The State of New Hampshire Liquor Commission

Department of Information Technology

NHLC Next Generation Systems Project

Business and Technical Overview

Next Generation Systems Project Initiation & RFP Creation Business and Technical Requirements

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1.0 Project Overview

1.1 *Project Background*

In March 2011, the New Hampshire State Liquor Commission (the Commission) retained BerryDunn to provide consulting services for the development of business and technical requirements and the creation of a request for proposal for an integrated retail chain enterprise system solution. The new system will replace the existing point of sale and warehousing system that are currently used in the following functional areas; sales, marketing, merchandising, distribution, warehousing, headquarters, store operations, administrative services, financial administration, enforcement and licensing. The Commission has multiple computer systems currently being utilized for these functional areas. Among those systems are:

1. ACR Point of Sale system being utilized at the 76 retail stores
2. MAPPER Warehouse Management System that is a home grown custom developed system. MAPPER contains a number of sub-systems such as the Personnel Attendance and Leave System (PALS), LIDS, (internal) Warehouse Inventory Management System (WIMS), and Internet Commerce Enabler (ICE)
3. License 2000 (L2K)
4. Exel Warehouse system, the inventory system at the Commission's Bow-based warehouse
5. Information Management Consulting (IMC) for the Commission's Division of Enforcement
6. Lawson Financial & Human Resources System (NHFIRST)

The needs of these systems are related, and in the future the functionality provided by these systems will need, at a minimum, to be integrated with one another. The scope of this document provides a high level overview of "as-is" business processes and systems.

.1: Project Phases and Deliverables

This report documents a conceptual view of the major business processes that support the Commission's liquor/wine inventory, warehouse and distribution systems. By documenting the business "as-is" processes and the environment within which the business

is conducted, a baseline or framework has been created that can be used by Vendors to assist in the RFP process and to provide a foundation for communicating to prospective vendors how the existing processes work in today's software environment.

1.2 *Report Format*

This report is comprised of two major sections, described below:

1. **Business Processes.** This section of the report provides a written high-level description of the business processes utilized by the New Hampshire State Liquor Commission. This document contains the associated diagram for each written description provided in this section of the report.
2. **System Architecture.** This section of the report describes the current architecture associated with the Commissions' systems. A diagram that illustrates the environment and accompanying text that describes the configuration has been provided in this section.

2.0 Business Processes

This section of the report provides a written description of the business processes utilized by NHSLC.

2.1 *Sales, Marketing, Merchandising Business Processes*

The retail and wholesale business part of the Commission is responsible for sales, marketing, and merchandising. Brand selection and purchasing are part of this core area of the business, as is management of discounts, promotions and coupons.

List of Sales, Marketing, Merchandising Business Processes	
Process Number	**Process Name**
1.1	Advertising & Marketing
1.2	Brand Selection
1.3	Discounts, Promotions, Coupons, and Gift Certificates
1.4	Purchasing

Table 1.2: List of Sales, Marketing, Merchandising Business Processes

2.1.1 Advertising & Marketing

The advertising process for the Commission begins with a weekly business meeting to discuss advertising opportunities. The previous month's sales are reviewed and the advertising team proposes new sales projections to the Commission. If the proposal is not approved, then the process is complete. If the advertising need is approved, the advertising team then determines which advertising agency to utilize for this advertisement.

Once the advertising agency is selected, the advertising team determines if the cost for this particular advertisement will be over $500. If it is over the $500 threshold a division directors' signature is required to move forward with the advertisement. Once the approval is complete, the advertising team creates a media plan. The team reviews and provides feedback on the marketing plan, which is passed along to the advertising agency for updates as necessary.

The revised and approved media plan is then emailed to the 76 retail stores prior to execution. As part of the approved advertising initiative, the retail website is updated with the appropriate advertising information to help disseminate the information regarding the advertisement. The Commission also uses social media to relay these approved advertisements through Facebook and Twitter.

As part of the advertising initiatives, the advertising team participates in weekly status meetings with the advertising agencies that are utilized to monitor the progress of the advertisement. The advertising team also meets with the store operations director weekly or as needed to review the status of current advertising initiatives, and discuss future advertising opportunities.

2.1.2 Brand Selection

The brand selection process for the Commission begins with a weekly business meeting to discuss new products. The wine and spirits buyers bring recommendations to the meeting where a review of the proposed products is conducted. If approved by the business meeting, the product is presented to the Commission for approval. If the product is not approved by the Commission, the process is complete.

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If the product is approved by the Commission, the product is entered into the warehouse management system with a standard price, then it is assigned a markup based on three core areas; retail, on-premise, and off-premise. The buyers enter the absolute levels for all stores for the product into the warehouse management system, and then the buyers update the warehouse management system category placement for each new product. The categories consist of the following for wines; Category 1 – top 325 wines shipped to all stores and full distribution for spirits, Category 2 – top 326 to 750 wines and full distribution for spirits, Category 3 – top 751 to 1200 wines and specialty spirits, Category 4 – optional/test items for wine and test/new products for spirits.

The new products are monitored by running profitability reports from the warehouse management system. If the new products meet the profitability levels they continue to be carried by the Commission. The products are monitored on a weekly and monthly basis. If they do not meet the profit levels designated by the Commission, then the products are discontinued and marked down to remove inventory.

2.1.3 Discounts, Promotions, Coupons and Gift Certificates

The discounts, promotions, coupons, and gift certificates process for the Commission begins with a weekly business meeting to discuss opportunities. The results of the previous month's discounts, promotions, & coupons are reviewed. The team also considers new discounts, promotions, coupons, & gift certificates. The team then proposes discounts, promotions, or coupons to the Commission. If they are not approved, the process is complete. If the discounts, promotions, or coupons are approved, the team then determines how many SKUs will be part of the recommended discount, promotion, or coupon.

If there are greater than 8 SKUs, then an interface to the current warehouse management system must be setup for the discount, promotion, coupon, or gift certificate to be run (the current point of sale system can only handle doing so for 8 SKU's or less). The setup in the current MAPPER system consists of creating a RID, which is the table in the system storing all of the discounts and promotions. Coupons are stored in their own RID in the MAPPER system separate from the discounts and promotions RID. Once the discount, promotion, or coupon is set up in the system, normal processing occurs.

Reporting is then generated for coupons based on their usage by in-state customers and out of state customers. Invoices are generated for the vendors associated with coupons. If the discount, promotion, or coupon is still active, normal processing continues utilizing the reduced pricing. Once the discount, promotion, or coupon is no longer valid the POS system utilizes the standard pricing.

2.1.4 Purchasing

The Commission's purchasing process has three core areas: the internal warehouse, and outsourced warehouse service and distribution center and individual stores. The Commission has two warehouses. One is the Exel Warehouse, a privately, non-state run operation in Bow NH. The other is the Concord Warehouse, a state-run warehouse in Concord for promotional bulk buying and distribution. Both warehouses are similar in that they operate on the "bailment" system and the brokers are responsible for maintaining inventory at each warehouse. The Concord, NH warehouse is state-run and has a different process and systems than the non-state run Exel warehouse in Nashua, NH.

In New Hampshire, all liquor is supplied through a system of brokers. Brokers are the go-between the state run liquor stores and privately operated stores such as grocery stores and the suppliers of liquor (such as Bacardi, for example). This factors into purchasing of liquor because the brokers are responsible for maintaining inventory for at least 30 days in the warehouse, so keeping the brokers aware of current inventory levels as well as projections for the next month are vital to maintaining appropriate inventory levels.

The Concord warehouse runs projection reports from the warehouse management system and fills them in for the next month. The projection reports are then faxed to the vendors to help them maintain 30 days of inventory at the warehouse. Both warehouse inventories are loaded to an online portal so that brokers can monitor inventory levels to make sure they maintain 30 days of inventory.

The store's purchasing process is set by the warehouse management system. The stores have an absolute threshold for the approved categories for the products, and the store manager has the ability to modify the absolute based on individual store needs. The warehouse management system orders nightly based on a schedule set for each store. During the 'End of Day' process, the warehouse has the items added to their inventory pick sheet based on the stores weekly schedule, and the items are picked and sent

to the store via the shipment process (see section 2.2.1).

2.2 *Distribution, Warehousing, Headquarters Business Processes*

This business area is responsible for warehousing wine and spirits for the Commission and distribution of the products to the retail stores. The current systems in place at the Concord warehouse are in-house developed systems that have been tailored over the years to meet the needs of the Commission. The Exel warehouse is not State-run, and the warehouse management systems in place there are not described in this report.

List of Distribution, Warehousing, Headquarters Business Processes	
Process Number	**Process Name**
2.1	Shipping
2.2	Receiving
2.3	Claims
2.4	Inventory Management
2.5	Bailment System Charges

Table 1.3: Distribution, Warehousing, Headquarters Business Processes

2.2.1 Shipping

The shipping process at the Concord, NH warehouse begins with the director of purchasing setting the purchase authorization levels for the warehouse within the existing warehouse management system. Minimum order levels are setup for individual store locations based on estimated sales when new products are entered into the system. The system automatically orders product for the stores to replenish any products depleted below the minimum levels. These store minimum levels are then available for store managers at all retail locations to adjust as they see fit to their stores' needs.

Each store has its own automatic order day(s) set up within the existing warehouse management system, which also assigns the invoice number. If there is not appropriate purchase authorization, the invoice is then adjusted automatically by the warehouse management system and re-ordered at a later time. If there is appropriate purchase authorization, then the warehouse management system checks to make sure the inventory is available. If there is a shortage of inventory the invoice is adjusted automatically by the warehouse management system and re-ordered at a later time. If there is enough inventory on hand, the warehouse management system then adds the invoice to the shipper file and labels are printed for the pickers for the work that needs to take place that day. There is one label per case unless there are more than 30 cases (over half a pallet) of the same product in which case a single label is printed with the number of cases included.

Pickers are given their labels to begin their work for the day. Work consists of building a load and creating a pallet to go to a specific store. Once a pallet is picked and ready to go, it is wrapped and loaded in a designated trailer at the dock of the warehouse. The dock personnel fill in a pick worksheet, which is then sent to the warehouse office personnel to enter into the warehouse management system. The warehouse office personnel use this pick worksheet and mark the items as shipped in the warehouse management system. The warehouse office generates the bill of lading report. The trucker then signs the bill of lading for each store he will deliver product to. The trucker receives a copy of the signed bill of lading as well as a copy of the packing list for each store.

At the end of the day, the warehouse office personnel run an 'End of Day' process in the warehouse management software to update all the purchasing files in the system for what was shipped for the day, and this process updates the inventory levels for the warehouse in the warehouse management system.

2.2.2 Receiving

The receiving process at the Concord, NH bailment warehouse begins with the Director of Purchasing sending a fax to all suppliers projecting the need for product over the next 30 days. The form that is utilized for the fax is generated from within the warehouse management system. If the receiving is taking place at the Law warehouse in Nashua, NH the brokers access the warehouse management system via an online portal (ICE) to determine current inventory.

Brokers send orders to the suppliers and the suppliers create shipments based on order quantities. The suppliers arrange for truckers to ship to the warehouse, and the trucker schedules a delivery appointment with the warehouse. The trucker then sends an advanced shipping notification to the warehouse so the warehouse can prepare to receive the product. The warehouse issues a receipt for the product utilizing the warehouse management system. When the truck arrives at the warehouse the receipt is available in paper form to compare to the advanced shipping notification and the packing list. A physical count of the product quantities is done to compare to the advanced shipping notification. If there are any discrepancies, like overages, shortages, damage, or mislabeling, the warehouse documents the discrepancies. A receiving report is completed and the advanced shipping notification and packing list are attached and sent to the warehouse office personnel.

The warehouse office personnel receive the inventory into the warehouse management system using the completed receiving report they get from the warehouse. At the end of the day, the warehouse office personnel run an ‘End of Day’ process in the warehouse management system to create an original receipt. The receipt is checked for errors. If there are errors, the corrections are made and the warehouse manager signs the receipt. A copy of the signed receipt is mailed to the vendor, and a copy is filed at the warehouse.

2.2.3 Claims

Claims occur when product arrives at the Concord warehouse damaged, is damaged onsite, or when an item is incorrectly sent to a store. When damage occurs, an affidavit is prepared manually and entered into the warehouse management system. If the product arrives damaged, a manual form is first filled out documenting the damage which is signed by the driver before leaving the building. If the bottles are wet, it typically indicates damage in transit. If the bottles are dry, this typically indicates that the damage occurred prior to transit. In either case the damaged inventory will be billed to the vendor, and transferred to the state's stock.

If the damage occurs at the warehouse because of poorly packaged product, the vendor is also billed. If the damage occurs at the warehouse because of human error, then a damage form is filled out but no bill is issued. The saleable inventory left over from any damage will be sent to either store number 66 or 67. Each store alternates receiving damaged stock each week. During the end of day process, a three part hardcopy of the damage form is generated. One copy stays at the warehouse and two copies go to finance. Once a month all claims from the warehouse and affidavits from the stores are processed and invoiced to vendors.

Overages are received into inventory and not sent back to the vendor. If a shortage occurs the trucker is required to sign a form noting this. If an overage or shortage occurs at the warehouse, a notation is made on the line item in the system. This will be mailed to the vendor in order to facilitate proper accounting of vendor's inventory in the bailment warehouse.

2.2.4 Inventory Management

The inventory management process at the Concord bailment warehouse has three components: full inventory counts, weekly cycle counts, and daily reports of sub-pack levels on inventory originating at the Concord warehouse.

Full inventory counts occur twice per year at the Concord warehouse and once per year at the Law bailment warehouse which is not owned or run by the state. In January, as time permits, an inventory count is performed at the Concord warehouse. The timing of the January inventory count is timed to coincide with the quarterly inventory counts that occur at each store location.

A fiscal year-end count is performed simultaneously in March in both warehouses and at all store locations. In the Concord location, the inventory is counted until there are two matching counts per SKU. This final count is then transferred to a master count sheet. The numbers from the master count sheet are then entered into the warehouse management system (MAPPER) and a discrepancy report is generated. This often causes further recounts of items on the discrepancy report until the final inventory is correct. Any overages become state stock when a process is run to override the warehouse management systems' inventory with the counted inventory.

Cycle counts are caused by overages or shortages in the system or any item whose inventory levels are called into question during the week. These items are counted every Tuesday. Discrepancies are then tracked in the warehouse management system.

The Concord warehouse currently only stocks case quantities, and the Exel warehouse stores both case and sub-case quantities. Case quantities for individual brands are stored at one location or the other but not both. Sub-case quantities for brands that are stored in Cases at the Concord warehouse are stored at the Exel warehouse under a State of New Hampshire account. The Concord warehouse manages inventory levels on sub-pack quantities using absolute levels of brands stored in this state account. The Concord warehouse tracks quantities of sub-packs at the Exel warehouse based on absolute levels, replenishing back to the set absolute levels when items are depleted. Law charges the state bailment transportation charges to pick up cases sent to the Law warehouse from Concord. This process is in place due to limitations of the existing warehouse management system at the Concord warehouse, and a requirement of the replacement system has been created to be able to allow for sub-case quantities.

2.2.5 Bailment System Charges

The bailment charges process at the Concord warehouse begins with a transaction file within the warehouse management system. The warehouse management system uses this transaction file to determine the bailment charges automatically by transaction code, account, quantity, and charge. A rate schedule is utilized within the system by contract. Some examples of bailment charges include the following: handling for in-bound items, storage, labeling, relabeling, and inventory counting.

The ‘End of Month’ process in the warehouse management system is utilized to generate these bailment charges and create invoices. Invoices are sent by accounts payable with all pertinent backup, transactions, and month ending inventory to suppliers electronically, either through the warehouse management systems’ online portal or via email.

2.3 *Store Operations Business Processes*

The Commission's store operations are located across the state of NH. For the purpose of this document, store operations will cover anything that occurs directly at the store locations. This includes point of sale functionality for cashiers and management at the point of sale terminals, and management level functions including inventory in the back office.

List of Store Operations Business Processes	
Process Number	**Process Name**
3.1	Back Office Function
3.2	Cashiering
3.3	Opening/Closing
3.4	Stocking/Inventory

Table 1.4: Store Operations Business Processes

2.3.1 Back Office Function

The back offices of individual store locations allow performance of a wide variety of functions to help facilitate the store operations. Many of these functions are typical for individual stores in a chain environment, such as:

- Reporting
- Inventory Tracking
- Adjusting Absolute Levels of Store Inventory (for fluctuations in sales as well as make one time add on changes for special events or requests)
- Monitoring POS Stations
- Accounting for Employee Time and Attendance
- Adding New Employees and Security Levels
- Printing Sale Cards
- Updating Store Hours and Locations
- Planogram Mapping

- Settling Cashier Drawers

Other functions are very specific to the Commission's operations. Unique back office functions include:

- A detailed internet system for requesting time off (bereavement, sick days, and holidays etc…) which alerts the manager for approval by email and subsequently alerts the employee of responses;
- phone/fax/email orders from licensees which are put on hold and retrieved by the cashier when the licensee arrives; and
- Supply ordering (toilet paper, toner etc…) from the warehouse. This is unique because liquor is ordered automatically based on absolute levels and scheduled for delivery on unique days of the week per store. Supplies are ordered manually as needed and sent on a different schedule (once a month) instead of daily or weekly like liquor orders.

