

Oakland County Department of Information Technology Project Scope and Approach

Project Name: WRC Northstar Replacement Phase 2

Project ID: D52611N2

Leadership Group: Land			
Department: Water Resource Commissioner		Division: Administration	
Project Sponsor: Nancy Basch	Date Requested: 02/02/2022	PM Customer No. 611	
Request Type: <u>New Development</u>			
IT Team Name: Public & Environmental Services		IT Team No: 5	
Project Manager/Leader: Brian Madison Jr.			
Account Number: 37930	Account Description: Water and Sewer – General Admin	Customer Name: Water Resources Commissioner	
Grant Funded? <u>No</u>	Mandate? <u>No</u>	Mandate Source:	

Project Goal

To implement a replacement solution for the utility billing system so that the application is on a standard platform to allow for easier maintenance, seamless integration with Cityworks and Workday, and allow WRC Billing to offer more payment options to their customers.

Business Objective

Replace WRC’s utility billing application with newer technology that can provide a better user experience for their water customers who pay their bills online, and it would be nice to have the ability to add new payment options such as mobile bill payment apps for iOS and Android. The new system will allow for easier upgrades, maintenance, integration with other applications and maintenance, as well as reduce downstream errors in Cityworks and Workday.

Major Deliverables

- Detailed Project Plan
- Implementation Plan
- Cityworks Integration Plan
- PayNearMe Integration Plan
- Test Plan
- User Acceptance Test Plan
- Service Level Agreement
- Disaster Recovery Toolkit
- Service Center Knowledge Documents
- NorthStar Retirement Plan

Approach

- Implement the System
- Complete Coding and Testing of all Interfaces
- Complete Unit Testing
- Complete End User Training

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- Manage the Execution of the User Acceptance Test
- Complete Stress Testing
- Manage Rollout to Production

Research & Analysis

Research Recommendation:

Benefits

See Return on Investment (ROI) Analysis Document

Impact

Number of Users	100+ and Public
Divisions	Water Resources Commissioner's Office
Leadership Groups	Land

Risk

Business Environment Medium – Project will require some changes to the existing business processes.

Technical Environment Medium – Previously implemented technologies with new aspects and/or new requirements.

Assumptions

Staffing IT Staffing: resources will be available for the hours indicated per the attached project plan.

Other Staffing: additional staffing will be available as follows:

<u>Role:</u>	<u>Name</u>	<u>Hours per Day</u>
Project Sponsor:	Nancy Basch	As Needed
Subject Matter Expert	Mike Kasanic	As Needed

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Facilities

- None

Technical

- System will integrate with Cityworks, GIS, PayNearMe, and Workday

Funding

- WRC Funded

Other

- None

Priority

Constraints

- Ability to interface with other county applications like Cityworks, Workday, Crew Scheduler, GIS, PayNearMe System.

Exclusions

- None

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PROJECT PHASE AUTHORIZATION

Phase(s): All	
Total Estimated Application Services	Hours: 3,975
Total Estimated Technical Systems	Hours: 266
Total Estimated CLEMIS	Hours:
Total Estimated Internal Services	Hours:
IT Application Services Division Manager Approval:	Date:
IT Technical Systems Division Manager Approval:	Date:
IT CLEMIS Division Manager Approval:	Date:
IT Internal Services Division Manager Approval:	Date:
IT Management Approval:	
Approved: Yes No	Date:
Reason:	
Project Sponsor Approval:	
Title:	Date:

PROJECT SUMMARY

Authorized Development (see above)	Hours: 4,241
Preliminary Estimated Development for Future Phases	Hours:
Grand Total Estimated Development	Hours: 4,241 Cost: \$699,765

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PROJECT COMPLETION AUTHORIZATION

Customer Acceptance of Product:	
Title:	Date:
Project Office Review:	Date:

WRC Northstar Replacement Phase 2 - Size Estimate (+/- 10% to 50%)

