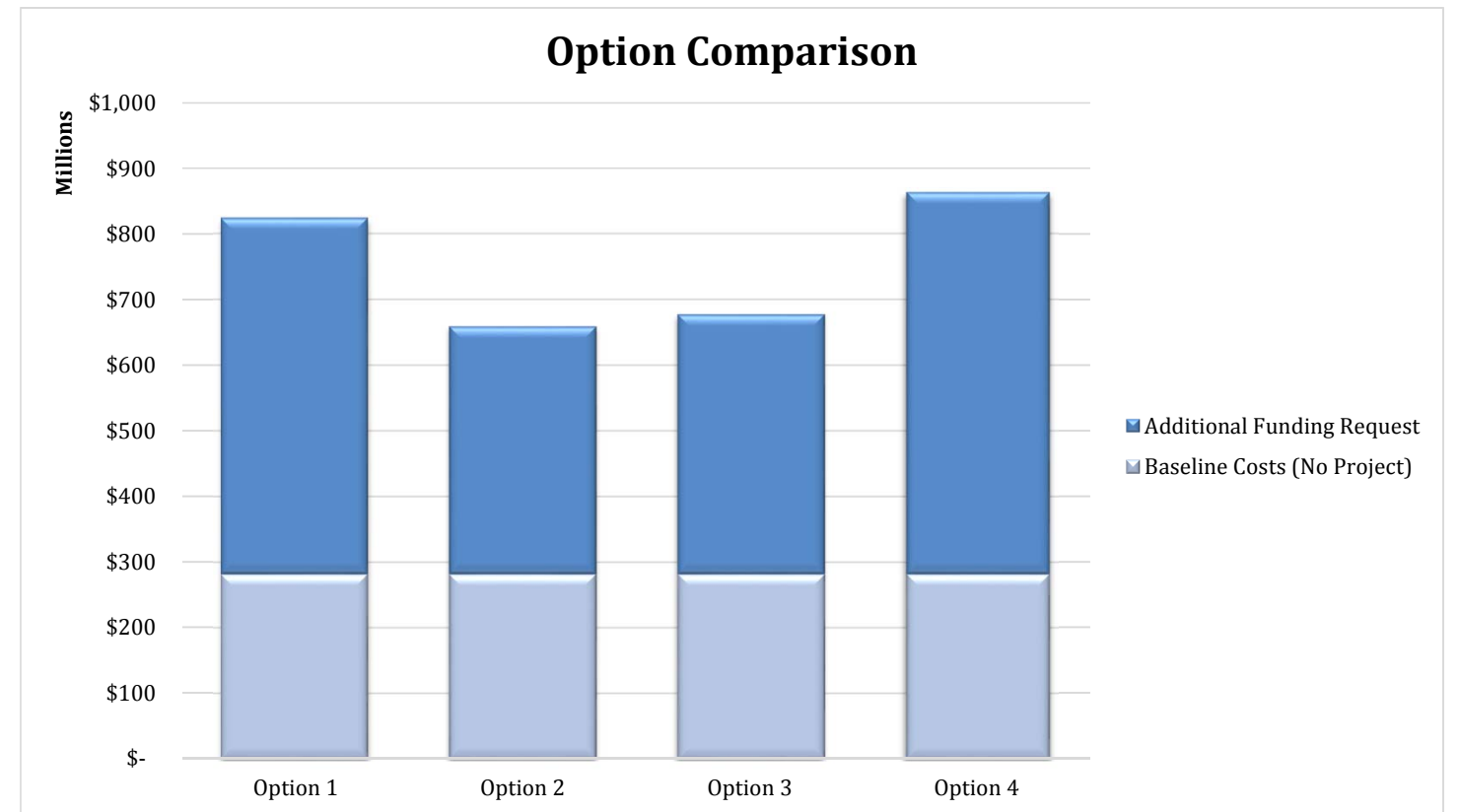
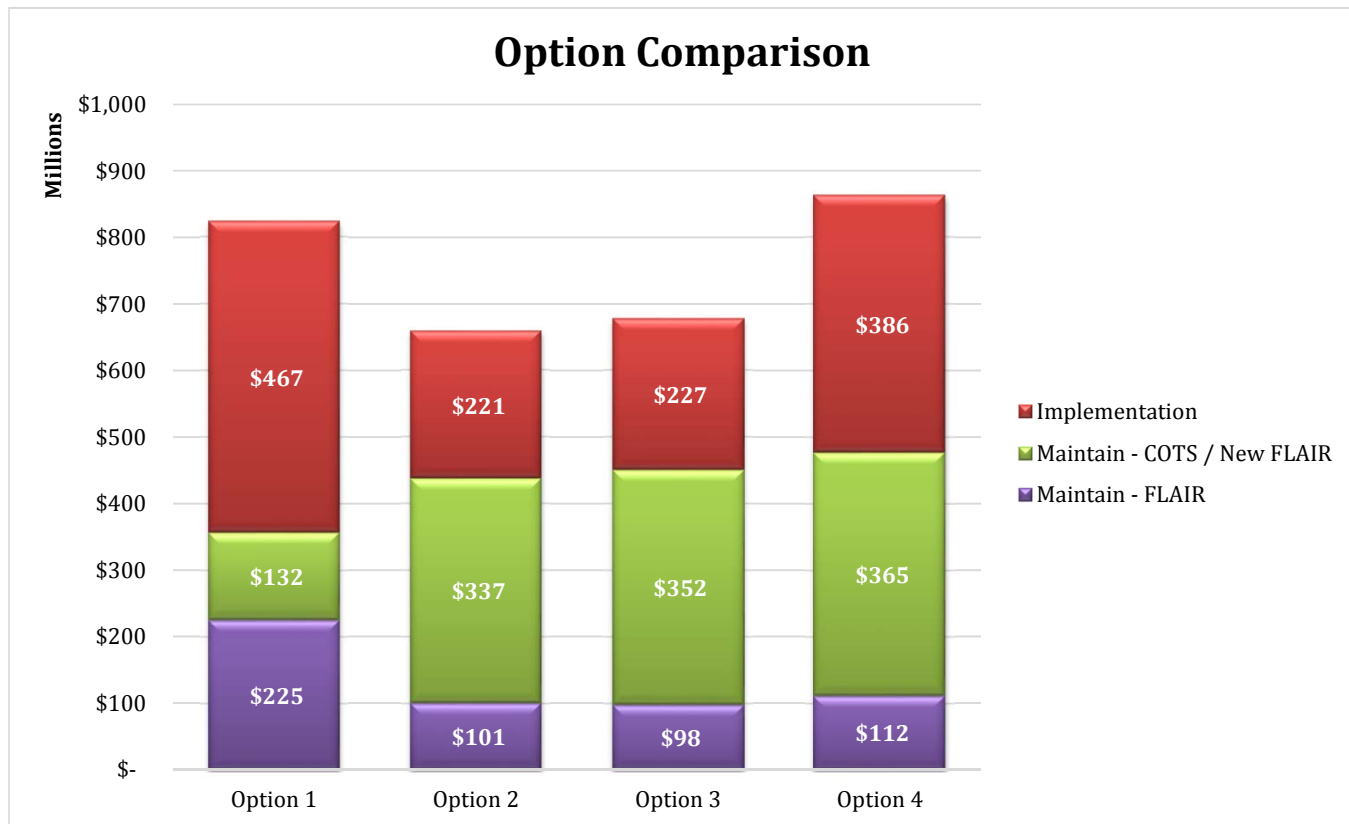


	Option 1	Option 2	Option 3	Option 4
<b>Total Cost of Ownership</b>	<b>\$ 824,025,061</b>	<b>\$ 658,549,675</b>	<b>\$ 677,155,551</b>	<b>\$ 863,301,273</b>
<b>Implement - Total</b>	\$ 467,425,719	\$ 221,150,075	\$ 226,683,824	\$ 386,476,558
<b>Maintain - FLAIR</b>	\$ 225,067,484	\$ 100,776,944	\$ 98,416,336	\$ 111,879,157
<b>Maintain - New System</b>	\$ 131,531,857	\$ 336,622,655	\$ 352,055,390	\$ 364,945,558
<b>Baseline Costs (No Project)</b>	\$ 281,427,664	\$ 281,427,664	\$ 281,427,664	\$ 281,427,664
<b>Additional Funding Request</b>	\$ 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	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	\$ 1,818
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
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
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
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
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
Facilities Space: Internal Resources Cost		0.015	\$ 344	\$ 349	\$ 354	\$ 360	\$ 365	\$ 371	\$ 376	\$ 382	\$ 388	\$ 393	\$ 399	\$ 405	\$ 411	\$ 417
FLAIR System Users	N/A		0	0	0	0	0	0	0	0	0	2000	4700	8300	9200	9200
New FLAIR System Users (New)			0	0	0	0	0	0	0	0	0	2000	2700	3600	900	0
FLAIR Operational Support	N/A		61	61	61	61	61	61	61	61	61	61	61	61	0	0
FLAIR Technical Support	N/A		101	101	101	101	101	101	101	101	101	101	101	101	0	0
CMS Operational Support			3	3	3	3	3	3	3	3	3	3	3	3	0	0
Total Support Resources - Existing Systems			165	165	165	165	165	165	165	165	165	165	165	165	3	0
New FLAIR Operational Support	N/A		0	0	0	0	0	0	0	0	0	31	49	55	61	61
New FLAIR Technical Support	N/A		0	0	0	0	0	0	0	0	0	31	81	91	101	101
New CMS Operational Support			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
Internal Project Team (Person Years)	N/A		15	23	41	41	66	67	67	75	84	107	91	91	46	18
External Project Team (Person Years)	N/A		15	23	41	41	66	67	67	75	84	99	83	83	42	18
External Project Managers (Person Years)	N/A		2	3	5	4	8	8	8	9	11	12	10	10	5	2
Total Implementation Effort (Person Years)			32	49	87	86	140	142	142	159	179	218	184	184	93	38
Total Internal Resources (Roles)			23	26	41	41	91	67	67	75	87	129	97	91	75	20
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
Total Support Team Size			165	165	165	165	165	165	165	165	165	226	295	311	165	165
Support Delta			0	0	0	0	0	0	0	0	0	61	130	146	0	0
Support Delta (New Employees)			0	0	0	0	0	0	0	0	0	61	69	16	0	0
Internal (Not Borrowed)			15	23	41	41	66	67	67	75	84	107	91	91	46	18
Internal (Not Borrowed) - New			15	7	19	0	25	1	0	8	9	23	0	0	0	4
External Total			17	26	46	45	74	75	75	84	95	111	93	93	47	20
External Total - New			17	9	20	0	29	1	0	9	11	16	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
Technical Classes Per Project Team Member Per Year	N/A		4	4	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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