2.3.2 Cashiering

The majority of activities that support the cashiering process at individual store locations are commonly found in retail point-of-sale systems. The current system is touch screen driven and includes bar-coded and non bar-coded items. In addition to typical liquor store items, stores also carry and redeem lottery tickets. Stores sell two types of lottery tickets; instant tickets and tickets for "on-line games" (drawing based) which require the state to be registered in a third-party terminal within the store.

Stores currently accept 12 different types of tender including credit/debit, checks, in house charges, traveler's checks, Canadian currency (bills only), gift cards, cash, lottery, and lottery payouts. Terminals allow cashiers to check inventory levels in the store, at other stores, and in the warehouse. Cashiers may also check branding information and price history. As a theft deterrent, each store has unique cash pickup levels that warn and then lock up the terminal if cash is not removed from the drawer.

On-premise licensees (grocery stores and convenience stores) and off premise licensees (bars and restaurants) that have a valid license to sell liquor in the State of New Hampshire can purchase liquor from State liquor stores at a discount. When licensees purchase product at the store, cashiers have the ability to review information on the licensee, including type of license, check cashing authorization, in-house account status, outstanding invoice balances. Cashiers can also print past invoices.

2.3.3 Opening/Closing

When an individual store opens, the manager verifies the base-line cash amount in the safe and enters this amount in the POS system. Managers manually count store lottery tickets because the system doesn't keep lottery inventory numbers past the current day. Managers then setup cashiers in the system and enter payroll hours for the previous day.

At the end of the day, managers count down the safe, deposit money that is over the base line amount, and register the deposit amount in the system. Managers pull up the store report, which is left on the screen overnight because the End of Day function will not otherwise run.

2.3.4 Stocking & Inventory

In order to properly manage inventory at the store level, stores use their current system to receive inventory, monitor inventory levels, transfer inventory, order inventory and file affidavits for inventory exceptions. Inventory arrives both from the bailment warehouse for liquor and from outside vendors for other related, non-alcoholic accessories.

All liquor orders are automatically sent to the warehouse based on absolute levels. When product is depleted, replacements are sent from the warehouse to replace it. The schedule for ordering this from the warehouse is different for each store based on volume. Managers can make changes to these absolute levels per store or make one time add-ons for ordering product for a special order or upcoming known increase in volume. Managers can raise all levels across the board with a percentage increase when necessary. An invoice is received when product arrives at the store, and out-of-stock items are noted at the bottom of the invoice.

All sub-case quantity orders are ordered from the Law warehouse automatically due to limitations in the Concord warehouse management system not being capable of handling sub-case quantities. All case quantities are ordered from either the Law or Concord warehouses. Approximately twenty five percent of brands are stored at the Concord warehouse and the remaining cases are stored at Law.

Stores periodically transfer stock to other store locations. This system is also utilized in rare cases when vendors send stock directly to the store without going through the warehouse. When store to store transfers are initiated in the current system three invoices are generated, one for the shipping store, one for the receiving store, and one for the trucker. When the receiving store receives the inventory, a transfer receipt is generated. Store transfers are put on hold during quarterly inventory counts.

Each store takes a full inventory on a quarterly basis utilizing handheld mobile devices. The entire inventory is counted twice for accuracy. After inventory is counted, a watchdog report is generated which shows any discrepancies over 100 bottles to find any mistyped quantities. After corrections, the inventory is updated with current count levels.

Managers track claims using affidavits to track overages/shortages from deliveries, damaged and or mislabeled product, and customer returns. When damage occurs, managers track whether the damage happened in transport, or prior to delivery. Transport between the warehouse and the stores are handled by a third-party who is billed if product is damaged in transport. The vendor is billed if damage occurs prior to transport.

2.4 *Administrative Services Business Processes*

The NHSLC Administrative Services Division is responsible for human resources, information technology and building/plant maintenance services for the Commission. Administrative Services acts as a liaison for the Commission to the Governor and Executive Council, the state legislature and other state agencies.

List of Administrative Services Business Processes	
Process Number	**Process Name**
4.1	Building Maintenance and Design

Table 1.5: Administrative Services Business Processes

2.4.1 Building Maintenance and Design

Building maintenance is the process for fixing problems in the Commission's buildings. NHSLC has two full-time staff and several part-time staff who support building maintenance on behalf of the Commission.

Responding to requests for maintenance begins with the receipt of a request for maintenance. Requests are submitted via Microsoft Outlook (e-mail), using Outlook based forms, or via the telephone. Once the request is received, Maintenance staff determines if the request is an emergency. If it is, the job is immediately assigned to maintenance staff. If not, it is prioritized and organized by location (region of the state) first and then assigned to maintenance staff. The process ends when Maintenance staff fixes the problem, the order is closed, and reports are filed. If the job is not done correctly, staff is sent to fix the problem.

Building redesign is a primary function of Administrative Services. From time to time, the Liquor Commissioners will determine that a renovation is needed. A Commission design team creates an initial floor plan and the maintenance engineer creates the final floor plan. These plans must be approved by Commissioners. If the Commissioners don't approve the plan, it goes back for redesign by an engineer. If they do approve it, the building is assigned staff and supplies are ordered. The process ends when renovation is complete.

2.5 *Financial Administration*

The Division of Financial Administration manages the financial affairs and duties of the Commission. The Division prepares financial reports, statements and analyses, safeguards assets, performs audits, and interprets policy and procedure to maintain consistency in general accounting principles. The Financial Administration team also processes and initiates accounts receivables, accounts payable, contractual, payroll, and grant-related transactions.

List of Financial Administration Business Processes	
Process Number	**Process Name**
5.1	Audit/Internal Audit
5.2	Leave Requests
5.3	Time & Attendance
5.4	Inventory Control
5.5	Transaction Processing

Table 1.6: Financial Administration Business Processes

2.5.1 Audit/Internal Audit

Audit and Internal Audit staff is responsible for detecting fraud in the day-to-day transactions of the Commission. Specifically, Audit staff review cycle counts, bottle loss, voids, and refunds for fraudulent activity. The process of checking for fraudulent activity begins when MAPPER reports of transactions for a specific time period are reviewed. Reports are viewed and analyzed for inconsistencies or other indication of fraudulent activity and look specifically for a significant amount of activity in one store or by one employee. If evidence of fraudulent activity is evident, staff will investigate. If necessary, audit staff will then visit a store to physically count the product and will look at daily transactions to validate them. Enforcement may be called upon to investigate if necessary.

2.5.2 Leave Requests

Store, warehouse and central office employees follow a standard procedure in requesting time off. An employee uses the Internet Commerce Enabler (ICE) to make the request. An e-mail is sent to the manager or supervisor that there is a request for time off. This message is also displayed when the manager/supervisor logs into MAPPER and they are given the option to approve or disapprove the leave.

If manager/supervisor elects to approve the leave, they click “yes” in MAPPER and then the Personnel Attendance and Leave system (PALS) is brought up. Leave is approved in PALS. The employee is notified by e-mail that leave is approved if they work in a non-store location. Leave balances are updated on the day of leave.

If leave is not approved, “no” is clicked and the message asking for leave approval is deferred until the next time the user logs into MAPPER. Leave data is uploaded to the NHFIRST when payroll is transmitted at the end of the pay period.

2.5.3 Time and Attendance

Employee tracking is the process of making store schedules for store employees and paying employees for time worked. There are two separate processes – one for store employees and one for non-store employees. In the store, the manager creates the schedule and posts it for a bi-weekly period. The manager enters hours worked for previous day in NHFIRST for part-time employees, and adjusts hours for full time employees with leave or a day off (full time employees have 8 regular hours pre-loaded in the system, or the system reflects and pre-approved leave for the day). At the end of the pay period, signature sheets are printed, and employees provide a signature noting time worked. For non-store employees, an automated system loads 7.5 or 8 hour days, depending on the employee, and adjusts for approved leave.

For the check-paying portion of this process, the Payroll Office reviews all hours at end of each week for accuracy. Payroll posts and transmits to NHFIRST at the end of a two-week pay period. Checks are then created. Payroll reviews all check data with the NHFIRST report generated from transmit. If a check has an error it is cancelled and replaced. Payroll receives checks and advice notices, batches and inserts in mailing envelopes and sends to store locations or via USPS. Office of Payroll will reconcile NHFIRST using reports and will make adjustments indicating that an employee regularly assigned to a specific store or territory worked in a different store or territory.

2.5.4 Inventory Control

This process is the financial component of maintaining inventories in the stores and warehouses of the Commission.
The process begins with a run of reports showing the following:

- Negative inventory
- Lottery inventory
- Affidavits (reports of broken or missing inventory)
- Receiving (comes from stores – not run in MAPPER)

- Quarterly inventory

All of these reports are run daily expect for Quarterly inventory. A description of each process follows:

For Negative Inventory, staff research any adjustments made on each code and research product received and sold. Staff will analyze current and history reports for each store and each product. Staff then manually adjusts counts to correct inventory.

For Lottery Inventory, staff is required to reconcile sweeps inventory in stores on a daily basis. Reports are compared to ensure that what was activated by sweeps was put into MAPPER. The process ends when supervisors send counts to Inventory control and adjustments are made manually. Adjustments are made to inventory twice a year.

Affidavits are statements made by employees of lost, damaged, broken or missing inventory. Affidavit reports are generated on a daily basis. The affidavits are sent to Inventory Control, checked for pricing quantity and reason for breakage or missing inventory.

Receiving is the process of reviewing individual store reports of overages and shortages. Stores send reports of inventory received. Staff checks for indicators of too much product received or missing product. Staff then follow up with the store to make sure any overage is returned to the warehouse and that the warehouse has received it.

Quarterly Inventory is the process of each store conducting inventory every three months (the warehouse does this inventory annually). The stores inventory their product and send the inventory report to Inventory Control. Inventory Control makes an automatic adjustment to all stores to reflect the accurate inventory.

2.5.5 Transaction Processing

Transaction Processing is the recording of financial transactions of the Commission, specifically where the Commission sells product in retail stores and their warehouses. Transactions are recorded in MAPPER and some ancillary systems such as ICE, ACR and Exel Warehouse system. Transaction Processing encompasses the sale of a product, the recording of the transaction in the POS system and subsequently recording the transaction in the State's financial system. Transaction Processing is comprised of three sub-categories: General Ledger, Accounts Payable, and Accounts Receivable.

- **General Ledger:** The process starts with a financial transaction takes place, such as the sale of a product in a store. A general ledger file is created on a nightly basis and the file is uploaded to NH First via an FTP connection. Finance staff compares the file that is uploaded to SA040 and SA010 gross profit reports to ensure accuracy.
- **Accounts Receivable:** Financial transaction takes place (product purchased). Export file is created for NH First via FTP. Export file from NH First to MAPPER/EXEL/ACR.

- **Accounts Payable:** There are two distinct processes:

  Blanket Purchase Order: The process begins when a purchase order is assigned to a product for a period of one month. The product is ordered and shipped from the warehouse. At the end of the month, approval to issue a BPO is obtained and this allows the Commission to order product form the brokers and suppliers. The suppliers/brokers will invoice the Commission and the invoice should match the quantity of product specified on the BPO. Payment for the product is updated in NH FIRST.

  Depletion Invoice: Suppliers will offer the Commission a depletion allowance (mark-down money) to compensate for lowering price on a product to below what the Commission would otherwise offer. The Commission uploads the vendor cost file (Electronic Product Specification System, or EPSS) to MAPPER and depletions are tracked in MAPPER as product is sold. Accounts Payable creates depletion invoices based on what product was sold. The invoices are uploaded to NH FIRST via an FTP connection. Payment (depletion allowance) from the vendor is received and processed.

2.6 *Enforcement & Licensing Business Processes*

The Division of Enforcement and Licensing includes four unique departments: Investigations/Special Investigations, Licensing, Direct Shipping that includes audit/compliance functions, and Training/Education. Like all Liquor divisions, Enforcement and Licensing leverages the use of the MAPPER system, but in addition Enforcement and Licensing most frequently uses both Information Management Consulting (IMC) and License 2000 (L2K), which are more specific to their needs.

List of Enforcement & Licensing Business Processes	
Process Number	**Process Name**
6.1	Investigations/Special Investigations
6.2	Licensing
6.3	Direct Shipping
6.4	Training & Education

Table 1.7: Enforcement & Licensing Business Processes

2.6.1 Investigations

The investigations and Special Investigations teams reside within the New Hampshire Liquor Commission's Division of Enforcement and Licensing. From a system or business process perspective, both Investigations and Special Investigations are alike. They are however, unlike many other state government agencies, in that Enforcement and Licensing has the ability to investigate crimes relative to their line of business. Their scope of work is, "To investigate all criminal and administrative matters which are contained in laws relative to the manufacture, sale and consumption of alcoholic beverages and other criminal laws as necessary". All Liquor Investigators are certified with the New Hampshire Police Standards and Training Council and all new Investigators must complete the Division's Field Training Officer (F.T.O.) program.

Investigations and Special Investigations are initiated when a violation has occurred. Investigations are reported by various communication channels and may be received in several ways. For example, a violation could be reported by an anonymous tip, notification from the local police department, or a call from a Commission employee. Once the violation has been received at the Enforcement and Licensing ~~Unit~~ division it is entered into the IMC system and is assigned to an investigator. Investigators, once assigned, review the written report in IMC and then begin their investigation. During the investigation, IMC is updated with supplemental narratives within the Offense Report.

Once the investigator believes the investigation is complete and the report is ready they mark the report complete in IMC and notify a supervisor to begin their review of the report. The supervisor may disagree and remove the reports prior completed status and send the report back to the original investigator for review and/or further investigation. However, if the supervisor deems the report complete they will forward the report to the Custodian of Records in the Enforcement and Licensing Division who will in turn pass the report to the legal assistant within the Division for their review. The legal assistant is in charge of determining violations and penalty amounts. The legal assistant may deem the report incomplete and send it back to the investigator for additional investigation. Once the legal assistant is confident that the report is accurate, it is finalized and filed.

2.6.2 Licensing

The Commission issues all licenses to sell liquor at both off and on-premise venues. New Hampshire licensees can renew their liquor licenses online, ~~by phone~~, or by mail. If they are renewing their license on the NH.gov website, they are required to enter either their license number or registration number in order to gain access to the L2K system via the web. If, during their renewal process, a licensee tries to change information other than the questions asked, they will be asked to call the helpdesk. Otherwise, their credit card is charged and they receive a printable confirmation of their payment for their credit card. A L2K batch process job runs nightly and sends these payments to what is referred to as the “lock-box” that must be manually adjusted on a daily basis in order to release. And renew these licenses and post the payments. Licensees are later mailed their renewals through print manager in L2k.

If a licensee is applying for a license for the first time they can request an application either online or in person through the Licensing Helpdesk. Potential Licensees applying for a license, must complete the application and it must be mailed in with the proper fee either depending on type of application. Retail Tobacco licenses do not have an application fee. Once the application is received with the check it is processed in L2K to create a license application to work with. An inspection of the actual premise must be done before the licensee can call to schedule their final appointment at headquarters with a licensing specialist to review all documents for the license. If all documents are correct the license is approved and either a temporary license is issued or they are actually processed in L2K system at that time and provided their license. Temporary licenses are issued if accounting transaction have closed for the day 2:00pm and are not processed until the next business day in L2K. If paperwork is incomplete licensee will have to obtain the paperwork and schedule another appointment at headquarters with a licensing specialist for review and processing of the license.

2.6.3 Direct Shipping

New Hampshire allows for the direct shipping of beer, liquor and wine to consumers throughout the State with the exception of the cities of Ellsworth, Monroe and Sharon. There are 1,100 authorized direct shippers in the U.S. and abroad. A direct shipper may ship directly to New Hampshire consumers or licensees in packages clearly marked “Alcoholic Beverages, adult signature (over 21 years of age) required.” All direct shippers are required to use one of the three common carriers (UPS, FedEx or USPS) for their delivery.

All shipments from direct shippers into the state are required to obtain an adult signature and must pay an 8 percent fee (by check), on the retail price to the Commission for each sale. Each of the direct shippers and the common carriers must file a monthly report for each period during which shipments were made. The direct shippers pay on a monthly basis along with providing their monthly report.

The monthly reports initiate Enforcement and Licensing's auditing processes. The monthly reports are manually (using MS Access, Word, or Excel) compared against the information provided by the common carriers for discrepancies. If there are any discrepancies then the Auditing Examiner manually fills out a Letter of Violation and an Administrative Notice of Agency Action (AN) and a case file is created and a copy is mailed by certified mail to the violator. Direct shipping holds the case until the delivery of the certified letter has been validated at which point they turn the case over to Legal. If a direct shipper fails to pay their violation, the Commission may revoke their permit to sell alcohol as an authorized New Hampshire Direct Shipper.

