

**Oakland County  
Department of Information Technology  
Project Scope and Approach**

**Project Name: Treasurer Pay Delinquent Pay Current Revision    Project ID: DJ0711TR**

<b>Leadership Group: Land</b>					
<b>Department: Treasurer</b>			<b>Division: General Accounting</b>		
<b>Project Sponsor: Jody DeFoe</b>		<b>Date Requested: 3/2/2020</b>		<b>PM Customer No. 711</b>	
<b>Request Type:</b> <u><i>New Development</i></u> <i>Enhancement</i> <i>Customer Support</i> <i>Planned System Maintenance or Upgrade</i>					
<b>IT Team Name: eCommerce</b>			<b>IT Team No: J</b>		
<b>Project Manager/Leader: Dawn Clark</b>					
<b>Account Number:</b>	44064	<b>Account Description:</b>	TRE-NEW DEVELOPMENT	<b>Customer Name:</b>	TREASURER
<b>Grant Funded?    Yes      <u>No</u></b>			<b>Mandate?                                 Yes                                 <u>No</u></b>		
			<b>Mandate Source:</b>		

**Project Goal**

To simplify the process for taxpayers of Oakland County property to pay their current and delinquent taxes, improve the efficiency of supporting and managing the application, and enable reporting for validation and reconciliation of funds paid with funds received so that taxpayers have a streamlined process for paying tax that is up to marketplace standards, the risk of unintended foreclosures is reduced, and support costs are reduced by having a single application to support.

**Business Objective**

To implement a system that presents a single point of entry for taxpayers of Oakland County property to pay their current and delinquent taxes, improve the efficiency of application support and managements as well as enable reporting for validation and reconciliation of funds paid with funds received.

**Major Deliverables**

- Detailed Project Plan
- Application and/or System Requirements
- End User Hardware and Software Requirements Document
- Technical Design Document
- Technical Architecture Diagram
- Training Plan
- User Acceptance Test Plan
- Implementation Plan
- Training/User Manual(s)
- Application Code

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- Service Level Agreement
- Disaster Recovery Toolkit
- Service Center Knowledge Documents

## **Approach**

- Develop Detailed Project Plan
- Review current business process and conduct needs assessment with customer, ensuring current manual processes are refined and automated.
- Document system requirements
- Determine and document system architecture and diagram
- Assess User Hardware and Software Requirements
- Conduct Tech Review
- Order hardware and software if needed
- Develop Implementation Plan
- Develop new system
- Develop User Acceptance Test Plan
- Test new system
- Acquire User Acceptance Sign off
- Conduct Change Control
- Develop User Documentation, SLA, Disaster Recovery Toolkit, Service Center Knowledge Documents
- Train users on new system
- Release new system into production

## **Research & Analysis**

### **Gartner Research Recommendation**

Research Conducted – Nothing Found.

## **Benefits**

***See Return on Investment (ROI) Analysis Document***

## **Impact**

**Number of Users**                      General Public and 10 staff

**Divisions**                                Treasurer – Admin

**Leadership Groups**                    Land

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**Risk**

**Business Environment**      Medium – Project requires some changes to existing business processes.

**Technical Environment**      Low – Proven or previously implemented technologies.

**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:

<b><u>Role:</u></b>	<b><u>Name</u></b>	<b><u>Hours per Day</u></b>
Project Sponsor:	Jody DeFoe	As needed
Chief Tax Administration	Laura Schmitt	As needed
Delinquent Tax Supervisor	Christy Howard	As needed
Cash Accounting Supervisor	Hazel Wallace	As needed

**Facilities**

- None

**Technical**

- None

**Funding**

- IT

**Other**

- The public will be able to pay for current & delinquent real & personal property taxes via a single application.

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**Priority**

- TBD

**Constraints**

- None

**Exclusions**

- None

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**PROJECT PHASE AUTHORIZATION**

<b>Phase(s):</b> All	
<b>Total Estimated Application Services</b>	<b>Hours: 1907</b>
<b>Total Estimated Technical Systems</b>	<b>Hours: 237</b>
<b>Total Estimated CLEMIS</b>	<b>Hours:</b>
<b>Total Estimated Internal Services</b>	<b>Hours:</b>
<b>IT Application Services Division Manager Approval:</b>	<b>Date:</b>
<b>IT Technical Systems Division Manager Approval:</b>	<b>Date:</b>
<b>IT CLEMIS Division Manager Approval:</b>	<b>Date:</b>
<b>IT Internal Services Division Manager Approval:</b>	<b>Date:</b>
<b>IT Management Approval:</b>	
Approved:                    Yes                    No	<b>Date:</b>
Reason:	
<b>Project Sponsor Approval:</b>	
Title:	<b>Date:</b>

**PROJECT SUMMARY**

<b>Authorized Development (see above)</b>	<b>Hours:</b>
<b>Preliminary Estimated Development for Future Phases</b>	<b>Hours:</b>
<b>Grand Total Estimated Development</b>	<b>Hours: 2,144    Cost: \$353,760</b>

