmental programs.

### **Component Services Provided**

- Financial management and forecasting - Regular review, monitoring, and reporting of expenditures and revenues with additional emphasis on forecasting authorization balances through the end of the fiscal year.
- Budgeting - Annual preparation of the operating and capital budget request for the entire department. Periodic and final annual balancing of various sources of budget authorization with expenditures and revenues. Analyze and forecast the budget results of the department's shared resources cost pool.
- Fiscal and Accounting - Perform all accounting functions for the department through centralized accounts payable/receivable, review and payment of professional services contracts; and federal grant reporting. Complete annual fiscal year closeout involving reconciliation of expenditures and revenues and ensure all fiscal year obligations are encumbered or satisfied before the end of the reappropriation period.
- Human Resources – Personnel, payroll and employee benefits management; supervisor/manager training in personnel and organizational management; assisting managers and supervisors with employee and labor relations, complaint and grievance administration and position classification administration.
- Procurement - Manage the procurement process for outside legal counsel and expert contracts. Provide property control and centralized supply and equipment purchasing.
- Cost Allocation - Calculate and revise the federally approved cost allocation plans
- Timekeeping - Calculate the department's attorney and paraprofessional timekeeping rate structure; manage the Civil Division's full-time attorney and paraprofessional time reporting and case management system; generate client billings; and respond to routine inquiries regarding individual matter, client, or project time and charges.
- Information Services - Provide computer hardware and software support to each of over 470 computer end-users located in Anchorage, Juneau, Fairbanks, Palmer, Kenai, Bethel, Ketchikan, Kodiak, Nome, Barrow, Dillingham, Kotzebue and Sitka. This support includes: network support, application maintenance and support, and hardware and software installation. In addition the Section provides individual assistance when necessary and presents occasional formal training. Other services provided by the section include web development, technical liaison on projects involving other public agencies, special projects, and service on statewide technical committees that establish the foundations for state government digital communication.
- Mail Services – Provide central mail pickup and delivery services for Juneau offices of the department as well as centralized mail services for certain legal and library supplies for the entire agency. Provide off-site security screening and inspection of ALL incoming mail and parcels in accordance with guidelines established by the Alaska Department of Administration.

### **Component Goals and Strategies**

- Inform and assist the Attorney General, the Deputy Attorneys General, and other department managers in the management of resources by accurately monitoring and forecasting departmental expenditures and the complexity of revenue fund sources in the face of changing litigation demands.
- Provide semi-annual administrative training in Anchorage, Fairbanks and Juneau. Outlying offices participate by sending staff to one of these locations. This training is designed to provide all employees with basic information regarding state and departmental policies and procedures regarding travel, fiscal, procurement, computer networks and desktop support, timekeeping and personnel. With the Administrative Services Division centralized in Juneau, effectively communicating policy and procedure is an issue, especially with frequent changes in support staff in the Civil and Criminal Divisions. We are experimenting with the classroom style approach, and a consistent curriculum delivered on a regular basis in the hope that it will increase understanding of and adherence to the rules and guidelines that govern many of our business processes.

#### Human Resources

- During FY 2003 department webpage enhancements will be made to allow access and download of employment and benefit forms and information, employment policies, contracts, regulations and time and attendance and employer compliance program forms and information. These needed enhancements will provide a more effective business link with the department's fifteen statewide offices and the human resources section in the Administrative Services Division.
- Throughout the fiscal year, there will be continuing emphasis on ensuring department supervisors/managers are informed regarding organization management, recruitment, employment policy, employee/labor relations, and employer compliance programs. Such management training ensures department supervisors and administrators are informed about and maintain compliance with contractual and legal employment obligations and have the necessary knowledge and skills needed to administer their employee and labor relations obligations, responsibilities and concerns.
- The human resources section will undertake to update the classification specifications and position descriptions for all attorney positions in the Civil and Criminal Divisions, statewide. This classification maintenance project will ensure that department position descriptions correctly reflect the scope of the work assigned to a position and properly document organizational reporting assignment and authority. The state personnel act requires position descriptions be accurately maintained and in compliance with state and federal employer program requirements.
- In concert with the department's information management unit, the human resource section will design improvements to its internal position management system to capture, categorize and report specific position and employee information. These improvements will enhance the department's ability to provide more complete affirmative action, organization, and employee information and statistics than can be provided through AKPAY or ABS, combined or separately.