2.6.4 Training & Education

Enforcement and licensing offers free training and education to two primary groups. All new liquor licensees are required to attend a Management Training Seminar (MTS) that educates participants on how to properly draft and implement alcohol management policies. Additionally, there are optional training sessions available for both licensees and their employees that provide education on topics such as checking IDs, criminal and civil liabilities, and server intervention. These optional courses come in a variety of offerings such as Total Education in Alcohol Management (T.E.A.M), Cops in Shops, Ready or Not, and Grocery Education Training Seminar (G.E.T.S)

During the liquor license application process licensees are made aware of the training requirement and the dates and locations of upcoming training seminars. Upon issuance of their liquor license, applicants must attend a MTS within 45 days by either registering on-line or by calling Enforcement Training unit. Either of these methods ultimately direct data enters this information in the NH MAPPER system. Enforcement and Licensing also uses MAPPER to update the upcoming training schedule via their website on a monthly basis.

If the licensee attends and completes an MTS within the required 45-day period, the Enforcement and Licensing Training Unit issues a hardcopy certificate of completion to the attendees at the end of class. At the end of each MTS, the trainer hand delivers the hardcopy sign-in sheets to the Training Unit and these entries are entered into the Enforcement and Licensing's L2k system; The L2K system then updates the MAPPER database.

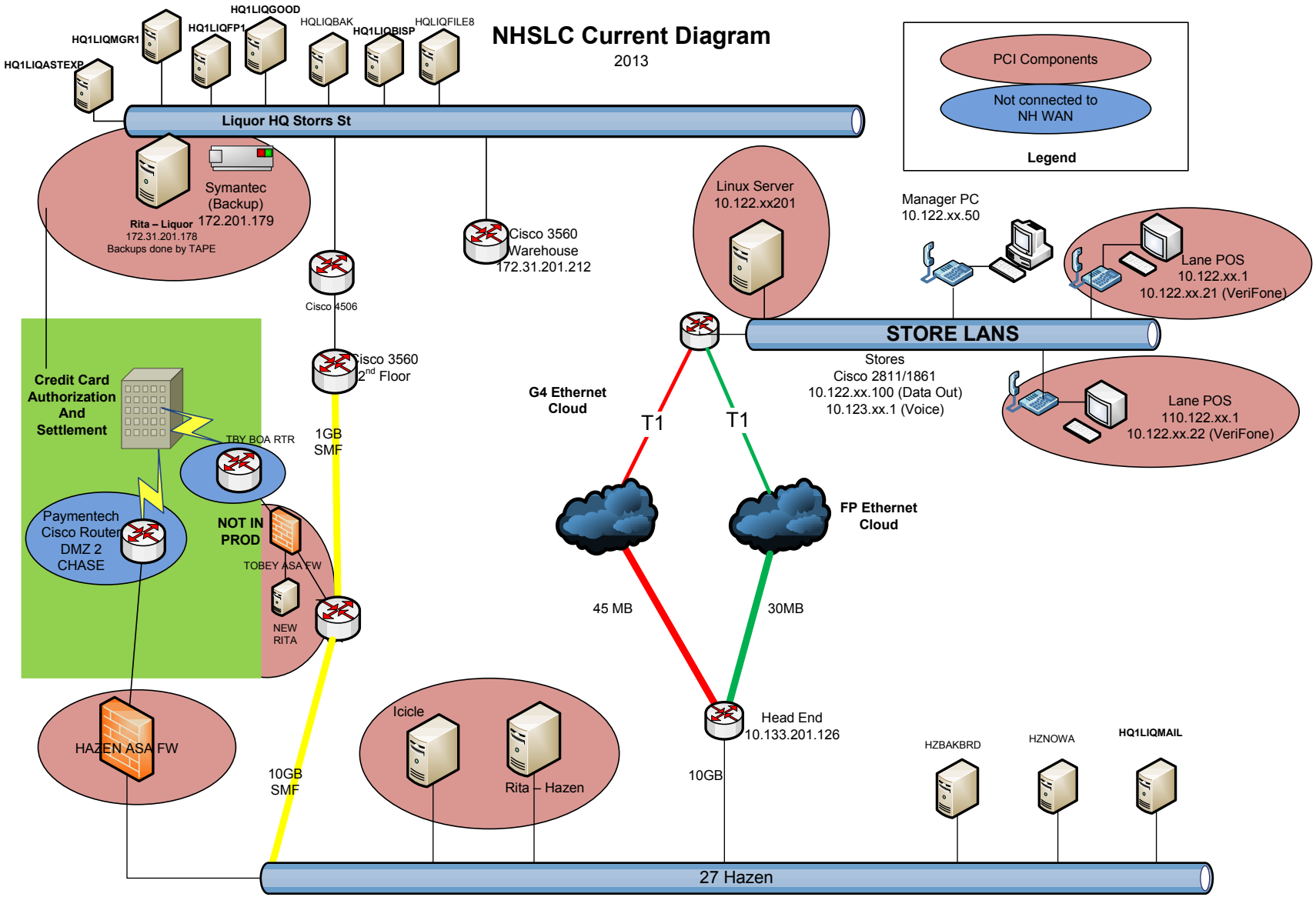
The MAPPER database flags all those licensees that only have 20 days remaining to fulfill their MTS requirement and auto-creates a system notification for the Training Unit personnel. Training Unit personnel then use Microsoft Word's mail-merge function to create

and mail hardcopy certified letters to all outstanding licensees. If licensees still have not completed training within the allotted 45 day period, MAPPER will also auto-generate a system notification. At 45 days licensees will again receive a hard-copy certified letter from the training unit, but this time the letter is not a warning, but rather a suspension letter. Concurrent to this 45-day suspension letter the Legal Assistant issues a hearing letter as well requiring the licensee to appear in court.

3.0 System Architecture

This section of the report describes the current architecture associated with the NHSLC's systems. A diagram that illustrates the environment and accompanying text that describes the configuration has been provided in this section. Additionally, a list of existing automated interfaces has been included in this section of the report.

3.1 *Overview*


NHSLC Current Diagram
2013
HQ1LIQASTEXP
HQ1LIQMGR1
HQ1LIQFP1
HQ1LIQGOOD
HQLIQBAK
HQ1LIQBISP
HQLIQFILE8
Liquor HQ Storrs St
Symantec (Backup)
172.201.179
Rita – Liquor
172.31.201.178
Backups done by TAPE
Cisco 4506
Cisco 3560
Warehouse
172.31.201.212
Linux Server
10.122.xx201
Manager PC
10.122.xx.50
Lane POS
10.122.xx.1
10.122.xx.21 (VeriFone)
PCI Components
Not connected to NH WAN
Legend
STORE LANS
Stores
Cisco 2811/1861
10.122.xx.100 (Data Out)
10.123.xx.1 (Voice)
Lane POS
110.122.xx.1
10.122.xx.22 (VeriFone)
Cisco 3560
2nd Floor
1GB
SMF
Credit Card Authorization And Settlement
TRY BOA RTR
Paymentech Cisco Router DMZ 2 CHASE
NOT IN PROD
TOBEY ASA FW
NEW RITA
G4 Ethernet Cloud
T1
T1
FP Ethernet Cloud
45 MB
30MB
Head End
10.133.201.126
HAZEN ASA FW
10GB
SMF
Icicle
Rita – Hazen
10GB
HZBAKBRD
HZNOWA
HQ1LIQMAIL
27 Hazen

3.2 Interfaces

Source	Target system	Function	Frequency
Licensing (L2K)	MAPPER	Licensee information lookup	Hourly 24/7
RiTA	MAPPER	Credit - Gift card Transactions	Daily
NHFIRST (Lawson)	MAPPER	Licensee Ar & Payment Information, GL Expenditures	Daily
Lottery (Intralot)	MAPPER	Sweeps & Lottery Information	Daily
Exel Outsourced Warehouse	MAPPER	Shipping & Purchasing Information	Hourly 24/7
Exel Outsourced Warehouse	MAPPER	Warehouse data Example: Breakage, Inventory, Supplier, License Shipping Instructions, Carrier, Receiving	Hourly 24/7
Mapper	Exel Outsourced Warehouse	Merchandise orders	X5 Daily
Mapper	Exel Outsourced Warehouse	Customer Merchandise orders	As requested
ICE / Mapper	MAPPER	Allowance Offers	As requested
??	MAPPER	Event Orders	As requested
Mapper	Exel Outsourced Warehouse	Product / Customer Information	Hourly 24-7
Mapper	WebWei	Product / Customer / Shipping Information	Hourly 24-7

ICE / Mapper	Rita	Credit Card / Gift Card Sales	Immediate
Mapper	NABCA	License Management Data and Brand & Price Information	Daily/Weekly/Monthly
Mapper	NHFIRST (Lawson)	Gift Card, Credit Card, Sweeps, ACH, Invoices	As requested
Mapper	NHFIRST (Lawson)	Cost of Goods, Invoices	Daily
Mapper	Exel Outsourced Warehouse	Brand/Price/Promo Information	Daily
Mapper	Ice/Mapper	Spectra Data: Brand, Sales, Inventory	Daily
Mapper	Ice/Mapper	Broker/Vendor Data/Reports	Daily/Weekly/Monthly & As requested
Mapper	Ice/Mapper	Common Brand/Price Information	Daily/Weekly/Monthly & As requested
Mapper	ACR5000 POS	Product/Promo/Licensee Data	Daily
Mapper	Gift Card Ordering	RiTA	As requested
ICE / Mapper	RiTA	Credit Card / Gift Card Sales	Immediate
Shift4 Tokenization	Bank of America	Store Credit/Debit Card/SVC Tokenization	Immediate
Licensing (L2K)	TriTech IMC	Enforcement Management System	Daily
NH Lottery	ACR5000 POS	Lottery Sales and Rebates	Immediate
Golden Touch	NH FIRST	Time clock Information	Daily

Mapper	Wholesale Online Ordering	Product / Sales Information	Hourly
Mapper	Gift Card Ordering	Financial Data	As requested
Mapper	NHFIRST (Lawson)	Beer Excise Taxes	Daily
Mapper	License2000 (L2K)	License Management Data	Hourly
Alcohol Suppliers	Beer Excise	Non Payment Reports	Daily
Alcohol Suppliers		Excise Tax Reporting	Daily

Appendix A: Glossary of Abbreviations and Shape Key

Project Terms and Definitions	
Term	**Definition**
Absolute Level	Inventory for individual store locations is based on estimated sales when new products are entered into the system. The system automatically orders product for the stores to replenish any products depleted below absolute levels.
ACR	The point-of-sale system being utilized at the 76 retail stores.
Affidavit	A written statement confirmed by oath or affirmation, for use as evidence in court. Affidavits are statements made by New Hampshire Liquor Commission employees of lost, damaged, broken or missing inventory.
Authorized Direct Shippers	There approximately 1,100 producers of alcohol nationally that are authorized by the NH Liquor Commission to ship directly to New Hampshire consumers.
Bailment Charges	The bailment charges process at the Concord warehouse begins with a transaction file within the warehouse management system. The warehouse management system uses this transaction file to determine the bailment charges automatically by transaction code, account, quantity, and charge. Some examples of bailment charges include the following: handling for in-bound items, storage, labeling, relabeling, and inventory counting.
Bailment Warehouse	A term used in the wine and distilled spirits industry to describe a situation whereby goods are shipped to a designated warehouse and normally held in the supplier's name for withdrawal by a state liquor agency acting as a wholesaler "Control" state. The goods thus stored generally incur a "bailment" charge or fee per case for storage and handling.
BerryDunn	Berry, Dunn, McNeil & Parker, LLC.
Bill of Lading	A receipt given by the carrier to the shipper acknowledging receipt of the goods being shipped and specifying the terms of delivery.
Brand Selection	The brand selection process for the Commission begins with a weekly business meeting to discuss new products. Buyers bring recommendations for discussion that must be approved by the Commission before they are considered final.

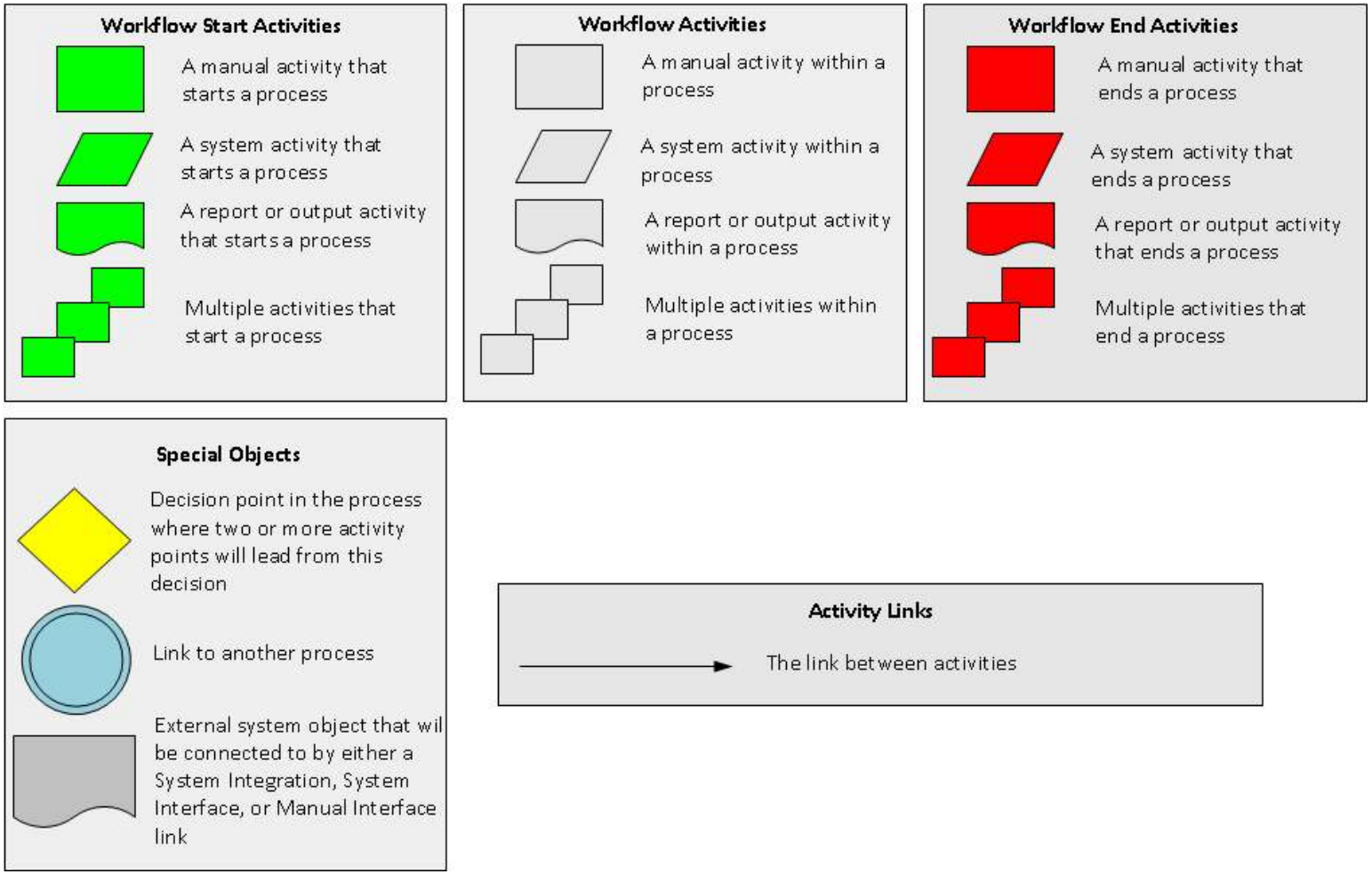
Project Terms and Definitions	
Term	**Definition**
Breakage	When a retail location has product that is accidently broken either by an employee or by a customer it is considered to be breakage and an affidavit is filled out to attest to this occurrence.
Broker	In New Hampshire, all liquor is sold through a system of brokers as intermediaries between the Commission and the vendors.
Buyers	Buyers are Liquor Commission employees in charge of recommending the brands, and selection that New Hampshire Liquor stores carry. The Commission must give final approval before these selections are accepted.
Case Label	There is one label per case unless there are more than 30 cases (over half a pallet) of the same product in which case a single label is printed with the number of cases included.
Claims	Claims occur when product arrives at the Concord warehouse damaged, is damaged onsite, or when an item is incorrectly sent to a store. When damage occurs, an affidavit is prepared manually and entered into the warehouse management system.
Common Carrier	A company that transports goods on regular routes at set rates. In New Hampshire there are three Common Carriers, UPS, FedEx, and USPS.
Contractor	All non-State employees that have been hired to work on the project.
Coupon	A voucher entitling the holder to a discount on a particular product.
CRJ	Cash Received Journal.
Cycle Count	A cycle count is an inventory management procedure where a small sub-set of inventory is counted on any given day. Cycle counts contrast with traditional physical inventory in that physical inventory stops operation at a facility while all items are counted at a single point-in-time.
Delisted	To remove (a product) from the list of those sold by a retailers.
Discount	A deduction from the usual cost of the product.
DoIT	New Hampshire Department of Information Technology.
Dolphin	A mobile hand-held device used in counting store operations inventory.
Full Inventory count	Unlike A cycle count inventory management procedure where a small sub-set of inventory is counted on any given day. A Full Inventory count is a traditional physical inventory count while all items are counted at a single point-in-time.