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## PROJECT COMPLETION AUTHORIZATION

<b>Customer Acceptance of Product:</b>	
Title:	Date:
<b>Project Office Review:</b>	Date:

Treasurer Pay Delinquent Pay Current Revision - Size Estimate (+/- 10% to 50%)					
	Type	ID	Task Name	Estimated Hours	Estimate Notes
1	Phase	000000	PROJECT MANAGEMENT	519	
2	Phase	200000	DEFINE BUSINESS REQUIREMENTS	297	
3	Phase	300000	DESIGN SYSTEM ARCHITECTURE	165	
4	Phase	500000	DEVELOP APPLICATION	952	
5	Phase	600000	IMPLEMENTATION PHASE	134	
6	Phase	800000	POST IMPLEMENTATION SUPPORT	77	
7					
				2,144	

**Oakland County -- Treasurer Pay Delinquent Pay Current Revision**

Return on Investment Analysis

Project Summary

Description	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
<b>Benefits/Savings:</b>							
Tangible Benefits Subtotal:	0	0	0	0	0	0	0
Cost Avoidance Subtotal:	249,125	249,616	250,112	250,614	251,120	251,631	1,502,218
<b>Costs:</b>							
Development Services Subtotal:	353,760	19,998	20,198	20,400	20,604	20,810	455,770
Hardware Subtotal:	0	0	0	0	0	0	0
Software Subtotal:	0	0	0	0	0	0	0
Infrastructure Subtotal	25,000	25,250	25,503	25,758	26,015	26,275	153,800
Training Subtotal:	0	0	0	0	0	0	0
Other Subtotal:	0	0	0	0	0	0	0
<b>Annual Statistics:</b>							
Annual Total Savings	249,125	249,616	250,112	250,614	251,120	251,631	1,502,218
Annual Total Costs	378,760	45,248	45,700	46,157	46,619	47,085	609,570
Annual Return on Investment	(129,635)	204,368	204,412	204,456	204,501	204,546	892,647
Annual Costs/Savings Ratio	152.04%	18.13%	18.27%	18.42%	18.56%	18.71%	
<b>Project Cumulative Statistics:</b>							
Cumulative Total Savings	249,125	498,741	748,854	999,467	1,250,587	1,502,218	1,502,218
Cumulative Total Costs	378,760	424,008	469,708	515,866	562,485	609,570	609,570
Cumulative Return on Investment	(129,635)	74,733	279,145	483,601	688,102	892,647	892,647
Cumulative Cost/Savings Ratio	152.04%	85.02%	62.72%	51.61%	44.98%	40.58%	40.58%
Year Positive Payback Achieved		Year 2					Year 2
State or Federal Mandate?							
<b>Signatures:</b>							
Benefits Reviewed By Project Sponsor	_____			Date:	_____		
Costs (including IT Resources) Reviewed By Information Technology Project Manager	_____			Date:	_____		

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Return on Investment Analysis

Savings Detail

<b>Benefit/Savings Description</b>	<b>Project Savings Category</b>	<b>Budget Category/Funding Source</b>	<b>Unit Desc</b>	<b>Units</b>	<b>Rate per Unit</b>	<b>Total Savings</b>	<b>Annual Multiplier</b>
Reduce the risk of unintended tax foreclosures	Cost Avoidance		EA	1	200,000	200,000	1.000
Reduced IT support costs	Cost Avoidance		HR	225	165	37,125	1.010
Delinquent Tax Staff time savings	Cost Avoidance		HR	240	50	12,000	1.010
One streamlined online source for taxpayers to pay current and delinquent taxes	Intangible Benefit					0	
Reducing confusion by taxpayers	Intangible Benefit					0	
Better reporting and reconciliation for funds paid with funds received	Intangible Benefit					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
Reduce the risk of unintended tax foreclosures	Cost Avoidance	X	X	X	X	X	X	200,000.00	200,000.00	200,000.00	200,000.00	200,000.00	200,000
Reduced IT support costs	Cost Avoidance	X	X	X	X	X	X	37,125.00	37,496.25	37,871.21	38,249.92	38,632.42	39,019
Delinquent Tax Staff time savings	Cost Avoidance	X	X	X	X	X	X	12,000.00	12,120.00	12,241.20	12,363.61	12,487.25	12,612
One streamlined online source for taxpayers to pay current and delinquent taxes	Intangible Benefit												
Reducing confusion by taxpayers	Intangible Benefit												
Better reporting and reconciliation for funds paid with funds received	Intangible Benefit												

**Oakland County -- Treasurer Pay Delinquent Pay Current Revision**  
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Savings Summary