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
Agency Onboarding: Pilot and Updates: Internal Resources	N/A		0.00	0.00	0.00											

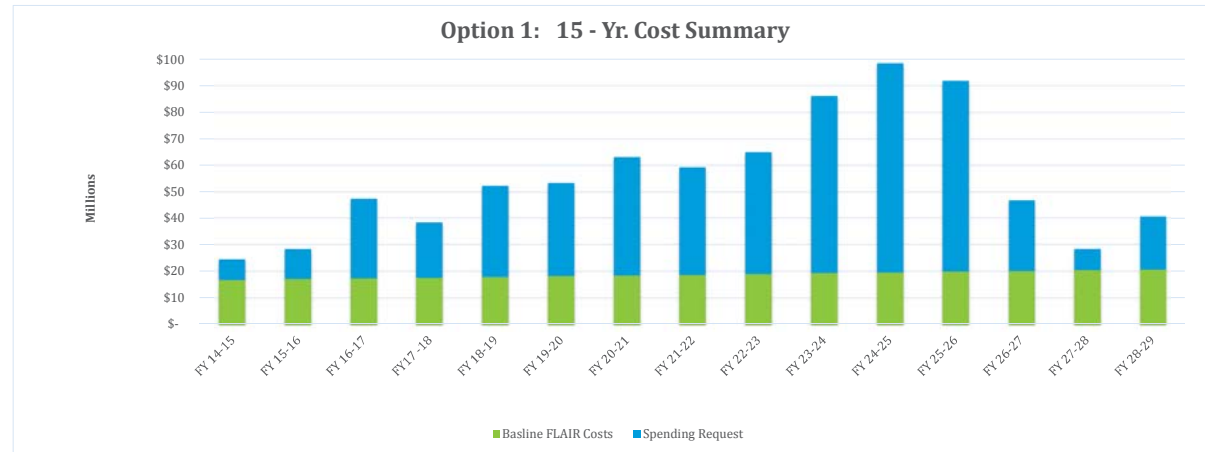
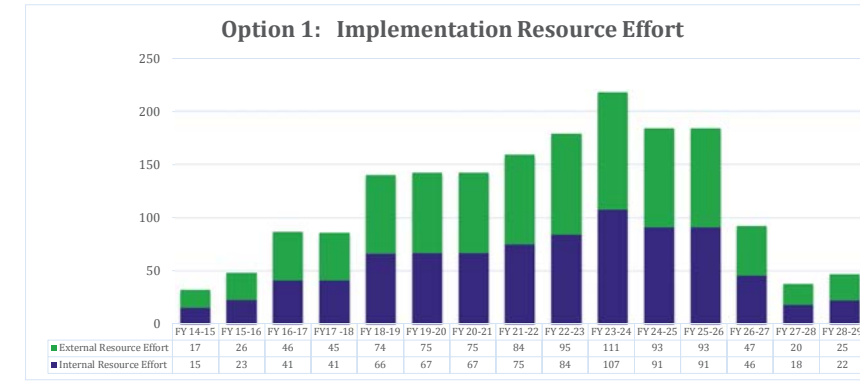
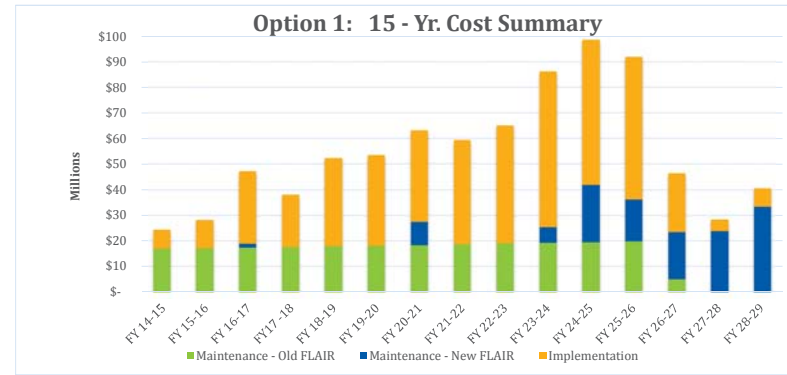


Implement / Support / Upgrade	Inflation Rate	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Project Management Office (PMO): Consultants	N/A	0	0	52	52	52	52	52	52	52	52	52	52	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	52	52	26	0	0	0
Agency Onboarding: Roll-Out: Consultants	N/A	0	0	0	0	0	0	0	0	0	52	52	26	0	0	0
Agency Onboarding: Roll-Out: Project Managers	N/A	0	0	0	0	0	0	0	0	0	52	52	26	0	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	52	52	0	0	0	0	0
Enhance FLAIR Payroll: Tech Build: Consultants	N/A	0	0	0	0	0	0	0	0	52	52	0	0	0	0	0
Enhance FLAIR Payroll: Tech Build: Project Managers	N/A	0	0	0	0	0	0	0	0	52	52	0	0	0	0	0
Enhance FLAIR Payroll: Functional Build: Internal Resources	N/A	0	0	0	0	0	0	0	0	52	52	0	0	0	0	0
Enhance FLAIR Payroll: Functional Build: Consultants	N/A	0	0	0	0	0	0	0	0	52	52	0	0	0	0	0
Enhance FLAIR Payroll: Functional Build: Project Managers	N/A	0	0	0	0	0	0	0	0	52	52	0	0	0	0	0
Enhance FLAIR Payroll: Pilot and Updates: Internal Resources	N/A	0	0	0	0	0	0	0	0	0	52	52	0	0	0	0
Enhance FLAIR Payroll: Pilot and Updates: Consultants	N/A	0	0	0	0	0	0	0	0	0	52	52	0	0	0	0
Enhance FLAIR Payroll: Pilot and Updates: Project Managers	N/A	0	0	0	0	0	0	0	0	0	52	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	0	52	52	52	52
Enhance Upgraded FLAIR: Tech Build: Consultants	N/A	0	0	0	0	0	0	0	0	0	0	0	52	52	52	52
Enhance Upgraded FLAIR: Tech Build: Project Managers	N/A	0	0	0	0	0	0	0	0	0	0	0	52	52	52	52
Enhance Upgraded FLAIR: Functional Build: Internal Resources	N/A	0	0	0	0	0	0	0	0	0	0	0	52	52	52	52
Enhance Upgraded FLAIR: Functional Build: Consultants	N/A	0	0	0	0	0	0	0	0	0	0	0	52	52	52	52
Enhance Upgraded FLAIR: Functional Build: Project Managers	N/A	0	0	0	0	0	0	0	0	0	0	0	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	52	52
Enhance Upgraded FLAIR: Pilot and Updates: Consultants	N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	52	52
Enhance Upgraded FLAIR: Pilot and Updates: Project Managers	N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	52	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	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
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	\$ -	\$ -	\$ 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	\$ 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	\$ 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	\$ -	\$ -
CMS Operational Support	Maintenance - Old FLAIR	\$ 234,000	\$ 237,510	\$ 241,073	\$ 244,689	\$ 248,359	\$ 252,084	\$ 255,866	\$ 259,704	\$ 263,599	\$ 267,553	\$ 271,567				

NPV Calculations	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	
@ 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

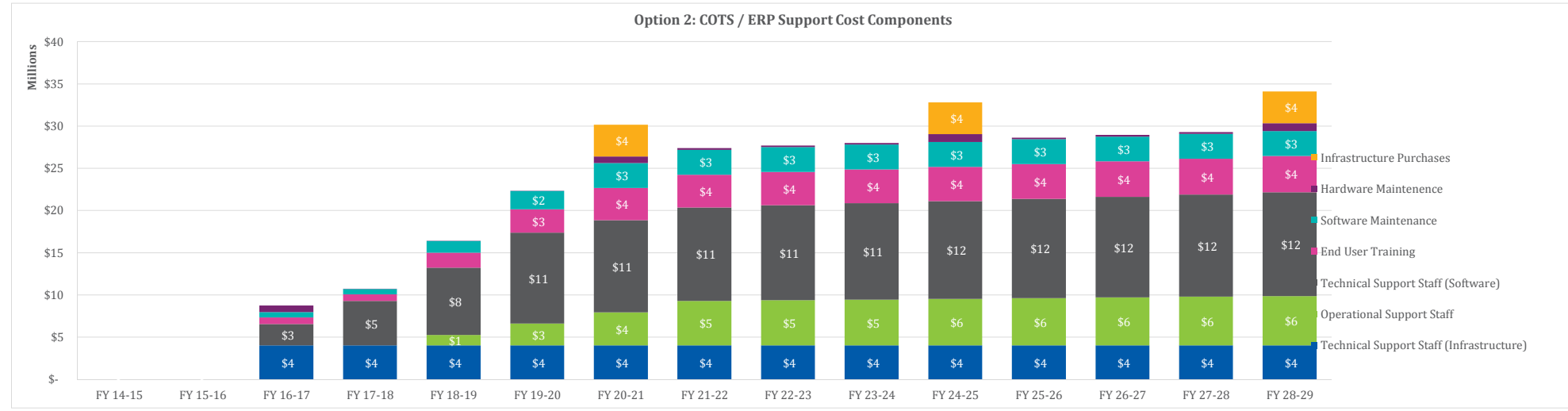
