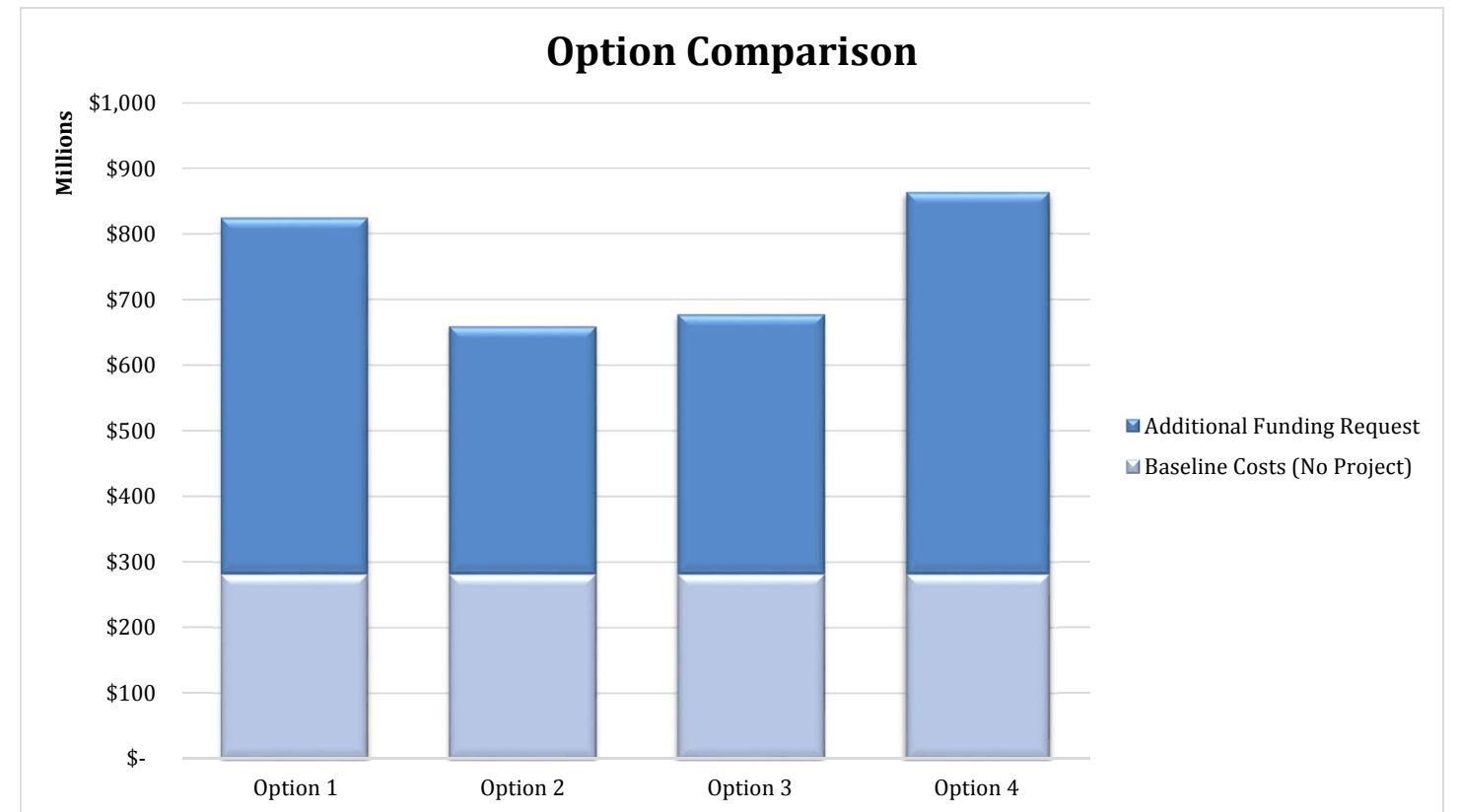
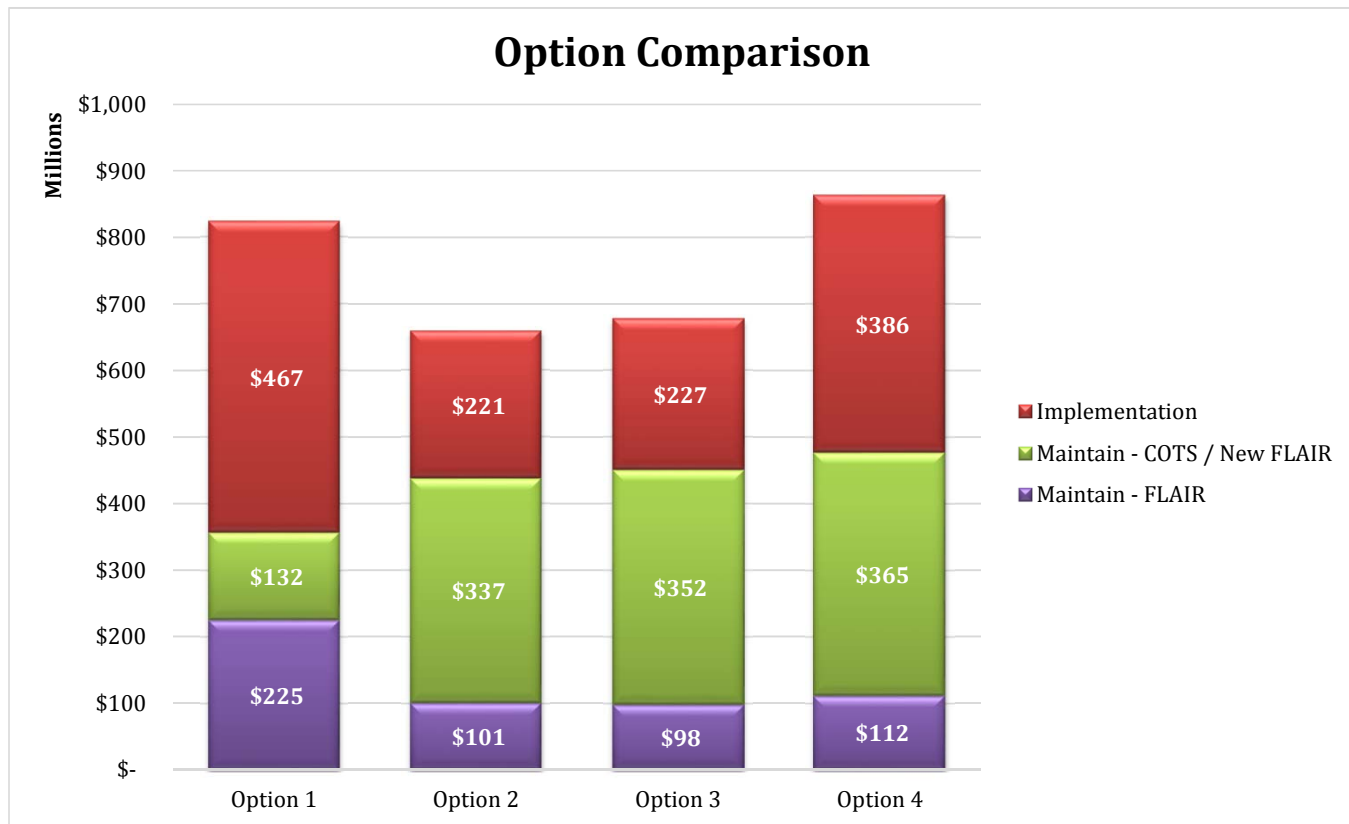


	Option 1	Option 2	Option 3	Option 4
Total Cost of Ownership	\$ 824,025,061	\$ 658,549,675	\$ 677,155,551	\$ 863,301,273
Implement - Total	\$ 467,425,719	\$ 221,150,075	\$ 226,683,824	\$ 386,476,558
Maintain - FLAIR	\$ 225,067,484	\$ 100,776,944	\$ 98,416,336	\$ 111,879,157
Maintain - New System	\$ 131,531,857	\$ 336,622,655	\$ 352,055,390	\$ 364,945,558
Baseline Costs (No Project)	\$ 281,427,664	\$ 281,427,664	\$ 281,427,664	\$ 281,427,664
Additional Funding Request	\$ 542,597,397	\$ 377,122,010	\$ 395,727,886	\$ 581,873,609



Option #1: Enhance FLAIR

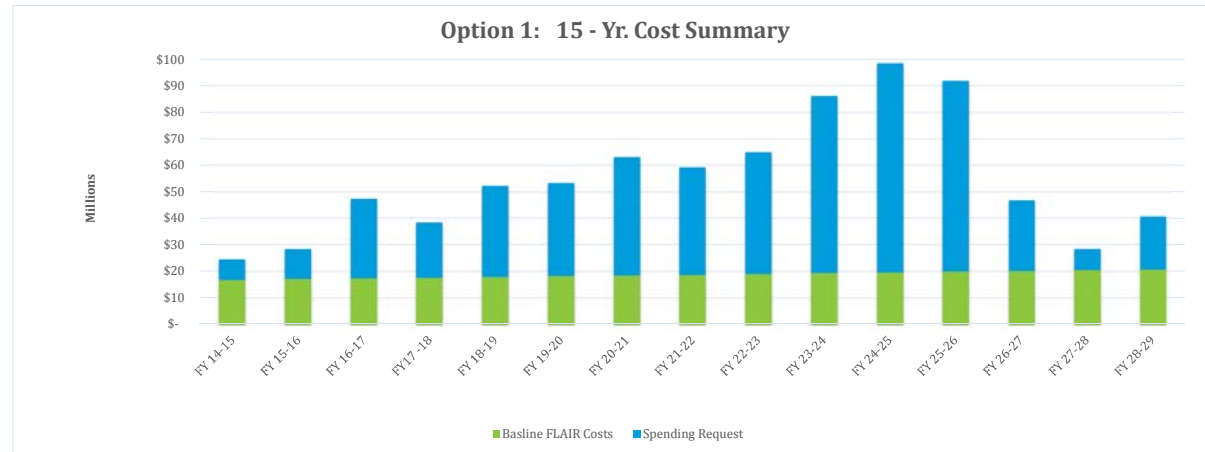
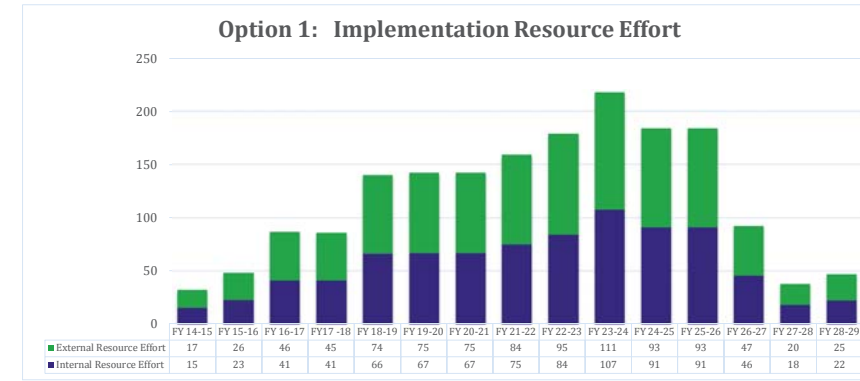
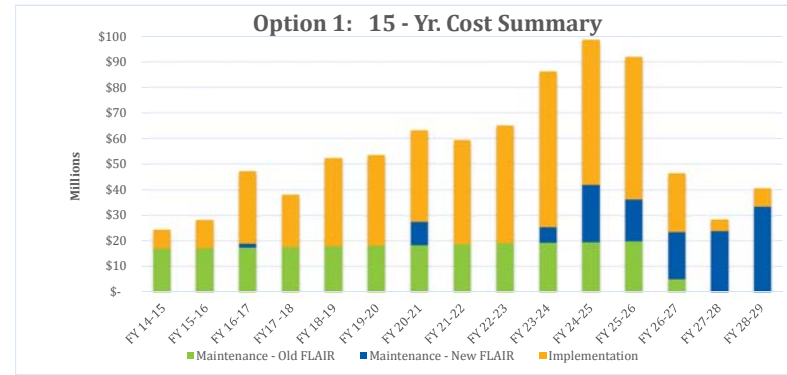
	Internal	External
Inflation Rate	0.015	0.015

Implement / Support / Upgrade	Inflation Rate	FY 14-15	FY 15-16	FY 16-17	FY17 -18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
Internal Rate (Weekly) - FLAIR	N/A	0.015	\$ 1,500	\$ 1,523	\$ 1,545	\$ 1,569	\$ 1,592	\$ 1,616	\$ 1,640	\$ 1,665	\$ 1,690	\$ 1,715	\$ 1,741	\$ 1,767	\$ 1,793	\$ 1,820	\$ 1,848
Consultant Rate	N/A	0.015	\$ 6,400	\$ 6,496	\$ 6,593	\$ 6,692	\$ 6,793	\$ 6,895	\$ 6,998	\$ 7,103	\$ 7,210	\$ 7,318	\$ 7,427	\$ 7,539	\$ 7,652	\$ 7,767	\$ 7,883
Project Management Rate	N/A	0.015	\$ 9,000	\$ 9,135	\$ 9,272	\$ 9,411	\$ 9,552	\$ 9,696	\$ 9,841	\$ 9,989	\$ 10,138	\$ 10,291	\$ 10,445	\$ 10,602	\$ 10,761	\$ 10,922	\$ 11,086
Facilities Space: Year One Cost Per Resource		0.015	\$ 10,093	\$ 10,244	\$ 10,398	\$ 10,554	\$ 10,712	\$ 10,873	\$ 11,036	\$ 11,202	\$ 11,370	\$ 11,540	\$ 11,713	\$ 11,889	\$ 12,067	\$ 12,248	\$ 12,432
Facilities Space: Additional Cost Per Resource (Yr. One)		0.015	\$ 4,154	\$ 4,216	\$ 4,280	\$ 4,344	\$ 4,409	\$ 4,475	\$ 4,542	\$ 4,610	\$ 4,679	\$ 4,750	\$ 4,821	\$ 4,893	\$ 4,967	\$ 5,041	\$ 5,117
Facilities Space: Cost Per Resource		0.015	\$ 5,939	\$ 6,028	\$ 6,119	\$ 6,210	\$ 6,303	\$ 6,398	\$ 6,494	\$ 6,591	\$ 6,690	\$ 6,791	\$ 6,892	\$ 6,996	\$ 7,101	\$ 7,207	\$ 7,315
Facilities Space: Internal Resources Cost		0.015	\$ 344	\$ 349	\$ 354	\$ 360	\$ 365	\$ 371	\$ 376	\$ 382	\$ 388	\$ 393	\$ 399	\$ 405	\$ 411	\$ 417	\$ 424
FLAIR System Users	N/A		0	0	0	0	0	0	0	0	0	2000	4700	8300	9200	9200	9200
New FLAIR System Users (New)			0	0	0	0	0	0	0	0	0	2000	2700	3600	900	0	0
FLAIR Operational Support	N/A		61	61	61	61	61	61	61	61	61	61	61	61	0	0	0
FLAIR Technical Support	N/A		101	101	101	101	101	101	101	101	101	101	101	101	0	0	0
CMS Operational Support			3	3	3	3	3	3	3	3	3	3	3	3	0	0	0
Total Support Resources - Existing Systems			165	165	165	165	165	165	165	165	165	165	165	165	3	0	0
New FLAIR Operational Support	N/A		0	0	0	0	0	0	0	0	0	31	49	55	61	61	61
New FLAIR Technical Support	N/A		0	0	0	0	0	0	0	0	0	31	81	91	101	101	101
New CMS Operational Support			0	0	0	0	0	0	0	0	0	0	0	0	0	3	3
Total Support Resources - New FLAIR			0	0	0	0	0	0	0	0	0	61	130	146	162	165	165
Internal Project Team (Person Years)	N/A		15	23	41	41	66	67	67	75	84	107	91	91	46	18	22
External Project Team (Person Years)	N/A		15	23	41	41	66	67	67	75	84	99	83	83	42	18	22
External Project Managers (Person Years)	N/A		2	3	5	4	8	8	8	9	11	12	10	10	5	2	3
Total Implementation Effort (Person Years)			32	49	87	86	140	142	142	159	179	218	184	184	93	38	47
Total Internal Resources (Roles)			23	26	41	41	91	67	67	75	87	129	97	91	75	20	36
Project Team Members Borrowed From Existing Staff																	
Baseline Support Team Size			165	165	165	165	165	165	165	165	165	165	165	165	165	165	165
Total Support Team Size			165	165	165	165	165	165	165	165	165	226	295	311	165	165	165
Support Delta			0	0	0	0	0	0	0	0	0	61	130	146	0	0	0
Support Delta (New Employees)			0	0	0	0	0	0	0	0	0	61	69	16	0	0	0
Internal (Not Borrowed)			15	23	41	41	66	67	67	75	84	107	91	91	46	18	22
Internal (Not Borrowed) - New			15	7	19	0	25	1	0	8	9	23	0	0	0	0	4
External Total			17	26	46	45	74	75	75	84	95	111	93	93	47	20	25
External Total - New			17	9	20	0	29	1	0	9	11	16	0	0	0	0	5
Technical Training Class Cost	N/A	0.015	1500	1523	1545	1569	1592	1616	1640	1665	1690	1715	1741	1767	1793	1820	1848
Technical Classes Per Project Team Member Per Year	N/A		4	4	1	1	1	1	1	1	1	1	1	1	1	1	1
Weeks of Training Per NEW Non-Technical User Per Year			3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Weeks of Training Per Ongoing Non-Technical User Per Year	N/A		0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Organizational Change Management: Internal Resources	N/A		4.00	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Organizational Change Management: Consultants	N/A		4.00	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Organizational Change Management: Project Managers	N/A		0.50	0.63	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Workforce Transition: Internal Resources	N/A		2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Workforce Transition: Consultants	N/A		2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Workforce Transition: Project Managers	N/A		0.25	0.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Systems & Data Strategy: Internal Resources	N/A		5.00	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Systems & Data Strategy: Consultants	N/A		5.00	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Systems & Data Strategy: Project Managers	N/A		0.63	0.63	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Project Management Office: Internal Resources	N/A		3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Project Management Office: Consultants	N/A		3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Project Management Office: Project Managers	N/A		0.38	0.38	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Business Process Re-Engineering: Internal Resources	N/A		6.00	8.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Business Process Re-Engineering: Consultants	N/A		6.00	8.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Business Process Re-Engineering: Project Managers	N/A		0.75	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Procurements: Internal Resources	N/A		3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Procurements: Consultants	N/A		3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Procurements: Project Managers	N/A		0.38	0.38	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Project Oversight (IV&V): Internal Resources	N/A		0.00	0.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	0.00
Project Oversight (IV&V): Consultants	N/A		0.00	0.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	0.00
Project Oversight (IV&V): Project Managers	N/A		0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.00	0.00
Project Management Office (PMO): Internal Resources	N/A		0.00	0.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	0.00	0.00
Project Management Office (PMO): Consultants	N/A		0.00	0.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	0.00	0.00
Project Management Office (PMO): Project Managers	N/A		0.00	0.00	0.63	0.63	0.63	0.63	0.63	0.63	0.63	0.63	0.63	0.63	0.63	0.00	0.00
Re-Write FLAIR (Central and Departmental): Tech Design: Internal Resources	N/A		0.00	0.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	0.00	0.00
Re-Write FLAIR (Central and Departmental): Tech Design: Consultants	N/A		0.00	0.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	0.00	0.00
Re-Write FLAIR (Central and Departmental): Tech Design: Project Managers	N/A		0.00	0.00	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	0.00	0.00
Re-Write FLAIR (Central and Departmental): Functional Design: Internal Resources	N/A		0.00	0.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	0.00	0.00
Re-Write FLAIR (Central and Departmental): Functional Design: Consultants	N/A		0.00	0.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	0.00	0.00
Re-Write FLAIR (Central and Departmental): Functional Design: Project Managers	N/A		0.00	0.00	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	0.00	0.00
Re-Write FLAIR (Central and Departmental): Tech Build: Internal Resources	N/A		0.00	0.00	0.00	0.00	24.00	24.00	24.00	24.00	24.00	24.00	24.00	24.00	24.00	0.00	0.00
Re-Write FLAIR (Central and Departmental): Tech Build: Consultants	N/A		0.00	0.00	0.00	0.00	24.00	24.00	24.00	24.00	24.00	24.00	24.00	24.00	24.00	0.00	0.00
Re-Write FLAIR (Central and Departmental): Tech Build: Project Managers	N/A		0.00	0.00	0.00	0.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	0.00	0.00
Re-Write FLAIR (Central and Departmental): Functional Build: Internal Resources	N/A		0.00	0.00	0.00	0.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	0.00	0.00
Re-Write FLAIR (Central and Departmental): Functional Build: Consultants	N/A		0.00	0.00	0.00	0.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	0.00	0.00
Re-Write FLAIR (Central and Departmental): Functional Build: Project Managers	N/A		0.00	0.00	0.00	0.00	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	0.00	0.00
Agency Onboarding: Pilot and Updates: Internal Resources	N/A		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12.00	12.00	0.00	0.00	0.00	0.00
Agency Onboarding: Pilot and Updates: Consultants	N/A		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12.00	12.00	0.00	0.00	0.00	0.00
Agency Onboarding: Pilot and Updates: Project Managers	N/A		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.50	1.50	0.00	0.00	0.00	0.00

