

# Oakland County Department of Information Technology Project Scope and Approach

**Project Name: EA e-Signature (DocuSign)**

**Project ID: TT9186ES**

<b>Leadership Group: IT Steering Committee</b>			
<b>Department: Information Technology</b>		<b>Division: Technical Services and Networking</b>	
<b>Project Sponsor: EJ Widun</b>	<b>Date Requested: 6/26/2018</b>	<b>PM Customer No. 186</b>	
<b>Request Type: New Development</b>			
<b>IT Team Name: Enterprise Architecture</b>		<b>IT Team No: T</b>	
<b>Project Manager/Leader: Bob Olech</b>			
<b>Account Number:</b> 17030	<b>Account Description:</b> Technical Services and Networking	<b>Customer Name:</b> Information Technology	
<b>Grant Funded? No</b>		<b>Mandate? No</b>	
		<b>Mandate Source:</b>	

## **Project Goal**

To complete a RFP and recommend an eSignature vendor so that Oakland County can centralize on a standardized eSignature tool.

## **Business Objective**

The project will create a recommendation for Oakland County to review, select and implement a standardized eSignature solution and, implement with an application or business area (e.g. Purchasing).

### **Major Deliverables**

eSignature RFP to select vendor

1. Validated business requirements
2. Request for Proposal (RFP)
3. RFP responses from vendors w/ pricing structure
4. Evaluation and Scoring Spreadsheet; vendor shortlist
5. Presentations / demos from vendors
6. Recommendation document (present to Management)
7. Approved funding sources
8. Contract with the selected vendor

### **Approach**

Follow the RFP Process Guide including:

1. Research and identify vendors
2. Validate Business Requirements and create RFP
3. Release RFP to vendors via MITN; respond to vendor questions
4. Evaluate and score all returned proposals; create shortlist

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5. Vendor presentations
6. Provide recommendation to management on preferred vendor
7. Engage Corp Council to negotiate contract
8. Build and implement with one application or business area

## **Research & Analysis**

### **Gartner Research Recommendation:**

E-signatures--digital or electronic--can transform business processes and improve transaction security. E-signatures provide huge benefits to businesses, including increased efficiency, reduced risks, and improved digital experiences. Implementation requires sorting through many management options, including the selection of technologies and tools. The worldwide adoption of e-signature continues to rise, and the savings it provides have proved to be real; however, multinational deployments are challenging.

## **Benefits**

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

## **Impact**

**Number of Users** All of IT directly; indirectly all of Oakland County users.

**Divisions** Information Technology

**Leadership Groups** IT Steering Committee

## **Risk**

**Business Environment** Low – Project will require some changes to existing business users of Adobe Sign (i.e. Purchasing, Payroll, Board of Commissioners)

**Technical Environment** Low – implementing proven technology

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**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	EJ Widun	As Needed
CIO	Phil Bertolini	As Needed
CTO	Jim Taylor	As Needed
CISO	Bridget Kravchenko	As Needed
IT Director	Mike Timm	As Needed
TSN Manager	Carl Wilson	As Needed
Application Services Manager	Tammi Shepherd	As Needed
Internal Services Manager	Janette McKenna	As Needed
CLEMIS Manager	Jeff Nesmith	As Needed

**Facilities**

**Technical**

**Funding**

- Technical Services & Networking

**Other**

- Existing Adobe Sign users (i.e. Purchasing, Payroll and Board of Commissioners) will migrate to the new standard eSignature tool.
- Average implementation time is 3 – 4 weeks (getting templates created, setting up User Admins and communication).
- Solution will have flexibility and integrates with other systems (some integration is pre-built (e.g. tool is integrated with Laser Fiche and Workday connectors)).

**Priority**

**Constraints**

**Exclusions**

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## PROJECT PHASE AUTHORIZATION

<b>Phase(s):</b> All	
<b>Total Estimated Application Services</b>	<b>Hours: 372</b>
<b>Total Estimated Technical Systems</b>	<b>Hours: 553</b>
<b>Total Estimated CLEMIS</b>	<b>Hours: 0</b>
<b>Total Estimated Internal Services</b>	<b>Hours: 0</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: <span style="margin-left: 150px;">Yes</span> <span style="margin-left: 100px;">No</span>	Date:
Reason:	
<b>Project Sponsor Approval:</b>	
Title:	Date:

## PROJECT SUMMARY

<b>Authorized Development (see above)</b>	<b>Hours:</b>
<b>Preliminary Estimated Development for Future Phases</b>	<b>Hours: 925</b>
<b>Grand Total Estimated Development</b>	<b>Hours: 925</b> <b>Cost: \$152,625</b>

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## PROJECT COMPLETION AUTHORIZATION