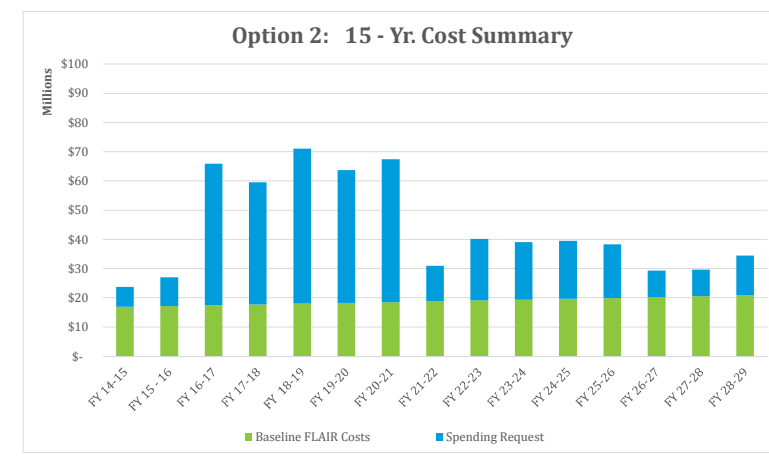
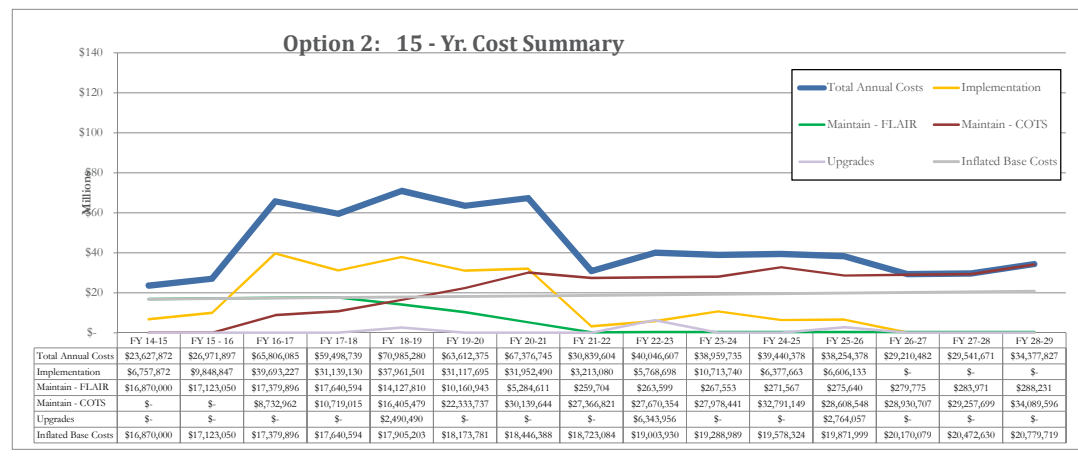
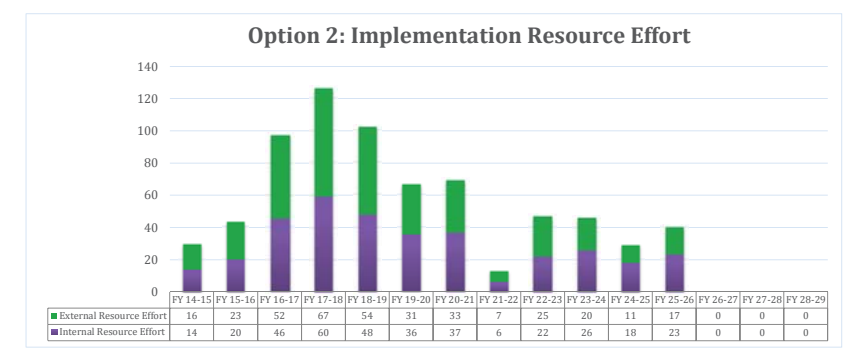
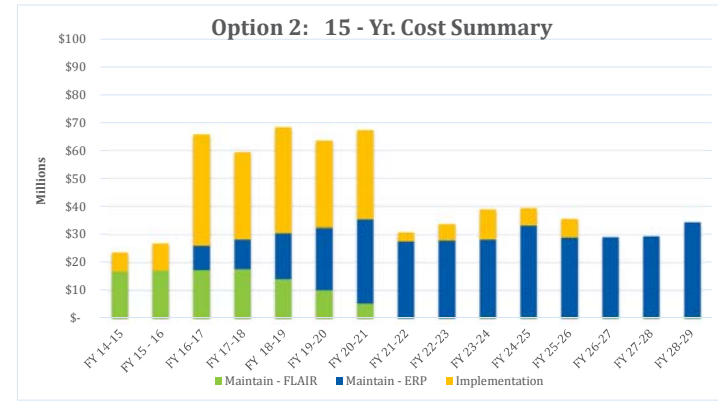
			FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27	FY 27-28	FY 28-29
Implement / Support / Upgrade			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Variables: DI	Implement and Test Enhanced Functionality within ERP: Consultants	N/A	0	0	0	0	0	0	0	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	\$ 489,377.48	\$ 248,359.07	\$ 126,042.23	\$ 127,932.86	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>SUBTOTAL</b>	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	
Implement / Support / Upgrade			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	\$ -	\$ -	\$ -	
	<b>SUBTOTAL</b>	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	\$ -	\$ -	\$ -	
	<b>SUBTOTAL</b>	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	\$ 936,000
	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	\$ 288,231
	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	
	<b>SUBTOTAL</b>	N/A	\$ 16,870,000	\$ 17,123,050	\$ 17,123,858	\$ 17,640,594	\$ 28,359,609	\$ 30,533,289	\$ 32,494,680	\$ 35,424,255	\$ 27,626,524	\$ 27,933,958	\$ 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	\$ 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		N/A	\$ 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	\$ 9,703,772	
CMS Operational Support Baseline		N/A	\$ 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	\$ 288,231	
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	
<b>SUBTOTAL</b>		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
<b>TOTAL</b>			\$ 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
<b>Cumulative Costs</b>			\$ 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
<b>Implement - Other</b>			\$ 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
<b>Implement - External</b>			\$ 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
<b>Implement - Internal</b>			\$ 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
<b>Implement - Total</b>			\$ 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
<b>Maintain - FLAIR</b>			\$ 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
<b>Maintain - ERP</b>			\$ -	\$ -	\$ 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
<b>Maintain - ERP (Including Upgrades)</b>			\$ -	\$ -	\$ 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
<b>Upgrades</b>			\$ -	\$ -	\$ -	\$ -	\$ 2,490,490	\$ -	\$ -	\$ -	\$ 6,343,956	\$ -	\$ -	\$ 2,764,057	\$ -	\$ -	\$ -	\$ 11,598,502
<b>Baseline Expenditures (i.e. Maintain FLAIR w/ inflation)</b>		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
<b>Additional Required Expenditures for Project</b>			\$ 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

																		15 Year Total Cost
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



# Option #3: Replace FLAIR and CMS

		Inflation Rate		Internal	External																