1	Type	ID	Task Name	Estimated	Estimate Notes
2				Hours	
3	Phase	000000	PROJECT MANAGEMENT	1,296	
4	Phase	200000	BUSINESS REQUIREMENTS	336	
5	Phase	300000	DESIGN SYSTEM ARCHITECTURE	266	
6	Phase	400000	IMPLEMENT VENDOR APPLICATION	1,482	
7	Phase	500000	IMPLEMENTATION PHASE	608	
8	Phase	600000	POST IMPLEMENTATION SUPPORT	253	
9				4,241	

Oakland County -- WRC Northstar Replacement Phase 2
Return on Investment Analysis

Project Summary

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
Benefits/Savings:							
Tangible Benefits Subtotal:	119,708	122,102	124,544	127,035	129,576	132,167	755,133
Cost Avoidance Subtotal:	2,433	24,973	2,531	25,982	2,634	27,031	85,584
Costs:							
Development Services Subtotal:	1,236,083	413,747	25,498	60,388	26,269	62,213	1,824,197
Hardware Subtotal:	0	0	0	0	0	0	0
Software Subtotal:	273,000	273,000	273,000	273,000	273,000	273,000	1,638,000
Infrastructure Subtotal:	0	0	0	0	0	0	0
Training Subtotal:	0	0	0	0	0	0	0
Other Subtotal:	0	0	0	0	0	0	0
Annual Statistics:							
Annual Total Savings	122,141	147,075	127,076	153,017	132,209	159,199	840,717
Annual Total Costs	1,509,083	686,747	298,498	333,388	299,269	335,213	3,462,197
Annual Return on Investment	(1,386,941)	(539,672)	(171,422)	(180,371)	(167,059)	(176,015)	(2,621,481)
Annual Costs/Savings Ratio	1235.52%	466.94%	234.90%	217.88%	226.36%	210.56%	
Project Cumulative Statistics:							
Cumulative Total Savings	122,141	269,216	396,292	549,308	681,518	840,717	840,717
Cumulative Total Costs	1,509,083	2,195,829	2,494,328	2,827,715	3,126,984	3,462,197	3,462,197
Cumulative Return on Investment	(1,386,941)	(1,926,613)	(2,098,036)	(2,278,407)	(2,445,466)	(2,621,481)	(2,621,481)
Cumulative Cost/Savings Ratio	1235.52%	815.64%	629.42%	514.78%	458.83%	411.82%	411.82%
Year Positive Payback Achieved							NO PAYBACK
State or Federal Mandate?							
Signatures:							
Benefits Reviewed By Project Sponsor	_____			Date:	_____		
Costs (including IT Resources) Reviewed By Information Technology Project Manager	_____			Date:	_____		

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Savings Detail

Benefit/Savings Description	Project Savings Category	Budget Category/ Funding Source	Unit Desc	Units	Rate per Unit	Total Savings	Annual Multiplier
Reduction in IT Support hours of custom Cityworks integration	Cost Avoidance		HR	12	147.00	1,764	1.02
Reduction in IT effort to execute upgrades of customized solution	Cost Avoidance		HR	150	147.00	22,050	1.02
Reduction in time spent correcting CAMS errors	Cost Avoidance		HR	13	51.47	669	1.02
Allow for easier integration with other applications such as mobile pay for Android and iOS	Intangible Benefit					0	
Allow for easier agent interactions and reduce customer time in telephone queues	Intangible Benefit					0	
Present an easier-to-use payment portal to water and sewer billing customers	Intangible Benefit					0	
Savings from the Software Maintenance cost	Tangible Benefit		ANN	1	119,708	119,708	1.020
						0	
						0	
						0	

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Savings Detail

Benefit/Savings Description	Project Savings Category	Affects Project ROI?						Potential Savings Extensions					
		Y1	Y2	Y3	Y4	Y5	Y6	Y1	Y2	Y3	Y4	Y5	Y6
Reduction in IT Support hours of custom Cityworks integration	Cost Avoidance	x	x	x	x	x	x	1,764.00	1,799.28	1,835.27	1,871.97	1,909.41	1,947.60
Reduction in IT effort to execute upgrades of customized solution	Cost Avoidance		x		x		x		22,491.00		23,399.64		24,344.98
Reduction in time spent correcting CAMS errors	Cost Avoidance	x	x	x	x	x	x	669.11	682.49	696.14	710.06	724.27	738.75
Allow for easier integration with other applications such as mobile pay for Android and iOS	Intangible Benefit												
Allow for easier agent interactions and reduce customer time in telephone queues	Intangible Benefit												
Present an easier-to-use payment portal to water and sewer billing customers	Intangible Benefit												
Savings from the Software Maintenance cost	Tangible Benefit	x	x	x	x	x	x	119,708.00	122,102.16	124,544.20	127,035.09	129,575.79	132,167