#### Leasehold Procurement

- The current lease for the department's Anchorage based offices will expire on September 30, 2004. Barring significant rate reductions by the current lessor and a negotiated extension of the existing lease under AS 36.30.083, the space will need to be re-bid at least six months to a year in advance of the expiration date.
- The lease for the Palmer District Attorney's office will expire on 9/30/03. The division must immediately begin efforts to re-bid this lease in hopes of finding space closer to the Palmer Courthouse. It has been the department's long term policy to try and locate our offices as close as possible to the court system offices in each locality we have a presence. Failure to meet this goal results in added travel time to the prosecution and support staff workday as well as the need to provide transportation for witnesses. Our lease for the Kodiak District Attorney's office will expire shortly after Palmer on 1/31/04 and this office is also faced with the need to locate closer to the court system offices.

#### Contracting & Supply Procurement

- Implementation of the Statewide Procurement Certification Program began on January 1, 2002. The department currently has two individuals who are certified to perform Level III procurements (this is the highest level of certification and is required for any procurement over \$25,000). Due to recent staff turnover, other procurement staff are in the process of obtaining the training necessary to obtain certification at the appropriate level. All procurement staff must receive ongoing training as required under the program to maintain certification.
- Staff will continue to look at ways to use technology and policy evaluation so as to streamline our procurement and purchasing procedures. This includes active participation as members of the Alaska Procurement Officers Group (APOG).

#### Timekeeping

- It was previously anticipated that during FY 2002, we would begin to study the issue of finding a replacement system for our timekeeping and billing system. However, as a result of ongoing user demand the vendor has pledged to continue to support the system indefinitely and has been issuing regular enhancements to the system as well as actively marketing new releases. The division will continue to monitor the development of competing applications, but we will not actively pursue system replacement.
- Work is underway on the production of an “on-line” case management manual to be used by Civil Division support staff assigned the responsibility for opening, closing and archiving files within the automated timekeeping and billing system. This is seen as a critical step in ensuring the consistency of data entry procedures between each of the three Civil Division offices and ultimately our long-term ability to use the data in the system and to smoothly migrate to a new system when the time comes.
- Work continues on user customized web-based reporting to access case management, timekeeping and billing data from the timekeeping system.

#### Information Services:

- The long-range goal is to distribute the CRIMES system to all District Attorney offices in the state, a plan that would involve as many as 12 more servers. The current architecture includes replication among all sites, so that all sites have the complete database. This is essential for quickly researching criminal history, a necessary part of deciding what charges should be filed. We anticipate completing the CRIMES rollout within the next FY. We will then begin identifying areas where we can streamline or reorganize our support process. The long-term goal is to rely more on Department IS staff and less on third party vendors for troubleshooting, support and performance tuning.
- We are working toward a software/hardware upgrade that will involve the newest production version of our Novell Netware operating system at 15 locations. There are two reasons for this upgrade. First, the manufacturer no longer supports our current version. Second, the newer version will allow us to move easily to a single network communication protocol, TCP/IP, a protocol that is part of the long-range enterprise strategy for the WAN. The TCP/IP protocol is more efficient on the many WAN links that allow the department to function effectively over our vast geographic area. These upgrades involve deploying higher-capacity servers at several sites, meaning more disk space and more main memory. More disk space allows us to accommodate both the increased number of files that accumulate over time, and the larger files that are required by new software and by new methodologies. The new servers have improved fault tolerance (redundant disk, power, and network interface) and will offer improved service to our users. Concurrent with this upgrade we are planning an upgrade to the GroupWise email system. We expect the email upgrade to improve email performance, allow the GroupWise server to scan incoming email for viruses and to resolve ongoing user-support issues with the desktop mail client.
- A new Help Desk system has been purchased and installed to help manage IT workload. The system is web-based to allow for rapid deployment and easy use by all Department staff. It will allow users to review the status of their trouble ticket and provide an easy and consistent means of communication or problems and solutions between the Departments’ computer users and IS staff. We are beginning the testing and implementation process and plan to have it in use within the coming months.
- We will continue to enhance the backbone bandwidth of our Local Area Networks located in the larger offices. “Backbone bandwidth” refers to the traffic carrying capacity of the communication links that connect larger aggregations of network users. A backbone segment might connect several floors in a building, for instance. The network traffic on each floor is aggregated in an Ethernet switch and the backbone joins the switches. Bottlenecks