				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	4B Cross Walk	Existing / New?	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
Misc Variables	Internal Rate (Weekly) - FLAIR	N/A	0.015	N/A	N/A	\$ 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	N/A	N/A	\$ 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	
	External Consultant Rate	N/A	0.015	N/A	N/A	\$ 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	
	External Management Rate	N/A	0.015	N/A	N/A	\$ 9,000	\$ 9,135	\$ 9,272	\$ 9,411	\$ 9,552	\$ 9,696	\$ 9,844	\$ 9,999	\$ 10,138	\$ 10,291	\$ 10,445	\$ 10,602	\$ 10,761	\$ 10,922	\$ 11,086	
	Facilities Space: Year One Cost Per Resource	N/A	0.015	N/A	N/A	\$ 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)	N/A	0.015	N/A	N/A	\$ 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	N/A	0.015	N/A	N/A	\$ 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	N/A	0.015	N/A	N/A	\$ 344	\$ 349	\$ 354	\$ 360	\$ 365	\$ 371	\$ 376	\$ 382	\$ 388	\$ 393	\$ 399	\$ 405	\$ 411	\$ 417	\$ 424	
	ERP System Administrators	N/A		N/A	N/A	0	0	140	140	308	476	644	644	644	644	644	644	644	644	644	644
	ERP Admin Delta	N/A		N/A	N/A	0	0	140	140	168	168	168	0	0	0	0	0	0	0	0	0
	ERP System Users	N/A		N/A	N/A	0	0	2000	2000	4400	6800	9200	9200	9200	9200	9200	9200	9200	9200	9200	9200
	ERP System Users (NEW)	N/A		N/A	N/A	0	0	2000	0	2400	2400	2400	0	0	0	0	0	0	0	0	0
	ERP CMS Users	N/A		N/A	N/A	0	0	0	50	410	410	410	410	410	410	410	410	410	410	410	410
	ERP CMS Users Delta	N/A		N/A	N/A	0	0	0	50	360	0	0	0	0	0	0	0	0	0	0	0
	FLAIR Operational Support	N/A		N/A	N/A	61	61	61	61	46	31	16	0	0	0	0	0	0	0	0	0
FLAIR Technical Support	N/A		N/A	N/A	101	101	101	101	76	51	26	0	0	0	0	0	0	0	0	0	
CMS Operational Support	N/A		N/A	N/A	3	3	3	3	3	1	0	0	0	0	0	0	0	0	0	0	
Total Support Resources - Existing Systems	N/A			A-1.b. State FTEs (# FTEs)	Existing	165	165	165	165	125	83	42	0	0	0	0	0	0	0	0	
ERP Operational Support	N/A		N/A	N/A	New	0	0	0	16	31	46	61	61	61	61	61	61	61	61	61	
ERP Technical Support	N/A		N/A	N/A	New	0	0	26	51	76	101	101	101	101	101	101	101	101	101	101	
ERP CMS Operational Support	N/A		N/A	N/A	New	0	0	1	3	3	3	3	3	3	3	3	3	3	3	3	
Total Support Resources - ERP	N/A			A-1.b. State FTEs (# FTEs)	New	0	0	27	52	95	135	150	165	165	165	165	165	165	165	165	
Internal Project Team (Person Years)	N/A		N/A	N/A	N/A	14	20	48	62	50	38	37	6	22	26	18	23	0	0	0	
External Project Team (Person Years)	N/A		N/A	N/A	N/A	14	20	48	62	50	30	29	6	22	18	10	15	0	0	0	
External Project Managers (Person Years)	N/A		N/A	N/A	N/A	2	3	6	8	6	4	1	3	2	1	2	0	0	0	0	
Total Implementation Effort (Person Years)	N/A		N/A	N/A	N/A	30	43	102	132	106	72	70	13	47	46	29	40	0	0	0	
Total Internal Resources (Roles)						18	21	77	114	114	97	70	6	22	26	18	28	0	0	0	
Project Team Members Borrowed From Existing Staff	N/A		N/A	N/A	N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total OPS Resources	N/A			A-2.b. OPS FTEs (# FTEs)	New	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Additional Person Years Required	N/A			A-1.b. State FTEs (# FTEs)	New	14	20	75	114	145	173	187	171	187	191	183	188	165	165	165	