Project Terms and Definitions	
Term	**Definition**
GHRS	Government Human Resource System
Gift Certificate	A voucher that is exchangeable for a specified cash value of New Hampshire Liquor Commission products.
Headquarters	Controls all aspects of the entire operation at NHSLC. Maintains product information, creates marketing plans and reports on activity of entire enterprise.
ICE	Internet Commerce Enabler; an on-line portal used both internally by employees and externally by brokers.
IMC	Information Management Consulting Software.
Instant Ticket	A lottery ticket that is "instantly" redeemable at the place of purchase under a specified maximum amount.
In-store Transfer	Also known as store-to-store transfers; Stores periodically transfer stock to other store locations. This system is also utilized in rare cases when vendors send stock directly to the store without going through the warehouse.
Issue	A point or matter in question or in dispute, or a point or matter that is not settled and is under discussion or over which there are opposing views or disagreements, but is currently “happening” to the project.
Law Warehouse	A privately owned, non-state run warehouse in Nashua New Hampshire.
Law Warehouse Inventory Management System	A Separate Inventory Management System used in the privately owned, non-state run warehouse in Nashua.
Lawson	The State's current Financial System, which was implemented under the NH-First project.
Licensee Application Fee	Initial fee charged to licensees in order to receive their application during the process to apply for their NH liquor license.
LIDS	Liquor Inventory Distribution System.
MAPPER	Unisys Business Information Server (BIS), formerly MAPPER is rapid-application development and information access tool has been available for many years. Current system utilized by NHSLC.
MTS	Management Training Seminar; these are required educational sessions that all new licensees must attend within 45 days of the issuance of their licensee else their license may be revoked.

Project Terms and Definitions	
Term	**Definition**
NH First	Lawson, the State's Financial Software, is still referred to by "NH First" which was its original implementation project name.
NHSLC	New Hampshire State Liquor Commission.
PALS	Personnel Attendance and Leave System.
Pick Worksheet	Once pickers have finished "picking" product in the warehouse they pass along their completed "pick worksheet" to dock personnel which in turn pass it to the warehouse office personnel. These worksheets are entered into the warehouse management system and this information is what generates the bill of lading report.
Picker	Warehouse workers that "picks" inventory and builds pallets of product that go to a specific stores for delivery to replenish their inventories.
Placement Category	The warehouse inventory management system is organized by four "placement categories": Category 1 – top 325 wines shipped to all stores and full distribution for spirits, Category 2 – top 326 to 750 wines and full distribution for spirits, Category 3 – top 751 to 1200 wines and specialty spirits, Category 4 – optional/test items for wine and test/new products for spirits.
POS	A Point-of-Sale system is a computer system that helps businesses track sales.
POS Station	The point of sale system which includes a bar-code reader, cash draw, receipt printer, credit card machine, screen etc.
Project Gantt Chart	A chart in which horizontal lines show the actual and projected amounts of time involved in completing a particular task.
Project Management Team	A team consisting of the Project Principal, Project Manager and Project Coordinator.
Project Manager	The person assigned by the State to achieve the project objectives.
Project Schedule	Project schedule sets forth the timeline of tasks, subtasks, and deliverables as presented in our Project Work Plan. Based on BerryDunn's understanding of the NHSLC's needs.
Project Work Plan	Written plan that addresses project scheduling, State resource involvement, and the overall project approach, including plans for managing communications, project risks, and transfer of knowledge at the conclusion of the project.
Promotion	A publicity campaign for a particular New Hampshire Liquor Commission product.

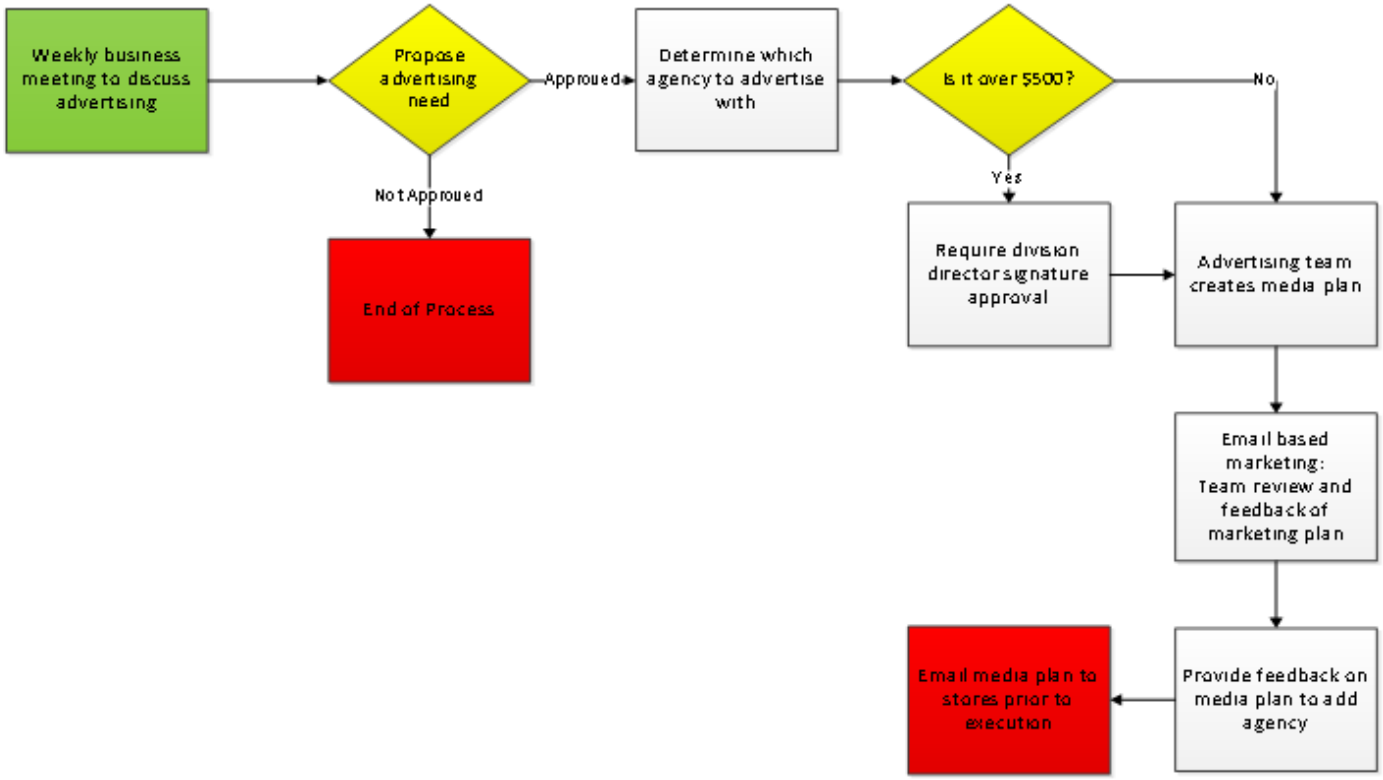
Project Terms and Definitions	
Term	**Definition**
Purchase Authorization Level	This authorization level is set by the director of purchasing in the Concord Warehouse. This rate sets the parameters for the Inventory Management System to work within and allows for inventory process to be automated such as invoicing and purchasing of new product.
Retail Store Location	New Hampshire has 76 retail store locations throughout the state in which consumers over the age of 21 may purchase alcoholic beverages and lottery tickets.
RID	The table in the MAPPER for storing all of the discounts and promotions.
Risk	Risks are defined as known internal and external factors not currently occurring but threaten to occur, that may cause the project to be delayed, over-budget and/or not meet its objectives.
Sale Projection	This is otherwise known as sales forecasting; it is a process to estimate future consumption needs or future sales of products using historic data to "forecast" or "project" trends.
Scope	The sum of the products or services to be provided by the Project.
SKU	A Stock-Keeping Unit is a unique identifier for each distinct product.
SSITP	Statewide Strategic Information Technology Plan.
Stores 66 and 67	Saleable inventory left over from any damage will be sent to either store number 66 or 67. Each store alternates receiving damaged stock each week.
Test Market	A demographic group used to gauge the viability of a product or service in the larger mass market prior to a wide scale roll-out. Typically this window of testing time is six months.
The Commission	The New Hampshire Liquor Commission.
Triple Constraints	The most commonly known project constraints of cost, schedule and scope. The implication of the Triple Constraints is that when any one of the three is impacted, there is a direct impact on the remaining two.
Vendor	The vendor is the producer/manufacture of the product.
WIMS	Warehouse Inventory Management System.

Business Process Workflow Shape Key

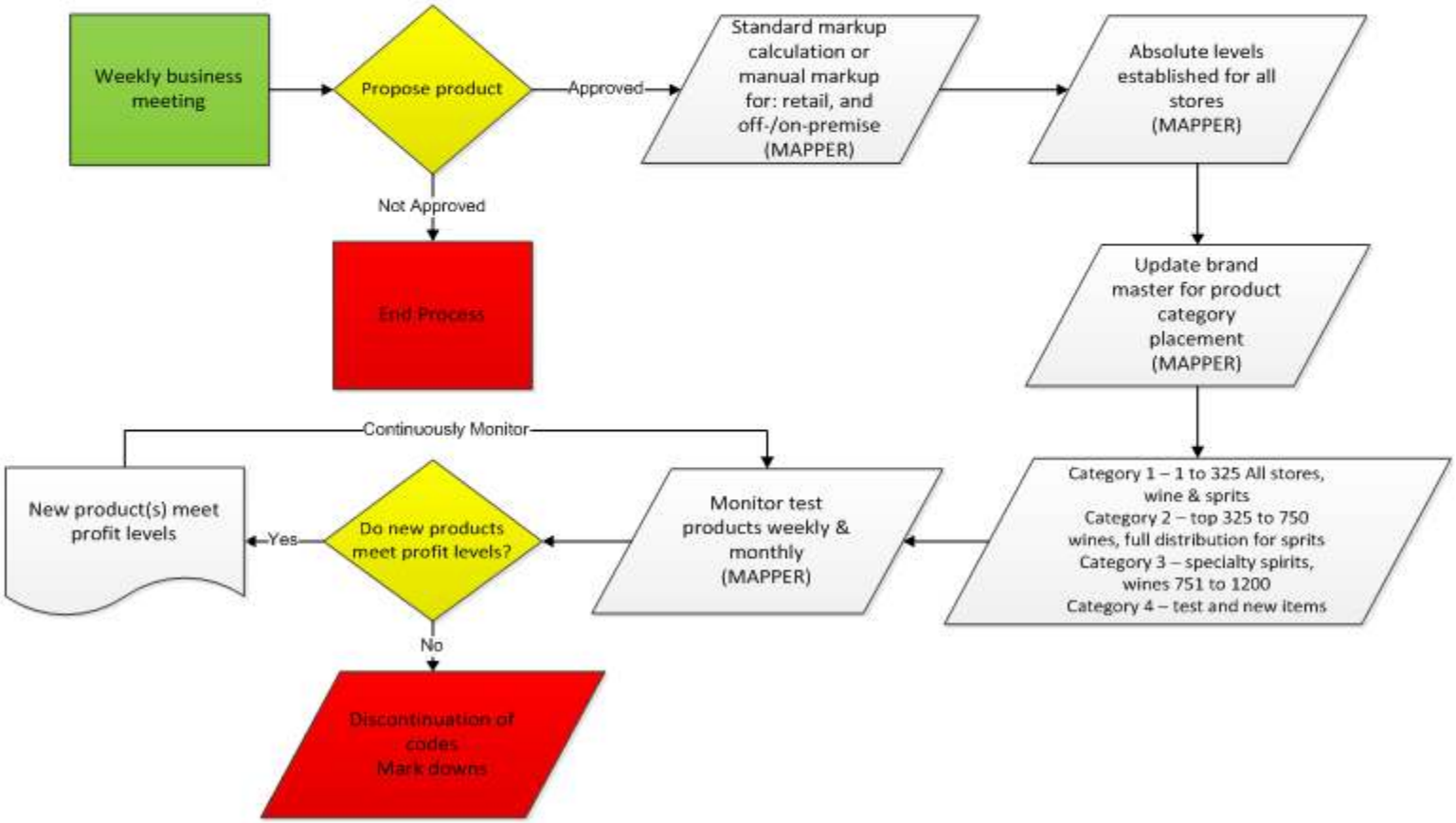


Appendix B: Business Process Diagrams

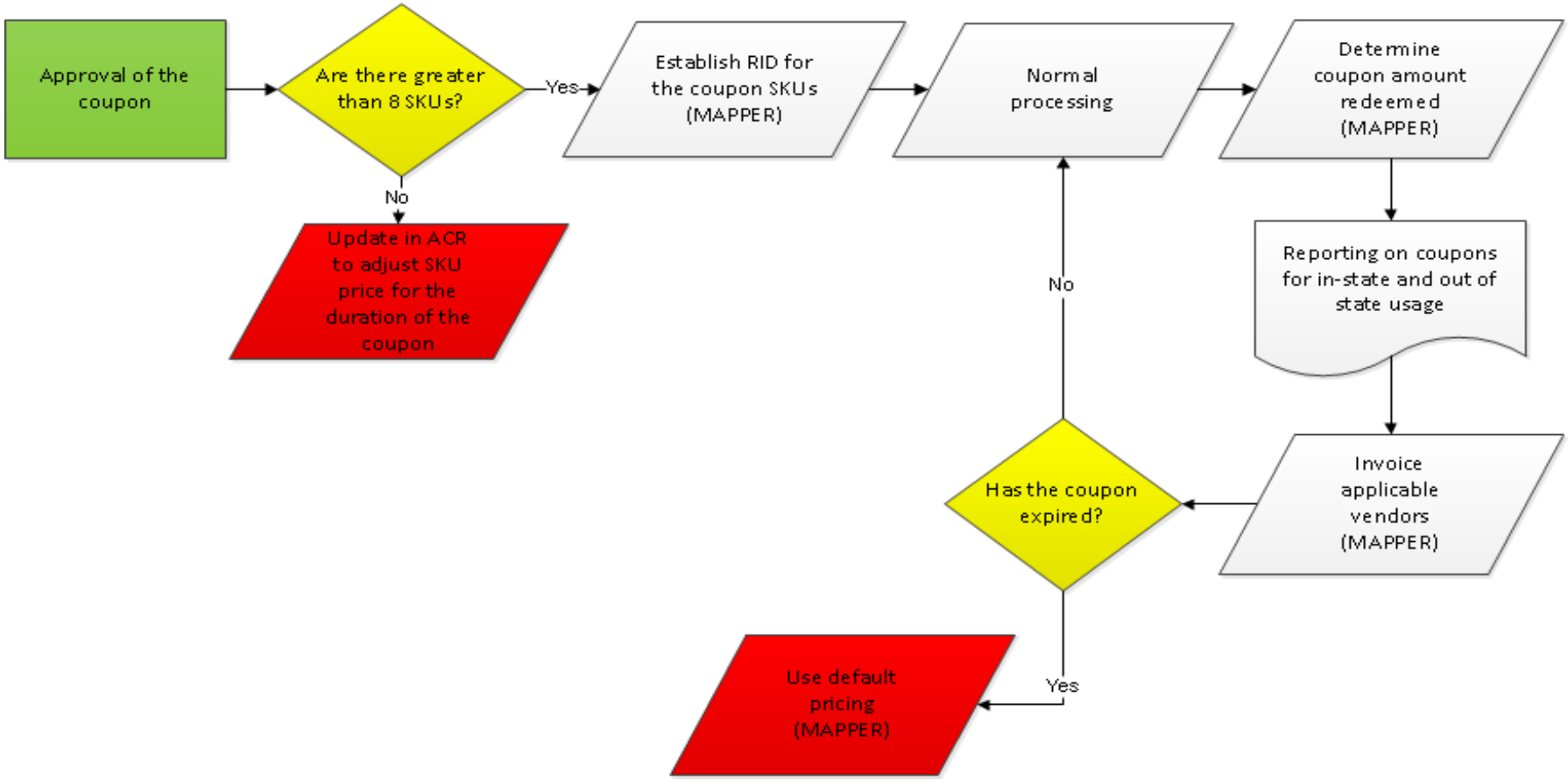
Project:	New Hampshire State Liquor Commission		
Functional Area:	Sales, Marketing, Merchandising	Process Name: Sub-Process Name:	Advertising and Marketing