tend to arise at the backbone, especially in networks with traffic that increases over time. Traffic on all of our networks is increasing due to modern software that utilizes graphic files, and other digitized information such as evidence audio files, web development, and digitized video. In addition to increasing backbone bandwidth in the larger offices, we will identify potential bandwidth bottlenecks to the remote offices and enhance bandwidth to those locations as well.

- In order to improve network security and limit data communication and computing resources to business purposes, network traffic will be prioritized. Prioritization will help to discriminate against inappropriate network traffic and establish “quality of service” for TCP/IP traffic at our largest site. It will also set aside bandwidth for our critical applications. This effort will also give us the beginnings of intrusion detection in the event of network attack. Most of the hardware for this project is already in place so we will complete the hardware installation and configuration, tune the system for optimal performance and then evaluate the outcome. This is a pilot project that may be applied to other large sites in future fiscal years if the initial implementation shows sufficient results.
- The Department depends on two critical applications, the Crimes database of all of our prosecutor actions, and the Timekeeping and billing database that facilitates recording how much attorney time is expended on each case. This fiscal year we will improve the reporting capabilities of those two systems by expanding the number and quality of reports available to department managers.
- We will continue to upgrade desktop computers and operating systems to improve reliability, consistency and uniform compatibility throughout the Department.
- In order to improve communication and ensure smooth operations of the Department's computer systems, we will evaluate the possibility of creating a Department-wide User's Group that would function in an informal advisory capacity. This will provide an easy and informal way for users to bring issues to the attention of the IS staff and allow the IS staff to get user feedback on upcoming projects, purchases or IS policy prior to decision making or implementation.
- Support necessary transitions involved in statewide Telecomm Partnering.
- The Department's web site is somewhat inconsistent and under-utilized. We will devise a comprehensive web site strategy to improve all aspects of the site. That will include hardware upgrade to the web server itself so it will be capable of supporting a Department-level web site for both external (Internet) and internal (Intranet) communication. It will also include website development training for IS staff in Anchorage and Juneau and the development of a consistent policy on content updates, change management and document posting and indexing. The end result will be a useful website with a consistent look and feel that is easy to maintain and update with no reliance on support from third-party vendors.

### **Key Component Issues for FY2003 – 2004**

Increasing the quality and value of services with a status quo budget and staffing levels while coping with rapid changes in technology and increasing administrative demands continues to be the major issue facing this division. Specifically, as we consider the road ahead, administrative personnel will need to devote significant time and thought on how to more fully and creatively utilize the technology available to us whether it be in accounting, purchasing or human resource management.

With the closure by DOT&PF of the old Fairbanks Courthouse, the department has been forced to relocate the Fairbanks District Attorney's office into leased space near the new Rabinowitz Courthouse. This change will have both a significant immediate and ongoing budgetary impact to the department as well as the added administrative burden of dealing with the move of personnel, equipment, telephone and computing resources.

The prospect of moving the Palmer and Kodiak offices is also on the horizon. Timing the physical moves with the establishment of basic business infrastructure services, such as computing and telephonic communications, is critical to minimizing prosecution disruption. Under the best circumstances, unexpected complications crop-up and must be resolved “on the fly”. In Alaska, such complications can run the gamut of frozen plumbing and lack of power to missed deadlines and broken equipment and furniture.

Providing attorneys with easy access to common documents (such as a Brief Bank) is critical. Legal work involves document production, and being able to find a particular document exactly when it is needed can save time. We have a pilot document management system that may lead to a wider rollout. While document management is fairly well understood for smaller legal organizations, such as a typical law firm, issues of scale exist for larger organizations. An organization the size of the Civil Division would be a large law firm, and the Criminal Division is spread over a dozen communities. It is unclear whether we have sufficient internal expertise for in-house development of an adequate document management system. Technology is not the issue; design and implementation is the challenge.