Baseline Support Team Effort (Person Years)	N/A		N/A	N/A	N/A	165	165	165	165	165	165	165	165	165	165	165	165	165	165	165	
Total Support Team Effort (Person Years)	N/A		N/A	N/A	N/A	165	165	192	217	220	218	192	165	165	165	165	165	165	165	165	
Support Delta	N/A		N/A	N/A	N/A	0	0	27	52	55	53	27	0	0	0	0	0	0	0	0	
Support Delta (New Employees)	N/A		N/A	N/A	N/A	0	0	27	25	3	0	0	0	0	0	0	0	0	0	0	
Internal (Not Borrowed)	N/A		N/A	N/A	N/A	14	20	48	62	50	38	37	6	22	26	18	23	0	0	0	
Internal (Not Borrowed) - New	N/A		N/A	N/A	N/A	14	6	28	14	0	0	0	16	4	0	5	0	0	0	0	
External Total	N/A		N/A	N/A	N/A	16	23	54	70	56	34	33	7	25	20	11	17	0	0	0	
External Total - New	N/A		N/A	N/A	N/A	16	7	31	16	0	0	0	18	0	0	6	0	0	0	0	
Technical Training Class Cost	N/A		N/A	N/A	N/A	1500	1545	1591	1639	1688	1739	1791	1845	1900	1957	2016	2076	2139	2203	2269	
Technical Classes Per Project Team Member Per Year	N/A		N/A	N/A	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		N/A	N/A	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	
Weeks of Training Per Non-Technical User Per Year (NEW)	N/A		N/A	N/A	N/A	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	
Average User License: ERP	N/A	0.015	N/A	N/A	N/A	1500	1523	1545	1569	1592	1616	1640	1665	1690	1715	1741	1767	1793	1820	1848	
Average CMS License: ERP	N/A	0.015	N/A	N/A	N/A	800	812	824	837	849	862	875	888	901	915	928	942	956	971	985	
Total Software License Fees	N/A		N/A	N/A	N/A	\$ -	\$ -	\$ 3,090,675	\$ 3,132,502	\$ 7,259,084	\$ 11,137,306	\$ 15,073,702	\$ 15,073,702	\$ 15,073,702	\$ 15,073,702	\$ 15,073,702	\$ 15,073,702	\$ 15,073,702	\$ 15,073,702	\$ 15,073,702	
Organizational Change Management: Internal Resources	N/A		N/A	N/A	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		N/A	N/A	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		N/A	N/A	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		N/A	N/A	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		N/A	N/A	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		N/A	N/A	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		N/A	N/A	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		N/A	N/A	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		N/A	N/A	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		N/A	N/A	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		N/A	N/A	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		N/A	N/A	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		N/A	N/A	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		N/A	N/A	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		N/A	N/A	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		N/A	N/A	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		N/A	N/A	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		N/A	N/A	N/A	0.38	0.38	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	4B Cross Walk	Existing / New?															