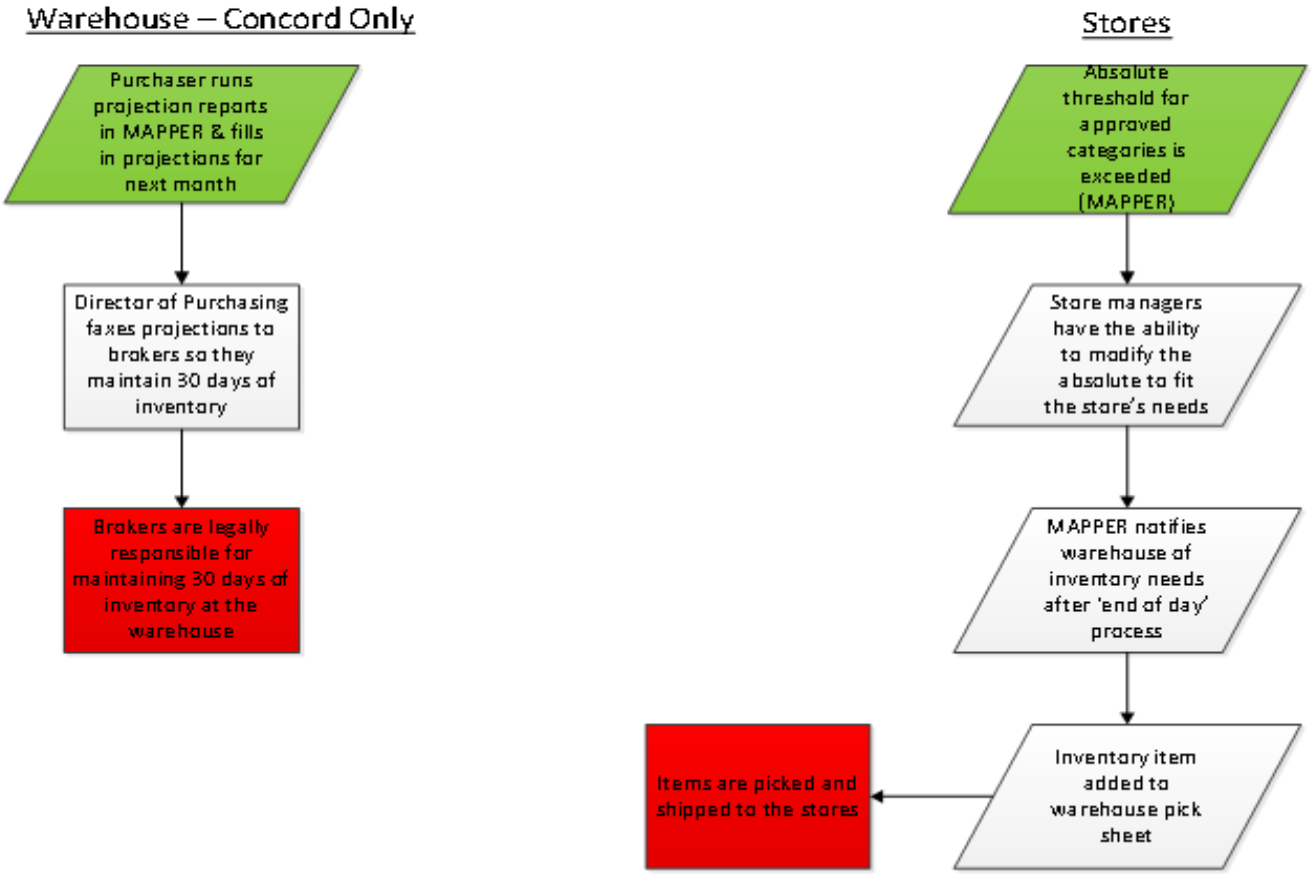
Project:	New Hampshire State Liquor Commission		
Functional Area:	Sales, Marketing, Merchandising	Process Name: Sub-Process Name:	Brand Selection



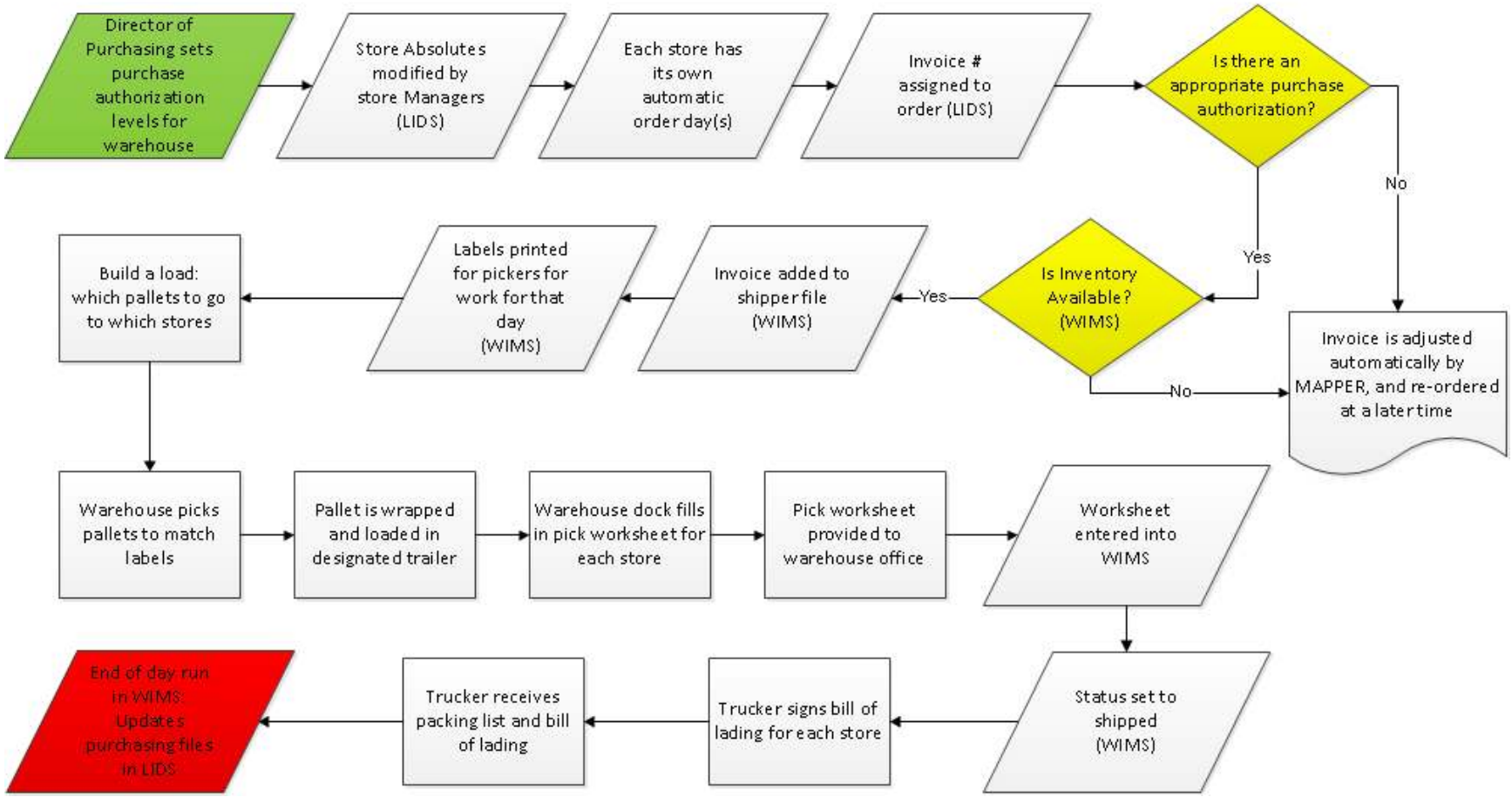
Project:	New Hampshire State Liquor Commission		
Functional Area:	Sales, Marketing, Merchandising	Process Name: Sub-Process Name:	Discounts, Promotions, Coupons and Gift Certificates



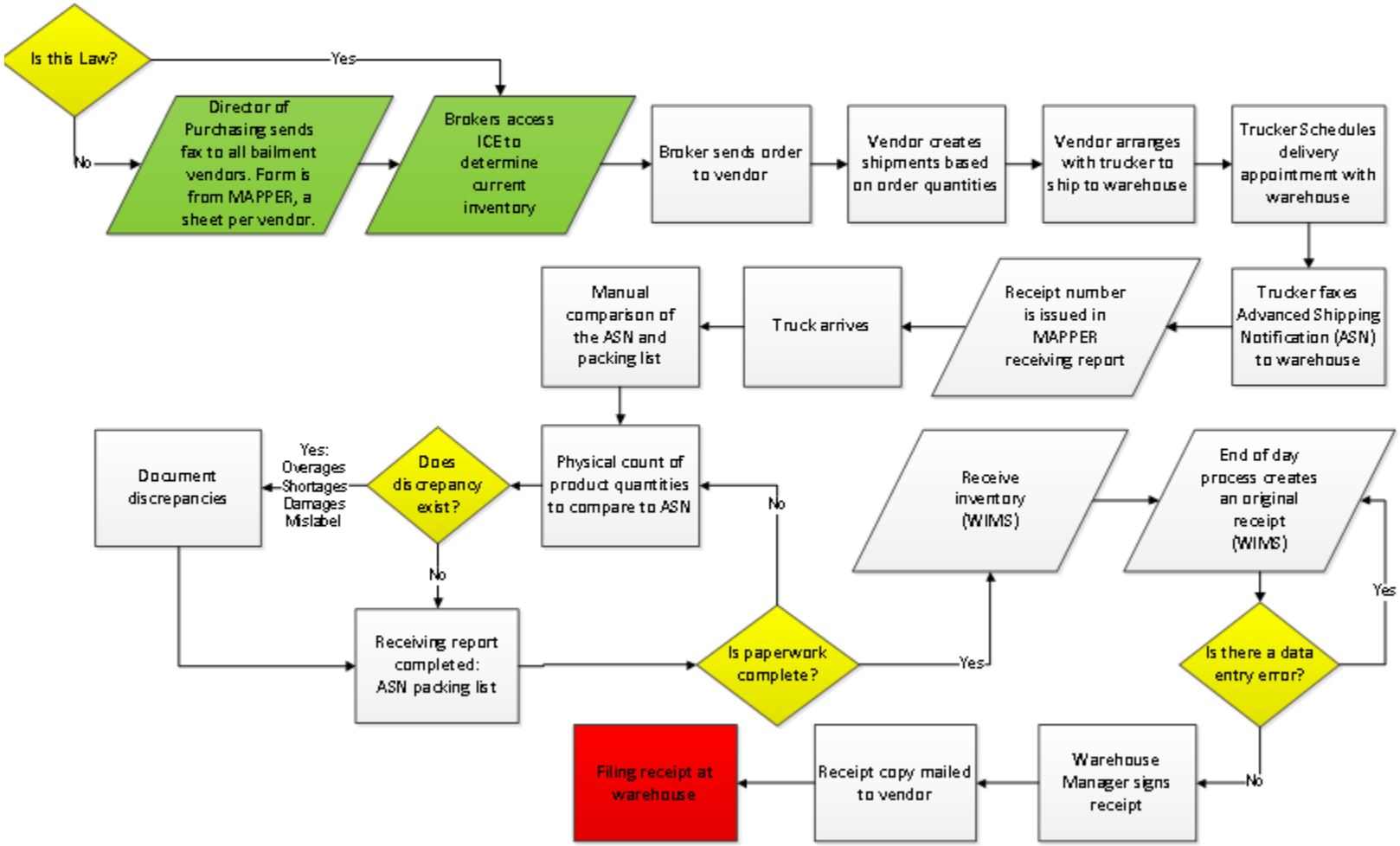
Project:	New Hampshire State Liquor Commission		
Functional Area:	Sales, Marketing, Merchandising	Process Name: Sub-Process Name:	Purchasing



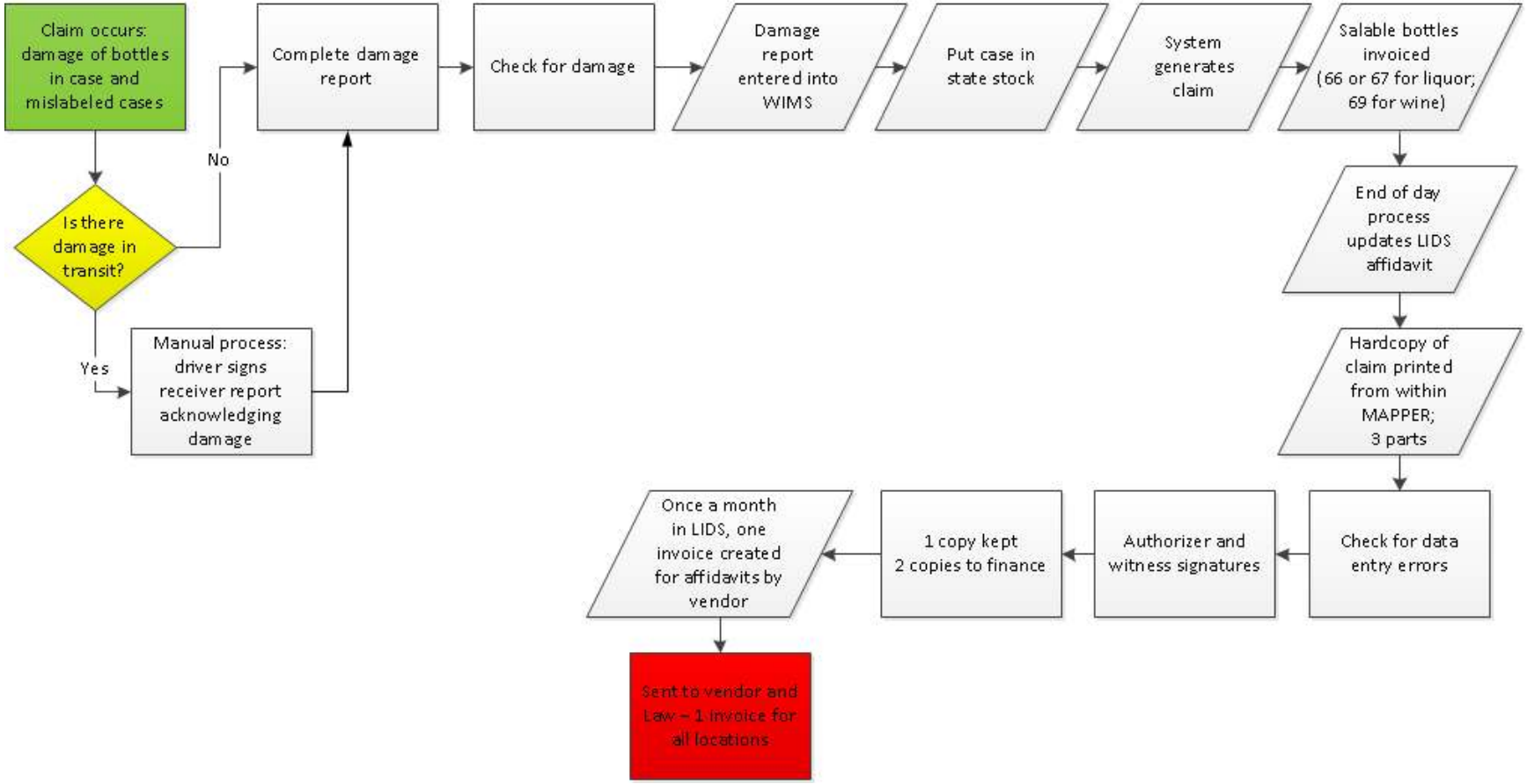
Project:	New Hampshire State Liquor Commission		
Functional Area:	Distribution, Warehousing, Headquarters	Process Name: Sub-Process Name:	Shipping