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Return on Investment Analysis

Savings Summary

Benefit/Savings Description	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
Tangible Benefit:							
Savings from the Software Maintenance cost	119,708	122,102	124,544	127,035	129,576	132,167	755,133
<i>Tangible Benefits Subtotal:</i>	119,708	122,102	124,544	127,035	129,576	132,167	755,133
Cost Avoidance:							
Reduction in IT Support hours of custom Cityworks integration	1,764	1,799	1,835	1,872	1,909	1,948	11,128
Reduction in time spent correcting CAMS errors	669	682	696	710	724	739	4,221
Reduction in IT effort to execute upgrades of customized solution		22,491		23,400		24,345	70,236
<i>Cost Avoidance Subtotal:</i>	2,433	24,973	2,531	25,982	2,634	27,031	85,584
Intangible Benefit:							
Allow for easier integration with other applications such as mobile pay for Android and iOS							
Allow for easier agent interactions and reduce customer time in telephone queues							
Present an easier-to-use payment portal to water and sewer billing customers							
Savings Total:	122,141	147,075	127,076	153,017	132,209	159,199	840,717

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Return on Investment Analysis

Cost Detail

Cost Description	Project Cost Category	Budget Category/Funding Source	Unit Desc	Units	Rate per Unit	Total Cost	Annual Multiplier	Affects Project ROI?							
								Y1	Y2	Y3	Y4	Y5	Y6		
IT Hours - New Development	Development Svcs		EA	4,241	165	699,765	1.015	x	x						
IT Hours - System Maintenance	Development Svcs		EA	50	165	8,250	1.015		x	x	x	x	x	x	
IT Hours - Customer Support	Development Svcs		EA	100	165	16,500	1.015		x	x	x	x	x	x	
IT Hours - Planned Maintenance	Development Svcs		EA	200	165	33,000	1.015		x		x			x	
User Hours - New Development	Development Svcs					0									
User Hours - PTNE/OT	Development Svcs					0									
Contractor Professional Services	Development Svcs		EA	1		886,200		x							
PC System - Acquisition	Hardware				814	0									
PC System - Maintenance	Hardware				2,304	0									
Notebook - Acquisition	Hardware				1,223	0									
Notebook - Maintenance	Hardware				2,372	0									
Tablet Notebook - Acquisition	Hardware				2,012	0									
Tablet Notebook - Maintenance	Hardware					0									
Laserprinter - Acquisition	Hardware				1,432	0									
Laserprinter - Maintenance	Hardware				1,104	0									
Image Workstations - Acquisition	Hardware					0									
Image Workstations - Maintenance	Hardware				3,496	0									
PC Maintenance User Owned	Hardware				2,304	0									
Printer Maintenance User Owned	Hardware				1,072	0									
File Space (100GB)	Hardware		ANN		173	0									
Internet Bandwidth per MB	Hardware		ANN		750	0									
Package Software - Acquisition	Software		EA	1	450,000	450,000		x							
Package Software - Maintenance	Software		ANN	1	90,000	90,000			x	x	x	x	x	x	
Business Objects Access	Software					0									
Term Emulation SFTW-Acquisition	Software					0									
Term Emulation SFTW-Maintenance	Software					0									
Server - Acquisition/Upgrade	Infrastructure				8,000	0									
Server - Maintenance	Infrastructure				360	0									
Server Sftwre - Acquisition/Upgrade	Infrastructure				335	0									
Server Sftwre - Maintenance	Infrastructure					0									
Server Rack Mount	Infrastructure				400	0									
Oracle Enterprise Per Processor - Includes Year 1 Maintenance	Infrastructure				21,372	0									
Oracle Enterprise Per Processor - Year 2 and Beyond	Infrastructure				3,432	0									