Pre-DDI	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	\$ 6,452,875	\$ 9,526,790	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	DDI PI	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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
LAS / PBS 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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
LAS / PBS 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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
LAS / PBS 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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Testing and Quality Assurance: Internal Resources		Implement - Internal	A-1.a. State FTEs (Salaries & Benefits)	New	\$ -	\$ -	\$ 321,430.20	\$ 652,503.31	\$ 331,145.43	\$ 168,056.30	\$ 170,577.15	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Testing and Quality Assurance: Consultants		Implement - External	C-1. Consultant Services	New	\$ -	\$ -	\$ 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	C-1. Consultant Services	New	\$ -	\$ -	\$ 241,072.65	\$ 489,377.48	\$ 248,359.07	\$ 126,042.23	\$ 127,932.86	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Organizational Change Management: Internal Resources		Implement - Internal	A-1.a. State FTEs (Salaries & Benefits)	New	\$ -	\$ -	\$ 482,145.30	\$ 489,3											

					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?																
DDI P2	FFMIS System Integration	N/A	N/A	N/A	\$ -	\$ -	\$ -	\$ 3,925,895	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	MFMP Liaison	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	\$ -	\$ -	\$ 483,485	\$ 490,737	\$ 498,098	\$ 505,569	\$ 513,153	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Testing and Quality Assurance	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	\$ -	\$ -	\$ 2,900,908	\$ 2,944,421	\$ 2,988,587	\$ 1,516,708	\$ 1,539,459	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Workforce Transition	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	\$ -	\$ -	\$ -	\$ -	\$ 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	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	<b>SUBTOTAL</b>	<b>N/A</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ 23,512,800</b>	<b>\$ 30,583,533</b>	<b>\$ 22,498,819</b>	<b>\$ 15,905,385</b>	<b>\$ 15,630,013</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
	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	\$ -	\$ -	
	Project Management Office: Consultants	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 738,713	\$ 749,793	\$ 761,040	\$ 772,456	\$ 784,043	\$ -	\$ -	
	Project Management Office: Project Managers	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 129,852	\$ 131,800	\$ 133,777	\$ 135,783	\$ 137,820	\$ -	\$ -	
	Implement and Test Enhanced Functionality within ERP: Internal Resources	Implement - Internal		A-1.a. State FTEs (Salaries & Benefits)	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 702,931	\$ 713,475	\$ -	\$ -	\$ -	\$ -	\$ -	
Implement and Test Enhanced Functionality within ERP: Consultants	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,999,174	\$ 3,044,161	\$ -	\$ -	\$ -	\$ -	\$ -		
Implement and Test Enhanced Functionality within ERP: Project Managers	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 527,199	\$ 535,107	\$ -	\$ -	\$ -	\$ -	\$ -		
Roll-Out Enhanced Functionality: Internal Resources	Implement - Internal		A-1.a. State FTEs (Salaries & Benefits)	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 356,738	\$ 362,089	\$ 367,520	\$ 372,971	\$ -	\$ -		
Roll-Out Enhanced Functionality: Consultants	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,522,081	\$ 1,544,912	\$ 1,568,086	\$ -	\$ -	\$ -		
Roll-Out Enhanced Functionality: Project Managers	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 267,553	\$ 271,567	\$ 275,640	\$ -	\$ -	\$ -		
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	\$ -	\$ -	\$ -		
End User Training (DDI P2): Consultants	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,522,081	\$ 1,544,912	\$ 1,568,086	\$ -	\$ -	\$ -		
End User Training (DDI P2): Project Managers	Implement - External		C-1. Consultant Services	New	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 267,553	\$ 271,567	\$ 275,640	\$ -	\$ -	\$ -		
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	\$ -	\$ -		
Implement and Test Enhanced Functionality Within ERP	N/A		N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,229,304	\$ 4,292,743	\$ -	\$ -	\$ -	\$ -		
Roll-Out Enhanced Functionality	N/A		N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,146,372	\$ 2,178,567	\$ 2,211,246	\$ -	\$ -		
End User Training (DDI P2) (Trainers and Consultants)	N/A		N/A		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,859,847	\$ 2,902,745	\$ 2,946,286	\$ -	\$ -		
<b>SUBTOTAL</b>	<b>N/A</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,125,101</b>	<b>\$ 5,286,630</b>	<b>\$ 10,372,148</b>	<b>\$ 6,170,596</b>	<b>\$ 6,263,155</b>	<b>\$ -</b>	<b>\$ -</b>		
Upgrades	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	\$ -	\$ -		
	<b>SUBTOTAL</b>	<b>N/A</b>				<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,490,490</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,343,956</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,764,057</b>	<b>\$ -</b>	<b>\$ -</b>	
	Ongoing System Support	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	