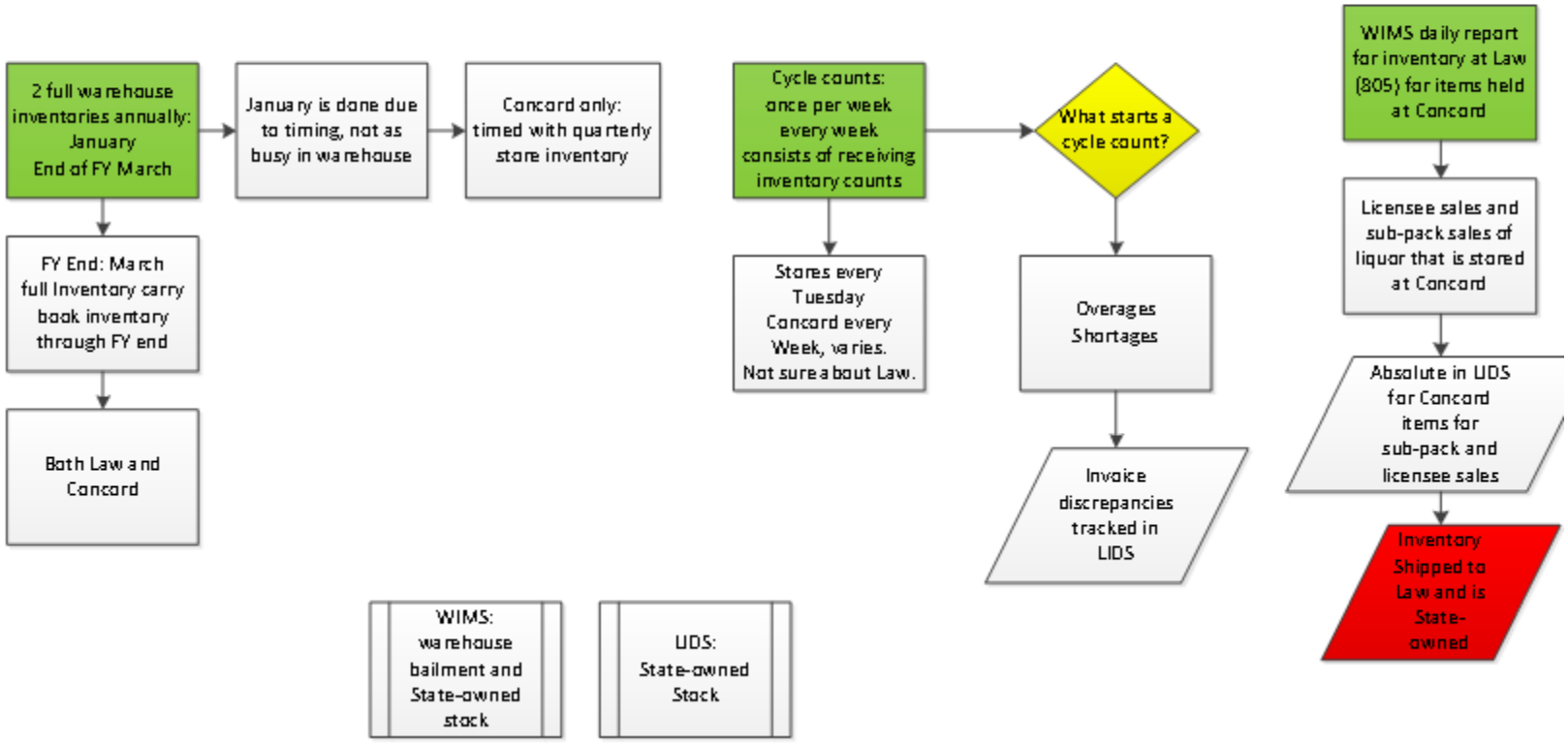
Project:	New Hampshire State Liquor Commission		
Functional Area:	Distribution, Warehousing, Headquarters	Process Name: Sub-Process Name:	Receiving



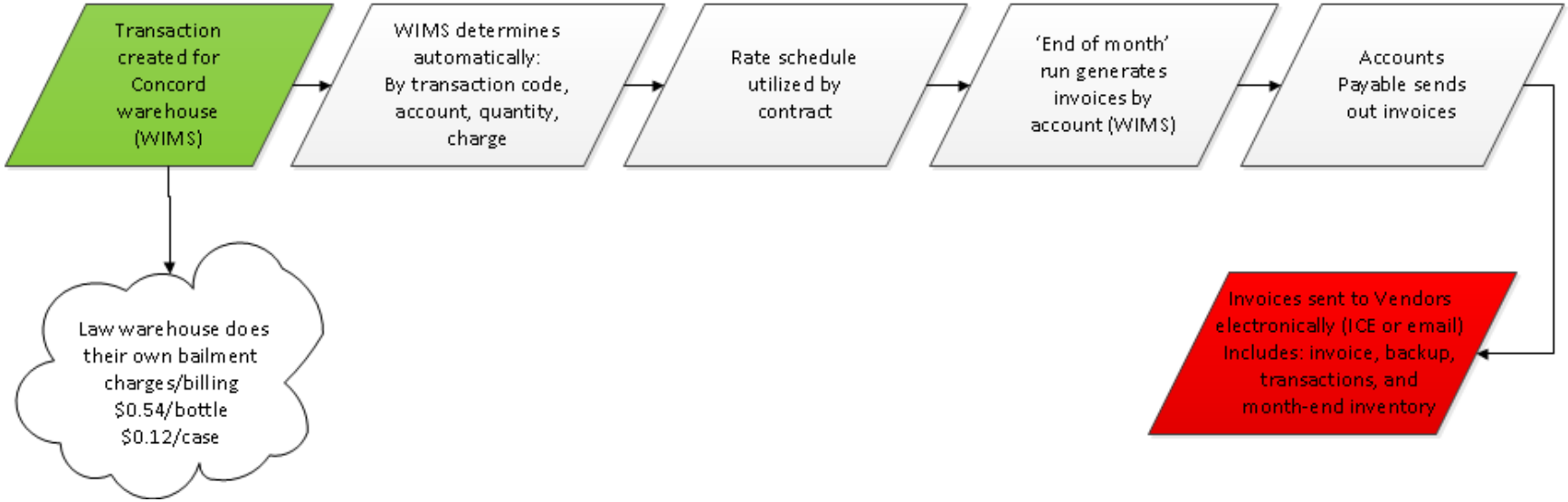
Project:	New Hampshire State Liquor Commission		
Functional Area:	Distribution, Warehousing, Headquarters	Process Name: Sub-Process Name:	Claims



Project:	New Hampshire State Liquor Commission		
Functional Area:	Distribution, Warehousing, Headquarters	Process Name: Sub-Process Name:	Inventory Management

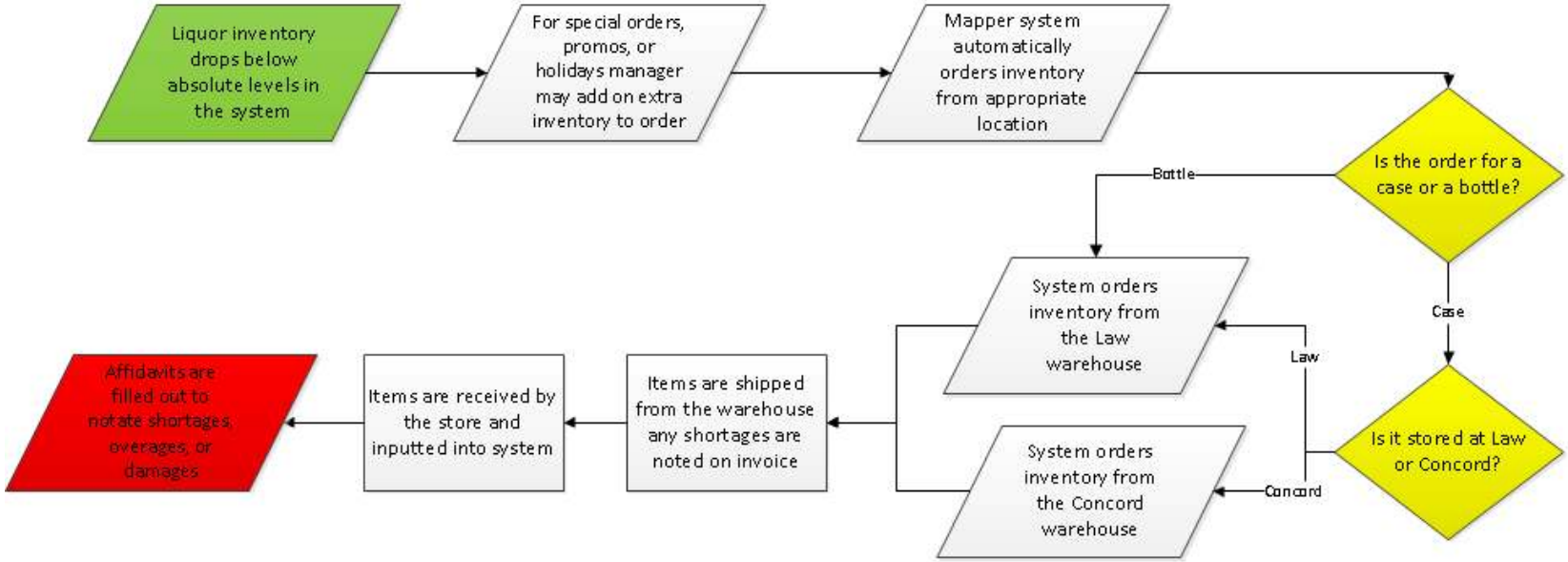


Project:	New Hampshire State Liquor Commission		
Functional Area:	Distribution, Warehousing, Headquarters	Process Name: Sub-Process Name:	Bailment Charges

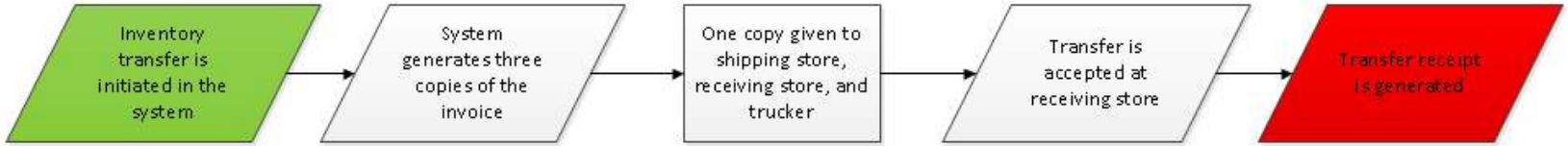


Project:	New Hampshire State Liquor Commission		
Functional Area:	Store Operations	Process Name: Sub-Process Name:	Stocking and Inventory

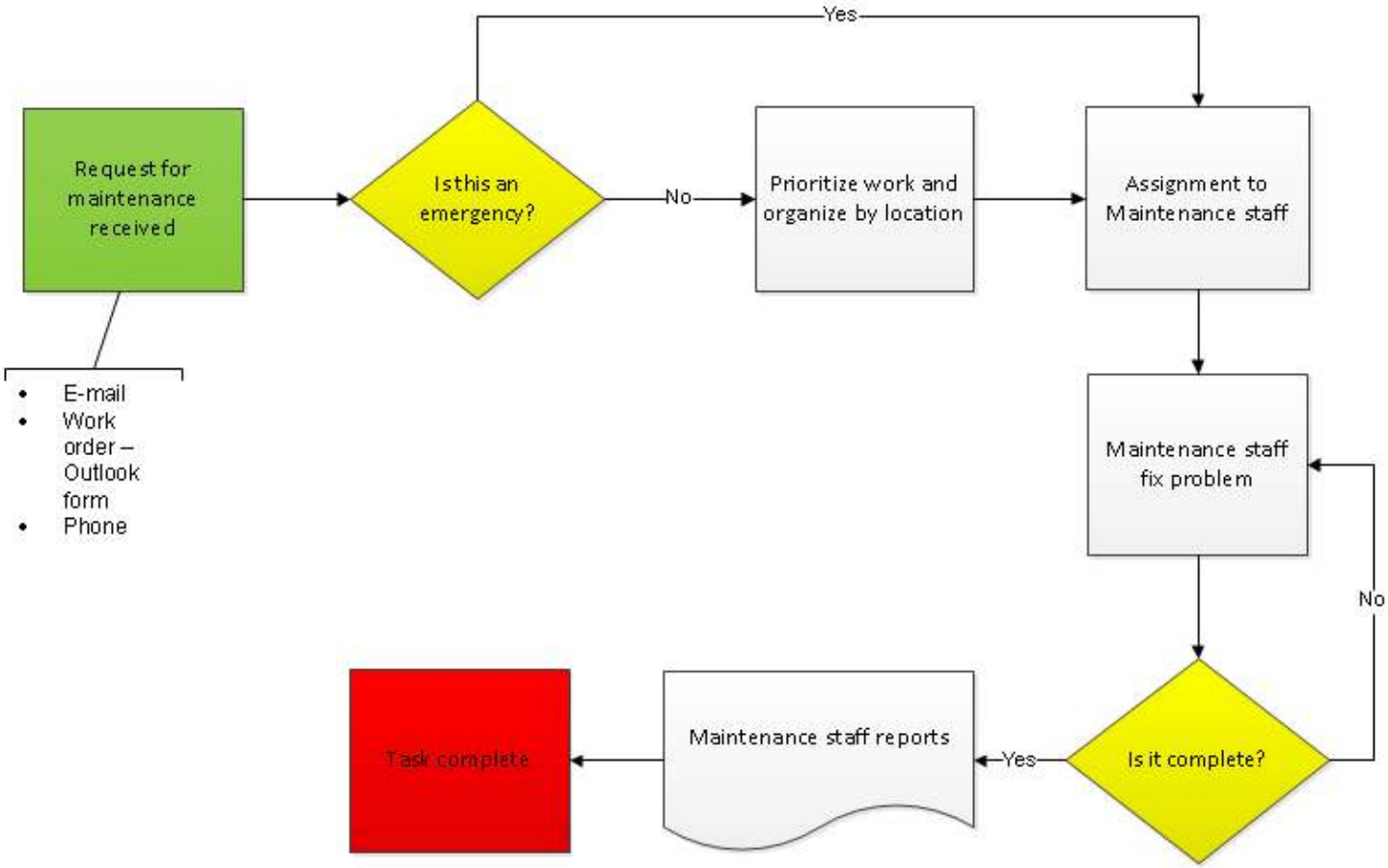
Inventory Ordering and Receiving



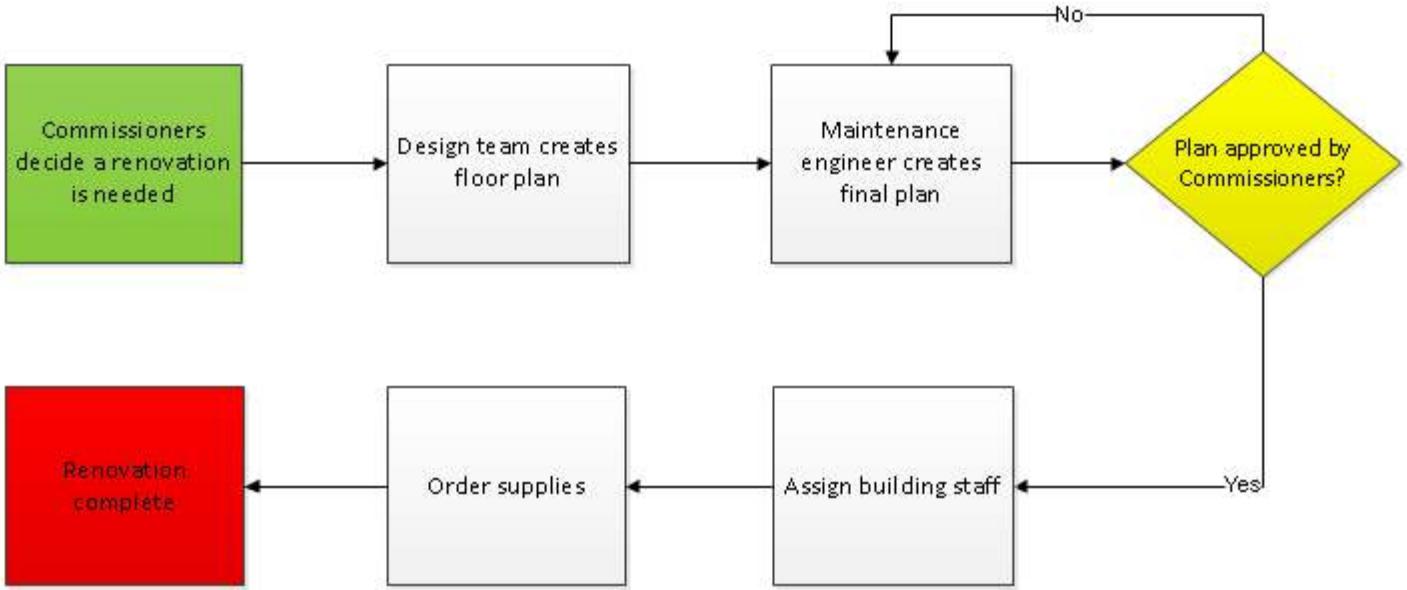
Inventory Transfers



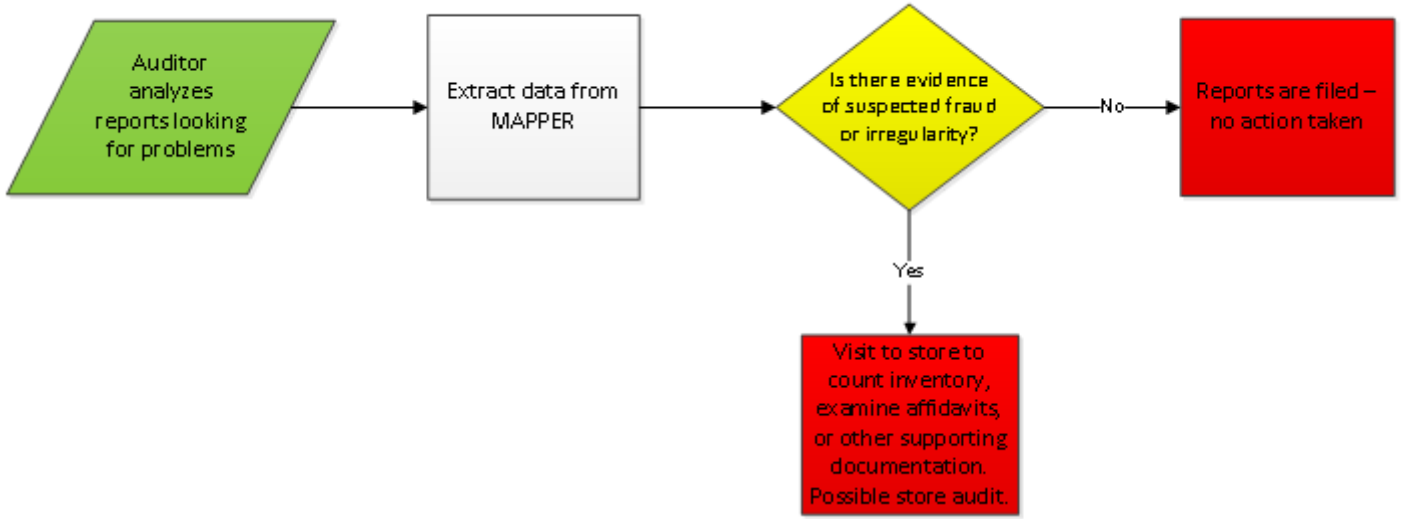
Project:	New Hampshire State Liquor Commission		
Functional Area:	Administrative Services	Process Name: Sub-Process Name:	Building Maintenance