Implement / Support / Upgrade	Inflation Rate	FY 14-15	FY 15-16	FY 16-17	FY17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Project Management Office (PMO): Consultants	N/A	0	0	52	52	52	52	52	52	52	52	52	52	26	0	0
Project Management Office (PMO): Project Managers	N/A	0	0	52	52	52	52	52	52	52	52	52	52	26	0	0
Re-Write FLAIR (Central and Departmental): Tech Design: Internal Resources	N/A	0	0	52	52	52	0	0	0	0	0	0	0	0	0	0
Re-Write FLAIR (Central and Departmental): Tech Design: Consultants	N/A	0	0	52	52	52	0	0	0	0	0	0	0	0	0	0
Re-Write FLAIR (Central and Departmental): Tech Design: Project Managers	N/A	0	0	52	52	52	0	0	0	0	0	0	0	0	0	0
Re-Write FLAIR (Central and Departmental): Functional Design: Internal Resources	N/A	0	0	52	52	52	0	0	0	0	0	0	0	0	0	0
Re-Write FLAIR (Central and Departmental): Functional Design: Consultants	N/A	0	0	52	52	52	0	0	0	0	0	0	0	0	0	0
Re-Write FLAIR (Central and Departmental): Functional Design: Project Managers	N/A	0	0	52	25	52	0	0	0	0	0	0	0	0	0	0
Re-Write FLAIR (Central and Departmental): Tech Build: Internal Resources	N/A	0	0	0	0	26	52	52	52	52	26	0	0	0	0	0
Re-Write FLAIR (Central and Departmental): Tech Build: Consultants	N/A	0	0	0	0	26	52	52	52	52	26	0	0	0	0	0
Re-Write FLAIR (Central and Departmental): Tech Build: Project Managers	N/A	0	0	0	0	26	52	52	52	52	26	0	0	0	0	0
Re-Write FLAIR (Central and Departmental): Functional Build: Internal Resources	N/A	0	0	0	0	26	52	52	52	52	26	0	0	0	0	0
Re-Write FLAIR (Central and Departmental): Functional Build: Consultants	N/A	0	0	0	0	26	52	52	52	52	26	0	0	0	0	0
Re-Write FLAIR (Central and Departmental): Functional Build: Project Managers	N/A	0	0	0	0	26	52	52	52	52	26	0	0	0	0	0
Agency Onboarding: Pilot and Updates: Internal Resources	N/A	0	0	0	0	0	0	0	0	0	52	26	0	0	0	0
Agency Onboarding: Pilot and Updates: Consultants	N/A	0	0	0	0	0	0	0	0	0	52	26	0	0	0	0
Agency Onboarding: Pilot and Updates: Project Managers	N/A	0	0	0	0	0	0	0	0	0	52	26	0	0	0	0
Agency Onboarding: Roll-Out: Internal Resources	N/A	0	0	0	0	0	0	0	0	0	0	52	52	26	0	0
Agency Onboarding: Roll-Out: Consultants	N/A	0	0	0	0	0	0	0	0	0	0	52	52	26	0	0
Agency Onboarding: Roll-Out: Project Managers	N/A	0	0	0	0	0	0	0	0	0	0	52	52	26	0	0
Enhance FLAIR Payroll: Tech Design: Internal Resources	N/A	0	0	0	0	0	0	0	0	52	0	0	0	0	0	0
Enhance FLAIR Payroll: Tech Design: Consultants	N/A	0	0	0	0	0	0	0	0	52	0	0	0	0	0	0
Enhance FLAIR Payroll: Tech Design: Project Managers	N/A	0	0	0	0	0	0	0	0	52	0	0	0	0	0	0
Enhance FLAIR Payroll: Functional Design: Internal Resources	N/A	0	0	0	0	0	0	0	0	52	0	0	0	0	0	0
Enhance FLAIR Payroll: Functional Design: Consultants	N/A	0	0	0	0	0	0	0	0	52	0	0	0	0	0	0
Enhance FLAIR Payroll: Functional Design: Project Managers	N/A	0	0	0	0	0	0	0	0	52	0	0	0	0	0	0
Enhance FLAIR Payroll: Tech Build: Internal Resources	N/A	0	0	0	0	0	0	0	0	0	52	52	0	0	0	0
Enhance FLAIR Payroll: Tech Build: Consultants	N/A	0	0	0	0	0	0	0	0	0	52	52	0	0	0	0
Enhance FLAIR Payroll: Tech Build: Project Managers	N/A	0	0	0	0	0	0	0	0	0	52	52	0	0	0	0
Enhance FLAIR Payroll: Functional Build: Internal Resources	N/A	0	0	0	0	0	0	0	0	0	52	52	0	0	0	0
Enhance FLAIR Payroll: Functional Build: Consultants	N/A	0	0	0	0	0	0	0	0	0	52	52	0	0	0	0
Enhance FLAIR Payroll: Functional Build: Project Managers	N/A	0	0	0	0	0	0	0	0	0	52	52	0	0	0	0
Enhance FLAIR Payroll: Pilot and Updates: Internal Resources	N/A	0	0	0	0	0	0	0	0	0	0	52	0	0	0	0
Enhance FLAIR Payroll: Pilot and Updates: Consultants	N/A	0	0	0	0	0	0	0	0	0	0	52	0	0	0	0
Enhance FLAIR Payroll: Pilot and Updates: Project Managers	N/A	0	0	0	0	0	0	0	0	0	0	52	0	0	0	0
Enhance FLAIR Payroll: Roll-Out: Internal Resources	N/A	0	0	0	0	0	0	0	0	0	0	0	26	0	0	0
Enhance FLAIR Payroll: Roll-Out: Consultants	N/A	0	0	0	0	0	0	0	0	0	0	0	26	0	0	0
Enhance FLAIR Payroll: Roll-Out: Project Managers	N/A	0	0	0	0	0	0	0	0	0	0	0	26	0	0	0
Upgrade Information Warehouse to Support New FLAIR: Internal Resources	N/A	0	0	0	0	26	52	52	52	26	0	0	0	0	0	0
Upgrade Information Warehouse to Support New FLAIR Payroll: Consultants	N/A	0	0	0	0	26	52	52	52	26	0	0	0	0	0	0
Upgrade Information Warehouse to Support New FLAIR Payroll: Project Managers	N/A	0	0	0	0	26	52	52	52	26	0	0	0	0	0	0
FFMIS System Integration: Internal Resources	N/A	0	0	0	0	0	0	0	0	52	26	0	0	0	0	0
FFMIS System Integration: Consultants	N/A	0	0	0	0	0	0	0	0	52	26	0	0	0	0	0
FFMIS System Integration: Project Managers	N/A	0	0	0	0	0	0	0	0	52	26	0	0	0	0	0
People First liaison: Internal Resources	N/A	0	0	52	52	52	52	52	52	52	52	52	26	0	0	0
People First liaison: Consultants	N/A	0	0	52	52	52	52	52	52	52	52	52	26	0	0	0
People First liaison: Project Managers	N/A	0	0	52	52	52	52	52	52	52	52	52	26	0	0	0
MFMP liaison: Internal Resources	N/A	0	0	52	52	52	52	52	52	52	52	52	26	0	0	0
MFMP liaison: Consultants	N/A	0	0	52	52	52	52	52	52	52	52	52	26	0	0	0
MFMP liaison: Project Managers	N/A	0	0	52	52	52	52	52	52	52	52	52	26	0	0	0
LAS / PBS liaison: Internal Resources	N/A	0	0	52	52	52	52	52	52	52	52	52	26	0	0	0
LAS / PBS liaison: Consultants	N/A	0	0	52	52	52	52	52	52	52	52	52	26	0	0	0
LAS / PBS liaison: Project Managers	N/A	0	0	52	52	52	52	52	52	52	52	52	26	0	0	0
Testing and Quality Assurance: Internal Resources	N/A	0	0	0	0	26	52	52	52	52	52	52	26	0	0	0
Testing and Quality Assurance: Consultants	N/A	0	0	0	0	26	52	52	52	52	52	52	26	0	0	0
Testing and Quality Assurance: Project Managers	N/A	0	0	0	0	26	52	52	52	52	52	52	26	0	0	0
Organizational Change Management: Internal Resources	N/A	0	0	52	52	52	52	52	52	52	52	52	26	0	0	0
Organizational Change Management: Consultants	N/A	0	0	52	52	52	52	52	52	52	52	52	26	0	0	0
Organizational Change Management: Project Managers	N/A	0	0	52	52	52	52	52	52	52	52	52	26	0	0	0
Workforce Transition: Internal Resources	N/A	0	0	52	52	52	52	52	52	52	52	52	26	0	0	0
Workforce Transition: Consultants	N/A	0	0	52	52	52	52	52	52	52	52	52	26	0	0	0
Workforce Transition: Project Managers	N/A	0	0	52	52	52	52	52	52	52	52	52	26	0	0	0
End User Training (DDI P1): Internal Resources (Trainers)	N/A	0	0	0	0	0	0	0	0	0	52	52	52	26	0	0
End User Training (DDI P1): Consultants	N/A	0	0	0	0	0	0	0	0	0	52	52	52	26	0	0
End User Training (DDI P1): Project Managers	N/A	0	0	0	0	0	0	0	0	0	52	52	52	26	0	0
Enhance Upgraded FLAIR: Tech Design: Internal Resources	N/A	0	0	0	0	0	0	0	0	0	52	52	52	0	0	0
Enhance Upgraded FLAIR: Tech Design: Consultants	N/A	0	0	0	0	0	0	0	0	0	52	52	52	0	0	0
Enhance Upgraded FLAIR: Tech Design: Project Managers	N/A	0	0	0	0	0	0	0	0	0	52	52	52	0	0	0
Enhance Upgraded FLAIR: Functional Design: Internal Resources	N/A	0	0	0	0	0	0	0	0	0	52	52	52	0	0	0
Enhance Upgraded FLAIR: Functional Design: Consultants	N/A	0	0	0	0	0	0	0	0	0	52	52	52	0	0	0
Enhance Upgraded FLAIR: Functional Design: Project Managers	N/A	0	0	0	0	0	0	0	0	0	52	52	52	0	0	0
Enhance Upgraded FLAIR: Tech Build: Internal Resources	N/A	0	0	0	0	0	0	0	0	0	0	52	52	52	52	52
Enhance Upgraded FLAIR: Tech Build: Consultants	N/A	0	0	0	0	0	0	0	0	0	0	52	52	52	52	52
Enhance Upgraded FLAIR: Tech Build: Project Managers	N/A	0	0	0	0	0	0	0	0	0	0	52	52	52	52	52
Enhance Upgraded FLAIR: Functional Build: Internal Resources	N/A	0	0	0	0	0	0	0	0	0	0	52	52	52	52	52
Enhance Upgraded FLAIR: Functional Build: Consultants	N/A	0	0	0	0	0	0	0	0	0	0	52	52	52	52	52
Enhance Upgraded FLAIR: Functional Build: Project Managers	N/A	0	0	0	0	0	0	0	0	0	0	52	52	52	52	52
Enhance Upgraded FLAIR: Pilot and Updates: Internal Resources	N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	52
Enhance Upgraded FLAIR: Pilot and Updates: Consultants	N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	52
Enhance Upgraded FLAIR: Pilot and Updates: Project Managers	N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	52
Enhance Upgraded FLAIR: Roll-Out: Internal Resources	N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Enhance Upgraded FLAIR: Roll-Out: Consultants	N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Enhance Upgraded FLAIR: Roll-Out: Project Managers	N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Project Management Office (PMO): Internal Resources	N/A	0	0	0	0	0	0	0	0	0	0	0	0	26	52	52
Project Management Office (PMO): Consultants	N/A	0	0	0	0	0	0	0	0	0	0	0	0	26	52	52
Project Management Office (PMO): Project Managers	N/A	0	0	0	0	0	0	0	0	0	0	0	0	26	52	52
Enhance Upgraded FLAIR: End User Training (DDI P2): Internal Resources	N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	52
Enhance Upgraded FLAIR: End User Training (DDI P2): Consultants	N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	52
Enhance Upgraded FLAIR: End User Training (DDI P2): Project Managers	N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	52
	N/A															
Facilities Costs	Implement - Other	\$ 330,745.25	\$ 368,733.26	\$ 711,603.19	\$ 548,832.66	\$ 1,144,659.36	\$ 942,293.85	\$ 947,343.94	\$ 1,155,036.69	\$ 1,323,693.00	\$ 2,435,618.45	\$ 2,580,255.02	\$ 2,482,452.23	\$ 675,535.63	\$ 281,391.26	\$ 399,196.02
End User Training (DDI P1) (Employee Time)	Implement - Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,290,510	\$ 14,100,571	\$ 19,082,773	\$ 4,842,254	\$ -	\$ -
Computer Hardware	Implement - Other	\$ -	\$ -	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

	Implement / Support / Upgrade	Inflation Rate	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
Workforce Transition: Project Managers	Implement - External		\$ -	\$ -	\$ 120,536.33	\$ 122,344.37	\$ 124,179.54	\$ 126,042.23	\$ 127,932.86	\$ 129,851.85	\$ 131,799.63	\$ 133,776.63	\$ 135,783.28	\$ 137,820.03	\$ 69,943.66	\$ -	\$ -	
End User Training (DDI P1): Internal Resources (Trainers)	Implement - Internal		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,070,213.02	\$ 1,086,266.21	\$ 1,102,560.21	\$ 559,549.30	\$ -	\$ -	
End User Training (DDI P1): Consultants	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,522,080.74	\$ 1,544,911.95	\$ 1,568,085.63	\$ 795,803.45	\$ -	\$ -	
End User Training (DDI P1): Project Managers	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 267,553.25	\$ 271,566.55	\$ 275,640.05	\$ 139,887.33	\$ -	\$ -	
Project Oversight (IV&V)	N/A		\$ -	\$ -	\$ 966,969	\$ 981,474	\$ 996,196	\$ 1,011,139	\$ 1,026,306	\$ 1,041,700	\$ 1,057,326	\$ 1,073,186	\$ 1,089,284	\$ 1,105,623	\$ 561,104	\$ -	\$ -	
Project Management Office (PMO)	N/A		\$ -	\$ -	\$ 2,417,423	\$ 2,453,684	\$ 2,490,490	\$ 2,527,847	\$ 2,565,765	\$ 2,604,251	\$ 2,643,315	\$ 2,682,965	\$ 2,723,209	\$ 2,764,057	\$ 1,402,759	\$ -	\$ -	
Re-Write FLAIR (Central and Departmental): Tech Design	N/A		\$ -	\$ -	\$ 5,801,815	\$ 5,888,842	\$ 5,977,175	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Re-Write FLAIR (Central and Departmental): Functional Design	N/A		\$ -	\$ -	\$ 5,801,815	\$ 5,507,693	\$ 5,977,175	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Re-Write FLAIR (Central and Departmental): Tech Build	N/A		\$ -	\$ -	\$ -	\$ -	\$ 5,977,175	\$ 12,133,665	\$ 12,315,670	\$ 12,500,405	\$ 12,687,911	\$ 6,439,115	\$ -	\$ -	\$ -	\$ -	\$ -	
Re-Write FLAIR (Central and Departmental): Functional Build	N/A		\$ -	\$ -	\$ -	\$ -	\$ 2,988,587	\$ 6,066,833	\$ 6,157,835	\$ 6,250,203	\$ 6,343,956	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Re-Write FLAIR (Central and Departmental): Pilot and Updates	N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,439,115	\$ 3,267,851	\$ -	\$ -	\$ -	\$ -	
Re-Write FLAIR (Central and Departmental): Roll-Out	N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,535,702	\$ 6,633,737	\$ 3,366,622	\$ -	\$ -	\$ -	
Enhance FLAIR Payroll: Tech Design	N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,171,978	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Enhance FLAIR Payroll: Functional Design	N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,171,978	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Enhance FLAIR Payroll: Tech Build	N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,439,115	\$ 6,535,702	\$ -	\$ -	\$ -	\$ -	
Enhance FLAIR Payroll: Functional Build	N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,219,557	\$ 3,267,851	\$ -	\$ -	\$ -	\$ -	
Enhance FLAIR Payroll: Pilot and Updates	N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,316,869	\$ -	\$ -	\$ -	
Enhance FLAIR Payroll: Roll-Out	N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,683,311	\$ -	\$ -	
Upgrade Information Warehouse to Support New FLAIR Payroll	N/A		\$ -	\$ -	\$ -	\$ -	\$ 1,494,294	\$ 3,033,416	\$ 3,078,918	\$ 3,125,101	\$ 1,585,989	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
FFMIS System Integration	N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,166,802	\$ 4,229,304	\$ 2,146,372	\$ -	\$ -	\$ -	\$ -	\$ -	
People First liaison	N/A		\$ -	\$ -	\$ 483,485	\$ 490,737	\$ 498,098	\$ 505,569	\$ 513,153	\$ 520,850	\$ 528,663	\$ 536,593	\$ 544,642	\$ 552,811	\$ 280,552	\$ -	\$ -	
MFMP liaison	N/A		\$ -	\$ -	\$ 483,485	\$ 490,737	\$ 498,098	\$ 505,569	\$ 513,153	\$ 520,850	\$ 528,663	\$ 536,593	\$ 544,642	\$ 552,811	\$ 280,552	\$ -	\$ -	
LAS / PBS liaison	N/A		\$ -	\$ -	\$ 483,485	\$ 490,737	\$ 498,098	\$ 505,569	\$ 513,153	\$ 520,850	\$ 528,663	\$ 536,593	\$ 544,642	\$ 552,811	\$ 280,552	\$ -	\$ -	
Testing and Quality Assurance	N/A		\$ -	\$ -	\$ -	\$ -	\$ 1,992,392	\$ 4,044,555	\$ 4,105,223	\$ 4,166,802	\$ 4,229,304	\$ 4,292,743	\$ 4,357,134	\$ 4,422,491	\$ 2,244,414	\$ -	\$ -	
Organizational Change Management	N/A		\$ -	\$ -	\$ 2,417,423	\$ 2,453,684	\$ 2,490,490	\$ 2,527,847	\$ 2,565,765	\$ 2,604,251	\$ 2,643,315	\$ 2,682,965	\$ 2,723,209	\$ 2,764,057	\$ 1,402,759	\$ -	\$ -	
Workforce Transition	N/A		\$ -	\$ -	\$ 966,969	\$ 981,474	\$ 996,196	\$ 1,011,139	\$ 1,026,306	\$ 1,041,700	\$ 1,057,326	\$ 1,073,186	\$ 1,089,284	\$ 1,105,623	\$ 561,104	\$ -	\$ -	
End User Training (DDI P1) (Trainers and Consultants)	N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,859,847	\$ 2,902,745	\$ 2,946,286	\$ 1,495,240	\$ -	\$ -	
Project Team Training	Implement - Internal		\$ 91,500	\$ 137,025	\$ 63,359	\$ 64,309	\$ 105,075	\$ 108,267	\$ 109,891	\$ 124,858	\$ 141,938	\$ 183,514	\$ 158,414	\$ 160,790	\$ 81,601	\$ 32,766	\$ 40,648	
SUBTOTAL	N/A		\$ 91,500	\$ 137,025	\$ 19,886,227	\$ 19,803,371	\$ 32,979,537	\$ 33,981,416	\$ 34,491,137	\$ 39,188,624	\$ 44,549,628	\$ 44,361,016	\$ 36,284,309	\$ 26,877,968	\$ 13,640,569	\$ 32,766	\$ 40,648	
Enhance Upgraded FLAIR: Tech Design: Internal Resources	Implement - Internal		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,070,213	\$ 1,086,266	\$ 1,102,560	\$ -	\$ -	\$ -	
Enhance Upgraded FLAIR: Tech Design: Consultants	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,070,213	\$ 1,086,266	\$ 1,102,560	\$ -	\$ -	\$ -	
Enhance Upgraded FLAIR: Tech Design: Project Managers	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 133,777	\$ 135,783	\$ 137,820	\$ -	\$ -	\$ -	
Enhance Upgraded FLAIR: Functional Design: Internal Resources	Implement - Internal		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 535,107	\$ 543,133	\$ 551,280	\$ -	\$ -	\$ -	
Enhance Upgraded FLAIR: Functional Design: Consultants	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 535,107	\$ 543,133	\$ 551,280	\$ -	\$ -	\$ -	
Enhance Upgraded FLAIR: Functional Design: Project Managers	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 66,888	\$ 67,892	\$ 68,910	\$ -	\$ -	\$ -	
Enhance Upgraded FLAIR: Tech Build: Internal Resources	Implement - Internal		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,102,560	\$ 1,119,099	\$ 1,135,885	\$ 1,152,923	
Enhance Upgraded FLAIR: Tech Build: Consultants	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,102,560	\$ 1,119,099	\$ 1,135,885	\$ 1,152,923	
Enhance Upgraded FLAIR: Tech Build: Project Managers	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 137,820	\$ 139,887	\$ 141,986	\$ 144,115	
Enhance Upgraded FLAIR: Functional Build: Internal Resources	Implement - Internal		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 551,280	\$ 559,549	\$ 567,943	\$ 576,462	
Enhance Upgraded FLAIR: Functional Build: Consultants	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 551,280	\$ 559,549	\$ 567,943	\$ 576,462	
Enhance Upgraded FLAIR: Functional Build: Project Managers	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 68,910	\$ 69,944	\$ 70,993	\$ 72,058	
Enhance Upgraded FLAIR: Pilot and Updates: Internal Resources	Implement - Internal		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 384,308	
Enhance Upgraded FLAIR: Pilot and Updates: Consultants	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 384,308	
Enhance Upgraded FLAIR: Pilot and Updates: Project Managers	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 48,038	
Enhance Upgraded FLAIR: Roll-Out: Internal Resources	Implement - Internal		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Enhance Upgraded FLAIR: Roll-Out: Consultants	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Enhance Upgraded FLAIR: Roll-Out: Project Managers	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Project Management Office (PMO): Internal Resources	Implement - Internal		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 93,258	\$ 189,314	\$ 192,154	
Project Management Office (PMO): Roll-Out: Consultants	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 93,258	\$ 189,314	\$ 192,154	
Project Management Office (PMO): Roll-Out: Project Managers	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,657	\$ 23,664	\$ 24,019	
Enhance Upgraded FLAIR: End User Training (P2): Internal Resources	Implement - Internal		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,152,923	
Enhance Upgraded FLAIR: End User Training (P2): Consultants	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 384,308	
Enhance Upgraded FLAIR: End User Training (P2): Project Managers	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 48,038	
Enhance Upgraded FLAIR: Tech Design	N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,274,203	\$ 2,308,316	\$ 2,342,940	\$ -	\$ -	
Enhance Upgraded FLAIR: Functional Design	N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,137,101	\$ 1,154,158	\$ 1,171,470	\$ -	\$ -	\$ -	
Enhance Upgraded FLAIR: Tech Build	N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,342,940	\$ 2,378,085	\$ 2,413,756	\$ 2,449,962	
Enhance Upgraded FLAIR: Functional Build	N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,171,470	\$ 1,189,042	\$ 1,206,878	\$ 1,224,981	
Enhance Upgraded FLAIR: Pilot and Updates	N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 816,654	
Enhance Upgraded FLAIR: Roll-Out	N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Project Management Office (PMO)	N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 198,174	\$ 402,293	\$ 408,327	
Enhance Upgraded FLAIR: End User Training (P2)	N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,585,270	
SUBTOTAL	N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,411,304	\$ 3,462,474	\$ 7,028,821	\$ 3,765,301	\$ 4,022,926	\$ 6,485,194	
Hardware, Data Center Facilities and Other Equipment Purchases	Maintenance - New FLAIR		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,500,000	
Hardware, Data Center Facilities and Other Equipment Maintenance	Maintenance - Old FLAIR		\$ -	\$ -	\$ 1,544,400	\$ 44,400	\$ 44,400	\$ 44,400	\$ 1,544,400	\$ 44,400	\$ 44,400	\$ 44,400	\$ 1,544,400	\$ 44,400	\$ 44,400	\$ 44,400	\$ 44,400	\$ 1,766,400
FLAIR Operational Support	Maintenance - Old FLAIR		\$ 4,758,000	\$ 4,829,370	\$ 4,901,811	\$ 4,975,338	\$ 5,049,968	\$ 5,125,717	\$ 5,202,603	\$ 5,280,642	\$ 5,359,852	\$ 5,440,250	\$ 5,521,853	\$ 5,604,681	\$ -	\$ -	\$ -	
FLAIR Technical Support	Maintenance - Old FLAIR		\$ 7,878,000	\$ 7,996,170	\$ 8,116,113	\$ 8,237,854	\$ 8,361,422	\$ 8,486,843	\$ 8,614,146	\$ 8,743,358	\$ 8,874,509	\$ 9,007,626	\$ 9,142,741	\$ 9,279,882	\$ -	\$ -	\$ -	
FLAIR Infrastructure Support / Other Expenditures	Maintenance - Old FLAIR	0.015	\$ 4,000,000	\$ 4,060,000	\$ 4,120,900	\$ 4,182,714	\$ 4,245,454	\$ 4,309,136	\$ 4,373,773	\$ 4,439,380	\$ 4,50							

NPV Calculations	Implement / Support / Upgrade	Inflation Rate	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
@ 3% Cost of Capital			\$ 23,736,961	\$ 26,719,245	\$ 43,235,068	\$ 33,992,802	\$ 45,110,816	\$ 44,691,418	\$ 51,347,761	\$ 46,838,132	\$ 49,927,184	\$ 64,126,103	\$ 71,259,902	\$ 64,484,594	\$ 31,773,219	\$ 18,792,616	\$ 26,054,976	\$ 429,725,490
@ 5% Cost of Capital			\$ 23,284,829	\$ 25,711,063	\$ 40,811,252	\$ 31,475,937	\$ 40,975,128	\$ 39,820,957	\$ 44,880,428	\$ 40,159,007	\$ 41,992,178	\$ 52,907,118	\$ 57,672,981	\$ 51,195,416	\$ 24,744,817	\$ 14,356,818	\$ 19,525,832	\$ 382,017,896
@ 8% Cost of Capital			\$ 22,638,028	\$ 24,302,509	\$ 37,503,910	\$ 28,121,652	\$ 35,591,643	\$ 33,628,303	\$ 36,848,159	\$ 32,055,852	\$ 32,588,044	\$ 39,918,070	\$ 42,305,164	\$ 36,510,485	\$ 17,156,801	\$ 9,677,781	\$ 12,796,544	\$ 323,196,171
@ 10% Cost of Capital			\$ 22,226,428	\$ 23,426,816	\$ 35,495,211	\$ 26,131,547	\$ 32,471,577	\$ 30,122,525	\$ 32,406,586	\$ 27,679,350	\$ 27,627,267	\$ 33,226,167	\$ 34,572,848	\$ 29,294,794	\$ 13,515,752	\$ 7,485,327	\$ 9,717,594	\$ 290,813,473
@ 12% Cost of Capital			\$ 21,829,527	\$ 22,597,614	\$ 33,627,436	\$ 24,314,412	\$ 29,674,041	\$ 27,035,808	\$ 28,566,427	\$ 23,963,662	\$ 23,491,453	\$ 27,747,692	\$ 28,356,749	\$ 23,598,608	\$ 10,693,278	\$ 5,816,424	\$ 7,416,153	\$ 262,848,072