## Major Component Accomplishments in 2002

### Fiscal

- Direct links to the State's Administrative Manual have been provided to help staff quickly access many of the administrative policies and procedures governing state business practices. Also included on the Administrative Services intranet site are PowerPoint presentations used in training, and standard forms such as the standardized warrant request, mileage reimbursement and travel authorization.

### Human Resources

- Completed a variety of position classification reviews, statewide, to maintain compliance with the state personnel act requiring that departments maintain accurate alignment of positions and to have updated position descriptions on file for all positions in the organization.
- Department's human resource and procurement positions are involved in an ongoing statewide, inter-department classification study being conducted by the Department of Administration, Division of Personnel. The goal of the study is to ensure position alignment across departments and to provide more effective career tracks and enhanced recruitment and retention within these job groups.
- Completed the first three management training sessions in Juneau, Anchorage and Fairbanks to ensure up-to-date continuing education for department supervisors and administrators regarding organizational management, employer compliance programs, contract and employee performance management, labor relations, position classification and recruitment systems, statewide.

### Leasehold Procurement

- In cooperation with the Division of General Services, undertook the RFP solicitation, evaluation of proposals, and award of a contract for new leased office space for the Fairbanks District Attorney's Office.
- Obtained badly needed additional space in our Anchorage, Palmer, and Bethel offices.
- Initiated and successfully pursued claims against our Anchorage office lessor to obtain additional parking spaces in accordance with existing lease provisions.
- Successfully defended the state against a grievance filed by GGU members in our Anchorage offices regarding the lack of free parking spaces provided by the state at their work site. The arbitrator ruled that the department is under no contractual obligation to provide "free" parking to its employees and that the State has met the "good-faith" requirement of the contract to provide parking. In spite of the success of the state's effort, parking will be a continuing factor in our recruitment and retention of classified employees at this location. Providing free parking for all employees would cost an additional \$150,000 in funds the agency does not currently have.

### Contracting & Supply Procurement

- A comprehensive "on-line" timekeeping manual for Civil Division attorneys and paralegals became available on the department intranet web site.
- Undertook the procurement of outside legal and expert witnesses to assist the State in new and ongoing litigation and administrative disputes including: oil and gas tax, royalty and regulatory matters; construction claims; statehood defense issues; and the abortion/parental consent appeal to name just a few.

- In the wake of the Enron and WorldCom scandals, the section facilitated the expedited procurement of securities litigation counsel on behalf of the Alaska Permanent Fund Corporation and its Board of Directors.
- Facilitated the RFP procurement of and executed contracts with specialized outside legal counsel to advise and represent agencies such as Alaska Industrial Development & Export Authority; Alaska Student Loan Corporation; Alaska Municipal Bond Bank Authority; Alaska Housing Finance Corporation; and the Alaska State Pension Investment Board.

#### Timekeeping

- Completed the production of a comprehensive “on-line” timekeeping manual for Civil Division attorneys and paralegals.
- Held a first-ever training and scoping session for all case-management staff from Anchorage, Fairbanks and Juneau.
- Implemented quality control measures to review all files opened in Javelan on a monthly basis.
- Implemented routine e-mail transmittal of monthly bills and/or billing analyses to the divisions of Investments, Child Support Enforcement, and Risk Management. Other ad hoc reports and billing information provided electronically to client agencies as requested.
- Implemented routine e-mail transmittal of monthly “productivity” and “billed-time” reports to Anchorage, Fairbanks and Juneau Civil Division office chiefs.

#### Information Technology

- Improved power systems at critical locations to protect servers from power interruptions. This will not only result in increased availability of the servers, it will help guard against lost or corrupted data associated with power failures.
- Installed a new Help Desk system and began its configuration. When fully implemented, it will improve response time to user issues, help identify trends and/or weak spots in our support structure and ensure no problems “fall through the cracks”.
- Recruited and filled open IS positions in Anchorage and Fairbanks. Both locations are now fully staffed.
- Upgraded server hardware in two central locations (Anchorage and Juneau) as well as remote offices (Fairbanks and Bethel). The upgraded hardware will increase storage capacity and improve response time to network-based activities such as email and file/print services. Using it to replace older and/or slower components will recycle the replaced hardware.
- Upgraded network backbone in several locations to increase bandwidth and network reliability.
- Installed server to function as a web-based reporting tool for CRIMES and timekeeping systems. Software limitations have hindered configuration and implementation but the server is installed and remains a priority.