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Cost Detail

Cost Description	Project Cost Category	Budget Category/Funding Source	Unit Desc	Units	Rate per Unit	Total Cost	Annual Multiplier	Affects Project ROI?						
								Y1	Y2	Y3	Y4	Y5	Y6	
SQL Server Enterprise - Per Processor (4 cores) - Purchased Sept 2016-Aug 2017 - Includes Maintenance thru Aug 2019	Infrastructure				24,533	0								
SQL Server Enterprise - Per Processor (4 cores) - Purchased Sept 2017-Aug 2018 - Includes Maintenance thru Aug 2019	Infrastructure				20,759	0								
SQL Server Enterprise - Per Processor (4 cores) - Purchased Sept 2018-Aug 2019 - Includes Maintenance thru Aug 2019	Infrastructure				16,985	0								
SQL Server Enterprise - Maintenance, Per Processor (4 cores) - Sept 2019 and Beyond	Infrastructure				4,218	0								
SQL Server Standard - Per Processor (4 cores) - Purchased Sept 2016-Aug 2017 - Includes Maintenance thru Aug 2019	Infrastructure				6,398	0								
SQL Server Standard - Per Processor (4 cores) - Purchased Sept 2017-Aug 2018 - Includes Maintenance thru Aug 2019	Infrastructure				5,414	0								
SQL Server Standard - Per Processor (4 cores) - Purchased Sept 2018-Aug 2019 - Includes Maintenance thru Aug 2019	Infrastructure				4,429	0								
SQL Server - Standard Maintenance, Per Processor (4 cores) - Sept 2019 and Beyond	Infrastructure				1,100	0								
Websphere Basic Per Processor Single/Dual Core - Includes Year 1 Maintenance	Infrastructure				3,506	0								

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Cost Detail

Cost Description	Project Cost Category	Budget Category/Funding Source	Unit Desc	Units	Rate per Unit	Total Cost	Annual Multiplier	Affects Project ROI?							
								Y1	Y2	Y3	Y4	Y5	Y6		
Websphere Basic Per Processor Single/Dual Core - Year 2 and Beyond	Infrastructure				701	0									
Websphere ND Per Processor Single/Dual Core - Includes Year 1 Maintenance	Infrastructure				13,180	0									
Websphere ND Per Processor Single/Dual Core - Year 2 and Beyond	Infrastructure				2,635	0									
SSL Certificate	Infrastructure				845	0									
Internet Access	Infrastructure				180	0									
Imperva Web Application Firewall (External Web Applications Only)	Infrastructure		ANN		500	0									
App Code Directories on Consolidated IIS Server (Virtual)	Infrastructure		ANN		415	0									
Database (5 GB) on Consolidated SQL Instance Server	Infrastructure		ANN		930	0									
Database Instance (125 GB DB) on Consolidated SQL Server	Infrastructure		ANN		2,395	0									
Database SQL Maint Server	Infrastructure		ANN		834	0									
Database SQL Server Physical	Infrastructure		ANN		19,158	0									
DB Maintenance (Annual Cycle \$610)	Infrastructure		ANN		610	0									
DB Maintenance (Semi-Annual Cycle \$1220)	Infrastructure		ANN		1,220	0									
DB Maintenance (Semi-Annual Cycle \$2440)	Infrastructure		ANN		2,440	0									
Dedicated Virtual Server	Infrastructure		ANN		4,150	0									
DB Instance Setup	Infrastructure				976	0									
DBA MS SQL Database Creation on Existing Instance	Infrastructure				366	0									
Extra Small - 2 Core 8GB RAM, 500GB Drive, 10 GB NIC - Cloud/Virtual = \$601 On Premise Physical Server = N/A	Infrastructure		ANN			0									

Oakland County -- WRC Northstar Replacement Phase 2
Return on Investment Analysis