Option #2: Replace FLAIR

Inflation Rate	Internal	External
	1.5%	1.5%

	Implement / Support / Upgrade	Inflation Rate	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Internal Rate (Weekly) - FLAIR	N/A	0.015	\$ 1,500	\$ 1,523	\$ 1,545	\$ 1,569	\$ 1,592	\$ 1,616	\$ 1,640	\$ 1,665	\$ 1,690	\$ 1,715	\$ 1,741	\$ 1,767	\$ 1,793	\$ 1,820	\$ 1,848
Internal Rate (Weekly) - ERP	N/A	0.015	\$ 1,900	\$ 1,929	\$ 1,957	\$ 1,987	\$ 2,017	\$ 2,047	\$ 2,078	\$ 2,109	\$ 2,140	\$ 2,172	\$ 2,205	\$ 2,238	\$ 2,272	\$ 2,306	\$ 2,340
Consultant Rate	N/A	0.015	\$ 6,400	\$ 6,496	\$ 6,593	\$ 6,692	\$ 6,793	\$ 6,895	\$ 6,998	\$ 7,103	\$ 7,210	\$ 7,318	\$ 7,427	\$ 7,539	\$ 7,652	\$ 7,767	\$ 7,883
Project Management Rate	N/A	0.015	\$ 9,000	\$ 9,135	\$ 9,272	\$ 9,411	\$ 9,552	\$ 9,696	\$ 9,841	\$ 9,989	\$ 10,138	\$ 10,291	\$ 10,445	\$ 10,602	\$ 10,761	\$ 10,922	\$ 11,086
Facilities Space: Year One Cost Per Resource		0.015	\$ 10,093	\$ 10,244	\$ 10,398	\$ 10,554	\$ 10,712	\$ 10,873	\$ 11,036	\$ 11,202	\$ 11,370	\$ 11,540	\$ 11,713	\$ 11,889	\$ 12,067	\$ 12,248	\$ 12,432
Facilities Space: Additional Cost Per Resource (Yr. One)		1.5%	\$ 4,154	\$ 4,216	\$ 4,280	\$ 4,344	\$ 4,409	\$ 4,475	\$ 4,542	\$ 4,610	\$ 4,679	\$ 4,750	\$ 4,821	\$ 4,893	\$ 4,967	\$ 5,041	\$ 5,117
Facilities Space: Cost Per Resource		0.015	\$ 5,939	\$ 6,028	\$ 6,119	\$ 6,210	\$ 6,303	\$ 6,398	\$ 6,494	\$ 6,591	\$ 6,690	\$ 6,791	\$ 6,892	\$ 6,996	\$ 7,101	\$ 7,207	\$ 7,315
Facilities Space: Internal Resources Cost		0.015	\$ 344	\$ 349	\$ 354	\$ 360	\$ 365	\$ 371	\$ 376	\$ 382	\$ 388	\$ 393	\$ 399	\$ 405	\$ 411	\$ 417	\$ 424
ERP System Administrators	N/A		0	0	140	140	308	476	644	644	644	644	644	644	644	644	644
ERP Admin Delta	N/A		0	0	140	0	168	168	168	0	0	0	0	0	0	0	0
ERP System Users	N/A		0	0	2000	2000	4400	6800	9200	9200	9200	9200	9200	9200	9200	9200	9200
ERP System Users (NEW)	N/A		0	0	2000	0	2400	2400	2400	0	0	0	0	0	0	0	0
FLAIR Operational Support	N/A		61	61	61	61	46	31	15	0	0	0	0	0	0	0	0
FLAIR Technical Support	N/A		101	101	101	101	76	51	25	0	0	0	0	0	0	0	0
Total FLAIR Support			165	165	165	165	125	84	44	3	3	3	3	3	3	3	3
ERP Operational Support	N/A		0	0	0	0	15	31	46	61	61	61	61	61	61	61	61
ERP Technical Support	N/A		0	0	25	51	76	101	101	101	101	101	101	101	101	101	101
Total ERP Support			0	0	25	51	91	132	147	162	162	162	162	162	162	162	162
CMS Operational Support	N/A		3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Internal Project Team (Person Years)	N/A		14	20	46	60	48	36	37	6	22	26	18	23	0	0	0
External Project Team (Person Years)	N/A		14	20	46	60	48	28	29	6	22	18	10	15	0	0	0
External Project Managers (Person Years)	N/A		2	3	6	7	6	3	4	1	3	2	1	2	0	0	0
Total Implementation Effort (Person Years)			30	43	98	127	102	67	70	13	47	46	29	40	0	0	0
Total Internal Resources (Roles)			18	21	46	64	57	41	42	6	22	26	18	28	0	0	0
Project Team Members Borrowed From Existing Staff			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Baseline Support Team Effort (Person Years)			165	165	165	165	165	165	165	165	165	165	165	165	165	165	165
Total Support Team Effort (Person Years)			165	165	190	216	216	216	191	165	165	165	165	165	165	165	165
Support Delta			0	0	25	51	51	51	26	0	0	0	0	0	0	0	0
Support Delta (New Employees)			0	0	25	26	0	1	0	0	0	0	0	0	0	0	0
Internal (Not Borrowed)			14	20	46	60	48	36	37	6	22	26	18	23	0	0	0
Internal (Not Borrowed) - New			14	6	26	14	0	0	1	0	16	4	0	5	0	0	0
External Total			16	23	52	67	54	31	33	7	25	20	11	17	0	0	0
External Total - New			16	7	29	15	0	0	2	0	18	0	0	6	0	0	0
Technical Training Class Cost	N/A	0.015	1500	1523	1545	1569	1592	1616	1640	1665	1690	1715	1741	1767	1793	1820	1848
Technical Classes Per Project Team Member Per Year	N/A		0	0	4	4	1	1	1	0	0	0	0	0	0	0	0
Weeks of Training Per Non-Technical User Per Year (NEW)	N/A		3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Weeks of Training Per Non-Technical User Per Year	N/A		0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Average User License: ERP	N/A	0.015	1500	1523	1545	1569	1592	1616	1640	1665	1690	1715	1741	1767	1793	1820	1848
Total Software License Fees	N/A		\$ -	\$ -	\$ 3,090,675	\$ 3,090,675	\$ 6,911,584	\$ 10,789,806	\$ 14,726,202	\$ 14,726,202	\$ 14,726,202	\$ 14,726,202	\$ 14,726,202	\$ 14,726,202	\$ 14,726,202	\$ 14,726,202	\$ 14,726,202
Organizational Change Management: Internal Resources	N/A		4.00	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Organizational Change Management: Consultants	N/A		4.00	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Organizational Change Management: Project Managers	N/A		0.50	0.63	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Workforce Transformation: Internal Resources	N/A		0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Workforce Transformation: Consultants	N/A		0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Workforce Transformation: Project Managers	N/A		0.00	0.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Systems & Data Strategy: Internal Resources	N/A		2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Systems & Data Strategy: Consultants	N/A		2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Systems & Data Strategy: Project Managers	N/A		0.25	0.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Project Management Office: Internal Resources	N/A		3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Project Management Office: Consultants	N/A		3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Project Management Office: Project Managers	N/A		0.38	0.38	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Business Process Re-Engineering: Internal Resources	N/A		6.00	6.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Business Process Re-Engineering: Consultants	N/A		6.00	6.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Business Process Re-Engineering: Project Managers	N/A		0.75	0.75	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Procurements: Internal Resources	N/A		3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Procurements: Consultants	N/A		3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Procurements: Project Managers	N/A		0.38	0.38	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Project Oversight (IV&V): Internal Resources	N/A		0.00	0.00	2.00	2.00	2.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Project Oversight (IV&V): Consultants	N/A		0.00	0.00	2.00	2.00	2.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Project Oversight (IV&V): Project Managers	N/A		0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Project Management Office (PMO): Internal Resources	N/A		0.00	0.00	5.00	5.00	5.00	5.00	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Project Management Office (PMO): Consultants	N/A		0.00	0.00	5.00	5.00	5.00	5.00	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Project Management Office (PMO): Project Managers	N/A		0.00	0.00	0.63	0.63	0.63	0.63	0.63	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Implement FLAIR in ERP (Central & Departmental) - Functional: Internal Resources	N/A		0.00	0.00	12.00	12.00	8.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Implement FLAIR in ERP (Central & Departmental) - Functional: Consultants	N/A		0.00	0.00	12.00	12.00	8.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

	Implement / Support / Upgrade	Inflation Rate	FY 14-15	FY 15 - 16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Implement FLAIR in ERP (Central & Departmental) - Functional: Project Managers	N/A		0.00	0.00	1.50	1.50	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Implement FLAIR in ERP (Central & Departmental) - Technical: Internal Resources	N/A		0.00	0.00	8.00	8.00	6.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Implement FLAIR in ERP (Central & Departmental) - Technical: Consultants	N/A		0.00	0.00	8.00	8.00	6.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Implement FLAIR in ERP (Central & Departmental) - Technical: Project Managers	N/A		0.00	0.00	1.00	1.00	0.75	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Roll-Out FLAIR ERP / IW (Central & Departmental) to Agencies: Internal Resources	N/A		0.00	0.00	0.00	4.00	0.00	6.00	6.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Roll-Out FLAIR ERP / IW (Central & Departmental) to Agencies: Consultants	N/A		0.00	0.00	0.00	4.00	0.00	6.00	6.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Roll-Out FLAIR ERP / IW (Central & Departmental) to Agencies: Project Managers	N/A		0.00	0.00	0.00	0.50	0.00	0.75	0.75	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Implement Data Warehouse in ERP: Internal Resources	N/A		0.00	0.00	4.00	4.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Implement Data Warehouse in ERP: Consultants	N/A		0.00	0.00	4.00	4.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Implement Data Warehouse in ERP: Project Managers	N/A		0.00	0.00	0.50	0.50	0.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
People First Liaison: Internal Resources	N/A		0.00	0.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
People First Liaison: Consultants	N/A		0.00	0.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
People First Liaison: Project Managers	N/A		0.00	0.00	0.13	0.13	0.13	0.13	0.13	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Plan and Scope Payroll: Internal Resources	N/A		0.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Plan and Scope Payroll: Consultants	N/A		0.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Plan and Scope Payroll: Project Managers	N/A		0.00	0.00	0.13	0.13	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Design Payroll: Internal Resources	N/A		0.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Design Payroll: Consultants	N/A		0.00	0.00	0.00	0.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Design Payroll: Project Managers	N/A		0.00	0.00	0.00	0.00	0.25	0.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Implement Payroll in ERP: Internal Resources	N/A		0.00	0.00	0.00	0.00	0.00	0.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Implement Payroll in ERP: Consultants	N/A		0.00	0.00	0.00	0.00	0.00	0.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Implement Payroll in ERP: Project Managers	N/A		0.00	0.00	0.00	0.00	0.00	0.00	0.38	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
FFMIS System Integration: Internal Resources	N/A		0.00	0.00	0.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
FFMIS System Integration: Consultants	N/A		0.00	0.00	0.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
FFMIS System Integration: Project Managers	N/A		0.00	0.00	0.00	1.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MFMP Liaison: Internal Resources	N/A		0.00	0.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MFMP Liaison: Consultants	N/A		0.00	0.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
MFMP Liaison: Project Managers	N/A		0.00	0.00	0.13	0.13	0.13	0.13	0.13	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
LAS / PBS Liaison: Internal Resources	N/A		0.00	0.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
LAS / PBS Liaison: Consultants	N/A		0.00	0.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
LAS / PBS Liaison: Project Managers	N/A		0.00	0.00	0.13	0.13	0.13	0.13	0.13	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Testing and Quality Assurance: Internal Resources	N/A		0.00	0.00	4.00	8.00	8.00	4.00	4.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Testing and Quality Assurance: Consultants	N/A		0.00	0.00	4.00	8.00	8.00	4.00	4.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Testing and Quality Assurance: Project Managers	N/A		0.00	0.00	0.50	1.00	1.00	0.50	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Organizational Change Management: Internal Resources	N/A		0.00	0.00	5.00	5.00	5.00	5.00	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Organizational Change Management: Consultants	N/A		0.00	0.00	5.00	5.00	5.00	5.00	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Organizational Change Management: Project Managers	N/A		0.00	0.00	0.63	0.63	0.63	0.63	0.63	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Workforce Transformation: Internal Resources	N/A		0.00	0.00	2.00	2.00	2.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Workforce Transformation: Consultants	N/A		0.00	0.00	2.00	2.00	2.00	2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Workforce Transformation: Project Managers	N/A		0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
End User Training (DDI P1): Internal Resources (Trainers)	N/A		0.00	0.00	0.00	0.00	4.00	12.00	12.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
End User Training (DDI P1): Consultants	N/A		0.00	0.00	0.00	0.00	4.00	4.00	4.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
End User Training (DDI P1): Project Managers	N/A		0.00	0.00	0.00	0.00	0.50	0.50	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Requirements Gathering and Strategic Planning: Internal Resources	N/A		0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Requirements Gathering and Strategic Planning: Consultants	N/A		0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Requirements Gathering and Strategic Planning: Project Managers	N/A		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Implement and Test Enhanced Functionality within ERP: Internal Resources	N/A		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8.00	8.00	0.00	0.00	0.00	0.00	0.00
Implement and Test Enhanced Functionality within ERP: Consultants	N/A		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8.00	8.00	0.00	0.00	0.00	0.00	0.00
Implement and Test Enhanced Functionality within ERP: Project Managers	N/A		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00
Roll-Out Enhanced Functionality: Internal Resources	N/A		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	4.00	4.00	0.00	0.00	0.00
Roll-Out Enhanced Functionality: Consultants	N/A		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	4.00	4.00	0.00	0.00	0.00
Roll-Out Enhanced Functionality: Project Managers	N/A		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.50	0.50	0.50	0.00	0.00	0.00
Project Management Office (PMO): Internal Resources	N/A		0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	2.00	2.00	2.00	2.00	0.00	0.00	0.00
Project Management Office (PMO): Consultants	N/A		0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.00	2.00	2.00	2.00	2.00	0.00	0.00	0.00
Project Management Office (PMO): Project Managers	N/A		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.00	0.00	0.00
End User Training (DDI P2): Internal Resources	N/A		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12.00	12.00	12.00	0.00	0.00	0.00
End User Training (DDI P2): Consultants	N/A		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	4.00	4.00	0.00	0.00	0.00
End User Training (DDI P2): Project Managers	N/A		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.50	0.50	0.50	0.00	0.00	0.00
Upgrade 1 (Minor): Internal Resources	N/A		0.00	0.00	0.00	0.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Upgrade 1 (Minor): Consultants	N/A		0.00	0.00	0.00	0.00	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Upgrade 1 (Minor): Project Managers	N/A		0.00	0.00	0.00	0.00	1.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Upgrade 2 (Major): Internal Resources	N/A		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12.00	0.00	0.00	0.00	0.00	0.00	0.00
Upgrade 2 (Major): Consultants	N/A		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12.00	0.00	0.00	0.00	0.00	0.00	0.00
Upgrade 2 (Major): Project Managers	N/A		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.50	0.00	0.00	0.00	0.00	0.00	0.00
Upgrade 3 (Minor): Internal Resources	N/A		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10.00	0.00	0.00	0.00
Upgrade 3 (Minor): Consultants	N/A		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10.00	0.00	0.00	0.00
Upgrade 3 (Minor): Project Managers	N/A		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.25	0.00	0.00	0.00
Organizational Change Management: Internal Resources	N/A		39	52	0	0	0	0	0	0	0	0	0	0	0	0	0
Organizational Change Management: Consultants	N/A		39	52	0	0	0	0	0	0	0	0	0	0	0	0	0
Organizational Change Management: Project Managers	N/A		39	52	0	0	0	0	0	0	0	0	0	0	0	0	0

	Implement / Support / Upgrade	Inflation Rate	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Workforce Transformation: Internal Resources	N/A		0	52	0	0	0	0	0	0	0	0	0	0	0	0	0
Workforce Transformation: Consultants	N/A		0	52	0	0	0	0	0	0	0	0	0	0	0	0	0
Workforce Transformation: Project Managers	N/A		0	52	0	0	0	0	0	0	0	0	0	0	0	0	0
Systems & Data Strategy: Internal Resources	N/A		26	26	0	0	0	0	0	0	0	0	0	0	0	0	0
Systems & Data Strategy: Consultants	N/A		26	26	0	0	0	0	0	0	0	0	0	0	0	0	0
Systems & Data Strategy: Project Managers	N/A		26	26	0	0	0	0	0	0	0	0	0	0	0	0	0
Project Management Office: Internal Resources	N/A		52	52	0	0	0	0	0	0	0	0	0	0	0	0	0
Project Management Office: Consultants	N/A		52	52	0	0	0	0	0	0	0	0	0	0	0	0	0
Project Management Office: Project Managers	N/A		52	52	0	0	0	0	0	0	0	0	0	0	0	0	0
Business Process Re-Engineering: Internal Resources	N/A		39	52	0	0	0	0	0	0	0	0	0	0	0	0	0
Business Process Re-Engineering: Consultants	N/A		39	52	0	0	0	0	0	0	0	0	0	0	0	0	0
Business Process Re-Engineering: Project Managers	N/A		39	52	0	0	0	0	0	0	0	0	0	0	0	0	0
Procurements: Internal Resources	N/A		39	52	0	0	0	0	0	0	0	0	0	0	0	0	0
Procurements: Consultants	N/A		39	52	0	0	0	0	0	0	0	0	0	0	0	0	0
Procurements: Project Managers	N/A		39	52	0	0	0	0	0	0	0	0	0	0	0	0	0
Project Oversight (IV&V): Internal Resources	N/A		0	0	52	52	52	52	52	0	0	0	0	0	0	0	0
Project Oversight (IV&V): Consultants	N/A		0	0	52	52	52	52	52	0	0	0	0	0	0	0	0
Project Oversight (IV&V): Project Managers	N/A		0	0	52	52	52	52	52	0	0	0	0	0	0	0	0
Project Management Office (PMO): Internal Resources	N/A		0	0	52	52	52	52	52	0	0	0	0	0	0	0	0
Project Management Office (PMO): Consultants	N/A		0	0	52	52	52	52	52	0	0	0	0	0	0	0	0
Project Management Office (PMO): Project Managers	N/A		0	0	52	52	52	52	52	0	0	0	0	0	0	0	0
Implement FLAIR in ERP (Central & Departmental) - Functional: Internal Resources	N/A		0	0	52	52	52	0	0	0	0	0	0	0	0	0	0
Implement FLAIR in ERP (Central & Departmental) - Functional: Consultants	N/A		0	0	52	52	52	0	0	0	0	0	0	0	0	0	0
Implement FLAIR in ERP (Central & Departmental) - Functional: Project Managers	N/A		0	0	52	52	52	0	0	0	0	0	0	0	0	0	0
Implement FLAIR in ERP (Central & Departmental) - Technical: Internal Resources	N/A		0	0	52	52	52	0	0	0	0	0	0	0	0	0	0
Implement FLAIR in ERP (Central & Departmental) - Technical: Consultants	N/A		0	0	52	52	52	0	0	0	0	0	0	0	0	0	0
Implement FLAIR in ERP (Central & Departmental) - Technical: Project Managers	N/A		0	0	52	52	52	0	0	0	0	0	0	0	0	0	0
Roll-Out FLAIR ERP / IW (Central & Departmental) to Agencies: Internal Resources	N/A		0	0	0	0	0	52	52	0	0	0	0	0	0	0	0
Roll-Out FLAIR ERP / IW (Central & Departmental) to Agencies: Consultants	N/A		0	0	0	0	0	52	52	0	0	0	0	0	0	0	0
Roll-Out FLAIR ERP / IW (Central & Departmental) to Agencies: Project Managers	N/A		0	0	0	0	0	52	52	0	0	0	0	0	0	0	0
Implement Data Warehouse in ERP: Internal Resources	N/A		0	0	52	52	52	0	0	0	0	0	0	0	0	0	0
Implement Data Warehouse in ERP: Consultants	N/A		0	0	52	52	52	0	0	0	0	0	0	0	0	0	0
Implement Data Warehouse in ERP: Project Managers	N/A		0	0	52	52	52	0	0	0	0	0	0	0	0	0	0
People First Liaison: Internal Resources	N/A		0	0	52	52	52	52	52	0	0	0	0	0	0	0	0
People First Liaison: Consultants	N/A		0	0	52	52	52	52	52	0	0	0	0	0	0	0	0
People First Liaison: Project Managers	N/A		0	0	52	52	52	52	52	0	0	0	0	0	0	0	0
Plan and Scope Payroll: Internal Resources	N/A		0	0	26	26	0	0	0	0	0	0	0	0	0	0	0
Plan and Scope Payroll: Consultants	N/A		0	0	26	26	0	0	0	0	0	0	0	0	0	0	0
Plan and Scope Payroll: Project Managers	N/A		0	0	26	26	0	0	0	0	0	0	0	0	0	0	0
Design Payroll: Internal Resources	N/A		0	0	0	0	52	52	0	0	0	0	0	0	0	0	0
Design Payroll: Consultants	N/A		0	0	0	0	52	52	0	0	0	0	0	0	0	0	0
Design Payroll: Project Managers	N/A		0	0	0	0	52	52	0	0	0	0	0	0	0	0	0
Implement Payroll in ERP: Internal Resources	N/A		0	0	0	0	0	0	52	0	0	0	0	0	0	0	0
Implement Payroll in ERP: Consultants	N/A		0	0	0	0	0	0	52	0	0	0	0	0	0	0	0
Implement Payroll in ERP: Project Managers	N/A		0	0	0	0	0	0	52	0	0	0	0	0	0	0	0
FFMIS System Integration: Internal Resources	N/A		0	0	0	52	0	0	0	0	0	0	0	0	0	0	0
FFMIS System Integration: Consultants	N/A		0	0	0	52	0	0	0	0	0	0	0	0	0	0	0
FFMIS System Integration: Project Managers	N/A		0	0	0	52	0	0	0	0	0	0	0	0	0	0	0
MFMP Liaison: Internal Resources	N/A		0	0	52	52	52	52	52	0	0	0	0	0	0	0	0
MFMP Liaison: Consultants	N/A		0	0	52	52	52	52	52	0	0	0	0	0	0	0	0
MFMP Liaison: Project Managers	N/A		0	0	52	52	52	52	52	0	0	0	0	0	0	0	0
LAS / PBS Liaison: Internal Resources	N/A		0	0	52	52	52	52	52	0	0	0	0	0	0	0	0
LAS / PBS Liaison: Consultants	N/A		0	0	52	52	52	52	52	0	0	0	0	0	0	0	0
LAS / PBS Liaison: Project Managers	N/A		0	0	52	52	52	52	52	0	0	0	0	0	0	0	0
Testing and Quality Assurance: Internal Resources	N/A		0	0	52	52	26	26	26	0	0	0	0	0	0	0	0
Testing and Quality Assurance: Consultants	N/A		0	0	52	52	26	26	26	0	0	0	0	0	0	0	0
Testing and Quality Assurance: Project Managers	N/A		0	0	52	52	26	26	26	0	0	0	0	0	0	0	0
Organizational Change Management: Internal Resources	N/A		0	0	52	52	52	26	26	0	0	0	0	0	0	0	0
Organizational Change Management: Consultants	N/A		0	0	52	52	52	26	26	0	0	0	0	0	0	0	0
Organizational Change Management: Project Managers	N/A		0	0	52	52	52	26	26	0	0	0	0	0	0	0	0
Workforce Transformation: Internal Resources	N/A		0	0	52	52	52	26	26	0	0	0	0	0	0	0	0
Workforce Transformation: Consultants	N/A		0	0	52	52	52	26	26	0	0	0	0	0	0	0	0
Workforce Transformation: Project Managers	N/A		0	0	52	52	52	26	26	0	0	0	0	0	0	0	0
End User Training (DDI P1): Internal Resources (Trainers)	N/A		0	0	0	0	52	52	52	0	0	0	0	0	0	0	0
End User Training (DDI P1): Consultants	N/A		0	0	0	0	52	52	52	0	0	0	0	0	0	0	0
End User Training (DDI P1): Project Managers	N/A		0	0	0	0	52	52	52	0	0	0	0	0	0	0	0
Requirements Gathering and Strategic Planning: Internal Resources	N/A		0	0	0	0	0	0	0	52	0	0	0	0	0	0	0
Requirements Gathering and Strategic Planning: Consultants	N/A		0	0	0	0	0	0	0	52	0	0	0	0	0	0	0
Requirements Gathering and Strategic Planning: Project Managers	N/A		0	0	0	0	0	0	0	52	0	0	0	0	0	0	0
Implement and Test Enhanced Functionality within ERP: Internal Resources	N/A		0	0	0	0	0	0	0	0	52	52	0	0	0	0	0