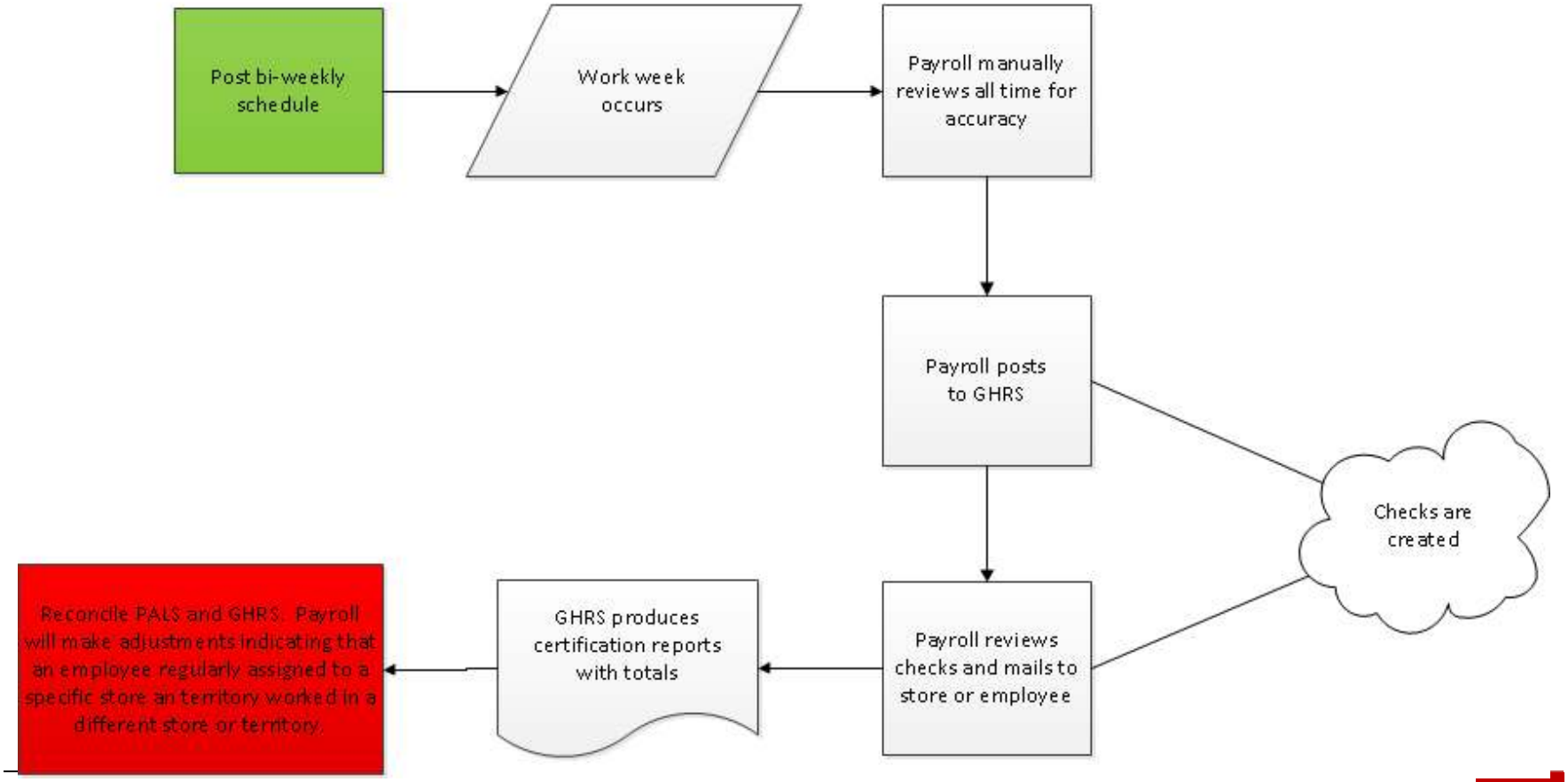
Project:	New Hampshire State Liquor Commission		
Functional Area:	Administrative Services	Process Name: Sub-Process Name:	Building Design



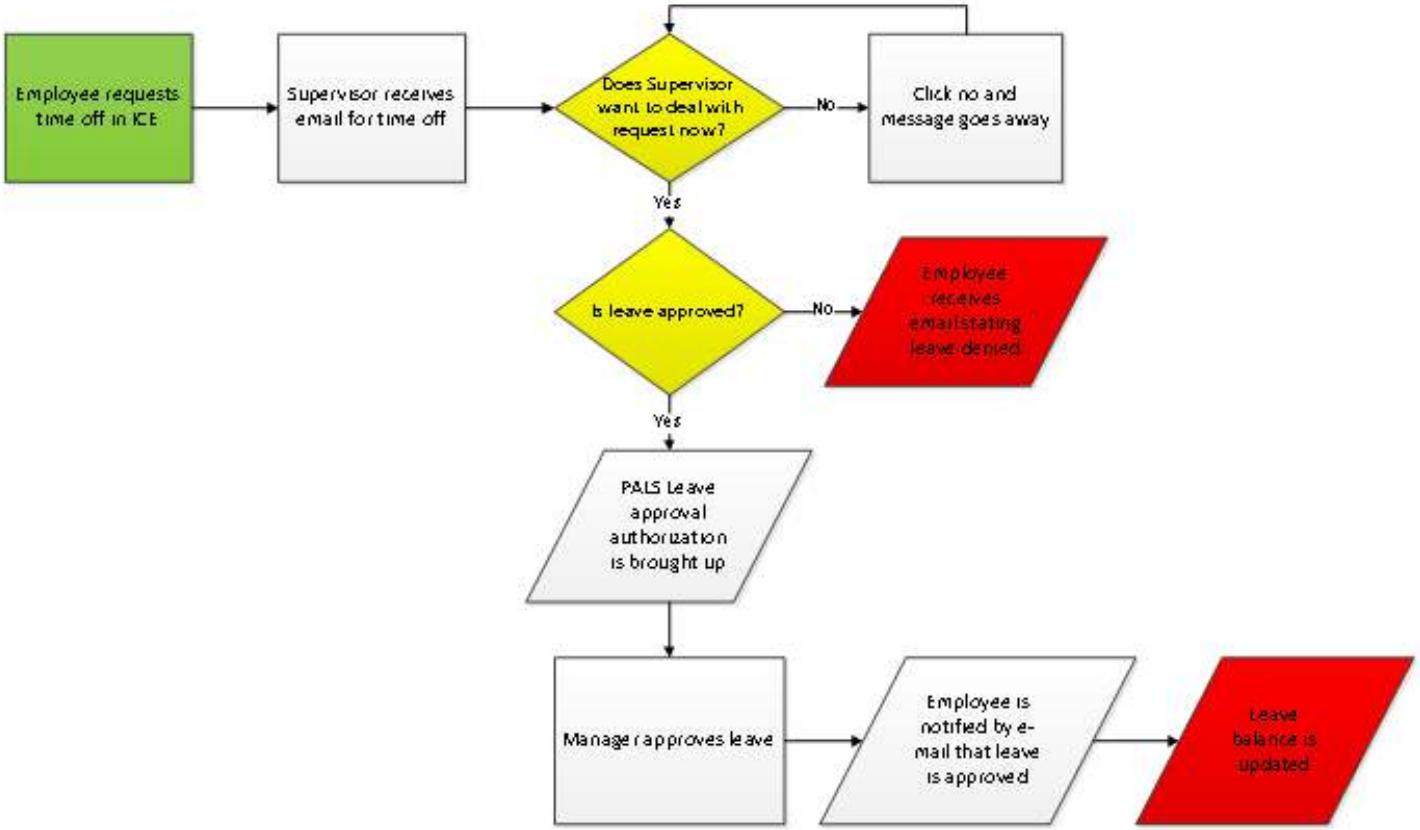
Project:	New Hampshire State Liquor Commission		
Functional Area:	Financial Admin	Process Name: Sub-Process Name:	Audit/Internal Audit



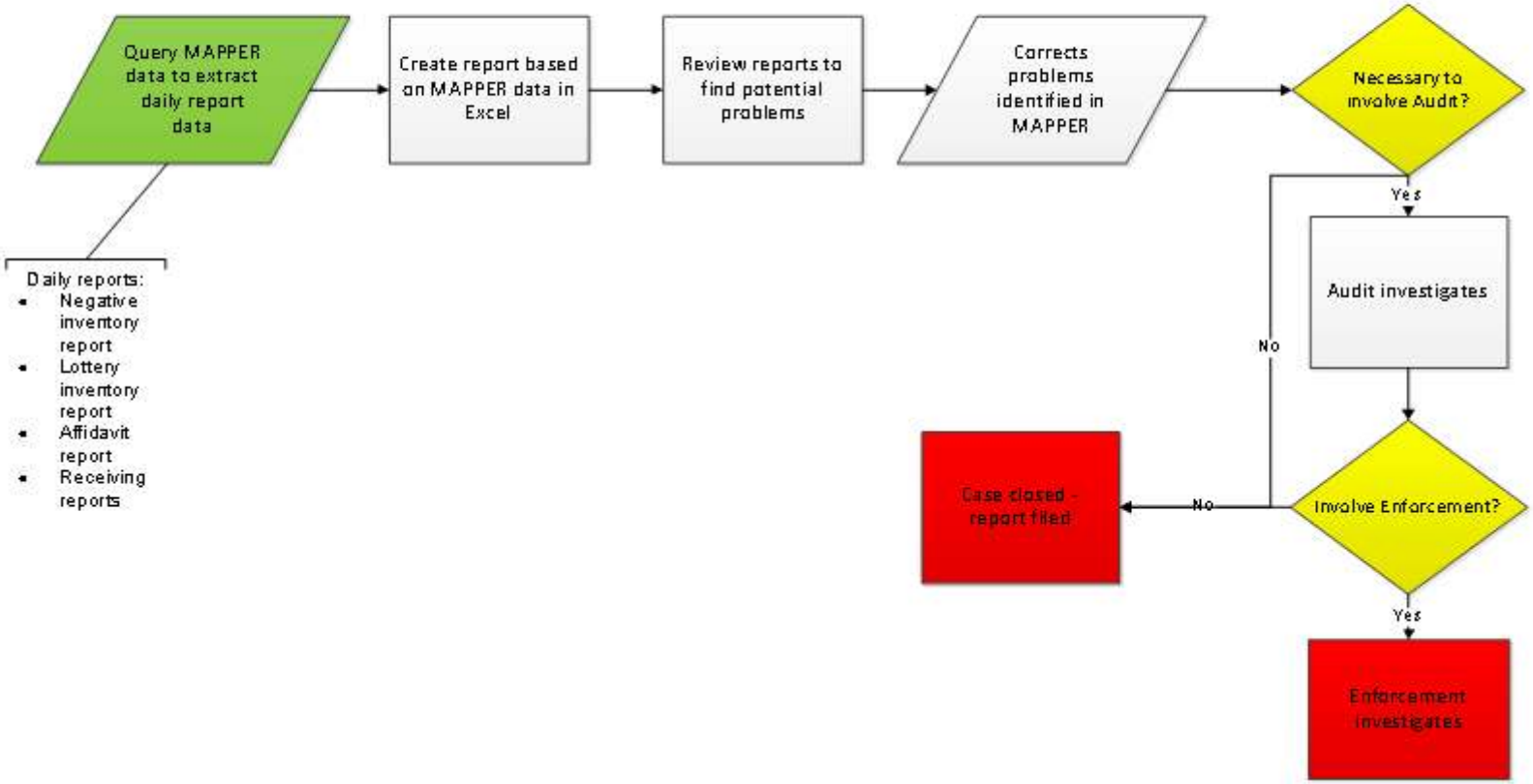
Project:	New Hampshire State Liquor Commission		
Functional Area:	Financial Admin	Process Name: Sub-Process Name:	Leave Requests



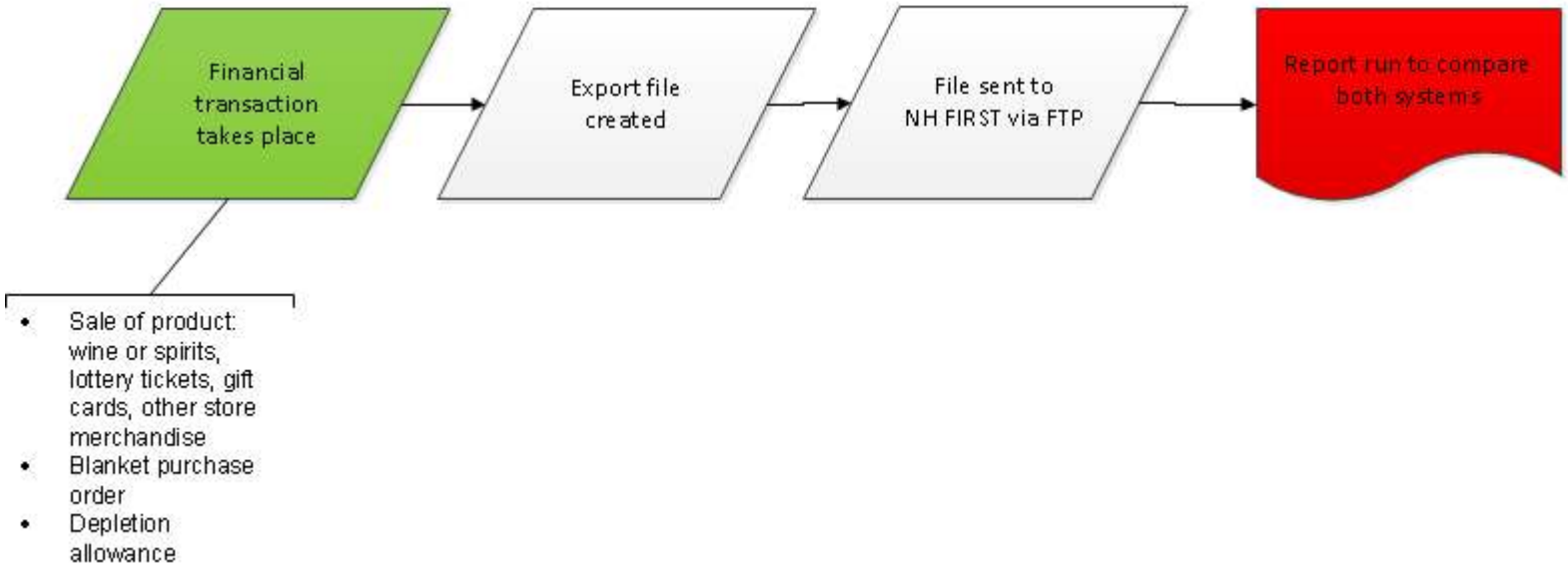
Project:	New Hampshire State Liquor Commission		
Functional Area:	Financial Admin	Process Name: Sub-Process Name:	Time and Attendance



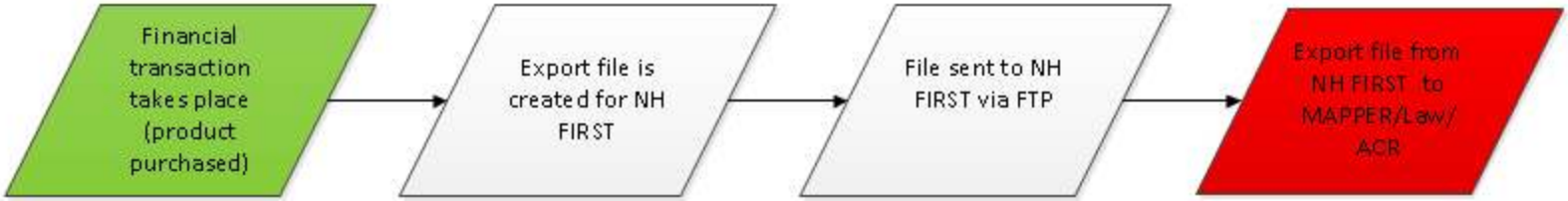
Project:	New Hampshire State Liquor Commission		
Functional Area:	Financial Admin	Process Name: Sub-Process Name:	Inventory Control