<b>Benefit/Savings Description</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Year 6</b>	<b>Total</b>
<b>Tangible Benefit:</b>							
<i>Tangible Benefits Subtotal:</i>							
<b>Cost Avoidance:</b>							
Reduce the risk of unattended tax foreclosures	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Reduced IT support costs	37,125	37,496	37,871	38,250	38,632	39,019	228,394
Delinquent Tax Staff time savings	12,000	12,120	12,241	12,364	12,487	12,612	73,824
<i>Cost Avoidance Subtotal:</i>	<b>249,125</b>	<b>249,616</b>	<b>250,112</b>	<b>250,614</b>	<b>251,120</b>	<b>251,631</b>	<b>1,502,218</b>
<b>Intangible Benefit:</b>							
One streamlined online source for taxpayers to pay current and delinquent taxes							
Reducing confusion by taxpayers							
Better reporting and reconciliation for funds paid with funds received							
<b>Savings Total:</b>	<b>249,125</b>	<b>249,616</b>	<b>250,112</b>	<b>250,614</b>	<b>251,120</b>	<b>251,631</b>	<b>1,502,218</b>

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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		HR	2,144	165	353,760		x							
IT Hours - System Maintenance	Development Svcs			40	165	6,600	1.010	x	x	x	x	x	x		
IT Hours - Customer Support	Development Svcs			80	165	13,200	1.010	x	x	x	x	x	x		
IT Hours - Planned Maintenance	Development Svcs				165	0									
User Hours - New Development	Development Svcs					0									
User Hours - PTNE/OT	Development Svcs					0									
Contractor Professional Services	Development Svcs					0									
PC System - Acquisition	Hardware				687	0									
PC System - Maintenance	Hardware				2,936	0									
Notebook - Acquisition	Hardware				1,115	0									
Notebook - Maintenance	Hardware				3,024	0									
Tablet Notebook - Acquisition	Hardware				1,421	0									
Tablet Notebook - Maintenance	Hardware				2,800	0									
Laserprinter - Acquisition	Hardware				1,432	0									
Laserprinter - Maintenance	Hardware				1,408	0									
PC Maintenance User Owned	Hardware				2,720	0									
Printer Maintenance User Owned	Hardware				1,264	0									
File Space (100GB)	Hardware		ANN		23	0									
Package Software - Acquisition	Software					0									
Package Software - Maintenance	Software					0									
Business Objects Access	Software					0									
Term Emulation SFTW-Acquisition	Software					0									
Term Emulation SFTW-Maintenance	Software					0									
AWS Fees	Infrastructure		ANN	1	25,000	25,000	1.010	x	x	x	x	x	x	x	
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									

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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									

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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	353,760.00					
IT Hours - System Maintenance	Development Svcs		6,666.00	6,732.66	6,799.99	6,867.99	6,936.67
IT Hours - Customer Support	Development Svcs		13,332.00	13,465.32	13,599.97	13,735.97	13,873.33
IT Hours - Planned Maintenance	Development Svcs						
User Hours - New Development	Development Svcs						
User Hours - PTNE/OT	Development Svcs						
Contractor Professional Services	Development Svcs						
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						
PC Maintenance User Owned	Hardware						
Printer Maintenance User Owned	Hardware						
File Space (100GB)	Hardware						
Package Software - Acquisition	Software						
Package Software - Maintenance	Software						
Business Objects Access	Software						
Term Emulation SFTW-Acquisition	Software						
Term Emulation SFTW-Maintenance	Software						
AWS Fees	Infrastructure	25,000.00	25,250.00	25,502.50	25,757.53	26,015.10	26,275.25
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						

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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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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						

**Oakland County -- Treasurer Pay Delinquent Pay Current Revision**  
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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						

**Oakland County -- Treasurer Pay Delinquent Pay Current Revision**

Return on Investment Analysis

Cost Summary

Cost Description	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
<b>Development Services:</b>							
IT Hours - New Development	353,760						353,760
IT Hours - System Maintenance		6,666	6,733	6,800	6,868	6,937	34,003
IT Hours - Customer Support		13,332	13,465	13,600	13,736	13,873	68,007
IT Hours - Planned Maintenance							
User Hours - New Development							
User Hours - PTNE/OT							
Contractor Professional Services							
<i>Development Services Subtotal:</i>	<b>353,760</b>	<b>19,998</b>	<b>20,198</b>	<b>20,400</b>	<b>20,604</b>	<b>20,810</b>	<b>455,770</b>
<b>Hardware:</b>							
<i>Hardware Subtotal:</i>							
<b>Software:</b>							
<i>Software Subtotal:</i>							
<b>Infrastructure:</b>							
AWS Fees	25,000	25,250	25,503	25,758	26,015	26,275	153,800
<i>Infrastructure Subtotal</i>	<b>25,000</b>	<b>25,250</b>	<b>25,503</b>	<b>25,758</b>	<b>26,015</b>	<b>26,275</b>	<b>153,800</b>
<b>Training:</b>							
<i>Training Subtotal:</i>							
<b>Other:</b>							
<i>Other Subtotal:</i>							
<b>Costs Total:</b>	<b>378,760</b>	<b>45,248</b>	<b>45,700</b>	<b>46,157</b>	<b>46,619</b>	<b>47,085</b>	<b>609,570</b>