Cost Detail

Cost Description	Project Cost Category	Budget Category/Funding Source	Unit Desc	Units	Rate per Unit	Total Cost	Annual Multiplier	Affects Project ROI?							
								Y1	Y2	Y3	Y4	Y5	Y6		
Small - 4 Core 16GB RAM, 500GB Drive, 10 GB NIC - Cloud/Virtual = \$951 On Premise Physical Server = \$9,288	Infrastructure		ANN			0									
Medium - 8 Core 32GB RAM, 500GB Drive, 10 GB NIC - Cloud/Virtual = \$1,702 On Premise Physical Server = \$9,751	Infrastructure		ANN			0									
Large - 16 Core 64GB RAM, 500GB Drive, 10 GB NIC - Cloud/Virtual = \$3,167 On Premise Physical Server = \$10,446	Infrastructure		ANN			0									
Extra Large - 40 Core 160GB RAM, 500GB Drive, 10 GB NIC - Cloud/Virtual = \$7,564 On Premise Physical Server = \$12,906	Infrastructure		ANN			0									
Project Staff Training	Training					0									
User Training	Training					0									

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Cost Detail

Cost Description	Project Cost Category	Potential Cost Extensions					
		Y1	Y2	Y3	Y4	Y5	Y6
IT Hours - New Development	Development Svcs	349,882.50	355,130.74				
IT Hours - System Maintenance	Development Svcs		8,373.75	8,499.36	8,626.85	8,756.25	8,887.59
IT Hours - Customer Support	Development Svcs		16,747.50	16,998.71	17,253.69	17,512.50	17,775.19
IT Hours - Planned Maintenance	Development Svcs		33,495.00		34,507.39		35,550.37
User Hours - New Development	Development Svcs						
User Hours - PTNE/OT	Development Svcs						
Contractor Professional Services	Development Svcs	886,200.00					
PC System - Acquisition	Hardware						
PC System - Maintenance	Hardware						
Notebook - Acquisition	Hardware						
Notebook - Maintenance	Hardware						
Tablet Notebook - Acquisition	Hardware						
Tablet Notebook - Maintenance	Hardware						
Laserprinter - Acquisition	Hardware						
Laserprinter - Maintenance	Hardware						
Image Workstations - Acquisition	Hardware						
Image Workstations - Maintenance	Hardware						
PC Maintenance User Owned	Hardware						
Printer Maintenance User Owned	Hardware						
File Space (100GB)	Hardware						
Internet Bandwidth per MB	Hardware						
Package Software - Acquisition	Software	273,000.00					
Package Software - Maintenance	Software		273,000.00	273,000.00	273,000.00	273,000.00	273,000.00
Business Objects Access	Software						
Term Emulation SFTW-Acquisition	Software						
Term Emulation SFTW-Maintenance	Software						
Server - Acquisition/Upgrade	Infrastructure						
Server - Maintenance	Infrastructure						
Server Sftwre - Acquisition/Upgrade	Infrastructure						
Server Sftwre - Maintenance	Infrastructure						
Server Rack Mount	Infrastructure						
Oracle Enterprise Per Processor - Includes Year 1 Maintenance	Infrastructure						
Oracle Enterprise Per Processor - Year 2 and Beyond	Infrastructure						

Oakland County -- WRC Northstar Replacement Phase 2

Return on Investment Analysis

Cost Detail

Cost Description	Project Cost Category	Potential Cost Extensions					
		Y1	Y2	Y3	Y4	Y5	Y6
SQL Server Enterprise - Per Processor (4 cores) - Purchased Sept 2016-Aug 2017 - Includes Maintenance thru Aug 2019	Infrastructure						
SQL Server Enterprise - Per Processor (4 cores) - Purchased Sept 2017-Aug 2018 - Includes Maintenance thru Aug 2019	Infrastructure						
SQL Server Enterprise - Per Processor (4 cores) - Purchased Sept 2018-Aug 2019 - Includes Maintenance thru Aug 2019	Infrastructure						
SQL Server Enterprise - Maintenance, Per Processor (4 cores) - Sept 2019 and Beyond	Infrastructure						
SQL Server Standard - Per Processor (4 cores) - Purchased Sept 2016-Aug 2017 - Includes Maintenance thru Aug 2019	Infrastructure						
SQL Server Standard - Per Processor (4 cores) - Purchased Sept 2017-Aug 2018 - Includes Maintenance thru Aug 2019	Infrastructure						
SQL Server Standard - Per Processor (4 cores) - Purchased Sept 2018-Aug 2019 - Includes Maintenance thru Aug 2019	Infrastructure						
SQL Server - Standard Maintenance, Per Processor (4 cores) - Sept 2019 and Beyond	Infrastructure						
Websphere Basic Per Processor Single/Dual Core - Includes Year 1 Maintenance	Infrastructure						