		ERP Infrastructure Support / Other Expenditures	Maintain - ERP	C-3. Network / Hosting Services	New	\$ -	\$ -	\$ -	\$ -	\$ 2,122,727	\$ 3,499,018	\$ 4,055,373	\$ 4,573,560	\$ 4,711,796	\$ 4,854,210	\$ 4,927,023	\$ 5,000,928	\$ 5,075,942	\$ -	\$ -
		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		
FLAIR Operational Support		Maintain - FLAIR	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	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	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	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		
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		
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		
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		
<b>SUBTOTAL</b>					<b>\$ 16,870,000</b>	<b>\$ 17,123,050</b>	<b>\$ 22,323,630</b>	<b>\$ 24,478,487</b>	<b>\$ 29,524,705</b>	<b>\$ 33,000,310</b>	<b>\$ 36,798,699</b>	<b>\$ 29,783,010</b>	<b>\$ 30,181,204</b>	<b>\$ 30,585,371</b>	<b>\$ 35,495,600</b>	<b>\$ 31,411,983</b>	<b>\$ 31,834,612</b>	<b>\$ 32,263,580</b>	<b>\$ 37,198,983</b>	
Baselines		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	
		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	\$ 8,874,509	\$ 9,007,626	\$ 9,142,741	\$ 9,279,882	\$ 9,419,080	\$ 9,560,366	
		CMS Operational Support Baseline	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	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		
	<b>SUBTOTAL</b>				<b>\$ 16,870,000</b>	<b>\$ 17,123,050</b>	<b>\$ 17,379,896</b>	<b>\$ 17,640,594</b>	<b>\$ 17,905,203</b>	<b>\$ 18,173,781</b>	<b>\$ 18,446,388</b>	<b>\$ 18,723,084</b>	<b>\$ 19,003,930</b>	<b>\$ 19,288,989</b>	<b>\$ 19,578,324</b>	<b>\$ 19,871,999</b>	<b>\$ 20,170,079</b>	<b>\$ 20,472,630</b>		

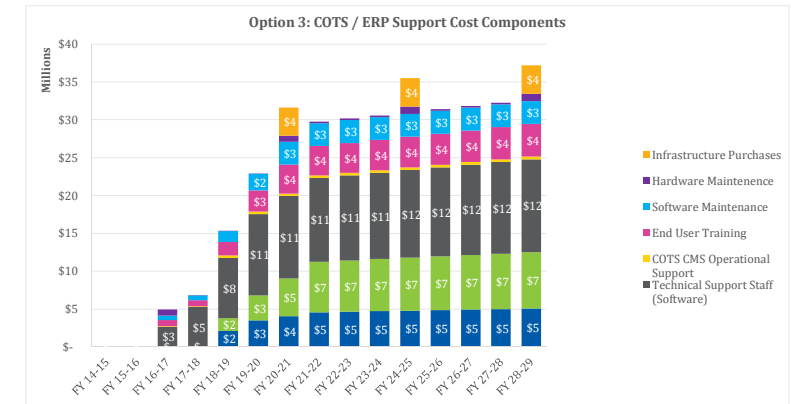
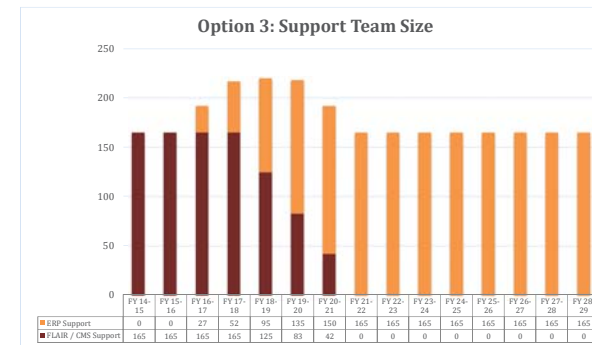
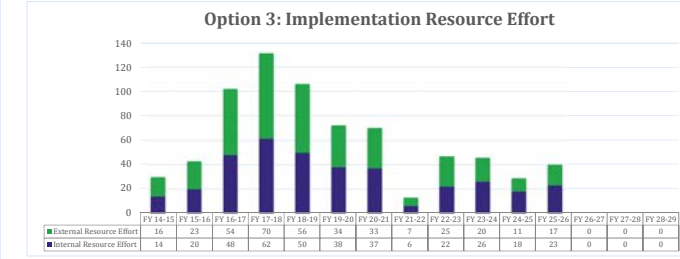
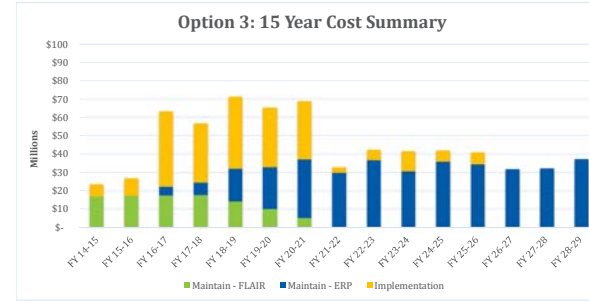
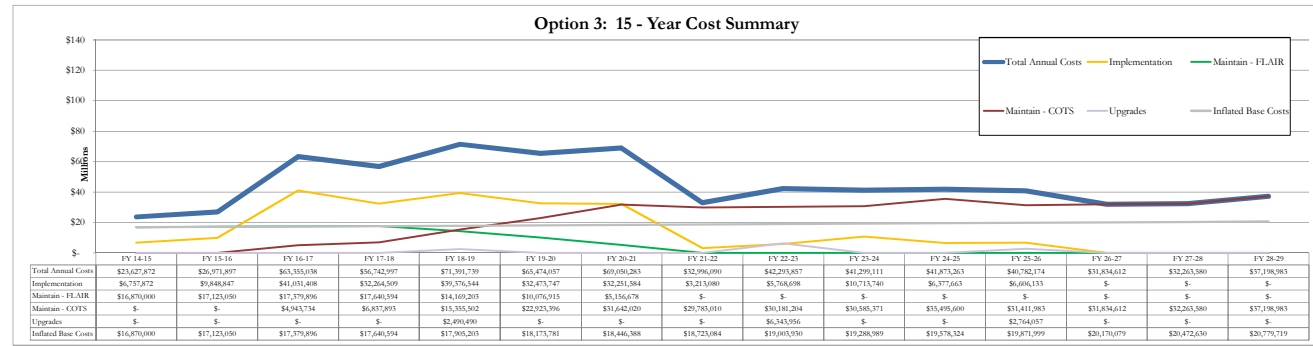
Implement / Support / Upgrade

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





	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	2.00	2.00	2.00	1.25	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	12.00	12.00	12.00	8.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Implement FLAIR in ERP (Central & Departmental) - Technical: Consultants	N/A		0.00	0.00	12.00	12.00	12.00	8.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Implement FLAIR in ERP (Central & Departmental) - Technical: Project Managers	N/A		0.00	0.00	1.50	1.50	1.50	1.00	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	0.00	0.00	0.00	8.00	8.00	8.00	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	0.00	0.00	0.00	8.00	8.00	8.00	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	0.00	0.00	0.00	1.00	1.00	1.00	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
Implement CMS in ERP: Internal Resources	N/A		0.00	0.00	3.00	3.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Implement CMS in ERP: Consultants	N/A		0.00	0.00	3.00	3.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Implement CMS in ERP: Project Managers	N/A		0.00	0.00	0.38	0.38	0.13	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Roll-Out CMS in ERP to Agencies: 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
Roll-Out CMS in ERP to Agencies: 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
Roll-Out CMS in ERP to Agencies: 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
Design HR and Payroll in ERP: Internal Resources	N/A		0.00	0.00	0.00	0.00	0.00	0.00	0.00	8.00	8.00	8.00	0.00	0.00	0.00	0.00	0.00
Design HR and Payroll in ERP: Consultants	N/A		0.00	0.00	0.00	0.00	0.00	0.00	0.00	8.00	8.00	8.00	0.00	0.00	0.00	0.00	0.00
Design HR and Payroll in ERP: Project Managers	N/A		0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Add HR and Payroll Data to Info Warehouse: Internal Resources	N/A		0.00	0.00	0.00	0.00	0.00	0.00	0.00	8.00	8.00	8.00	0.00	0.00	0.00	0.00	0.00
Add HR and Payroll Data to Info Warehouse: Consultants	N/A		0.00	0.00	0.00	0.00	0.00	0.00	0.00	8.00	8.00	8.00	0.00	0.00	0.00	0.00	0.00
Add HR and Payroll Data to Info Warehouse: Project Managers	N/A		0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00	0.00	0.00	0.00	0.00	0.00	0.00
Pilot HR and Payroll in ERP: Internal Resources	N/A		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	4.00	0.00	0.00	0.00	0.00	0.00
Pilot HR and Payroll in ERP: Consultants	N/A		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	4.00	0.00	0.00	0.00	0.00	0.00
Pilot HR and Payroll in ERP: Project Managers	N/A		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.50	0.50	0.00	0.00	0.00	0.00	0.00
Roll out HR and Payroll to Agencies: 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	0.00	0.00	0.00	0.00
Roll out HR and Payroll to Agencies: 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	0.00	0.00	0.00	0.00
Roll out HR and Payroll to Agencies: 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	0.00	0.00	0.00	0.00
FFMIS System Integration: Internal Resources	N/A		0.00	0.00	0.00	0.00	1.00	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	0.00	1.00	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	0.00	0.13	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
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	6.00	10.00	10.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	0.00	0.00	0.00
Testing and Quality Assurance: Consultants	N/A		0.00	0.00	6.00	10.00	10.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	0.00	0.00	0.00