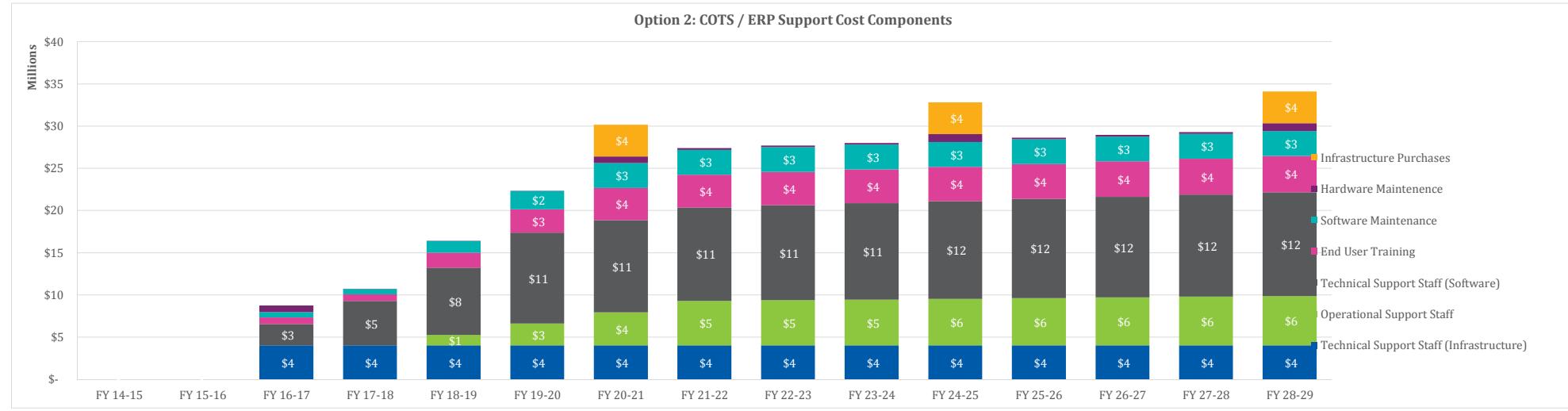
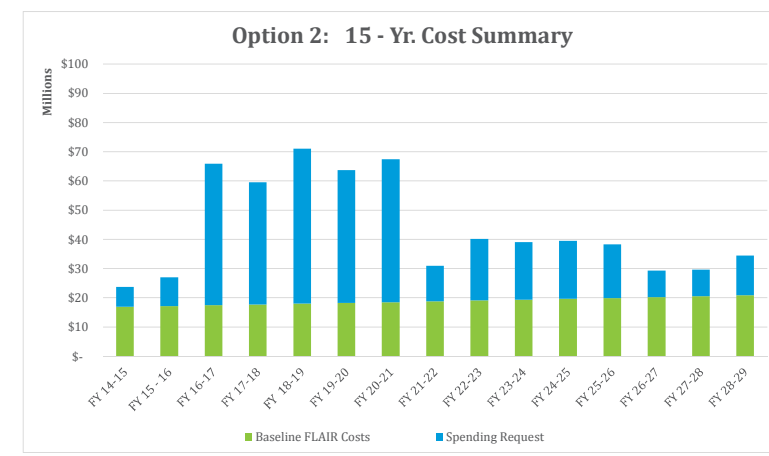
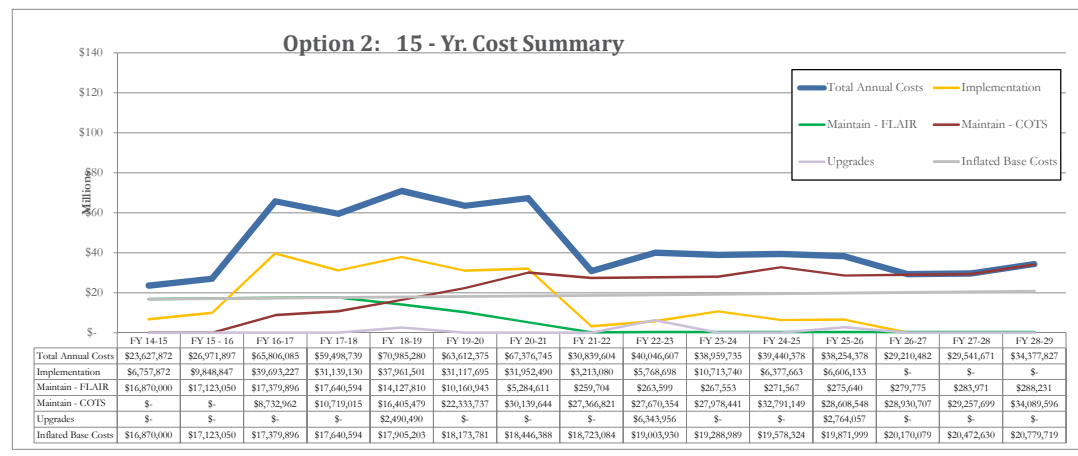
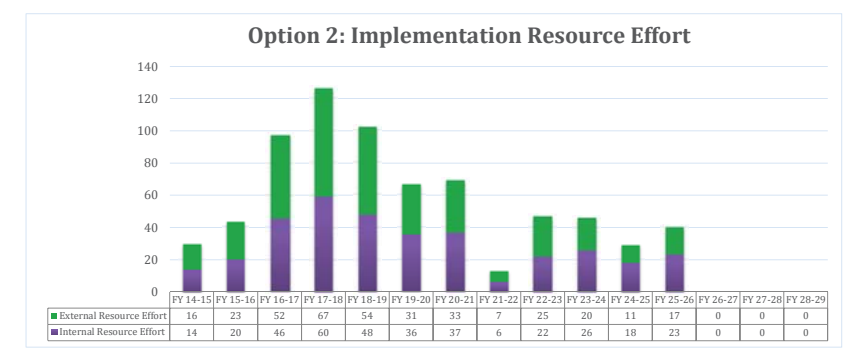
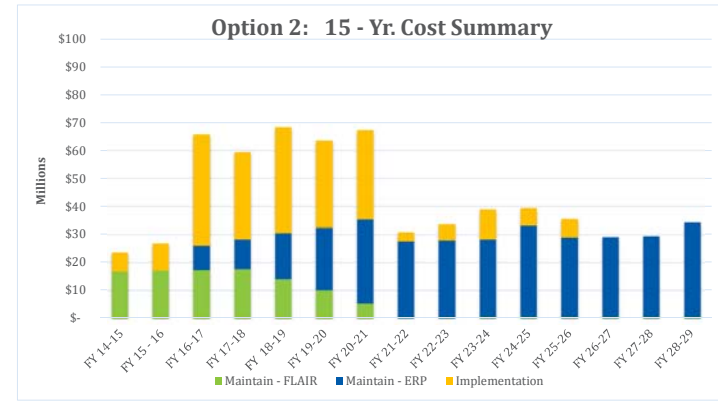
			FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29
		Inflation Rate	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Variables: D1	Implement and Test Enhanced Functionality within ERP: Consultants	N/A	0	0	0	0	0	0	0	0	52	52	0	0	0	0	0
	Implement and Test Enhanced Functionality within ERP: Project Managers	N/A	0	0	0	0	0	0	0	0	52	52	0	0	0	0	0
	Roll-Out Enhanced Functionality: Internal Resources	N/A	0	0	0	0	0	0	0	0	0	52	52	52	0	0	0
	Roll-Out Enhanced Functionality: Consultants	N/A	0	0	0	0	0	0	0	0	0	52	52	52	0	0	0
	Roll-Out Enhanced Functionality: Project Managers	N/A	0	0	0	0	0	0	0	0	0	52	52	52	0	0	0
	Project Management Office (PMO): Internal Resources	N/A	0	0	0	0	0	0	0	52	52	52	52	52	0	0	0
	Project Management Office (PMO): Consultants	N/A	0	0	0	0	0	0	0	52	52	52	52	52	0	0	0
	Project Management Office (PMO): Project Managers	N/A	0	0	0	0	0	0	0	52	52	52	52	52	0	0	0
	End User Training (DDI P2): Internal Resources	N/A	0	0	0	0	0	0	0	0	0	52	52	52	0	0	0
	End User Training (DDI P2): Consultants	N/A	0	0	0	0	0	0	0	0	0	52	52	52	0	0	0
	End User Training (DDI P2): Project Managers	N/A	0	0	0	0	0	0	0	0	0	52	52	52	0	0	0
	Upgrade 1 (Minor): Internal Resources	N/A	0	0	0	0	26	0	0	0	0	0	0	0	0	0	0
	Upgrade 1 (Minor): Consultants	N/A	0	0	0	0	26	0	0	0	0	0	0	0	0	0	0
	Upgrade 1 (Minor): Project Managers	N/A	0	0	0	0	26	0	0	0	0	0	0	0	0	0	0
	Upgrade 2 (Major): Internal Resources	N/A	0	0	0	0	0	0	0	0	52	0	0	0	0	0	0
Upgrade 2 (Major): Consultants	N/A	0	0	0	0	0	0	0	0	52	0	0	0	0	0	0	
Upgrade 2 (Major): Project Managers	N/A	0	0	0	0	0	0	0	0	52	0	0	0	0	0	0	
Upgrade 3 (Minor): Internal Resources	N/A	0	0	0	0	0	0	0	0	0	0	0	26	0	0	0	
Upgrade 3 (Minor): Consultants	N/A	0	0	0	0	0	0	0	0	0	0	0	26	0	0	0	
Upgrade 3 (Minor): Project Managers	N/A	0	0	0	0	0	0	0	0	0	0	0	26	0	0	0	
	N/A																
Required Purchases	Software Licenses: Dept. / Central FLAIR in ERP	Implement - Other	\$ -	\$ -	\$ 3,090,675	\$ -	\$ 3,820,909	\$ 3,878,222	\$ 3,936,396	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Facilities Costs	Implement - Other	\$ 304,996.75	\$ 322,056.96	\$ 1,114,726.63	\$ 1,380,979.85	\$ 997,237.56	\$ 786,056.97	\$ 653,873.60	\$ 87,978.52	\$ 482,067.86	\$ 341,592.33	\$ 207,067.18	\$ 342,978.68	\$ -	\$ -	\$ -
	End User Training (Employee Time)	Implement - Other	\$ -	\$ -	\$ 9,272,025.00	\$ -	\$ 11,462,726.35	\$ 11,634,667.24	\$ 11,809,187.25	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Computer Hardware	Implement - Other	\$ -	\$ -	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Supporting Infrastructure Applications	Implement - Other	\$ -	\$ -	\$ 1,250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Data Center Facilities and Equipment	Implement - Other	\$ -	\$ -	\$ 186,000	\$ 186,000	\$ 186,000	\$ 186,000	\$ 186,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	SUBTOTAL	N/A	\$ 304,997	\$ 322,057	\$ 17,413,427	\$ 1,566,980	\$ 16,466,873	\$ 16,484,947	\$ 16,585,457	\$ 87,979	\$ 482,068	\$ 341,592	\$ 207,067	\$ 342,979	\$ -	\$ -	\$ -
	Organizational Change Management: Internal Resources	Implement - Internal	\$ 234,000	\$ 395,850	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Organizational Change Management: Consultants	Implement - External	\$ 998,400	\$ 1,688,960	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Organizational Change Management: Project Managers	Implement - External	\$ 175,500	\$ 296,888	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Workforce Transformation: Internal Resources	Implement - Internal	\$ -	\$ 158,340	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Workforce Transformation: Consultants	Implement - External	\$ -	\$ 675,584	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Workforce Transformation: Project Managers	Implement - External	\$ -	\$ 118,755	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Systems & Data Strategy: Internal Resources	Implement - Internal	\$ 78,000	\$ 79,170	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Systems & Data Strategy: Consultants	Implement - External	\$ 332,800	\$ 337,792	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Systems & Data Strategy: Project Managers	Implement - External	\$ 58,500	\$ 59,378	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Project Management Office: Internal Resources	Implement - Internal	\$ 234,000	\$ 237,510	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Project Management Office: Consultants	Implement - External	\$ 998,400	\$ 1,013,376	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Project Management Office: Project Managers	Implement - External	\$ 175,500	\$ 178,133	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Business Process Re-Engineering: Internal Resources	Implement - Internal	\$ 351,000	\$ 475,020	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Business Process Re-Engineering: Consultants	Implement - External	\$ 1,497,600	\$ 2,026,752	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Business Process Re-Engineering: Project Managers	Implement - External	\$ 263,250	\$ 356,265	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
DDI Procurement: Internal Resources	Implement - Internal	\$ 175,500	\$ 237,510	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
DDI Procurement: Consultants	Implement - External	\$ 748,800	\$ 1,013,376	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
DDI Procurement: Project Managers	Implement - External	\$ 131,625	\$ 178,133	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Organizational Change Management	N/A	\$ 1,407,900	\$ 2,381,698	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Workforce Transformation	N/A	\$ -	\$ 952,679	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Systems & Data Strategy	N/A	\$ 469,300	\$ 476,340	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Project Management Office	N/A	\$ 1,407,900	\$ 1,429,019	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Business Process Re-Engineering	N/A	\$ 2,111,850	\$ 2,858,037	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Procurements	N/A	\$ 1,055,925	\$ 1,429,019	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
SUBTOTAL	N/A	\$ 6,452,875	\$ 9,526,790	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Project Oversight (IV&V): Internal Resources	Implement - Internal	\$ -	\$ -	\$ 160,715.10	\$ 163,125.83	\$ 165,572.71	\$ 168,056.30	\$ 170,577.15	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Project Oversight (IV&V): Consultants	Implement - External	\$ -	\$ -	\$ 685,717.76	\$ 696,003.53	\$ 706,443.58	\$ 717,040.23	\$ 727,795.84	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Project Oversight (IV&V): Project Managers	Implement - External	\$ -	\$ -	\$ 120,536.33	\$ 122,344.37	\$ 124,179.54	\$ 126,042.23	\$ 127,932.86	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Project Management Office (PMO): Internal Resources	Implement - Internal	\$ -	\$ -	\$ 401,787.75	\$ 407,814.57	\$ 413,931.78	\$ 420,140.76	\$ 426,442.87	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Project Management Office (PMO): Consultants	Implement - External	\$ -	\$ -	\$ 1,714,294.40	\$ 1,740,008.82	\$ 1,766,108.95	\$ 1,792,600.58	\$ 1,819,489.59	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Project Management Office (PMO): Project Managers	Implement - External	\$ -	\$ -	\$ 301,340.81	\$ 305,860.92	\$ 310,448.84	\$ 315,105.57	\$ 319,832.15	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Implement FLAIR in ERP (Central & Departmental) - Functional: Internal Resources	Implement - Internal	\$ -	\$ -	\$ 964,290.60	\$ 978,754.96	\$ 662,290.86	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Implement FLAIR in ERP (Central & Departmental) - Functional: Consultants	Implement - External	\$ -	\$ -	\$ 4,114,306.56	\$ 4,176,021.16	\$ 2,825,774.32	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Implement FLAIR in ERP (Central & Departmental) - Functional: Project Managers	Implement - External	\$ -	\$ -	\$ 723,217.95	\$ 734,066.22	\$ 496,718.14	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Implement FLAIR in ERP (Central & Departmental) - Technical: Internal Resources	Implement - Internal	\$ -	\$ -	\$ 642,860.40	\$ 652,503.31	\$ 496,718.14	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Implement FLAIR in ERP (Central & Departmental) - Technical: Consultants	Implement - External	\$ -	\$ -	\$ 2,742,871.04	\$ 2,784,014.11	\$ 2,119,330.74	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Implement FLAIR in ERP (Central & Departmental) - Technical: Project Managers	Implement - External	\$ -	\$ -	\$ 482,145.30	\$ 489,377.48	\$ 372,538.61	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Roll-Out FLAIR ERP / IW (Central & Departmental) to Agencies: Internal Resources	Implement - Internal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 504,168.91	\$ 511,731.45	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Roll-Out FLAIR ERP / IW (Central & Departmental) to Agencies: Consultants	Implement - External	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,151,120.70	\$ 2,183,387.51	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Roll-Out FLAIR ERP / IW (Central & Departmental) to Agencies: Project Managers	Implement - External	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 378,126.69	\$ 383,798.59	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Implement Data Warehouse in ERP: Internal Resources	Implement - Internal	\$ -	\$ -	\$ 321,430.20	\$ 326,251.65	\$ 165,572.71	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Implement Data Warehouse in ERP: Consultants	Implement - External	\$ -	\$ -	\$ 1,371,435.52	\$ 1,392,007.05	\$ 706,443.58	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

	Implement / Support / Upgrade	Inflation Rate	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Implement Data Warehouse in ERP: Project Managers	Implement - External		\$ -	\$ -	\$ 241,072.65	\$ 244,688.74	\$ 124,179.54	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
People First Liaison: Internal Resources	Implement - Internal		\$ -	\$ -	\$ 80,357.55	\$ 81,562.91	\$ 82,786.36	\$ 84,028.15	\$ 85,288.57	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
People First Liaison: Consultants	Implement - External		\$ -	\$ -	\$ 342,858.88	\$ 348,001.76	\$ 353,221.79	\$ 358,520.12	\$ 363,897.92	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
People First Liaison: Project Managers	Implement - External		\$ -	\$ -	\$ 60,268.16	\$ 61,172.18	\$ 62,089.77	\$ 63,021.11	\$ 63,966.43	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Plan and Scope Payroll: Internal Resources	Implement - Internal		\$ -	\$ -	\$ 40,178.78	\$ 40,781.46	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Plan and Scope Payroll: Consultants	Implement - External		\$ -	\$ -	\$ 171,429.44	\$ 174,000.88	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Plan and Scope Payroll: Project Managers	Implement - External		\$ -	\$ -	\$ 30,134.08	\$ 30,586.09	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design Payroll: Internal Resources	Implement - Internal		\$ -	\$ -	\$ -	\$ -	\$ 165,572.71	\$ 168,056.30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design Payroll: Consultants	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ 706,443.58	\$ 717,040.23	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design Payroll: Project Managers	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ 124,179.54	\$ 126,042.23	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Implement Payroll in ERP: Internal Resources	Implement - Internal		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 255,865.72	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Implement Payroll in ERP: Consultants	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,091,693.75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Implement Payroll in ERP: Project Managers	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 191,899.29	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FFMIS System Integration: Internal Resources	Implement - Internal		\$ -	\$ -	\$ -	\$ 815,629.13	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FFMIS System Integration: Consultants	Implement - External		\$ -	\$ -	\$ -	\$ 3,480,017.63	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FFMIS System Integration: Project Managers	Implement - External		\$ -	\$ -	\$ -	\$ 611,721.85	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MFMP Liaison: Internal Resources	Implement - Internal		\$ -	\$ -	\$ 80,357.55	\$ 81,562.91	\$ 82,786.36	\$ 84,028.15	\$ 85,288.57	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MFMP Liaison: Consultants	Implement - External		\$ -	\$ -	\$ 342,858.88	\$ 348,001.76	\$ 353,221.79	\$ 358,520.12	\$ 363,897.92	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MFMP Liaison: Project Managers	Implement - External		\$ -	\$ -	\$ 60,268.16	\$ 61,172.18	\$ 62,089.77	\$ 63,021.11	\$ 63,966.43	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LAS / PBS Liaison: Internal Resources	Implement - Internal		\$ -	\$ -	\$ 80,357.55	\$ 81,562.91	\$ 82,786.36	\$ 84,028.15	\$ 85,288.57	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LAS / PBS Liaison: Consultants	Implement - External		\$ -	\$ -	\$ 342,858.88	\$ 348,001.76	\$ 353,221.79	\$ 358,520.12	\$ 363,897.92	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LAS / PBS Liaison: Project Managers	Implement - External		\$ -	\$ -	\$ 60,268.16	\$ 61,172.18	\$ 62,089.77	\$ 63,021.11	\$ 63,966.43	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Testing and Quality Assurance: Internal Resources	Implement - Internal		\$ -	\$ -	\$ 321,430.20	\$ 652,503.31	\$ 331,145.43	\$ 168,056.30	\$ 170,577.15	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Testing and Quality Assurance: Consultants	Implement - External		\$ -	\$ -	\$ 1,371,435.52	\$ 2,784,014.11	\$ 1,412,887.16	\$ 717,040.23	\$ 727,795.84	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Testing and Quality Assurance: Project Managers	Implement - External		\$ -	\$ -	\$ 241,072.65	\$ 248,377.48	\$ 248,377.48	\$ 248,377.48	\$ 248,377.48	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Organizational Change Management: Internal Resources	Implement - Internal		\$ -	\$ -	\$ 401,787.75	\$ 407,814.57	\$ 413,931.78	\$ 210,070.38	\$ 213,221.44	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Organizational Change Management: Consultants	Implement - External		\$ -	\$ -	\$ 1,714,294.40	\$ 1,740,008.82	\$ 1,766,108.95	\$ 896,300.29	\$ 909,744.80	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Organizational Change Management: Project Managers	Implement - External		\$ -	\$ -	\$ 301,340.81	\$ 305,860.92	\$ 310,448.84	\$ 157,552.79	\$ 159,916.08	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Workforce Transformation: Internal Resources	Implement - Internal		\$ -	\$ -	\$ 160,715.10	\$ 163,125.83	\$ 165,572.71	\$ 84,028.15	\$ 85,288.57	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Workforce Transformation: Consultants	Implement - External		\$ -	\$ -	\$ 685,717.76	\$ 696,003.53	\$ 706,443.58	\$ 358,520.12	\$ 363,897.92	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Workforce Transformation: Project Managers	Implement - External		\$ -	\$ -	\$ 120,536.33	\$ 122,344.37	\$ 124,179.54	\$ 63,021.11	\$ 63,966.43	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
End User Training: Internal Resources (Trainers)	Implement - Internal		\$ -	\$ -	\$ -	\$ -	\$ 331,145.43	\$ 1,008,337.83	\$ 1,023,462.90	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
End User Training: Consultants	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ 1,412,887.16	\$ 1,434,080.47	\$ 1,455,591.67	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
End User Training: Project Managers	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ 248,359.07	\$ 252,084.46	\$ 255,865.72	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Project Oversight (IV&V)	N/A		\$ -	\$ -	\$ 966,969	\$ 981,474	\$ 996,196	\$ 1,011,139	\$ 1,026,306	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Project Management Office (PMO)	N/A		\$ -	\$ -	\$ 2,417,423	\$ 2,453,684	\$ 2,490,490	\$ 2,527,847	\$ 2,565,765	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Implement FLAIR in ERP (Central & Departmental) - Functional	N/A		\$ -	\$ -	\$ 5,801,815	\$ 5,888,842	\$ 3,984,783	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Implement FLAIR in ERP (Central & Departmental) - Technical	N/A		\$ -	\$ -	\$ 3,867,877	\$ 3,925,895	\$ 2,988,587	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Roll-Out FLAIR ERP / IW (Central & Departmental) to Agencies	N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,033,416	\$ 3,078,918	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Implement Data Warehouse in ERP	N/A		\$ -	\$ -	\$ 1,933,938	\$ 1,962,947	\$ 996,196	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
People First Liaison	N/A		\$ -	\$ -	\$ 483,485	\$ 490,737	\$ 498,098	\$ 505,569	\$ 513,153	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Plan and Scope Payroll	N/A		\$ -	\$ -	\$ 241,742	\$ 245,368	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design Payroll	N/A		\$ -	\$ -	\$ -	\$ -	\$ 996,196	\$ 1,011,139	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Implement Payroll in ERP	N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,539,459	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FFMIS System Integration	N/A		\$ -	\$ -	\$ -	\$ 4,907,369	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MFMP Liaison	N/A		\$ -	\$ -	\$ 483,485	\$ 490,737	\$ 498,098	\$ 505,569	\$ 513,153	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LAS / PBS Liaison	N/A		\$ -	\$ -	\$ 483,485	\$ 490,737	\$ 498,098	\$ 505,569	\$ 513,153	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Testing and Quality Assurance	N/A		\$ -	\$ -	\$ 1,933,938	\$ 3,925,895	\$ 1,992,392	\$ 1,011,139	\$ 1,026,306	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Organizational Change Management	N/A		\$ -	\$ -	\$ 2,417,423	\$ 2,453,684	\$ 2,490,490	\$ 1,263,923	\$ 1,282,882	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Workforce Transformation	N/A		\$ -	\$ -	\$ 966,969	\$ 981,474	\$ 996,196	\$ 505,569	\$ 513,153	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
End User Training (DDI P1) (Trainers and Consultants)	N/A		\$ -	\$ -	\$ -	\$ -	\$ 1,992,392	\$ 2,694,503	\$ 2,734,920	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Project Team Training	Implement - Internal		\$ -	\$ -	\$ 281,251	\$ 373,307	\$ 76,418	\$ 57,365	\$ 59,866	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL	N/A		\$ -	\$ -	\$ 22,279,800	\$ 29,572,150	\$ 21,494,628	\$ 14,632,749	\$ 15,367,033	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Requirements Gathering and Strategic Planning: Internal Resources	Implement - Internal		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 346,272	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Requirements Gathering and Strategic Planning: Consultants	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,477,426	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Requirements Gathering and Strategic Planning: Project Managers	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 259,704	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Implement and Test Enhanced Functionality within ERP: Internal Resources	Implement - Internal		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 702,931	\$ 713,475	\$ -	\$ -	\$ -	\$ -	\$ -
Implement and Test Enhanced Functionality within ERP: Consultants	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,999,174	\$ 3,044,161	\$ -	\$ -	\$ -	\$ -	\$ -
Implement and Test Enhanced Functionality within ERP: Project Managers	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 527,199	\$ 535,107	\$ -	\$ -	\$ -	\$ -	\$ -
Roll-Out Enhanced Functionality: Internal Resources	Implement - Internal		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 356,738	\$ 362,089	\$ 367,520	\$ -	\$ -	\$ -
Roll-Out Enhanced Functionality: Consultants	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,522,081	\$ 1,544,912	\$ 1,568,086	\$ -	\$ -	\$ -
Roll-Out Enhanced Functionality: Project Managers	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 267,553	\$ 271,567	\$ 275,640	\$ -	\$ -	\$ -
Project Management Office (PMO): Internal Resources	Implement - Internal		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 173,136	\$ 175,733	\$ 178,369	\$ 181,044	\$ 183,760	\$ -	\$ -	\$ -
Project Management Office (PMO): Consultants	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 738,713	\$ 749,793	\$ 761,040	\$ 772,456	\$ 784,043	\$ -	\$ -	\$ -
Project Management Office (PMO): Project Managers	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 129,852	\$ 131,800	\$ 133,777	\$ 135,783	\$ 137,820	\$ -	\$ -	\$ -
End User Training (DDI P2): Internal Resources	Implement - Internal		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,070,213	\$ 1,086,266	\$ 1,102,560	\$ -	\$ -	\$ -
End User Training (DDI P2): Consultants	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,522,081	\$ 1,544,912	\$ 1,568,086	\$ -	\$ -	\$ -
End User Training (DDI P2): Project Managers	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 267,553	\$ 271,567	\$ 275,640	\$ -	\$ -	\$ -
Requirements Gathering and Strategic Planning	N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,083,401	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Implement and Test Enhanced Functionality Within ERP	N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,229,304	\$ 4,292,743	\$ -	\$ -	\$ -	\$ -	\$ -