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Return on Investment Analysis

Cost Detail

Cost Description	Project Cost Category	Potential Cost Extensions					
		Y1	Y2	Y3	Y4	Y5	Y6
Websphere Basic Per Processor Single/Dual Core - Year 2 and Beyond	Infrastructure						
Websphere ND Per Processor Single/Dual Core - Includes Year 1 Maintenance	Infrastructure						
Websphere ND Per Processor Single/Dual Core - Year 2 and Beyond	Infrastructure						
SSL Certificate	Infrastructure						
Internet Access	Infrastructure						
Imperva Web Application Firewall (External Web Applications Only)	Infrastructure						
App Code Directories on Consolidated IIS Server (Virtual)	Infrastructure						
Database (5 GB) on Consolidated SQL Instance Server	Infrastructure						
Database Instance (125 GB DB) on Consolidated SQL Server	Infrastructure						
Database SQL Maint Server	Infrastructure						
Database SQL Server Physical	Infrastructure						
DB Maintenance (Annual Cycle \$610)	Infrastructure						
DB Maintenance (Semi-Annual Cycle \$1220)	Infrastructure						
DB Maintenance (Semi-Annual Cycle \$2440)	Infrastructure						
Dedicated Virtual Server	Infrastructure						
DB Instance Setup	Infrastructure						
DBA MS SQL Database Creation on Existing Instance	Infrastructure						
Extra Small - 2 Core 8GB RAM, 500GB Drive, 10 GB NIC - Cloud/Virtual = \$601 On Premise Physical Server = N/A	Infrastructure						

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Return on Investment Analysis

Cost Detail

Cost Description	Project Cost Category	Potential Cost Extensions					
		Y1	Y2	Y3	Y4	Y5	Y6
Small - 4 Core 16GB RAM, 500GB Drive, 10 GB NIC - Cloud/Virtual = \$951 On Premise Physical Server = \$9,288	Infrastructure						
Medium - 8 Core 32GB RAM, 500GB Drive, 10 GB NIC - Cloud/Virtual = \$1,702 On Premise Physical Server = \$9,751	Infrastructure						
Large - 16 Core 64GB RAM, 500GB Drive, 10 GB NIC - Cloud/Virtual = \$3,167 On Premise Physical Server = \$10,446	Infrastructure						
Extra Large - 40 Core 160GB RAM, 500GB Drive, 10 GB NIC - Cloud/Virtual = \$7,564 On Premise Physical Server = \$12,906	Infrastructure						
Project Staff Training	Training						
User Training	Training						

Oakland County -- WRC Northstar Replacement Phase 2

Return on Investment Analysis

Cost Summary

Cost Description	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
Development Services:							
IT Hours - New Development	349,883	355,131					705,013
IT Hours - System Maintenance		8,374	8,499	8,627	8,756	8,888	43,144
IT Hours - Customer Support		16,748	16,999	17,254	17,512	17,775	86,288
IT Hours - Planned Maintenance		33,495		34,507		35,550	103,553
Contractor Professional Services	886,200						886,200
<i>Development Services Subtotal:</i>	1,236,083	413,747	25,498	60,388	26,269	62,213	1,824,197
Hardware:							
<i>Hardware Subtotal:</i>							
Software:							
Package Software - Acquisition	273,000						273,000
Package Software - Maintenance		273,000	273,000	273,000	273,000	273,000	1,365,000
<i>Software Subtotal:</i>	273,000	273,000	273,000	273,000	273,000	273,000	1,638,000
Infrastructure:							
<i>Infrastructure Subtotal</i>							
Training:							
<i>Training Subtotal:</i>							
Other:							
<i>Other Subtotal:</i>							
Costs Total:	1,509,083	686,747	298,498	333,388	299,269	335,213	3,462,197