Testing and Quality Assurance: Project Managers	N/A		0.00	0.00	0.75	1.25	1.25	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.00	0.00	0.00
Organizational Change Management: Internal Resources	N/A		0.00	0.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	0.00	0.00	0.00
Organizational Change Management: Consultants	N/A		0.00	0.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	0.00	0.00	0.00
Organizational Change Management: Project Managers	N/A		0.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00	0.00
Workforce Transition: 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
Workforce Transition: 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
Workforce Transition: 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
End User Training (DDI P1): Internal Resources (Trainers)	N/A		0.00	0.00	0.00	0.00	4.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	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	4.00	4.00	4.00	4.00	4.00	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	0.50	0.50	0.50	0.50	0.50	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	0.00	4.00	4.00	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	0.00	4.00	4.00	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	0.00	0.50	0.50	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	0.00	8.00	8.00	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	0.00	8.00	8.00	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	0.00	1.00	1.00	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	0.00	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	0.00	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	0.00	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	0.00	0.00	2.00	2.00	2.00	2.00	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	0.00	0.00	2.00	2.00	2.00	2.00	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	0.00	0.00	0.25	0.25	0.25	0.25	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	12.00	12.00	12.00	12.00	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
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







	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	\$ 808,800	\$ 58,800	\$ 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	\$ 5,275,858	\$ 5,351,488	\$ 5,427,118	\$ 5,502,748	\$ 5,578,378	\$ 5,653,008	\$ 5,728,638	\$ 5,804,268
	FLAIR Technical Support	Maintain - FLAIR	\$ 7,878,000	\$ 7,996,170	\$ 8,116,113	\$ 8,237,854	\$ 8,361,422	\$ 8,486,133	\$ 8,611,894	\$ 8,738,705	\$ 8,866,566	\$ 8,995,477	\$ 9,125,438	\$ 9,256,449	\$ 9,387,510	\$ 9,518,621	\$ 9,649,732
	CMS Operational Support	Maintain - FLAIR	\$ 234,000	\$ 237,510	\$ 241,073	\$ 244,689	\$ 248,359	\$ 252,078	\$ 255,847	\$ 259,666	\$ 263,535	\$ 267,454	\$ 271,423	\$ 275,442	\$ 279,511	\$ 283,630	\$ 287,799
	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	\$ 8,459,245	\$ 10,289,677	\$ 12,179,109	\$ 14,128,541	\$ 16,137,973	\$ 18,207,405	\$ 20,336,837
	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	\$ 25,842,177	\$ 29,082,612	\$ 32,393,047	\$ 35,763,482	\$ 39,193,917
	ERP CMS Operational Support	Maintain - ERP	\$ -	\$ -	\$ 103,313	\$ 314,588	\$ 519,863	\$ 726,138	\$ 932,413	\$ 1,138,688	\$ 1,344,963	\$ 1,551,238	\$ 1,757,513	\$ 1,963,788	\$ 2,170,063	\$ 2,376,338	\$ 2,582,613
	End-User Training (Employee Time)	Maintain - ERP	\$ -	\$ -	\$ -	\$ -	\$ 636,818	\$ 1,228,104	\$ 1,836,985	\$ 2,463,856	\$ 3,109,120	\$ 3,772,984	\$ 4,456,848	\$ 5,160,712	\$ 5,884,576	\$ 6,628,440	\$ 7,392,304
<b>SUBTOTAL</b>	N/A		\$ 16,870,000	\$ 17,123,050	\$ 24,956,038	\$ 27,254,385	\$ 32,929,441	\$ 34,633,951	\$ 37,330,691	\$ 40,027,431	\$ 42,724,171	\$ 45,420,911	\$ 48,117,651	\$ 50,814,391	\$ 53,511,131	\$ 56,207,871	
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	
	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	
	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	
	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	
	<b>SUBTOTAL</b>	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	

			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	15 Year Total Cost
<b>TOTAL</b>			\$ 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
<b>Cumulative Costs</b>			\$ 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
<b>Implement - Other</b>			\$ 330,745	\$ 353,192	\$ 545,866	\$ 1,678,931	\$ 17,428,329	\$ 15,921,563	\$ 15,562,922	\$ 15,728,065	\$ 15,793,512	\$ 1,431,245	\$ 9,566,567	\$ 9,208,355	\$ 189,556	\$ -	\$ -	\$ 108,651,849
<b>Implement - External</b>			\$ 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
<b>Implement - Internal</b>			\$ 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
<b>Implement - Total</b>			\$ 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
<b>Maintain - FLAIR</b>			\$ 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
<b>Maintain - ERP</b>			\$ -	\$ -	\$ 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
<b>Maintain - ERP w/ Upgrades</b>			\$ -	\$ -	\$ 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
<b>Upgrades</b>			\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,033,416	\$ -	\$ -	\$ -	\$ 3,756,150	\$ 3,812,493	\$ -	\$ -	\$ -	\$ -	\$ 17,335,303
<b>Baseline Expenditures (i.e. Maintain FLAIR w/ inflation)</b>		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
<b>Additional Required Expenditures for Project</b>			\$ 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			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	15 Year Total Cost
@ 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