			FY 14-15	FY 15 - 16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Implement / Support / Upgrade	Roll-Out Enhanced Functionality	N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,146,372	\$ 2,178,567	\$ 2,211,246	\$ -	\$ -	\$ -
	Project Management Office (PMO)	N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,041,700	\$ 1,057,326	\$ 1,073,186	\$ 1,089,284	\$ 1,105,623	\$ -	\$ -	\$ -
	End User Training (DDI P2) (Trainers and Consultants)	N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,859,847	\$ 2,902,745	\$ 2,946,286	\$ -	\$ -	\$ -
	SUBTOTAL	N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,125,101	\$ 5,286,630	\$ 10,372,148	\$ 6,170,596	\$ 6,263,155	\$ -	\$ -
Upgrades	Upgrade 1 (Minor): Internal Resources	Upgrades	\$ -	\$ -	\$ -	\$ -	\$ 413,932	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Upgrade 1 (Minor): Consultants	Upgrades	\$ -	\$ -	\$ -	\$ -	\$ 1,766,109	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Upgrade 1 (Minor): Project Managers	Upgrades	\$ -	\$ -	\$ -	\$ -	\$ 310,449	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Upgrade 2 (Major): Internal Resources	Upgrades	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,054,397	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Upgrade 2 (Major): Consultants	Upgrades	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,498,761	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Upgrade 2 (Major): Project Managers	Upgrades	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 790,798	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Upgrade 3 (Minor): Internal Resources	Upgrades	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 459,400	\$ -	\$ -	\$ -
	Upgrade 3 (Minor): Consultants	Upgrades	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,960,107	\$ -	\$ -	\$ -
	Upgrade 3 (Minor): Project Managers	Upgrades	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 344,550	\$ -	\$ -	\$ -
	Upgrade 1 (Minor)	N/A	\$ -	\$ -	\$ -	\$ -	\$ 2,490,490	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Upgrade 2 (Major)	N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,343,956	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Upgrade 3 (Minor)	N/A	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,764,057	\$ -	\$ -	\$ -
	SUBTOTAL	N/A	\$ -	\$ -	\$ -	\$ -	\$ 2,490,490	\$ -	\$ -	\$ -	\$ 6,343,956	\$ -	\$ -	\$ 2,764,057	\$ -	\$ -	\$ -
Ongoing System Support	Software Maintenance Fees	Maintain - ERP	\$ -	\$ -	\$ 618,135	\$ 618,135	\$ 1,382,317	\$ 2,157,961	\$ 2,945,240	\$ 2,945,240	\$ 2,945,240	\$ 2,945,240	\$ 2,945,240	\$ 2,945,240	\$ 2,945,240	\$ 2,945,240	\$ 2,945,240
	ERP Infrastructure Support / Other Expenditures	Maintain - ERP	\$ -	\$ -	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000
	Hardware, Data Center Facilities and Other Equipment Purchases	Maintain - ERP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,750,000	\$ -	\$ -	\$ -	\$ 3,750,000	\$ -	\$ -	\$ 3,750,000
	Hardware, Data Center Facilities and Other Equipment Maintenance	Maintain - ERP	\$ -	\$ -	\$ 787,200	\$ 37,200	\$ 37,200	\$ 37,200	\$ 787,200	\$ 186,000	\$ 186,000	\$ 186,000	\$ 936,000	\$ 186,000	\$ 186,000	\$ 186,000	\$ 186,000
	FLAIR Operational Support	Maintain - FLAIR	0.015	\$ 4,758,000	\$ 4,829,370	\$ 4,901,811	\$ 4,975,338	\$ 3,787,476	\$ 2,562,859	\$ 1,300,651	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	FLAIR Technical Support	Maintain - FLAIR	0.015	\$ 7,878,000	\$ 7,996,170	\$ 8,116,113	\$ 8,237,854	\$ 6,271,067	\$ 4,243,422	\$ 2,153,537	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	FLAIR CMS Operational Support	Maintain - FLAIR	0.015	\$ 234,000	\$ 237,510	\$ 241,073	\$ 244,689	\$ 248,359	\$ 252,084	\$ 255,866	\$ 259,704	\$ 263,599	\$ 267,553	\$ 271,567	\$ 275,640	\$ 279,775	\$ 283,971
	FLAIR Infrastructure Support / Other Expenditures	Maintain - FLAIR	0.015	\$ 4,000,000	\$ 4,060,000	\$ 4,120,900	\$ 4,182,714	\$ 3,820,909	\$ 3,102,578	\$ 1,574,558	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	ERP Operational Support	Maintain - ERP	\$ -	\$ -	\$ -	\$ -	\$ 1,241,795	\$ 2,604,873	\$ 3,923,274	\$ 5,280,642	\$ 5,359,852	\$ 5,440,250	\$ 5,521,853	\$ 5,604,681	\$ 5,688,751	\$ 5,774,083	\$ 5,860,694
	ERP Technical Support	Maintain - ERP	\$ -	\$ -	\$ 2,544,656	\$ 5,268,964	\$ 7,969,567	\$ 10,750,002	\$ 10,911,252	\$ 11,074,920	\$ 11,241,044	\$ 11,409,660	\$ 11,580,805	\$ 11,754,517	\$ 11,930,835	\$ 12,109,797	\$ 12,291,444
	End-User Training (Employee Time)	Maintain - ERP	\$ -	\$ -	\$ 782,971	\$ 794,716	\$ 1,774,600	\$ 2,783,702	\$ 3,822,678	\$ 3,880,018	\$ 3,938,218	\$ 3,997,291	\$ 4,057,251	\$ 4,118,109	\$ 4,179,881	\$ 4,242,579	\$ 4,306,218
	SUBTOTAL	N/A	\$ 16,870,000	\$ 17,123,050	\$ 26,112,858	\$ 28,359,609	\$ 30,533,289	\$ 32,494,680	\$ 35,424,255	\$ 27,626,524	\$ 27,933,954	\$ 28,245,994	\$ 33,062,716	\$ 28,884,188	\$ 29,210,482	\$ 29,541,671	\$ 34,377,827
	Baselines	FLAIR Operational Support Baseline	N/A	0.015	\$ 4,758,000	\$ 4,829,370	\$ 4,901,811	\$ 4,975,338	\$ 5,049,968	\$ 5,125,717	\$ 5,202,603	\$ 5,280,642	\$ 5,359,852	\$ 5,440,250	\$ 5,521,853	\$ 5,604,681	\$ 5,688,751
FLAIR Technical Support Baseline		N/A	0.015	\$ 7,878,000	\$ 7,996,170	\$ 8,116,113	\$ 8,237,854	\$ 8,361,422	\$ 8,486,843	\$ 8,614,146	\$ 8,743,358	\$ 8,874,509	\$ 9,007,626	\$ 9,142,741	\$ 9,279,882	\$ 9,419,080	\$ 9,560,366
CMS Operational Support Baseline		N/A	0.015	\$ 234,000	\$ 237,510	\$ 241,073	\$ 244,689	\$ 248,359	\$ 252,084	\$ 255,866	\$ 259,704	\$ 263,599	\$ 267,553	\$ 271,567	\$ 275,640	\$ 279,775	\$ 283,971
FLAIR Infrastructure Support / Other Expenditures Baseline		N/A	0.015	\$ 4,000,000	\$ 4,060,000	\$ 4,120,900	\$ 4,182,714	\$ 4,245,454	\$ 4,309,136	\$ 4,373,773	\$ 4,439,380	\$ 4,505,970	\$ 4,573,560	\$ 4,642,163	\$ 4,711,796	\$ 4,782,473	\$ 4,854,210
SUBTOTAL		N/A	\$ 16,870,000	\$ 17,123,050	\$ 17,379,896	\$ 17,640,594	\$ 17,905,203	\$ 18,173,781	\$ 18,446,388	\$ 18,723,084	\$ 19,003,930	\$ 19,288,989	\$ 19,578,324	\$ 19,871,999	\$ 20,170,079	\$ 20,472,630	\$ 20,779,719

																				15 Year Total Cost
TOTAL			\$ 23,627,872	\$ 26,971,897	\$ 65,806,085	\$ 59,498,739	\$ 70,985,280	\$ 63,612,375	\$ 67,376,745	\$ 30,839,604	\$ 40,046,607	\$ 38,959,735	\$ 39,440,378	\$ 38,254,378	\$ 29,210,482	\$ 29,541,671	\$ 34,377,827	\$ 658,549,675		
Cumulative Costs			\$ 23,627,872	\$ 50,599,769	\$ 116,405,853	\$ 175,904,592	\$ 246,889,872	\$ 310,502,247	\$ 377,878,992	\$ 408,718,597	\$ 448,765,204	\$ 487,724,938	\$ 527,165,317	\$ 565,419,695	\$ 594,630,177	\$ 624,171,847	\$ 658,549,675	\$ 658,549,675		
Implement - Other			\$ 304,997	\$ 322,057	\$ 17,413,427	\$ 1,566,980	\$ 16,466,873	\$ 16,484,947	\$ 16,585,457	\$ 87,979	\$ 482,068	\$ 341,592	\$ 207,067	\$ 342,979	\$ -	\$ -	\$ -	\$ 70,606,421		
Implement - External			\$ 5,380,375	\$ 7,943,390	\$ 18,342,280	\$ 24,345,850	\$ 17,858,397	\$ 11,592,384	\$ 12,194,134	\$ 2,605,694	\$ 4,407,965	\$ 8,053,353	\$ 4,541,196	\$ 4,609,314	\$ -	\$ -	\$ -	\$ 121,874,333		
Implement - Internal			\$ 1,072,500	\$ 1,583,400	\$ 3,937,520	\$ 5,226,301	\$ 3,636,232	\$ 3,040,365	\$ 3,172,899	\$ 519,407	\$ 878,664	\$ 2,318,795	\$ 1,629,399	\$ 1,653,840	\$ -	\$ -	\$ -	\$ 28,669,322		
Implement - Total			\$ 6,757,872	\$ 9,848,847	\$ 39,693,227	\$ 31,139,130	\$ 37,961,501	\$ 31,117,695	\$ 31,952,490	\$ 3,213,080	\$ 5,768,698	\$ 10,713,740	\$ 6,377,663	\$ 6,606,133	\$ -	\$ -	\$ -	\$ 221,150,075		
Maintain - FLAIR			\$ 16,870,000	\$ 17,123,050	\$ 17,379,896	\$ 17,640,594	\$ 14,127,810	\$ 10,160,943	\$ 5,284,611	\$ 259,704	\$ 263,599	\$ 267,553	\$ 271,567	\$ 275,640	\$ 279,775	\$ 283,971	\$ 288,231	\$ 100,776,944		
Maintain - ERP			\$ -	\$ -	\$ 8,732,962	\$ 10,719,015	\$ 16,405,479	\$ 22,333,737	\$ 30,139,644	\$ 27,366,821	\$ 27,670,354	\$ 27,978,441	\$ 32,791,149	\$ 28,608,548	\$ 28,930,707	\$ 29,257,699	\$ 34,089,596	\$ 325,024,153		
Maintain - ERP (Including Upgrades)			\$ -	\$ -	\$ 8,732,962	\$ 10,719,015	\$ 18,895,968	\$ 22,333,737	\$ 30,139,644	\$ 27,366,821	\$ 34,014,310	\$ 27,978,441	\$ 32,791,149	\$ 31,372,605	\$ 28,930,707	\$ 29,257,699	\$ 34,089,596	\$ 336,622,655		
Upgrades			\$ -	\$ -	\$ -	\$ -	\$ 2,490,490	\$ -	\$ -	\$ -	\$ 6,343,956	\$ -	\$ -	\$ 2,764,057	\$ -	\$ -	\$ -	\$ 11,598,502		
Baseline Expenditures (I.e. Maintain FLAIR w/ inflation)		1.5%	\$ 16,870,000	\$ 17,123,050	\$ 17,379,896	\$ 17,640,594	\$ 17,905,203	\$ 18,173,781	\$ 18,446,388	\$ 18,723,084	\$ 19,003,930	\$ 19,288,989	\$ 19,578,324	\$ 19,871,999	\$ 20,170,079	\$ 20,472,630	\$ 20,779,719	\$ 281,427,664		
Additional Required Expenditures for Project			\$ 6,757,872	\$ 9,848,847	\$ 48,426,189	\$ 41,858,145	\$ 53,080,076	\$ 45,438,594	\$ 48,930,357	\$ 12,116,521	\$ 21,042,677	\$ 19,670,746	\$ 19,862,055	\$ 18,382,380	\$ 9,040,403	\$ 9,069,041	\$ 13,598,108	\$ 377,122,010		

NPV Calculations																				
@ 3% Cost of Capital			\$ 22,939,681	\$ 25,423,600	\$ 60,221,889	\$ 52,863,859	\$ 61,232,526	\$ 53,274,363	\$ 54,783,459	\$ 24,345,068	\$ 30,692,390	\$ 28,989,701	\$ 28,492,569	\$ 26,830,851	\$ 19,890,917	\$ 19,530,524	\$ 22,065,819	\$ 414,766,537		
@ 5% Cost of Capital			\$ 22,502,735	\$ 24,464,306	\$ 56,845,770	\$ 48,949,760	\$ 55,618,824	\$ 47,468,534	\$ 47,883,395	\$ 20,873,458	\$ 25,814,400	\$ 23,917,897	\$ 23,059,972	\$ 21,301,469	\$ 15,490,942	\$ 14,920,551	\$ 16,536,323	\$ 374,339,079		
@ 8% Cost of Capital			\$ 21,877,659	\$ 23,124,054	\$ 52,238,992	\$ 43,733,350	\$ 48,311,389	\$ 40,086,587	\$ 39,313,684	\$ 16,661,679	\$ 20,033,274	\$ 18,045,895	\$ 16,915,302	\$ 15,191,340	\$ 10,740,634	\$ 10,057,788	\$ 10,837,325	\$ 323,426,561		
@ 10% Cost of Capital			\$ 21,479,883	\$ 22,290,824	\$ 49,441,085	\$ 40,638,439	\$ 44,076,274	\$ 35,907,528	\$ 34,574,924	\$ 14,386,903	\$ 16,983,671	\$ 15,020,664	\$ 13,823,612	\$ 12,189,024	\$ 8,461,236	\$ 7,779,245	\$ 8,229,778	\$ 294,800,195		
@ 12% Cost of Capital			\$ 21,096,314	\$ 21,501,831	\$ 46,839,471	\$ 37,812,524	\$ 40,278,954	\$ 32,228,009	\$ 30,477,818	\$ 12,455,599	\$ 14,441,208	\$ 12,543,992	\$ 11,338,166	\$ 9,818,946	\$ 6,694,289	\$ 6,044,811	\$ 6,280,700	\$ 269,675,720		



	Implement / Support / Upgrade	Inflation Rate	4B Cross Walk	Existing / New?	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	
					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
DDI Phase 1	Implement FLAIR in ERP (Central & Departmental) - Functional: Project Managers	N/A	N/A	N/A	0	0	52	52	52	0	0	0	0	0	0	0	0	0	0	
	Implement FLAIR in ERP (Central & Departmental) - Technical: Internal Resources	N/A	N/A	N/A	0	0	52	52	52	0	0	0	0	0	0	0	0	0	0	
	Implement FLAIR in ERP (Central & Departmental) - Technical: Consultants	N/A	N/A	N/A	0	0	52	52	52	0	0	0	0	0	0	0	0	0	0	
	Implement FLAIR in ERP (Central & Departmental) - Technical: Project Managers	N/A	N/A	N/A	0	0	52	52	52	0	0	0	0	0	0	0	0	0	0	
	Roll-Out FLAIR ERP / IW (Central & Departmental) to Agencies: Internal Resources	N/A	N/A	N/A	0	0	0	0	0	52	52	0	0	0	0	0	0	0	0	
	Roll-Out FLAIR ERP / IW (Central & Departmental) to Agencies: Consultants	N/A	N/A	N/A	0	0	0	0	0	52	52	0	0	0	0	0	0	0	0	
	Roll-Out FLAIR ERP / IW (Central & Departmental) to Agencies: Project Managers	N/A	N/A	N/A	0	0	0	0	0	52	52	0	0	0	0	0	0	0	0	
	Implement information warehouse in ERP: Internal Resources	N/A	N/A	N/A	0	0	52	52	52	0	0	0	0	0	0	0	0	0	0	
	Implement information warehouse in ERP: Consultants	N/A	N/A	N/A	0	0	52	52	52	0	0	0	0	0	0	0	0	0	0	
	Implement information warehouse in ERP: Project Managers	N/A	N/A	N/A	0	0	52	52	52	0	0	0	0	0	0	0	0	0	0	
	Implement CMS in ERP: Internal Resources	N/A	N/A	N/A	0	0	26	52	52	0	0	0	0	0	0	0	0	0	0	
	Implement CMS in ERP: Consultants	N/A	N/A	N/A	0	0	26	52	52	0	0	0	0	0	0	0	0	0	0	
	Implement CMS in ERP: Project Managers	N/A	N/A	N/A	0	0	26	52	52	0	0	0	0	0	0	0	0	0	0	
	Roll-Out CMS in ERP to Agencies: Internal Resources	N/A	N/A	N/A	0	0	0	0	0	52	0	0	0	0	0	0	0	0	0	
	Roll-Out CMS in ERP to Agencies: Consultants	N/A	N/A	N/A	0	0	0	0	0	52	0	0	0	0	0	0	0	0	0	
	Roll-Out CMS in ERP to Agencies: Project Managers	N/A	N/A	N/A	0	0	0	0	0	52	0	0	0	0	0	0	0	0	0	
	People First Liaison: Internal Resources	N/A	N/A	N/A	0	0	52	52	52	52	52	0	0	0	0	0	0	0	0	
	People First Liaison: Consultants	N/A	N/A	N/A	0	0	52	52	52	52	52	0	0	0	0	0	0	0	0	
	People First Liaison: Project Managers	N/A	N/A	N/A	0	0	52	52	52	52	52	0	0	0	0	0	0	0	0	
	Plan and Scope Payroll: Internal Resources	N/A	N/A	N/A	0	0	26	26	0	0	0	0	0	0	0	0	0	0	0	
	Plan and Scope Payroll: Consultants	N/A	N/A	N/A	0	0	26	26	0	0	0	0	0	0	0	0	0	0	0	
	Plan and Scope Payroll: Project Managers	N/A	N/A	N/A	0	0	26	26	0	0	0	0	0	0	0	0	0	0	0	
	Design Payroll: Internal Resources	N/A	N/A	N/A	0	0	0	0	52	52	0	0	0	0	0	0	0	0	0	
	Design Payroll: Consultants	N/A	N/A	N/A	0	0	0	0	52	52	0	0	0	0	0	0	0	0	0	
	Design Payroll: Project Managers	N/A	N/A	N/A	0	0	0	0	52	52	0	0	0	0	0	0	0	0	0	
	Implement Payroll in ERP / People First Integration: Internal Resources	N/A	N/A	N/A	0	0	0	0	0	52	0	52	0	0	0	0	0	0	0	
	Implement Payroll in ERP / People First Integration: Consultants	N/A	N/A	N/A	0	0	0	0	0	52	0	52	0	0	0	0	0	0	0	
	Implement Payroll in ERP / People First Integration: Project Managers	N/A	N/A	N/A	0	0	0	0	0	52	0	52	0	0	0	0	0	0	0	
	FFMIS System Integration: Internal Resources	N/A	N/A	N/A	0	0	0	52	0	0	0	0	0	0	0	0	0	0	0	
	FFMIS System Integration: Consultants	N/A	N/A	N/A	0	0	0	52	0	0	0	0	0	0	0	0	0	0	0	
	FFMIS System Integration: Project Managers	N/A	N/A	N/A	0	0	0	52	0	0	0	0	0	0	0	0	0	0	0	
	MFMP Liaison: Internal Resources	N/A	N/A	N/A	0	0	52	52	52	52	52	0	0	0	0	0	0	0	0	
	MFMP Liaison: Consultants	N/A	N/A	N/A	0	0	52	52	52	52	52	0	0	0	0	0	0	0	0	
	MFMP Liaison: Project Managers	N/A	N/A	N/A	0	0	52	52	52	52	52	0	0	0	0	0	0	0	0	
	LAS / PBS Liaison: Internal Resources	N/A	N/A	N/A	0	0	52	52	52	52	52	0	0	0	0	0	0	0	0	
	LAS / PBS Liaison: Consultants	N/A	N/A	N/A	0	0	52	52	52	52	52	0	0	0	0	0	0	0	0	
	LAS / PBS Liaison: Project Managers	N/A	N/A	N/A	0	0	52	52	52	52	52	0	0	0	0	0	0	0	0	
	Testing and Quality Assurance: Internal Resources	N/A	N/A	N/A	0	0	52	52	26	26	26	0	0	0	0	0	0	0	0	
	Testing and Quality Assurance: Consultants	N/A	N/A	N/A	0	0	52	52	26	26	26	0	0	0	0	0	0	0	0	
	Testing and Quality Assurance: Project Managers	N/A	N/A	N/A	0	0	52	52	26	26	26	0	0	0	0	0	0	0	0	
	Organizational Change Management: Internal Resources	N/A	N/A	N/A	0	0	52	52	52	26	26	0	0	0	0	0	0	0	0	
	Organizational Change Management: Consultants	N/A	N/A	N/A	0	0	52	52	52	26	26	0	0	0	0	0	0	0	0	
	Organizational Change Management: Project Managers	N/A	N/A	N/A	0	0	52	52	52	26	26	0	0	0	0	0	0	0	0	
	Workforce Transition: Internal Resources	N/A	N/A	N/A	0	0	52	52	52	26	26	0	0	0	0	0	0	0	0	
	Workforce Transition: Consultants	N/A	N/A	N/A	0	0	52	52	52	26	26	0	0	0	0	0	0	0	0	
	Workforce Transition: Project Managers	N/A	N/A	N/A	0	0	52	52	52	26	26	0	0	0	0	0	0	0	0	
	End User Training: Internal Resources (Trainers)	N/A	N/A	N/A	0	0	0	0	52	52	52	0	0	0	0	0	0	0	0	
	End User Training: Consultants	N/A	N/A	N/A	0	0	0	0	52	52	52	0	0	0	0	0	0	0	0	
	End User Training: Project Managers	N/A	N/A	N/A	0	0	0	0	52	52	52	0	0	0	0	0	0	0	0	
	DDI Phase 2	Requirements Gathering and Strategic Planning: Internal Resources	N/A	N/A	N/A	0	0	0	0	0	0	0	52	0	0	0	0	0	0	0
Requirements Gathering and Strategic Planning: Consultants		N/A	N/A	N/A	0	0	0	0	0	0	0	52	0	0	0	0	0	0	0	
Requirements Gathering and Strategic Planning: Project Managers		N/A	N/A	N/A	0	0	0	0	0	0	0	52	0	0	0	0	0	0	0	
Project Management Office: Internal Resources		N/A	N/A	N/A	0	0	0	0	0	0	0	52	52	52	52	52	52	52	52	
Project Management Office: Consultants		N/A	N/A	N/A	0	0	0	0	0	0	0	52	52	52	52	52	52	52	52	
Project Management Office: Project Managers		N/A	N/A	N/A	0	0	0	0	0	0	0	52	52	52	52	52	52	52	52	
Implement and Test Enhanced Functionality within ERP: Internal Resources		N/A	N/A	N/A	0	0	0	0	0	0	0	0	52	52	52	52	52	52	52	
Implement and Test Enhanced Functionality within ERP: Consultants		N/A	N/A	N/A	0	0	0	0	0	0	0	0	52	52	52	52	52	52	52	
Implement and Test Enhanced Functionality within ERP: Project Managers		N/A	N/A	N/A	0	0	0	0	0	0	0	0	52	52	52	52	52	52	52	
Roll-Out Enhanced Functionality: Internal Resources		N/A	N/A	N/A	0	0	0	0	0	0	0	0	0	52	52	52	52	52	52	
Roll-Out Enhanced Functionality: Consultants		N/A	N/A	N/A	0	0	0	0	0	0	0	0	0	52	52	52	52	52	52	
Roll-Out Enhanced Functionality: Project Managers		N/A	N/A	N/A	0	0	0	0	0	0	0	0	0	52	52	52	52	52	52	
End User Training (DDI P2): Internal Resources		N/A	N/A	N/A	0	0	0	0	0	0	0	0	0	52	52	52	52	52	52	
End User Training (DDI P2): Consultants		N/A	N/A	N/A	0	0	0	0	0	0	0	0	0	52	52	52	52	52	52	
End User Training (DDI P2): Project Managers		N/A	N/A	N/A	0	0	0	0	0	0	0	0	0	52	52	52	52	52	52	
Variables: Upgrades		Upgrade 1 (Minor): Internal Resources	N/A	N/A	N/A	0	0	0	0	26	0	0	0	0	0	0	0	0	0	0
		Upgrade 1 (Minor): Consultants	N/A	N/A	N/A	0	0	0	0	26	0	0	0	0	0	0	0	0	0	0
		Upgrade 1 (Minor): Project Managers	N/A	N/A	N/A	0	0	0	0	26	0	0	0	0	0	0	0	0	0	0
		Upgrade 2 (Major): Internal Resources	N/A	N/A	N/A	0	0	0	0	0	0	0	52	0	0	0	0	0	0	0
		Upgrade 2 (Major): Consultants	N/A	N/A	N/A	0	0	0	0	0	0	0	52	0	0	0	0	0	0	0
	Upgrade 2 (Major): Project Managers	N/A	N/A	N/A	0	0	0	0	0	0	0	52	0	0	0	0	0	0	0	
	Upgrade 3 (Minor): Internal Resources	N/A	N/A	N/A	0	0	0	0	0	0	0	0	0	0	0	26	0	0	0	
	Upgrade 3 (Minor): Consultants	N/A	N/A	N/A	0	0	0	0	0	0	0	0	0	0	0	26	0	0	0	
	Upgrade 3 (Minor): Project Managers	N/A	N/A	N/A	0	0	0	0	0	0	0	0	0	0	0	26	0	0	0	
	SUBTOTAL	N/A	N/A	N/A																
Required Purchases	Software Licenses: Dept. / Central FLAIR in ERP	Implement - Other	B-2. Software	New	\$ -	\$ -	\$ 3,090,675	\$ -	\$ 3,820,909	\$ 3,878,222	\$ 3,936,396	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
	Software Licenses: CMS in ERP	Implement - Other	B-2. Software	New	\$ -	\$ -	\$ -	\$ 41,827	\$ 305,673	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
	Facilities Space Cost	Implement - Other	D. Plant & Facility -- Costs (including PDC services)	New	\$ 304,996.75	\$ 322,056.96	\$ 1,183,908.81	\$ 1,417,148.82	\$ 1,066,416.70	\$ 833,472.01	\$ 653,987.32	\$ 87,978.52	\$ 482,067.86	\$ 341,592.33	\$ 207,067.18	\$ 342,978.68	\$ -	\$ -		
	End User Training (Employee Time)	Implement - Other	E-1. Training	New	\$ -	\$ -	\$ 9,272,025.00	\$ -	\$ 11,462,726.35	\$ 11,634,667.24	\$ 11,809,187.25	\$ -</								

					FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	
					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
Implement / Support / Upgrade	Inflation Rate	4B Cross Walk			Existing / New?															
Systems & Data Strategy: Internal Resources	Implement - Internal		A-1.a. State FTEs (Salaries & Benefits)	New	\$ 78,000	\$ 79,170	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Systems & Data Strategy: Consultants	Implement - External		C-5. Other: Non-SI Consulting	New	\$ 332,800	\$ 337,792	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Systems & Data Strategy: Project Managers	Implement - External		C-5. Other: Non-SI Consulting	New	\$ 58,500	\$ 59,378	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Project Management Office: Internal Resources	Implement - Internal		A-1.a. State FTEs (Salaries & Benefits)	New	\$ 234,000	\$ 237,510	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Project Management Office: Consultants	Implement - External		C-5. Other: Non-SI Consulting	New	\$ 998,400	\$ 1,013,376	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Project Management Office: Project Managers	Implement - External		C-5. Other: Non-SI Consulting	New	\$ 175,500	\$ 178,133	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Business Process Re-Engineering: Internal Resources	Implement - Internal		A-1.a. State FTEs (Salaries & Benefits)	New	\$ 351,000	\$ 475,020	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Business Process Re-Engineering: Consultants	Implement - External		C-5. Other: Non-SI Consulting	New	\$ 1,497,600	\$ 2,026,752	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Business Process Re-Engineering: Project Managers	Implement - External		C-5. Other: Non-SI Consulting	New	\$ 263,250	\$ 356,265	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
DDI Procurement: Internal Resources	Implement - Internal		A-1.a. State FTEs (Salaries & Benefits)	New	\$ 175,500	\$ 237,510	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
DDI Procurement: Consultants	Implement - External		C-5. Other: Non-SI Consulting	New	\$ 748,800	\$ 1,013,376	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
DDI Procurement: Project Managers	Implement - External		C-5. Other: Non-SI Consulting	New	\$ 131,625	\$ 178,133	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Organizational Change Management	N/A		N/A	N/A	\$ 1,407,900	\$ 2,381,698	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Workforce Transition	N/A		N/A	N/A	\$ -	\$ 952,679	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Systems & Data Strategy	N/A		N/A	N/A	\$ 469,300	\$ 476,340	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Project Management Office	N/A		N/A	N/A	\$ 1,407,900	\$ 1,429,019	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Business Process Re-Engineering	N/A		N/A	N/A	\$ 2,111,850	\$ 2,858,037	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Procurements	N/A		N/A	N/A	\$ 1,055,925	\$ 1,429,019	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL	N/A		N/A	N/A	\$ 6,452,875	\$ 9,526,790	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Project Oversight (IV&V): Internal Resources	Implement - Internal		A-1.a. State FTEs (Salaries & Benefits)	New	\$ -	\$ -	\$ 160,715.10	\$ 163,125.83	\$ 165,572.71	\$ 168,056.30	\$ 170,577.15	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Project Oversight (IV&V): Consultants	Implement - External		C-5. Other: Non-SI Consulting	New	\$ -	\$ -	\$ 685,717.76	\$ 696,003.53	\$ 706,443.58	\$ 717,040.23	\$ 727,795.84	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Project Oversight (IV&V): Project Managers	Implement - External		C-5. Other: Non-SI Consulting	New	\$ -	\$ -	\$ 120,536.33	\$ 122,344.37	\$ 124,179.54	\$ 126,042.23	\$ 127,932.86	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Project Management Office: Internal Resources	Implement - Internal		A-1.a. State FTEs (Salaries & Benefits)	New	\$ -	\$ -	\$ 401,787.75	\$ 407,814.57	\$ 413,931.78	\$ 420,140.76	\$ 426,442.87	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Project Management Office: Consultants	Implement - External		C-5. Other: Non-SI Consulting	New	\$ -	\$ -	\$ 1,714,294.40	\$ 1,740,008.82	\$ 1,766,108.95	\$ 1,792,600.58	\$ 1,819,489.59	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Project Management Office: Project Managers	Implement - External		C-5. Other: Non-SI Consulting	New	\$ -	\$ -	\$ 301,340.81	\$ 305,860.92	\$ 310,448.84	\$ 315,105.57	\$ 319,832.15	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Implement FLAIR in ERP (Central & Departmental) - Functional: Internal Resources	Implement - Internal		A-1.a. State FTEs (Salaries & Benefits)	New	\$ -	\$ -	\$ 964,290.60	\$ 978,754.96	\$ 662,290.86	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Implement FLAIR in ERP (Central & Departmental) - Functional: Consultants	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ 4,114,306.56	\$ 4,176,021.16	\$ 2,825,774.32	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Implement FLAIR in ERP (Central & Departmental) - Functional: Project Managers	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ 723,217.95	\$ 734,066.22	\$ 496,718.14	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Implement FLAIR in ERP (Central & Departmental) - Technical: Internal Resources	Implement - Internal		A-1.a. State FTEs (Salaries & Benefits)	New	\$ -	\$ -	\$ 642,860.40	\$ 652,503.31	\$ 496,718.14	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Implement FLAIR in ERP (Central & Departmental) - Technical: Consultants	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ 2,742,871.04	\$ 2,784,014.11	\$ 2,119,330.74	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Implement FLAIR in ERP (Central & Departmental) - Technical: Project Managers	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ 482,145.30	\$ 489,377.48	\$ 372,538.61	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Roll-Out FLAIR ERP / IW (Central & Departmental) to Agencies: Internal Resources	Implement - Internal		A-1.a. State FTEs (Salaries & Benefits)	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 504,168.91	\$ 511,731.45	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Roll-Out FLAIR ERP / IW (Central & Departmental) to Agencies: Consultants	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,151,120.70	\$ 2,183,387.51	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Roll-Out FLAIR ERP / IW (Central & Departmental) to Agencies: Project Managers	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 378,126.69	\$ 383,798.59	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Implement information warehouse in ERP: Internal Resources	Implement - Internal		A-1.a. State FTEs (Salaries & Benefits)	New	\$ -	\$ -	\$ 321,430.20	\$ 326,251.65	\$ 165,572.71	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Implement information warehouse in ERP: Consultants	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ 1,371,435.52	\$ 1,392,007.05	\$ 706,443.58	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Implement information warehouse in ERP: Project Managers	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ 241,072.65	\$ 244,688.74	\$ 124,179.54	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Implement CMS in ERP: Internal Resources	Implement - Internal		A-1.a. State FTEs (Salaries & Benefits)	New	\$ -	\$ -	\$ 120,536.33	\$ 244,688.74	\$ 82,786.36	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Implement CMS in ERP: Consultants	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ 514,288.32	\$ 1,044,005.29	\$ 353,221.79	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Implement CMS in ERP: Project Managers	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ 90,402.24	\$ 183,516.55	\$ 62,089.77	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Roll-Out CMS in ERP to Agencies: Internal Resources	Implement - Internal		A-1.a. State FTEs (Salaries & Benefits)	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 168,056.30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Roll-Out CMS in ERP to Agencies: Consultants	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 717,040.23	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Roll-Out CMS in ERP to Agencies: Project Managers	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 126,042.23	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
People First Liaison: Internal Resources	Implement - Internal		A-1.a. State FTEs (Salaries & Benefits)	New	\$ -	\$ -	\$ 80,357.55	\$ 81,562.91	\$ 82,786.36	\$ 84,028.15	\$ 85,288.57	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
People First Liaison: Consultants	Implement - External		C-5. Other: Non-SI Consulting	New	\$ -	\$ -	\$ 342,858.88	\$ 348,001.76	\$ 353,221.79	\$ 358,520.12	\$ 363,897.92	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
People First Liaison: Project Managers	Implement - External		C-5. Other: Non-SI Consulting	New	\$ -	\$ -	\$ 60,268.16	\$ 61,172.18	\$ 62,089.77	\$ 63,021.11	\$ 63,966.43	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Plan and Scope Payroll: Internal Resources	Implement - Internal		A-1.a. State FTEs (Salaries & Benefits)	New	\$ -	\$ -	\$ 40,178.78	\$ 40,781.46	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Plan and Scope Payroll: Consultants	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ 171,429.44	\$ 174,000.88	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Plan and Scope Payroll: Project Managers	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ 30,134.08	\$ 30,586.09	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design Payroll: Internal Resources	Implement - Internal		A-1.a. State FTEs (Salaries & Benefits)	New	\$ -	\$ -	\$ -	\$ -	\$ 165,572.71	\$ 168,056.30	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design Payroll: Consultants	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ -	\$ -	\$ 706,443.58	\$ 717,040.23	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design Payroll: Project Managers	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ -	\$ -	\$ 124,179.54	\$ 126,042.23	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Implement Payroll in ERP / People First Integration: Internal Resources	Implement - Internal		A-1.a. State FTEs (Salaries & Benefits)	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 255,865.72	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Implement Payroll in ERP / People First Integration: Consultants	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,091,693.75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Implement Payroll in ERP / People First Integration: Project Managers	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 191,899.29	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FFMIS System Integration: Internal Resources	Implement - Internal		A-1.a. State FTEs (Salaries & Benefits)	New	\$ -	\$ -	\$ -	\$ 652,503.31	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FFMIS System Integration: Consultants	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ -	\$ 2,784,014.11	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FFMIS System Integration: Project Managers	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ -	\$ 489,377.48	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MFMP Liaison: Internal Resources	Implement - Internal		A-1.a. State FTEs (Salaries & Benefits)	New	\$ -	\$ -	\$ 80,357.55	\$ 81,562.91	\$ 82,786.36	\$ 84,028.15	\$ 85,288.57	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MFMP Liaison: Consultants	Implement - External		C-5. Other: Non-SI Consulting	New	\$ -	\$ -	\$ 342,858.88	\$ 348,001.76	\$ 353,221.79	\$ 358,520.12	\$ 363,897.92	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MFMP Liaison: Project Managers	Implement - External		C-5. Other: Non-SI Consulting	New	\$ -	\$ -	\$ 60,268.16	\$ 61,172.18	\$ 62,089.77	\$ 63,021.11	\$ 63,966.43	\$ -	\$ -	\$ -						

					FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29
					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Implement / Support / Upgrade	Inflation Rate	4B Cross Walk	Existing / New?																
FFMIS System Integration	N/A	N/A	N/A	N/A	\$ -	\$ -	\$ -	\$ 3,925,895	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
MFMP Liaison	N/A	N/A	N/A	N/A	\$ -	\$ -	\$ 483,485	\$ 490,737	\$ 498,098	\$ 505,569	\$ 513,153	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LAS / PBS Liaison	N/A	N/A	N/A	N/A	\$ -	\$ -	\$ 483,485	\$ 490,737	\$ 498,098	\$ 505,569	\$ 513,153	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Testing and Quality Assurance	N/A	N/A	N/A	N/A	\$ -	\$ -	\$ 1,933,938	\$ 3,925,895	\$ 1,992,392	\$ 1,011,139	\$ 1,026,306	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Organizational Change Management	N/A	N/A	N/A	N/A	\$ -	\$ -	\$ 2,900,908	\$ 2,944,421	\$ 2,988,587	\$ 1,516,708	\$ 1,539,459	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Workforce Transition	N/A	N/A	N/A	N/A	\$ -	\$ -	\$ 966,969	\$ 981,474	\$ 996,196	\$ 505,569	\$ 513,153	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
End User Training (DDI P1) (Trainers and Consultants)	N/A	N/A	N/A	N/A	\$ -	\$ -	\$ -	\$ -	\$ 1,992,392	\$ 2,694,503	\$ 2,734,920	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Project Team Training	Implement - Internal		E-1. Training	New	\$ -	\$ -	\$ 305,539	\$ 403,216	\$ 84,413	\$ 66,079	\$ 66,270	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SUBTOTAL	N/A				\$ -	\$ -	\$ 23,512,800	\$ 30,583,533	\$ 22,498,819	\$ 15,905,385	\$ 15,630,013	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Requirements Gathering and Strategic Planning: Internal Resources	Implement - Internal		A-1.a. State FTEs (Salaries & Benefits)	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 346,272	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Requirements Gathering and Strategic Planning: Consultants	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,477,426	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Requirements Gathering and Strategic Planning: Project Managers	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 259,704	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Project Management Office: Internal Resources	Implement - Internal		A-1.a. State FTEs (Salaries & Benefits)	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 173,136	\$ 175,733	\$ 178,369	\$ 181,044	\$ 183,760	\$ 186,476	\$ 189,191	\$ 191,906
Project Management Office: Consultants	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 738,713	\$ 749,793	\$ 761,040	\$ 772,456	\$ 784,043	\$ 795,729	\$ 807,515	\$ 819,301
Project Management Office: Project Managers	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 129,852	\$ 131,800	\$ 133,777	\$ 135,783	\$ 137,820	\$ 139,877	\$ 141,933	\$ 143,989
Implement and Test Enhanced Functionality within ERP: Internal Resources	Implement - Internal		A-1.a. State FTEs (Salaries & Benefits)	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 702,931	\$ 713,475	\$ 724,019	\$ 734,563	\$ 745,107	\$ 755,651	\$ 766,195
Implement and Test Enhanced Functionality within ERP: Consultants	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,999,174	\$ 3,044,161	\$ 3,089,148	\$ 3,134,135	\$ 3,179,122	\$ 3,224,109	\$ 3,269,096
Implement and Test Enhanced Functionality within ERP: Project Managers	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 527,199	\$ 535,107	\$ 543,015	\$ 550,923	\$ 558,831	\$ 566,739	\$ 574,647
Roll-Out Enhanced Functionality: Internal Resources	Implement - Internal		A-1.a. State FTEs (Salaries & Benefits)	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 356,738	\$ 362,089	\$ 367,520	\$ 372,951	\$ 378,382	\$ 383,813
Roll-Out Enhanced Functionality: Consultants	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,522,081	\$ 1,544,912	\$ 1,568,086	\$ 1,591,259	\$ 1,614,433	\$ 1,637,607
Roll-Out Enhanced Functionality: Project Managers	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 267,553	\$ 271,567	\$ 275,640	\$ 279,713	\$ 283,786	\$ 287,859
End User Training (DDI P2): Internal Resources	Implement - Internal		A-1.a. State FTEs (Salaries & Benefits)	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,070,213	\$ 1,086,266	\$ 1,102,560	\$ 1,118,913	\$ 1,135,325
End User Training (DDI P2): Consultants	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,522,081	\$ 1,544,912	\$ 1,568,086	\$ 1,591,259	\$ 1,614,433
End User Training (DDI P2): Project Managers	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 267,553	\$ 271,567	\$ 275,640	\$ 279,713	\$ 283,786
Requirements Gathering and Strategic Planning	N/A		N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,083,401	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Project Management Office	N/A		N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,041,700	\$ 1,057,326	\$ 1,073,186	\$ 1,089,284	\$ 1,105,623	\$ 1,122,111	\$ 1,138,749	\$ 1,155,437
Implement and Test Enhanced Functionality Within ERP	N/A		N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,229,304	\$ 4,292,743	\$ 4,356,182	\$ 4,420,621	\$ 4,485,060	\$ 4,549,500	\$ 4,613,939
Roll-Out Enhanced Functionality	N/A		N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,146,372	\$ 2,178,567	\$ 2,211,246	\$ 2,244,425	\$ 2,277,604	\$ 2,310,783
End User Training (DDI P2) (Trainers and Consultants)	N/A		N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,859,847	\$ 2,902,745	\$ 2,946,286	\$ 2,989,727	\$ 3,033,168	\$ 3,076,609
SUBTOTAL	N/A				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,125,101	\$ 5,286,630	\$ 10,372,148	\$ 6,170,596	\$ 6,263,155	\$ -	\$ -	\$ -
Upgrade 1 (Minor): Internal Resources	Upgrades		A-1.a. State FTEs (Salaries & Benefits)	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 413,932	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Upgrade 1 (Minor): Consultants	Upgrades		C-1. Consultant Services	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,766,109	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Upgrade 1 (Minor): Project Managers	Upgrades		C-1. Consultant Services	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 310,449	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Upgrade 2 (Major): Internal Resources	Upgrades		A-1.a. State FTEs (Salaries & Benefits)	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,054,397	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Upgrade 2 (Major): Consultants	Upgrades		C-1. Consultant Services	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,498,761	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Upgrade 2 (Major): Project Managers	Upgrades		C-1. Consultant Services	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 790,798	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Upgrade 3 (Minor): Internal Resources	Upgrades		A-1.a. State FTEs (Salaries & Benefits)	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 459,400	\$ -	\$ -
Upgrade 3 (Minor): Consultants	Upgrades		C-1. Consultant Services	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,960,107	\$ -	\$ -
Upgrade 3 (Minor): Project Managers	Upgrades		C-1. Consultant Services	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 344,550	\$ -	\$ -
Upgrade 1 (Minor)	N/A		N/A		\$ -	\$ -	\$ -	\$ -	\$ 2,490,490	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Upgrade 2 (Major)	N/A		N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,343,956	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Upgrade 3 (Minor)	N/A		N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,764,057	\$ -	\$ -
SUBTOTAL	N/A				\$ -	\$ -	\$ -	\$ -	\$ 2,490,490	\$ -	\$ -	\$ -	\$ 6,343,956	\$ -	\$ -	\$ -	\$ 2,764,057	\$ -	\$ -
Software Maintenance Fees	Maintain - ERP		B-2. Software	New	\$ -	\$ -	\$ 618,135	\$ 626,500	\$ 1,451,817	\$ 2,227,461	\$ 3,014,740	\$ 3,014,740	\$ 3,014,740	\$ 3,014,740	\$ 3,014,740	\$ 3,014,740	\$ 3,014,740	\$ 3,014,740	\$ 3,014,740
ERP Infrastructure Support / Other Expenditures	Maintain - ERP	0.015	C-3. Network / Hosting Services	New	\$ -	\$ -	\$ -	\$ -	\$ 2,122,727	\$ 3,499,018	\$ 4,055,373	\$ 4,573,560	\$ 4,711,796	\$ 4,854,210	\$ 4,997,023	\$ 5,140,437	\$ 5,283,851	\$ 5,427,265	\$ 5,570,679
Hardware, Data Center Facilities and Other Equipment Purchases	Maintain - ERP		B-1. Hardware	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hardware, Data Center Facilities and Other Equipment Maintenance	Maintain - ERP		C-2. Maintenance & Support Services	New	\$ -	\$ -	\$ 794,400	\$ 44,400	\$ 44,400	\$ 44,400	\$ 794,400	\$ 222,000	\$ 222,000	\$ 222,000	\$ 972,000	\$ 222,000	\$ 222,000	\$ 222,000	\$ 222,000
FLAIR Operational Support	Maintain - FLAIR	0.015	A-1.a. State FTEs (Salaries & Benefits)	Existing	\$ 4,758,000	\$ 4,829,370	\$ 4,901,811	\$ 4,975,338	\$ 3,808,172	\$ 2,604,873	\$ 1,364,617	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FLAIR Technical Support	Maintain - FLAIR	0.015	A-1.a. State FTEs (Salaries & Benefits)	Existing	\$ 7,878,000	\$ 7,996,170	\$ 8,116,113	\$ 8,237,854	\$ 6,291,763	\$ 4,285,436	\$ 2,217,503	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CMS Operational Support	Maintain - FLAIR	0.015	A-1.a. State FTEs (Salaries & Benefits)	Existing	\$ 234,000	\$ 237,510	\$ 241,073	\$ 244,689	\$ 248,359	\$ 84,028	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FLAIR Infrastructure Support / Other Expenditures	Maintain - FLAIR	0.015	C-3. Network / Hosting Services	Existing	\$ 4,000,000	\$ 4,060,000	\$ 4,120,900	\$ 4,182,714	\$ 3,820,909	\$ 3,102,578	\$ 1,574,558	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ERP Operational Support	Maintain - ERP		A-1.a. State FTEs (Salaries & Benefits)	New	\$ -	\$ -	\$ -	\$ -	\$ 1,677,804	\$ 3,299,505	\$ 4,969,481	\$ 6,688,813	\$ 6,789,146	\$ 6,890,983	\$ 6,994,347	\$ 7,099,263	\$ 7,205,572	\$ 7,313,838	\$ 7,423,545
ERP Technical Support	Maintain - ERP		A-1.a. State FTEs (Salaries & Benefits)	New	\$ -	\$ -	\$ 2,646,442	\$ 5,268,964	\$ 7,969,567	\$ 10,750,002	\$ 10,911,252	\$ 11,074,920	\$ 11,241,044	\$ 11,409,660	\$ 11,580,805	\$ 11,754,517	\$ 11,930,835	\$ 12,109,797	\$ 12,291,444
ERP CMS Operational Support	Maintain - ERP		A-1.a. State FTEs (Salaries & Benefits)	New	\$ -	\$ -	\$ 101,786	\$ 103,313	\$ 314,588	\$ 319,307	\$ 324,097	\$ 328,958	\$ 333,892	\$ 338,901	\$ 343,984	\$ 349,144	\$ 354,381	\$ 359,697	\$ 365,092
End-User Training (Employee Time)	Maintain - ERP		E-1. Training	New	\$ -	\$ -	\$ 782,971	\$ 794,716	\$ 1,774,600	\$ 2,783,702	\$ 3,822,678	\$ 3,880,018	\$ 3,938,218	\$ 3,997,291	\$ 4,057,251	\$ 4,118,109	\$ 4,179,881	\$ 4,242,579	\$ 4,306,218
SUBTOTAL					\$ 16,870,000	\$ 17,123,050	\$ 22,323,630	\$ 24,478,487	\$ 29,524,705	\$ 33,000,310	\$ 36,798,699	\$ 29,783,010	\$ 30,181,204	\$ 30,585,371	\$ 35,495,600	\$ 31,411,983	\$ 31,834,612	\$ 32,263,580	\$ 37,198,983
FLAIR Operational Support Baseline		0.015			\$ 4,758,000	\$ 4,829,370	\$ 4,901,811	\$ 4,975,338	\$ 5,049,968	\$ 5,125,717	\$ 5,202,603	\$ 5,280,642	\$ 5,359,852	\$ 5,440,250	\$ 5,521,853	\$ 5,604,681	\$ 5,688,751	\$ 5,774,083	\$ 5,860,694
FLAIR Technical Support Baseline		0.015			\$ 7,878,000	\$ 7,996,170	\$ 8,116,113	\$ 8,237,854	\$ 8,361,422	\$ 8,486,843	\$ 8,614,146	\$ 8,743,358	\$ 8,874,50						

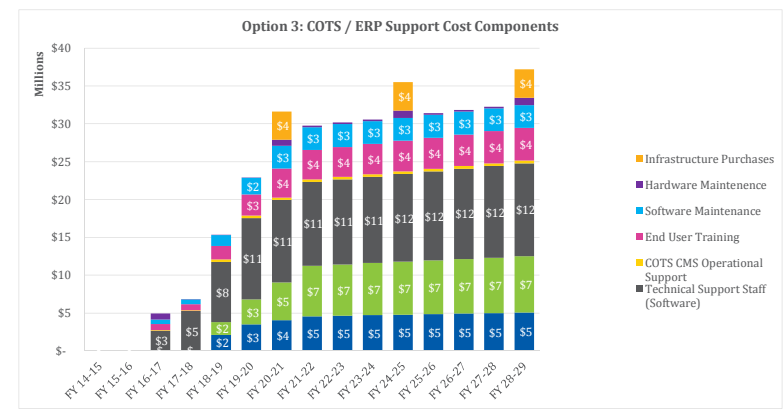
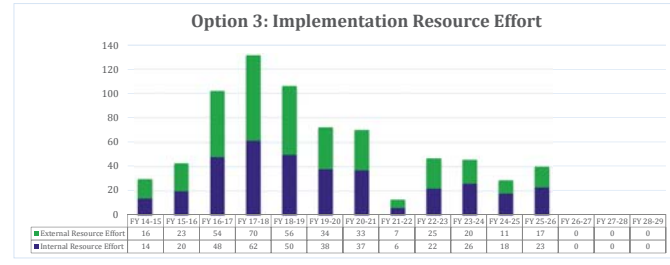
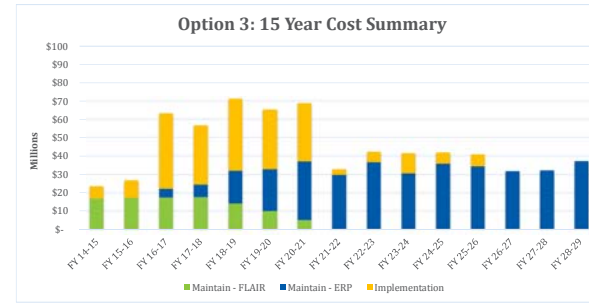
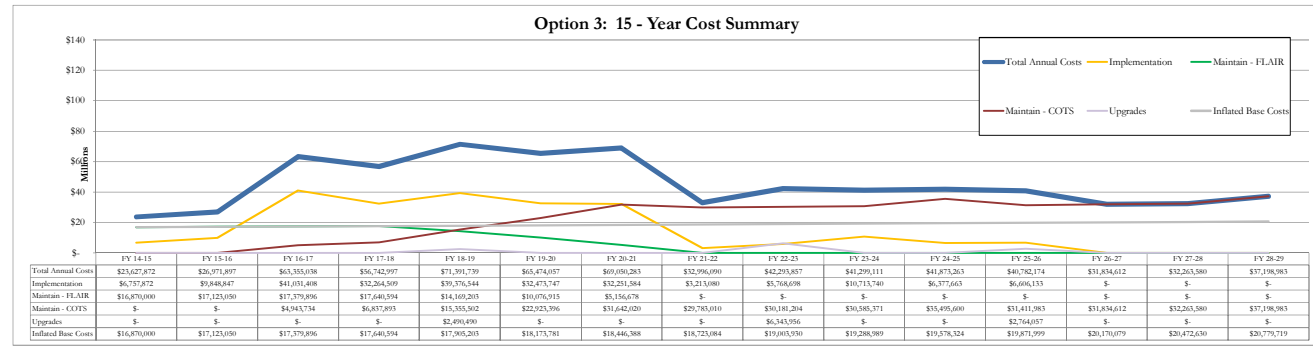
Implement / Support / Upgrade

Inflation Rate

4B Cross Walk

Existing / New?