Project:	New Hampshire State Liquor Commission		
Functional Area:	Financial Admin	Process Name: Sub-Process Name:	Transaction Processing – General Ledger

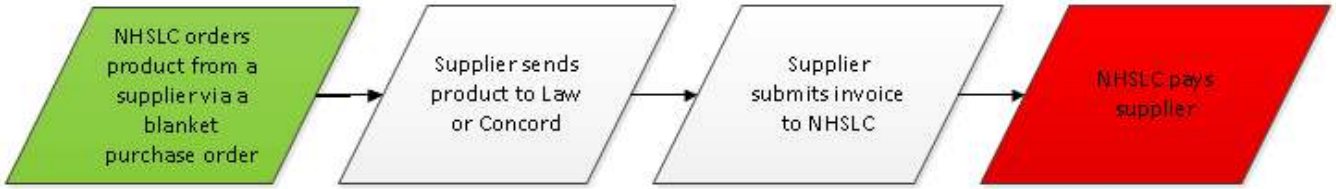


Project:	New Hampshire State Liquor Commission		
Functional Area:	Financial Admin	Process Name: Sub-Process Name:	Transaction Processing – Accounts Receivable



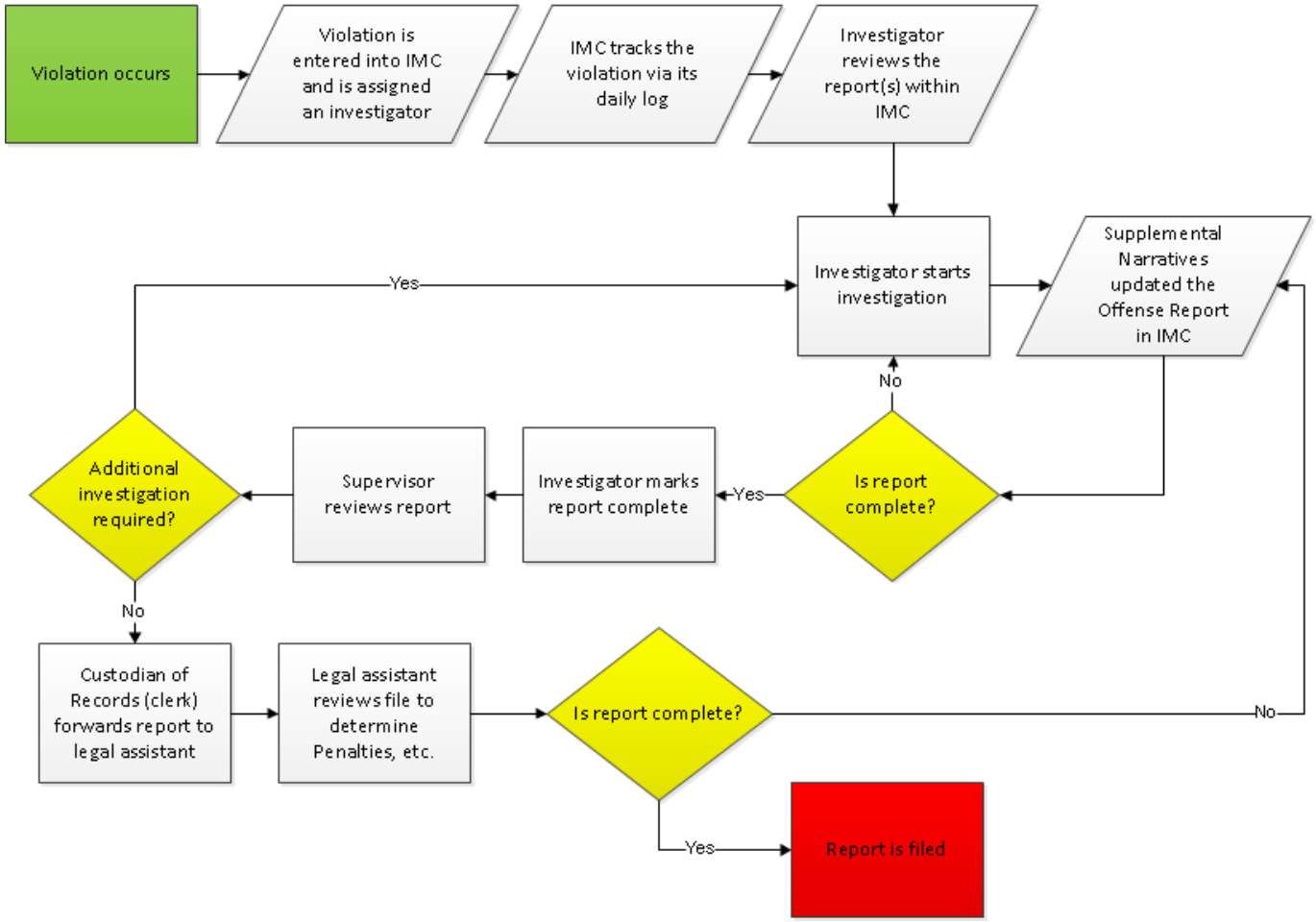
Project:	New Hampshire State Liquor Commission		
Functional Area:	Financial Admin	Process Name: Sub-Process Name:	Transaction Processing – Accounts Payable

Blanket Purchase Order (BPO)

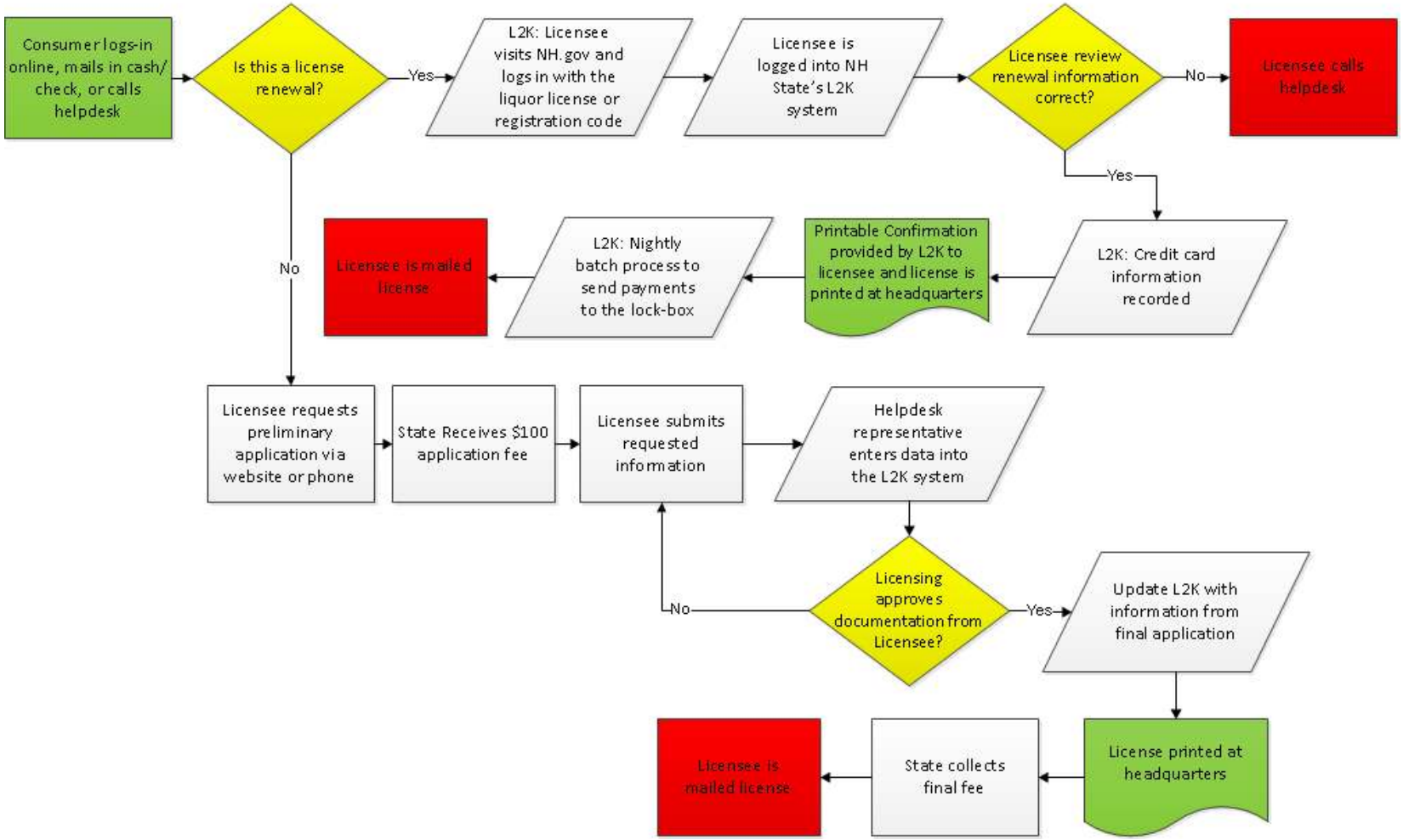


Depletion Invoice

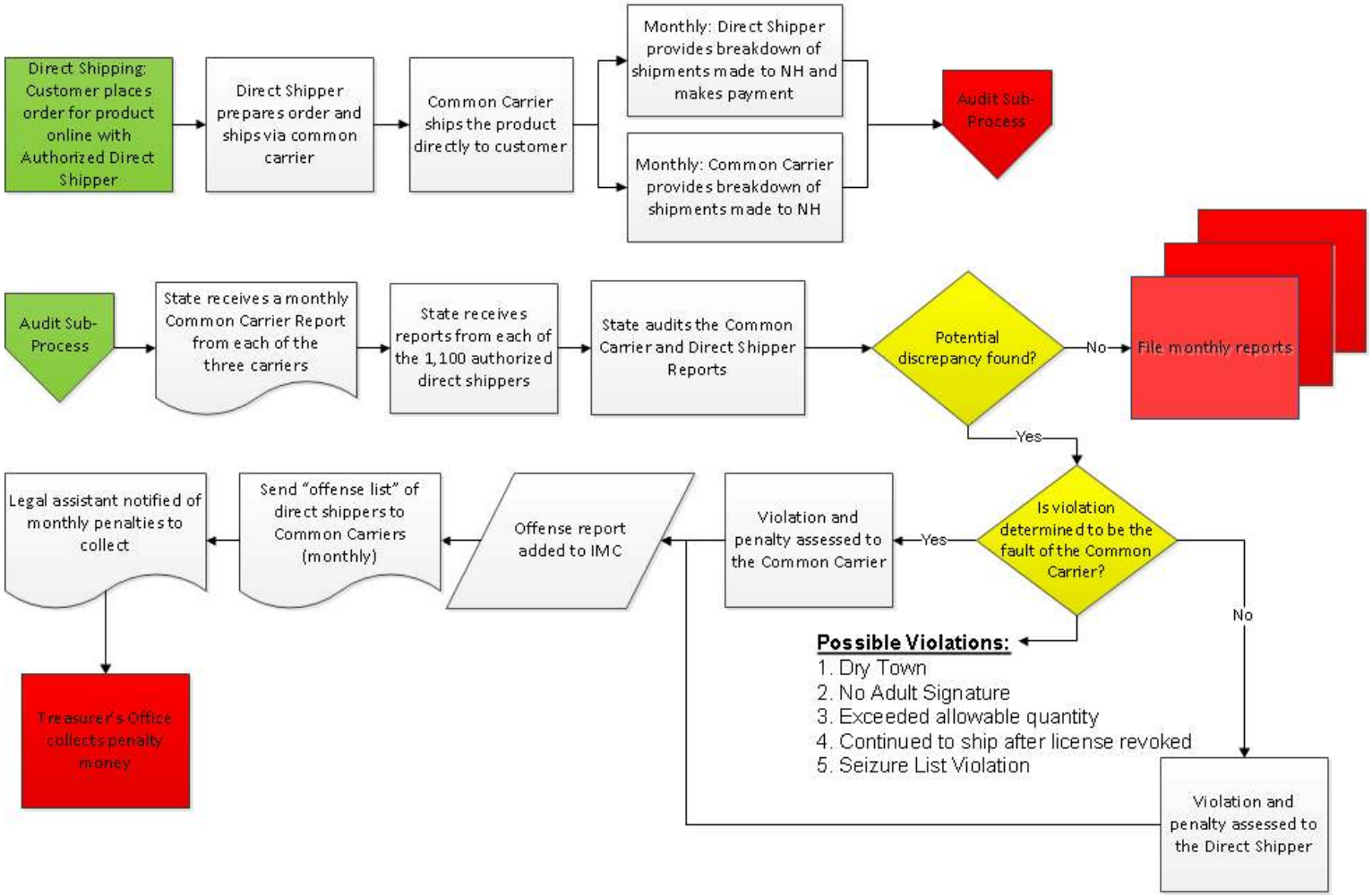
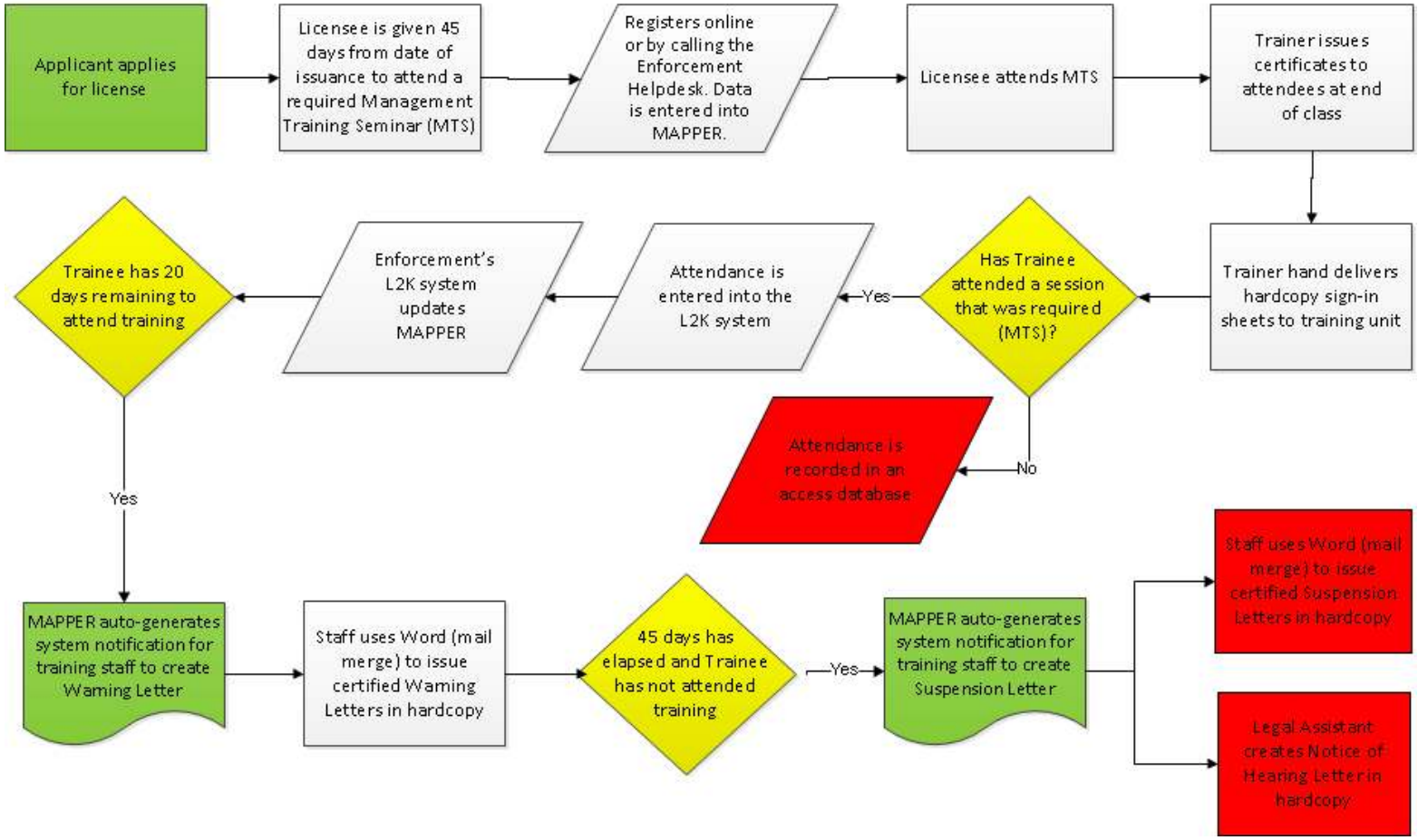
Project:	New Hampshire State Liquor Commission		
Functional Area:	Enforcement	Process Name: Sub-Process Name:	Investigations and Special Investigations



Project:	New Hampshire State Liquor Commission		
Functional Area:	Enforcement	Process Name: Sub-Process Name:	Licensing



Project:	New Hampshire State Liquor Commission		
Functional Area:	Enforcement and Licensing	Process Name: Sub-Process Name:	Direct Shipping (Audit and Compliance)



Project:	New Hampshire State Liquor Commission		
Functional Area:	Enforcement	Process Name: Sub-Process Name:	Training & Education