### **Statutory and Regulatory Authority**

AS 44.23.020

**Administrative Services**  
**Component Financial Summary**

*All dollars in thousands*

	FY2002 Actuals	FY2003 Authorized	FY2004 Governor
<b>Non-Formula Program:</b>			
<b>Component Expenditures:</b>			
71000 Personal Services	965.0	1,166.2	1,188.2
72000 Travel	10.6	7.8	7.8
73000 Contractual	90.5	81.7	81.7
74000 Supplies	18.5	26.0	26.0
75000 Equipment	34.3	0.0	0.0
76000 Land/Buildings	0.0	0.0	0.0
77000 Grants, Claims	0.0	0.0	0.0
78000 Miscellaneous	0.0	0.0	0.0
<b>Expenditure Totals</b>	<b>1,118.9</b>	<b>1,281.7</b>	<b>1,303.7</b>
<b>Funding Sources:</b>			
1004 General Fund Receipts	507.3	538.6	552.5
1005 General Fund/Program Receipts	50.5	51.4	51.4
1007 Inter-Agency Receipts	561.1	691.7	699.8
<b>Funding Totals</b>	<b>1,118.9</b>	<b>1,281.7</b>	<b>1,303.7</b>

**Administrative Services**  
**Proposed Changes in Levels of Service for FY2004**

No service changes.

**Summary of Component Budget Changes**  
**From FY2003 Authorized to FY2004 Governor**

*All dollars in thousands*

	<u>General Funds</u>	<u>Federal Funds</u>	<u>Other Funds</u>	<u>Total Funds</u>
<b>FY2003 Authorized</b>	<b>590.0</b>	<b>0.0</b>	<b>691.7</b>	<b>1,281.7</b>
<b>Adjustments which will continue current level of service:</b>				
-Annualize FY2003 COLA Increase for GP/SS/KK Bargaining Units	0.0	0.0	7.9	7.9
-\$75 per Month Health Insurance Increase for Non-covered Staff	0.7	0.0	0.2	0.9
-From Office of the Attorney General to adjust vacancy by fund source	13.2	0.0	0.0	13.2
<b>FY2004 Governor</b>	<b>603.9</b>	<b>0.0</b>	<b>699.8</b>	<b>1,303.7</b>

**Administrative Services**  
**Personal Services Information**

	Authorized Positions		Personal Services Costs	
	<u>FY2003</u> <u>Authorized</u>	<u>FY2004</u> <u>Governor</u>		
Full-time	20	20	Annual Salaries	926,316
Part-time	0	0	Premium Pay	0
Nonpermanent	0	0	Annual Benefits	311,341
			<i>Less 4.00% Vacancy Factor</i>	(49,508)
			Lump Sum Premium Pay	0
<b>Totals</b>	<b>20</b>	<b>20</b>	<b>Total Personal Services</b>	<b>1,188,149</b>

**Position Classification Summary**

Job Class Title	Anchorage	Fairbanks	Juneau	Others	Total
Accountant IV	0	0	1	0	1
Accounting Clerk I	0	0	1	0	1
Accounting Tech I	0	0	3	0	3
Administrative Svcs Mgr	0	0	1	0	1
Division Director	0	0	1	0	1
Human Resource Technician II	0	0	1	0	1
Human Resources Mgr II	0	0	1	0	1
Mail Svcs Courier	0	0	1	0	1
Micro/Network Spec I	1	0	1	0	2
Micro/Network Spec II	1	0	0	0	1
Micro/Network Tech I	1	0	1	0	2
Micro/Network Tech II	1	0	1	0	2
Personnel Specialist I	0	0	1	0	1
Program Budget Analyst III	0	0	1	0	1
Supply Technician II	0	0	1	0	1
<b>Totals</b>	<b>4</b>	<b>0</b>	<b>16</b>	<b>0</b>	<b>20</b>