	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15



Option #4: Replace FLAIR, CMS, MFMP and People First

			Internal	External															
Inflation Rate			1.5%	1.5%															
			FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29		
Implement / Support / Upgrade	Inflation Rate		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15		
Internal Rate (Weekly) - FLAIR	N/A	0.015	\$ 1,500	\$ 1,523	\$ 1,545	\$ 1,569	\$ 1,592	\$ 1,616	\$ 1,640	\$ 1,665	\$ 1,690	\$ 1,715	\$ 1,741	\$ 1,767	\$ 1,793	\$ 1,820	\$ 1,848		
Internal Rate (Weekly) - ERP	N/A	0.015	\$ 1,900	\$ 1,929	\$ 1,957	\$ 1,987	\$ 2,017	\$ 2,047	\$ 2,078	\$ 2,109	\$ 2,140	\$ 2,172	\$ 2,205	\$ 2,238	\$ 2,272	\$ 2,306	\$ 2,340		
Consultant Rate	N/A	0.015	\$ 6,400	\$ 6,496	\$ 6,593	\$ 6,692	\$ 6,793	\$ 6,895	\$ 6,998	\$ 7,103	\$ 7,210	\$ 7,318	\$ 7,427	\$ 7,539	\$ 7,652	\$ 7,767	\$ 7,883		
Project Management Rate	N/A	0.015	\$ 9,000	\$ 9,135	\$ 9,272	\$ 9,411	\$ 9,552	\$ 9,696	\$ 9,841	\$ 9,989	\$ 10,138	\$ 10,291	\$ 10,445	\$ 10,602	\$ 10,761	\$ 10,922	\$ 11,086		
Facilities Space: Year One Cost Per Resource		0.015	\$ 10,093	\$ 10,244	\$ 10,398	\$ 10,554	\$ 10,712	\$ 10,873	\$ 11,036	\$ 11,202	\$ 11,370	\$ 11,540	\$ 11,713	\$ 11,889	\$ 12,067	\$ 12,248	\$ 12,432		
Facilities Space: Additional Cost Per Resource (Yr. One)			\$ 4,154	\$ 4,216	\$ 4,280	\$ 4,344	\$ 4,409	\$ 4,475	\$ 4,542	\$ 4,610	\$ 4,679	\$ 4,750	\$ 4,821	\$ 4,893	\$ 4,967	\$ 5,041	\$ 5,117		
Facilities Space: Cost Per Resource		0.015	\$ 5,939	\$ 6,028	\$ 6,119	\$ 6,210	\$ 6,303	\$ 6,398	\$ 6,494	\$ 6,591	\$ 6,690	\$ 6,791	\$ 6,892	\$ 6,996	\$ 7,101	\$ 7,207	\$ 7,315		
Facilities Space: Internal Resources Cost		0.015	\$ 344	\$ 349	\$ 354	\$ 360	\$ 365	\$ 371	\$ 376	\$ 382	\$ 388	\$ 393	\$ 399	\$ 405	\$ 411	\$ 417	\$ 424		
ERP System Administrators	ERP System Administrators	ERP System Ad	0	0	0	0	140	266	392	518	644	644	644	644	644	644	644		
ERP Admin Delta	N/A		0	0	0	0	140	126	126	126	126	0	0	0	0	0	0		
ERP System Users	N/A		0	0	0	0	2000	3800	5600	7400	9200	9200	9200	9200	9200	9200	9200		
ERP System Users (New)	N/A		0	0	0	0	2000	1800	1800	1800	1800	0	0	0	0	0	0		
ERP CMS Users	N/A		0	0	0	0	50	230	230	230	230	230	230	230	230	230	230		
ERP CMS Users Delta	N/A		0	0	0	0	50	180	0	0	0	0	0	0	0	0	0		
ERP Procurement Users	N/A		0	0	0	0	50	140	230	320	410	410	410	410	410	410	410		
ERP Procurement Users Delta	N/A		0	0	0	0	50	90	90	90	90	0	0	0	0	0	0		
ERP HR Users	N/A		0	0	0	0	0	0	0	0	0	2000	146000	290000	290000	290000	290000		
ERP HR Users Delta	N/A		0	0	0	0	0	0	0	0	0	2000	144000	144000	0	0	0		
FLAIR Operational Support	N/A		61	61	61	61	61	46	31	15	0	0	0	0	0	0	0		
FLAIR Technical Support	N/A		101	101	101	101	101	76	51	25	0	0	0	0	0	0	0		
CMS Operational Support	N/A		3	3	3	3	3	1	0	0	0	0	0	0	0	0	0		
Total Support Resources - Existing Systems			165	165	165	165	165	123	81	41	0	0	0	0	0	0	0		
ERP Operational Support	N/A		0	0	0	0	15	31	46	61	61	61	61	61	61	61	61		
ERP Technical Support	N/A		0	0	25	51	76	101	101	101	101	101	101	101	101	101	101		
ERP CMS Operational Support	N/A		0	0	1	1	3	3	3	3	3	3	3	3	3	3	3		
Total ERP Support			0	0	26	52	94	135	150	165	165	165	165	165	165	165	165		
Internal Project Team (Person Years)	N/A		15	22	60	65	68	64	46	51	58	69	69	33	12	0	0		
External Project Team (Person Years)	N/A		15	22	60	65	68	56	38	43	50	57	53	24	12	0	0		
External Project Managers (Person Years)	N/A		2	3	7	8	7	5	5	6	7	7	3	2	0	0	0		
Total Implementation Effort (Person Years)			32	47	127	138	145	127	89	99	114	133	129	60	26	0	0		
Total Internal Resources (Roles)			20	23	61	65	68	70	46	59	74	92	80	54	14	0	0		
Project Team Members Borrowed From Existing Staff																			
Baseline Support Team Effort (Person Years)			165	165	165	165	165	165	165	165	165	165	165	165	165	165	165		
Total Support Team Effort			165	165	191	217	259	258	231	206	165	165	165	165	165	165	165		
Support Delta			0	0	26	52	94	93	66	41	0	0	0	0	0	0	0		
Support Delta (New Employees)			0	0	26	26	42	0	0	0	0	0	0	0	0	0	0		
Internal (Not Borrowed)			15	22	60	65	68	64	46	51	58	69	69	33	12	0	0		
Internal (Not Borrowed) - New			15	7	38	6	3	0	0	5	7	12	0	0	0	0	0		
External Total			17	25	67	73	77	63	43	48	56	64	60	27	14	0	0		
External Total - New			17	8	42	6	4	0	0	5	8	8	0	0	0	0	0		
Technical Training Class Cost	N/A	0.015	1500	1523	1545	1569	1592	1616	1640	1665	1690	1715	1741	1767	1793	1820	1848		
Technical Classes Per Project Team Member Per Year	N/A		0	0	4	4	1	1	1	0	0	0	0	0	0	0	0		
Weeks of Training Per Non-Technical User Per Year	N/A		3	3	3	3	3	3	3	3	3	3	3	3	3	3	3		
Weeks of Training Per Non-Technical User Per Year (NEW)	N/A		0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2		
Average User License: ERP	N/A	0.015	1500	1523	1545	1569	1592	1616	1640	1665	1690	1715	1741	1767	1793	1820	1848		
Average CMS License: ERP	N/A	0.015	800	812	824	837	849	862	875	888	901	915	928	942	956	971	985		
Average Procurement License: ERP	N/A	0.015	500	508	515	523	531	539	547	555	563	572	580	589	598	607	616		
Average HR License: ERP	N/A	0.015	50	51	52	52	53	54	55	55	56	57	58	59	60	61	62		
Total Software License Fees	N/A		\$ 3,253,079	\$ 3,253,079	\$ 3,253,079	\$ 3,253,079	\$ 3,253,079	\$ 3,253,079	\$ 3,253,079	\$ 3,253,079	\$ 3,253,079	\$ 3,253,079	\$ 3,253,079	\$ 3,253,079	\$ 3,253,079	\$ 3,253,079	\$ 3,253,079		
Organizational Change Management: Internal Resources	N/A		4.00	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
Organizational Change Management: Consultants	N/A		4.00	5.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
Organizational Change Management: Project Managers	N/A		0.50	0.63	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
Workforce Transition: Internal Resources	N/A		0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
Workforce Transition: Consultants	N/A		0.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
Workforce Transition: Project Managers	N/A		0.00	0.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
Systems & Data Strategy: Internal Resources	N/A		2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
Systems & Data Strategy: Consultants	N/A		2.00	2.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
Systems & Data Strategy: Project Managers	N/A		0.25	0.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
Project Management Office Set-Up & Support: Internal Resources	N/A		3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
Project Management Office Set-Up & Support: Consultants	N/A		3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
Project Management Office Set-Up & Support: Project Managers	N/A		0.38	0.38	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
Business Process Re-Engineering: Internal Resources	N/A		8.00	8.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
Business Process Re-Engineering: Consultants	N/A		8.00	8.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
Business Process Re-Engineering: Project Managers	N/A		1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
Procurements: Internal Resources	N/A		3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
Procurements: Consultants	N/A		3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
Procurements: Project Managers	N/A		0.38	0.38	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
Project Oversight (IV&V): Internal Resources	N/A		0.00	0.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	0.00	0.00	0.00		
Project Oversight (IV&V): Consultants	N/A		0.00	0.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	0.00	0.00	0.00		
Project Oversight (IV&V): Project Managers	N/A		0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.00	0.00	0.00		
Project Management Office (PMO): Internal Resources	N/A</																		

	Implement / Support / Upgrade	Inflation Rate	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Systems & Data Strategy: Consultants	N/A		26	26	0	0	0	0	0	0	0	0	0	0	0	0	0
Systems & Data Strategy: Project Managers	N/A		26	26	0	0	0	0	0	0	0	0	0	0	0	0	0
Project Management Office Set-Up & Support: Internal Resources	N/A		52	52	0	0	0	0	0	0	0	0	0	0	0	0	0
Project Management Office Set-Up & Support: Consultants	N/A		52	52	0	0	0	0	0	0	0	0	0	0	0	0	0
Project Management Office Set-Up & Support: Project Managers	N/A		52	52	0	0	0	0	0	0	0	0	0	0	0	0	0
Business Process Re-Engineering: Internal Resources	N/A		39	52	0	0	0	0	0	0	0	0	0	0	0	0	0
Business Process Re-Engineering: Consultants	N/A		39	52	0	0	0	0	0	0	0	0	0	0	0	0	0
Business Process Re-Engineering: Project Managers	N/A		39	52	0	0	0	0	0	0	0	0	0	0	0	0	0
Procurements: Internal Resources	N/A		39	52	0	0	0	0	0	0	0	0	0	0	0	0	0
Procurements: Consultants	N/A		39	52	0	0	0	0	0	0	0	0	0	0	0	0	0
Procurements: Project Managers	N/A		39	52	0	0	0	0	0	0	0	0	0	0	0	0	0
Project Oversight (IV&V): Internal Resources	N/A		0	0	52	52	52	52	52	52	52	52	52	26	0	0	0
Project Oversight (IV&V): Consultants	N/A		0	0	52	52	52	52	52	52	52	52	52	26	0	0	0
Project Oversight (IV&V): Project Managers	N/A		0	0	52	52	52	52	52	52	52	52	52	26	0	0	0
Project Management Office (PMO): Internal Resources	N/A		0	0	52	52	52	52	52	52	52	52	52	26	0	0	0
Project Management Office (PMO): Consultants	N/A		0	0	52	52	52	52	52	52	52	52	52	26	0	0	0
Project Management Office (PMO): Project Managers	N/A		0	0	52	52	52	52	52	52	52	52	52	26	0	0	0
Implement FLAIR in ERP (Central & Departmental) - Functional: Internal Resources	N/A		0	0	52	52	52	52	52	0	0	0	0	0	0	0	0
Implement FLAIR in ERP (Central & Departmental) - Functional: Consultants	N/A		0	0	52	52	52	52	0	0	0	0	0	0	0	0	0
Implement FLAIR in ERP (Central & Departmental) - Functional: Project Managers	N/A		0	0	52	52	52	52	0	0	0	0	0	0	0	0	0
Implement FLAIR in ERP (Central & Departmental) - Technical: Internal Resources	N/A		0	0	52	52	52	52	0	0	0	0	0	0	0	0	0
Implement FLAIR in ERP (Central & Departmental) - Technical: Consultants	N/A		0	0	52	52	52	52	0	0	0	0	0	0	0	0	0
Implement FLAIR in ERP (Central & Departmental) - Technical: Project Managers	N/A		0	0	52	52	52	52	0	0	0	0	0	0	0	0	0
Roll-Out FLAIR ERP / IW (Central & Departmental) to Agencies: Internal Resources	N/A		0	0	0	0	0	0	52	52	26	0	0	0	0	0	0
Roll-Out FLAIR ERP / IW (Central & Departmental) to Agencies: Consultants	N/A		0	0	0	0	0	0	52	52	26	0	0	0	0	0	0
Roll-Out FLAIR ERP / IW (Central & Departmental) to Agencies: Project Managers	N/A		0	0	0	0	0	0	52	52	26	0	0	0	0	0	0
Implement Data Warehouse in ERP: Internal Resources	N/A		0	0	52	52	52	0	0	0	0	0	0	0	0	0	0
Implement Data Warehouse in ERP: Consultants	N/A		0	0	52	52	52	0	0	0	0	0	0	0	0	0	0
Implement Data Warehouse in ERP: Project Managers	N/A		0	0	52	52	52	0	0	0	0	0	0	0	0	0	0
Implement CMS in ERP: Internal Resources	N/A		0	0	26	52	52	0	0	0	0	0	0	0	0	0	0
Implement CMS in ERP: Consultants	N/A		0	0	26	52	52	0	0	0	0	0	0	0	0	0	0
Implement CMS in ERP: Project Managers	N/A		0	0	26	52	52	0	0	0	0	0	0	0	0	0	0
Roll-Out CMS in ERP to Agencies: Internal Resources	N/A		0	0	0	0	52	52	0	0	0	0	0	0	0	0	0
Roll-Out CMS in ERP to Agencies: Consultants	N/A		0	0	0	0	52	52	0	0	0	0	0	0	0	0	0
Roll-Out CMS in ERP to Agencies: Project Managers	N/A		0	0	0	0	52	52	0	0	0	0	0	0	0	0	0
Design HR and Payroll in ERP: Internal Resources	N/A		0	0	0	0	0	0	0	26	52	26	0	0	0	0	0
Design HR and Payroll in ERP: Consultants	N/A		0	0	0	0	0	0	0	26	52	26	0	0	0	0	0
Design HR and Payroll in ERP: Project Managers	N/A		0	0	0	0	0	0	0	26	52	26	0	0	0	0	0
Add HR and Payroll Data to Info Warehouse: Internal Resources	N/A		0	0	0	0	0	0	0	26	52	26	0	0	0	0	0
Add HR and Payroll Data to Info Warehouse: Consultants	N/A		0	0	0	0	0	0	0	26	52	26	0	0	0	0	0
Add HR and Payroll Data to Info Warehouse: Project Managers	N/A		0	0	0	0	0	0	0	26	52	26	0	0	0	0	0
Pilot HR and Payroll in ERP: Internal Resources	N/A		0	0	0	0	0	0	0	0	0	26	26	0	0	0	0
Pilot HR and Payroll in ERP: Consultants	N/A		0	0	0	0	0	0	0	0	0	26	26	0	0	0	0
Pilot HR and Payroll in ERP: Project Managers	N/A		0	0	0	0	0	0	0	0	0	26	26	0	0	0	0
Roll out HR and Payroll to Agencies: Internal Resources	N/A		0	0	0	0	0	0	0	0	0	0	26	26	0	0	0
Roll out HR and Payroll to Agencies: Consultants	N/A		0	0	0	0	0	0	0	0	0	0	26	26	0	0	0
Roll out HR and Payroll to Agencies: Project Managers	N/A		0	0	0	0	0	0	0	0	0	0	26	26	0	0	0
FFMIS System Integration: Internal Resources	N/A		0	0	0	0	52	0	0	0	0	0	0	0	0	0	0
FFMIS System Integration: Consultants	N/A		0	0	0	0	52	0	0	0	0	0	0	0	0	0	0
FFMIS System Integration: Project Managers	N/A		0	0	0	0	52	0	0	0	0	0	26	26	0	0	0
People First Liaison: Internal Resources	N/A		0	0	52	52	52	52	52	0	0	0	0	0	0	0	0
People First Liaison: Consultants	N/A		0	0	52	52	52	52	52	0	0	0	0	0	0	0	0
People First Liaison: Project Managers	N/A		0	0	52	52	52	52	52	0	0	0	0	0	0	0	0
MFMP Liaison: Internal Resources	N/A		0	0	52	52	52	52	52	0	0	0	0	0	0	0	0
MFMP Liaison: Consultants	N/A		0	0	52	52	52	52	52	0	0	0	0	0	0	0	0
MFMP Liaison: Project Managers	N/A		0	0	52	52	52	52	52	0	0	0	0	0	0	0	0
LAS / PBS Liaison: Internal Resources	N/A		0	0	52	52	52	52	52	0	0	0	0	0	0	0	0
LAS / PBS Liaison: Consultants	N/A		0	0	52	52	52	52	52	0	0	0	0	0	0	0	0
LAS / PBS Liaison: Project Managers	N/A		0	0	52	52	52	52	52	0	0	0	0	0	0	0	0
Testing and Quality Assurance: Internal Resources	N/A		0	0	52	52	52	52	52	52	52	52	52	0	0	0	0
Testing and Quality Assurance: Consultants	N/A		0	0	52	52	52	52	52	52	52	52	52	26	0	0	0
Testing and Quality Assurance: Project Managers	N/A		0	0	52	52	52	52	52	52	52	52	52	26	0	0	0
Organizational Change Management: Internal Resources	N/A		0	0	52	52	52	52	52	52	52	52	52	26	0	0	0
Organizational Change Management: Consultants	N/A		0	0	52	52	52	52	52	52	52	52	52	26	0	0	0
Organizational Change Management: Project Managers	N/A		0	0	52	52	52	52	52	52	52	52	52	26	0	0	0
Workforce Transition: Internal Resources	N/A		0	0	52	52	52	52	52	52	52	52	52	26	0	0	0
Workforce Transition: Consultants	N/A		0	0	52	52	52	52	52	52	52	52	52	26	0	0	0
Workforce Transition: Project Managers	N/A		0	0	52	52	52	52	52	52	52	52	52	26	0	0	0
End User Training (DDI P1): Internal Resources (Trainers)	N/A		0	0	0	0	52	52	52	52	26	26	52	26	0	0	0
End User Training (DDI P1): Consultants	N/A		0	0	0	0	52	52	52	52	26	26	52	26	0	0	0
End User Training (DDI P1): Project Managers	N/A		0	0	0	0	52	52	52	52	26	26	52	26	0	0	0
Requirements Gathering and Strategic Planning: Internal Resources	N/A		0	0	0	0	0	0	0	0	52	52	0	0	0	0	0
Requirements Gathering and Strategic Planning: Consultants	N/A		0	0	0	0	0	0	0	0	52	52	0	0	0	0	0
Requirements Gathering and Strategic Planning: Project Managers	N/A		0	0	0	0	0	0	0	0	52	52	0	0	0	0	0
Implement and Test Enhanced Functionality within ERP: Internal Resources	N/A		0	0	0	0	0	0	0	0	0	52	52	0	0	0	0
Implement and Test Enhanced Functionality within ERP: Consultants	N/A		0	0	0	0	0	0	0	0	0	52	52	0	0	0	0
Implement and Test Enhanced Functionality within ERP: Project Managers	N/A		0	0	0	0	0	0	0	0	0	52	52	0	0	0	0
Roll-Out Enhanced Functionality: Internal Resources	N/A		0	0	0	0	0	0	0	0	0	0	52	52	0	0	0
Roll-Out Enhanced Functionality: Consultants	N/A		0	0	0	0	0	0	0	0	0	0	52	52	0	0	0
Roll-Out Enhanced Functionality: Project Managers	N/A		0	0	0	0	0	0	0	0	0	0	52	52	0	0	0
Project Management Office (PMO): Internal Resources	N/A		0	0	0	0	0	0	0	0	0	52	52	52	0	0	0
Project Management Office (PMO): Consultants	N/A		0	0	0	0	0	0	0	0	0	52	52	52	0	0	0
Project Management Office (PMO): Project Managers	N/A		0	0	0	0	0	0	0	0	0	52	52	52	0	0	0

			FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29	
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
Implement / Support / Upgrade	Inflation Rate																	
Roll out HR and Payroll to Agencies: Project Managers	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 135,783.28	\$ 137,820.03	\$ -	\$ -	\$ -	
FFMIS System Integration: Internal Resources	Implement - Internal		\$ -	\$ -	\$ -	\$ -	\$ 82,786.36	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
FFMIS System Integration: Consultants	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ 353,221.79	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
FFMIS System Integration: Project Managers	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ 62,089.77	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
People First Liaison: Internal Resources	Implement - Internal		\$ -	\$ -	\$ 80,357.55	\$ 81,562.91	\$ 82,786.36	\$ 84,028.15	\$ 85,288.57	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
People First Liaison: Consultants	Implement - External		\$ -	\$ -	\$ 342,858.88	\$ 348,001.76	\$ 353,221.79	\$ 358,520.12	\$ 363,897.92	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
People First Liaison: Project Managers	Implement - External		\$ -	\$ -	\$ 60,268.16	\$ 61,172.18	\$ 62,089.77	\$ 63,021.11	\$ 63,966.43	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
MFMP Liaison: Internal Resources	Implement - Internal		\$ -	\$ -	\$ 80,357.55	\$ 81,562.91	\$ 82,786.36	\$ 84,028.15	\$ 85,288.57	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
MFMP Liaison: Consultants	Implement - External		\$ -	\$ -	\$ 342,858.88	\$ 348,001.76	\$ 353,221.79	\$ 358,520.12	\$ 363,897.92	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
MFMP Liaison: Project Managers	Implement - External		\$ -	\$ -	\$ 60,268.16	\$ 61,172.18	\$ 62,089.77	\$ 63,021.11	\$ 63,966.43	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
LAS / PBS Liaison: Internal Resources	Implement - Internal		\$ -	\$ -	\$ 80,357.55	\$ 81,562.91	\$ 82,786.36	\$ 84,028.15	\$ 85,288.57	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
LAS / PBS Liaison: Consultants	Implement - External		\$ -	\$ -	\$ 342,858.88	\$ 348,001.76	\$ 353,221.79	\$ 358,520.12	\$ 363,897.92	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
LAS / PBS Liaison: Project Managers	Implement - External		\$ -	\$ -	\$ 60,268.16	\$ 61,172.18	\$ 62,089.77	\$ 63,021.11	\$ 63,966.43	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Testing and Quality Assurance: Internal Resources	Implement - Internal		\$ -	\$ -	\$ 482,145.30	\$ 489,377.48	\$ 496,718.14	\$ 504,168.91	\$ 511,731.45	\$ 519,407.42	\$ 527,198.53	\$ 535,106.51	\$ 543,133.11	\$ -	\$ -	\$ -	\$ -	
Testing and Quality Assurance: Consultants	Implement - External		\$ -	\$ -	\$ 2,057,153.28	\$ 2,085,017.63	\$ 2,112,901.98	\$ 2,140,846.33	\$ 2,168,790.68	\$ 2,196,735.03	\$ 2,224,679.38	\$ 2,252,623.73	\$ 2,280,568.08	\$ 2,308,512.43	\$ 2,336,456.78	\$ 2,364,401.13	\$ 2,392,345.48	
Testing and Quality Assurance: Project Managers	Implement - External		\$ -	\$ -	\$ 361,608.98	\$ 368,487.41	\$ 375,365.84	\$ 382,244.27	\$ 389,122.70	\$ 396,001.13	\$ 402,879.56	\$ 409,757.99	\$ 416,636.42	\$ 423,514.85	\$ 430,393.28	\$ 437,271.71	\$ 444,150.14	\$ 451,028.57
Organizational Change Management: Internal Resources	Implement - Internal		\$ -	\$ -	\$ 642,860.40	\$ 652,503.31	\$ 662,290.86	\$ 672,225.22	\$ 682,308.60	\$ 692,543.23	\$ 702,931.37	\$ 713,475.34	\$ 724,177.47	\$ 735,038.10	\$ 746,069.83	\$ 757,274.16	\$ 768,553.49	\$ 780,109.32
Organizational Change Management: Consultants	Implement - External		\$ -	\$ -	\$ 2,742,871.04	\$ 2,784,014.11	\$ 2,825,774.32	\$ 2,868,160.93	\$ 2,911,183.35	\$ 2,954,851.10	\$ 2,999,173.86	\$ 3,044,161.47	\$ 3,089,823.89	\$ 3,136,147.30	\$ 3,183,131.71	\$ 3,230,877.12	\$ 3,279,384.53	\$ 3,328,652.94
Organizational Change Management: Project Managers	Implement - External		\$ -	\$ -	\$ 482,145.30	\$ 489,377.48	\$ 496,718.14	\$ 504,168.91	\$ 511,731.45	\$ 519,407.42	\$ 527,198.53	\$ 535,106.51	\$ 543,133.11	\$ 551,286.22	\$ 559,567.33	\$ 567,977.44	\$ 576,518.55	\$ 585,191.66
Workforce Transition: Internal Resources	Implement - Internal		\$ -	\$ -	\$ 160,715.10	\$ 163,125.83	\$ 165,572.71	\$ 168,056.30	\$ 170,577.15	\$ 173,135.81	\$ 175,732.84	\$ 178,368.84	\$ 181,044.37	\$ 183,760.00	\$ 186,516.33	\$ 189,312.96	\$ 192,150.29	\$ 195,028.82
Workforce Transition: Consultants	Implement - External		\$ -	\$ -	\$ 685,717.76	\$ 696,003.53	\$ 706,443.58	\$ 717,040.23	\$ 727,795.84	\$ 738,712.77	\$ 749,793.47	\$ 761,040.37	\$ 772,455.97	\$ 784,042.81	\$ 795,801.40	\$ 807,723.24	\$ 819,809.93	\$ 832,063.07
Workforce Transition: Project Managers	Implement - External		\$ -	\$ -	\$ 120,536.33	\$ 122,344.37	\$ 124,179.54	\$ 126,042.23	\$ 127,932.86	\$ 129,851.85	\$ 131,799.63	\$ 133,776.63	\$ 135,783.28	\$ 137,820.03	\$ 139,887.48	\$ 141,985.23	\$ 144,114.07	\$ 146,273.60
End User Training (DDI P1): Internal Resources (Trainers)	Implement - Internal		\$ -	\$ -	\$ -	\$ -	\$ 331,145.43	\$ 1,008,337.83	\$ 1,023,462.90	\$ 1,038,814.84	\$ 1,054,489.17	\$ 1,070,389.50	\$ 1,086,518.43	\$ 1,102,878.46	\$ 1,119,471.29	\$ 1,136,299.52	\$ 1,153,365.75	\$ 1,170,672.58
End User Training (DDI P1): Consultants	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ 1,412,887.16	\$ 1,434,080.47	\$ 1,455,591.67	\$ 1,477,425.55	\$ 1,499,693.47	\$ 1,522,407.90	\$ 1,545,571.43	\$ 1,569,196.56	\$ 1,593,285.79	\$ 1,617,842.72	\$ 1,642,869.95	\$ 1,668,370.08
End User Training (DDI P1): Project Managers	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ 248,359.07	\$ 252,084.46	\$ 255,865.72	\$ 259,703.71	\$ 263,608.96	\$ 267,585.11	\$ 271,632.86	\$ 275,752.81	\$ 279,945.56	\$ 284,211.71	\$ 288,551.86	\$ 292,966.61
Project Oversight (IV&V)	N/A		\$ -	\$ -	\$ 966,969	\$ 981,474	\$ 996,196	\$ 1,011,139	\$ 1,026,306	\$ 1,041,700	\$ 1,057,326	\$ 1,073,186	\$ 1,089,284	\$ 1,105,623	\$ 1,122,204	\$ 1,138,930	\$ 1,155,803	\$ 1,172,926
Project Management Office (PMO)	N/A		\$ -	\$ -	\$ 2,417,423	\$ 2,453,684	\$ 2,490,490	\$ 2,527,847	\$ 2,565,765	\$ 2,604,251	\$ 2,643,418	\$ 2,683,265	\$ 2,723,802	\$ 2,765,039	\$ 2,806,986	\$ 2,849,643	\$ 2,893,010	\$ 2,937,187
Implement FLAIR in ERP (Central & Departmental) - Functional	N/A		\$ -	\$ -	\$ 7,735,753	\$ 7,851,790	\$ 7,969,567	\$ 8,089,194	\$ 8,210,671	\$ 8,334,098	\$ 8,459,475	\$ 8,586,802	\$ 8,716,079	\$ 8,848,306	\$ 8,983,483	\$ 9,121,610	\$ 9,262,687	\$ 9,406,714
Implement FLAIR in ERP (Central & Departmental) - Technical	N/A		\$ -	\$ -	\$ 5,801,815	\$ 5,888,842	\$ 5,977,175	\$ 6,066,802	\$ 6,157,729	\$ 6,250,056	\$ 6,343,783	\$ 6,438,910	\$ 6,535,437	\$ 6,633,364	\$ 6,733,691	\$ 6,835,418	\$ 6,938,545	\$ 7,043,072
Roll-Out FLAIR ERP / IW (Central & Departmental) to Agencies	N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,105,223	\$ 4,166,802	\$ 4,229,629	\$ 4,293,806	\$ 4,359,383	\$ 4,426,260	\$ 4,494,437	\$ 4,563,914	\$ 4,634,691	\$ 4,706,768
Implement Data Warehouse in ERP	N/A		\$ -	\$ -	\$ 1,933,938	\$ 1,962,947	\$ 1,992,196	\$ 2,021,695	\$ 2,051,444	\$ 2,081,443	\$ 2,111,692	\$ 2,142,191	\$ 2,172,940	\$ 2,203,939	\$ 2,235,188	\$ 2,266,687	\$ 2,298,436	\$ 2,330,435
Implement CMS in ERP	N/A		\$ -	\$ -	\$ 725,227	\$ 1,472,211	\$ 498,098	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Roll-Out CMS in ERP to Agencies	N/A		\$ -	\$ -	\$ -	\$ -	\$ 996,196	\$ 1,011,139	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Design HR and Payroll in ERP	N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,083,401	\$ 4,229,304	\$ 2,146,372	\$ -	\$ -	\$ -	\$ -	\$ -	
Add HR and Payroll Data to Info Warehouse	N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,083,401	\$ 4,229,304	\$ 2,146,372	\$ -	\$ -	\$ -	\$ -	\$ -	
Pilot HR and Payroll in ERP	N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,073,186	\$ 1,089,284	\$ -	\$ -	\$ -	\$ -	
Roll out HR and Payroll to Agencies	N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,089,284	\$ 1,105,623	\$ -	\$ -	\$ -	
FFMIS System Integration	N/A		\$ -	\$ -	\$ -	\$ -	\$ 498,098	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
People First Liaison	N/A		\$ -	\$ -	\$ 483,485	\$ 490,737	\$ 498,098	\$ 505,569	\$ 513,153	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
MFMP Liaison	N/A		\$ -	\$ -	\$ 483,485	\$ 490,737	\$ 498,098	\$ 505,569	\$ 513,153	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
LAS / PBS Liaison	N/A		\$ -	\$ -	\$ 483,485	\$ 490,737	\$ 498,098	\$ 505,569	\$ 513,153	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Testing and Quality Assurance	N/A		\$ -	\$ -	\$ 2,900,908	\$ 4,907,369	\$ 4,980,979	\$ 3,033,416	\$ 3,078,918	\$ 3,125,101	\$ 3,171,978	\$ 3,219,557	\$ 3,267,851	\$ 1,382,794	\$ -	\$ -	\$ -	
Organizational Change Management	N/A		\$ -	\$ -	\$ 3,867,877	\$ 3,925,895	\$ 3,984,783	\$ 4,044,555	\$ 4,105,223	\$ 4,166,802	\$ 4,229,304	\$ 4,292,743	\$ 4,357,134	\$ 2,211,246	\$ -	\$ -	\$ -	
Workforce Transition	N/A		\$ -	\$ -	\$ 966,969	\$ 981,474	\$ 996,196	\$ 1,011,139	\$ 1,026,306	\$ 1,041,700	\$ 1,057,326	\$ 1,073,186	\$ 1,089,284	\$ 552,811	\$ -	\$ -	\$ -	
Project Team Training	Implement - Internal		\$ -	\$ -	\$ 367,790	\$ 407,815	\$ 108,259	\$ 103,419	\$ 75,448	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
End User Training (DDI P1) (Trainers and Consultants)	N/A		\$ -	\$ -	\$ -	\$ -	\$ 1,992,392	\$ 2,694,503	\$ 2,734,920	\$ 2,775,944	\$ 1,408,792	\$ 1,429,924	\$ 2,902,745	\$ 1,473,143	\$ -	\$ -	\$ -	
SUBTOTAL	N/A		\$ -	\$ -	\$ 29,135,124	\$ 32,305,711	\$ 33,978,917	\$ 26,054,114	\$ 20,257,567	\$ 23,089,103	\$ 23,348,305	\$ 17,527,711	\$ 15,974,148	\$ 7,831,240	\$ -	\$ -	\$ -	
Requirements Gathering and Strategic Planning: Internal Resources	Implement - Internal		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 351,466	\$ 356,738	\$ -	\$ -	\$ -	\$ -	\$ -	
Requirements Gathering and Strategic Planning: Consultants	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,499,587	\$ 1,522,081	\$ -	\$ -	\$ -	\$ -	\$ -	
Requirements Gathering and Strategic Planning: Project Managers	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 263,599	\$ 267,553	\$ -	\$ -	\$ -	\$ -	\$ -	
Implement and Test Enhanced Functionality within ERP: Internal Resources	Implement - Internal		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 713,475	\$ 724,177	\$ -	\$ -	\$ -	\$ -	
Implement and Test Enhanced Functionality within ERP: Consultants	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,044,161	\$ 3,089,824	\$ -	\$ -	\$ -	\$ -	
Implement and Test Enhanced Functionality within ERP: Project Managers	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 535,107	\$ 543,133	\$ -	\$ -	\$ -	\$ -	
Roll-Out Enhanced Functionality: Internal Resources	Implement - Internal		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 362,089	\$ 367,520	\$ -	\$ -	\$ -	
Roll-Out Enhanced Functionality: Consultants	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,544,912	\$ 1,568,086	\$ -	\$ -	\$ -	
Roll-Out Enhanced Functionality: Project Managers	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 271,567	\$ 275,640	\$ -	\$ -	\$ -	
Project Management Office (PMO): Internal Resources	Implement - Internal		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 178,369	\$ 181,044	\$ 183,760	\$ -	\$ -	\$ -	
Project Management Office (PMO): Consultants	Implement - External		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 761,040	\$ 772,456	\$ 784,043	\$ -	\$ -	\$ -	
Project Management Office (PMO): Project Managers	Implement - External		\$ -	\$ -	\$ -	\$ -	\$											

	Implement / Support / Upgrade	Inflation Rate	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Ongoing System Support	Hardware, Data Center Facilities and Other Equipment Purchases	Maintain - ERP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,750,000	\$ -	\$ -	\$ -	\$ 3,750,000	\$ -	\$ -	\$ -	\$ 3,750,000
	Hardware, Data Center Facilities and Other Equipment Maintenance	Maintain - ERP	\$ -	\$ -	\$ 808,800	\$ 58,800	\$ 58,800	\$ 58,800	\$ 58,800	\$ 808,800	\$ 58,800	\$ 58,800	\$ 808,800	\$ 58,800	\$ 294,000	\$ 294,000	\$ 1,044,000
	FLAIR Operational Support	Maintain - FLAIR	\$ 4,758,000	\$ 4,829,370	\$ 4,901,811	\$ 4,975,338	\$ 5,049,968	\$ 5,124,598	\$ 5,200,228	\$ 5,276,858	\$ 5,353,488	\$ 5,430,118	\$ 5,506,748	\$ 5,583,378	\$ 5,660,008	\$ 5,736,638	\$ 5,813,268
	FLAIR Technical Support	Maintain - FLAIR	\$ 7,878,000	\$ 7,996,170	\$ 8,116,113	\$ 8,237,854	\$ 8,361,422	\$ 8,486,813	\$ 8,613,833	\$ 8,742,393	\$ 8,872,503	\$ 9,004,163	\$ 9,137,373	\$ 9,272,133	\$ 9,408,443	\$ 9,546,253	\$ 9,685,663
	CMS Operational Support	Maintain - FLAIR	\$ 234,000	\$ 237,510	\$ 241,073	\$ 244,689	\$ 248,359	\$ 252,084	\$ 255,864	\$ 259,699	\$ 263,589	\$ 267,534	\$ 271,534	\$ 275,589	\$ 279,699	\$ 283,864	\$ 288,084
	FLAIR Infrastructure Support / Other Expenditures	Maintain - FLAIR	\$ 4,000,000	\$ 4,060,000	\$ 4,120,900	\$ 4,182,714	\$ 4,245,454	\$ 4,309,136	\$ 4,373,773	\$ 4,439,380	\$ 4,505,970	\$ 4,573,560	\$ 4,642,163	\$ 4,711,796	\$ 4,782,473	\$ 4,854,210	\$ 4,927,023
	ERP Operational Support	Maintain - ERP	\$ -	\$ -	\$ -	\$ -	\$ 1,572,941	\$ 3,299,505	\$ 4,969,481	\$ 6,688,813	\$ 8,458,145	\$ 10,277,477	\$ 12,146,809	\$ 14,066,141	\$ 16,035,473	\$ 18,054,805	\$ 20,124,137
	ERP Technical Support	Maintain - ERP	\$ -	\$ -	\$ 2,544,656	\$ 5,268,964	\$ 7,969,567	\$ 10,750,002	\$ 13,610,437	\$ 16,550,872	\$ 19,571,307	\$ 22,671,742	\$ 25,852,177	\$ 29,112,612	\$ 32,453,047	\$ 35,863,482	\$ 39,343,917
	ERP CMS Operational Support	Maintain - ERP	\$ -	\$ -	\$ 103,313	\$ 314,588	\$ 531,863	\$ 757,138	\$ 990,413	\$ 1,230,688	\$ 1,477,963	\$ 1,732,238	\$ 1,993,513	\$ 2,261,788	\$ 2,537,063	\$ 2,819,338	\$ 3,108,613
	End-User Training (Employee Time)	Maintain - ERP	\$ -	\$ -	\$ -	\$ -	\$ 636,818	\$ 1,228,104	\$ 1,836,985	\$ 2,463,856	\$ 3,109,120	\$ 3,772,984	\$ 4,453,848	\$ 5,151,712	\$ 5,866,576	\$ 6,598,440	\$ 7,347,304
SUBTOTAL	N/A		\$ 16,870,000	\$ 17,123,050	\$ 24,956,038	\$ 27,254,385	\$ 32,929,441	\$ 34,633,951	\$ 37,330,691	\$ 31,043,403	\$ 29,139,092	\$ 29,551,648	\$ 36,118,359	\$ 33,716,072	\$ 34,358,760	\$ 34,772,360	\$ 39,692,164
Baselines	FLAIR Operational Support Baseline	N/A	\$ 4,758,000	\$ 4,758,000	\$ 4,758,000	\$ 4,758,000	\$ 4,758,000	\$ 4,758,000	\$ 4,758,000	\$ 4,758,000	\$ 4,758,000	\$ 4,758,000	\$ 4,758,000	\$ 4,758,000	\$ 4,758,000	\$ 4,758,000	\$ 4,758,000
	FLAIR Technical Support Baseline	N/A	\$ 7,878,000	\$ 7,878,000	\$ 7,878,000	\$ 7,878,000	\$ 7,878,000	\$ 7,878,000	\$ 7,878,000	\$ 7,878,000	\$ 7,878,000	\$ 7,878,000	\$ 7,878,000	\$ 7,878,000	\$ 7,878,000	\$ 7,878,000	\$ 7,878,000
	CMS Operational Support Baseline	N/A	\$ 234,000	\$ 234,000	\$ 234,000	\$ 234,000	\$ 234,000	\$ 234,000	\$ 234,000	\$ 234,000	\$ 234,000	\$ 234,000	\$ 234,000	\$ 234,000	\$ 234,000	\$ 234,000	\$ 234,000
	FLAIR Infrastructure Support / Other Expenditures Baseline	N/A	\$ 4,000,000	\$ 4,060,000	\$ 4,120,900	\$ 4,182,714	\$ 4,245,454	\$ 4,309,136	\$ 4,373,773	\$ 4,439,380	\$ 4,505,970	\$ 4,573,560	\$ 4,642,163	\$ 4,711,796	\$ 4,782,473	\$ 4,854,210	\$ 4,927,023
SUBTOTAL	N/A		\$ 16,870,000	\$ 16,930,000	\$ 16,990,900	\$ 17,052,714	\$ 17,115,454	\$ 17,179,136	\$ 17,243,773	\$ 17,309,380	\$ 17,375,970	\$ 17,443,560	\$ 17,512,163	\$ 17,581,796	\$ 17,652,473	\$ 17,724,210	\$ 17,797,023

																			15 Year Total Cost
TOTAL			\$ 24,357,570	\$ 27,955,711	\$ 59,550,028	\$ 61,239,026	\$ 84,336,688	\$ 79,643,044	\$ 73,151,180	\$ 69,860,571	\$ 71,804,353	\$ 62,638,902	\$ 75,999,297	\$ 57,018,821	\$ 41,281,559	\$ 34,772,360	\$ 39,692,164	\$ 863,301,273	
Cumulative Costs			\$ 24,357,570	\$ 52,313,281	\$ 111,863,309	\$ 173,102,335	\$ 257,439,023	\$ 337,082,067	\$ 410,233,247	\$ 480,093,818	\$ 551,898,171	\$ 614,537,073	\$ 690,536,370	\$ 747,555,191	\$ 788,836,749	\$ 823,609,109	\$ 863,301,273	\$ 863,301,273	
Implement - Other			\$ 330,745	\$ 353,192	\$ 545,866	\$ 1,678,931	\$ 17,428,329	\$ 15,921,563	\$ 15,562,922	\$ 15,728,065	\$ 15,793,512	\$ 14,314,245	\$ 9,566,567	\$ 9,208,355	\$ 189,556	\$ -	\$ -	\$ 108,651,849	
Implement - External			\$ 5,967,325	\$ 8,737,729	\$ 23,986,059	\$ 26,596,307	\$ 28,241,186	\$ 21,077,062	\$ 16,258,845	\$ 18,674,140	\$ 21,819,429	\$ 22,370,425	\$ 20,889,503	\$ 11,062,354	\$ -	\$ -	\$ -	\$ 225,680,363	
Implement - Internal			\$ 1,189,500	\$ 1,741,740	\$ 5,149,065	\$ 5,709,404	\$ 5,737,731	\$ 4,977,052	\$ 3,998,722	\$ 4,414,963	\$ 5,052,319	\$ 5,529,434	\$ 5,612,375	\$ 3,032,041	\$ -	\$ -	\$ -	\$ 52,144,346	
Implement - Total			\$ 7,487,570	\$ 10,832,661	\$ 34,593,990	\$ 33,984,642	\$ 51,407,247	\$ 41,975,676	\$ 35,820,489	\$ 38,817,168	\$ 42,665,261	\$ 29,331,104	\$ 36,068,445	\$ 23,302,749	\$ 189,556	\$ -	\$ -	\$ 386,476,558	
Maintain - FLAIR			\$ 16,870,000	\$ 17,123,050	\$ 17,379,896	\$ 17,640,594	\$ 17,480,658	\$ 13,396,027	\$ 8,482,933	\$ 3,506,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 111,879,157	
Maintain - ERP			\$ -	\$ -	\$ 7,576,142	\$ 9,613,791	\$ 15,448,784	\$ 21,237,924	\$ 28,847,758	\$ 27,537,403	\$ 29,139,092	\$ 29,551,648	\$ 36,118,359	\$ 33,716,072	\$ 34,358,760	\$ 34,772,360	\$ 39,692,164	\$ 347,610,255	
Maintain - ERP w/ Upgrades			\$ -	\$ -	\$ 7,576,142	\$ 9,613,791	\$ 15,448,784	\$ 24,271,341	\$ 28,847,758	\$ 27,537,403	\$ 29,139,092	\$ 33,307,798	\$ 39,930,852	\$ 33,716,072	\$ 41,092,003	\$ 34,772,360	\$ 39,692,164	\$ 364,945,558	
Upgrades			\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,033,416	\$ -	\$ -	\$ -	\$ 3,756,150	\$ 3,812,493	\$ -	\$ 6,733,243	\$ -	\$ -	\$ 17,335,303	
Baseline Expenditures (i.e. Maintain FLAIR w/ inflation)		0.015	\$ 16,870,000	\$ 17,123,050	\$ 17,379,896	\$ 17,640,594	\$ 17,905,203	\$ 18,173,781	\$ 18,446,388	\$ 18,723,084	\$ 19,003,930	\$ 19,288,989	\$ 19,578,324	\$ 19,871,999	\$ 20,170,079	\$ 20,472,630	\$ 20,779,719	\$ 281,427,664	
Additional Required Expenditures for Project			\$ 7,487,570	\$ 10,832,661	\$ 42,170,132	\$ 43,598,432	\$ 66,431,485	\$ 61,469,263	\$ 54,704,792	\$ 51,137,487	\$ 52,800,423	\$ 43,349,913	\$ 56,420,973	\$ 37,146,822	\$ 21,111,480	\$ 14,299,730	\$ 18,912,445	\$ 581,873,609	

NPV Calculations																			
@ 3% Cost of Capital			\$ 23,648,126	\$ 26,350,939	\$ 54,496,711	\$ 54,410,082	\$ 72,749,568	\$ 66,699,795	\$ 59,478,603	\$ 55,148,580	\$ 55,032,058	\$ 46,609,226	\$ 54,903,509	\$ 39,991,854	\$ 28,110,733	\$ 22,988,626	\$ 25,476,890	\$ 514,623,688	
@ 5% Cost of Capital			\$ 23,197,686	\$ 25,356,654	\$ 51,441,553	\$ 50,381,499	\$ 66,080,002	\$ 59,430,865	\$ 51,987,178	\$ 47,284,384	\$ 46,285,726	\$ 38,454,852	\$ 44,435,215	\$ 31,750,213	\$ 21,892,492	\$ 17,562,405	\$ 19,092,610	\$ 459,900,399	
@ 8% Cost of Capital			\$ 22,553,306	\$ 23,967,516	\$ 47,272,732	\$ 45,012,513	\$ 57,398,133	\$ 50,188,627	\$ 42,683,011	\$ 37,743,493	\$ 35,920,053	\$ 29,013,932	\$ 32,594,796	\$ 22,642,958	\$ 15,179,143	\$ 11,838,634	\$ 12,512,625	\$ 391,753,315	
@ 10% Cost of Capital			\$ 22,143,246	\$ 23,103,893	\$ 44,740,817	\$ 41,827,079	\$ 52,366,448	\$ 44,956,422	\$ 37,538,122	\$ 32,590,472	\$ 30,452,055	\$ 24,150,008	\$ 26,637,290	\$ 18,167,954	\$ 11,957,797	\$ 9,156,649	\$ 9,501,988	\$ 353,868,562	
@ 12% Cost of Capital			\$ 21,747,831	\$ 22,286,122	\$ 42,386,533	\$ 38,918,508	\$ 47,854,902	\$ 40,349,645	\$ 33,089,879	\$ 28,215,513	\$ 25,893,370	\$ 20,168,050	\$ 21,847,982	\$ 14,635,311	\$ 9,460,668	\$ 7,115,114	\$ 7,251,610	\$ 320,910,351	