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

EA eSignature (DocuSign) - Size Estimate (+/- 10% to 50%)		Template - App Svs Buy Project - Add Tasks (Read-Only)		
Type	ID	Task Name	Estimated Hours	Estimate Notes
1 Phase	000000	PROJECT MANAGEMENT	253	
2 Phase	100000	eSignature RFP & Vendor Selection	216	
3 Phase	200000	BUSINESS REQUIREMENTS	35	
4 Phase	300000	DESIGN SYSTEM ARCHITECTURE	50	
5 Phase	400000	IMPLEMENT VENDOR APPLICATION	119	
6 Phase	500000	IMPLEMENTATION PHASE	170	
7 Phase	600000	POST IMPLEMENTATION SUPPORT	82	
8				
1			925	

**Oakland County -- EA e-Signature (DocuSign)**

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:	0	0	0	0	0	0	0
<b>Costs:</b>							
Development Services Subtotal:	214,125	54,000	54,000	54,000	54,000	54,000	484,125
Hardware Subtotal:	0	0	0	0	0	0	0
Software Subtotal:	0	0	0	0	0	0	0
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
<b>Annual Statistics:</b>							
Annual Total Savings	0	0	0	0	0	0	0
Annual Total Costs	214,125	54,000	54,000	54,000	54,000	54,000	484,125
Annual Return on Investment	(214,125)	(54,000)	(54,000)	(54,000)	(54,000)	(54,000)	(484,125)
Annual Costs/Savings Ratio	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Project Cumulative Statistics:</b>							
Cumulative Total Savings	0	0	0	0	0	0	0
Cumulative Total Costs	214,125	268,125	322,125	376,125	430,125	484,125	484,125
Cumulative Return on Investment	(214,125)	(268,125)	(322,125)	(376,125)	(430,125)	(484,125)	(484,125)
Cumulative Cost/Savings Ratio	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Year Positive Payback Achieved							NO PAYBACK
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

Benefit/Savings Description	Project Savings Category	Budget Category/Funding Source	Unit Desc	Units	Rate per Unit	Total Savings	Annual Multiplier
<p>Increased Contract Speed. A digital signature is good for the life of the contract, doing away with repetitive signing; negotiations can be speeded up because each step in the process can be authenticated and easily accessed by all parties to the contract, so that critical issues can be flagged and tracked internally until finalization; even if the parties are located far apart geographically, there is no lag time for transmission of contract updates.</p>	Intangible Benefit					0	
<p>Enhanced Security. Advantage of electronic signatures is that – especially with digital encryption- there is less worry about security than with paper, which can easily be tampered with. Contract management software with electronic signing capability can automatically detect even minor altering, and it can record more data points than paper.</p>	Intangible Benefit					0	
<p>Lower Transaction Cost. The automated processes of electronic signing can reduce the financial impact of human error (e.g., signing mistakes), which can seriously slow down the process or cause eventual costly problems if initially undetected. And electronic signing software can provide alerts about suspicious records or compliance issues involved with a contract.</p>	Intangible Benefit					0	

**Oakland County -- EA e-Signature (DocuSign)**

Return on Investment Analysis

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	
Increased Contract Speed. A digital signature is good for the life of the contract, doing away with repetitive signing; negotiations can be speeded up because each step in the process can be authenticated and easily accessed by all parties to the contract, so that critical issues can be flagged and tracked internally until finalization; even if the parties are located far apart geographically, there is no lag time for transmission of contract updates.	Intangible Benefit													
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Lower Transaction Cost. The automated processes of electronic signing can reduce the financial impact of human error (e.g., signing mistakes), which can seriously slow down the process or cause eventual costly problems if initially undetected. And electronic signing software can provide alerts about suspicious records or compliance issues involved with a contract.	Intangible Benefit													



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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>							
<i>Cost Avoidance Subtotal:</i>							
<b>Intangible Benefit:</b>							
Increased Contract Speed. A digital signature is good for the life of the contract, doing away with repetitive signing; negotiations can be speeded up because each step in the process can be authenticated and easily accessed by all parties to the contract, so that critical issues can be flagged and tracked internally until finalization; even if the parties are located far apart geographically, there is no lag time for transmission of contract updates.							
Enhanced Security. Advantage of electronic signatures is that – especially with digital encryption- there is less worry about security than with paper, which can easily be tampered with. Contract management software with electronic signing capability can automatically detect even minor altering, and it can record more data points than paper.							
Lower Transaction Cost. The automated processes of electronic signing can reduce the financial impact of human error (e.g., signing mistakes), which can seriously slow down the process or cause eventual costly problems if initially undetected. And electronic signing software can provide alerts about suspicious records or compliance issues involved with a contract.							
<b>Savings Total:</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 - Year 1	Development Svcs	Technical Services & Networking	HR	925	165	152,625		X							
IT Hours - System Maintenance	Development Svcs				165	0									
IT Hours - Customer Support	Development Svcs				165	0									
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		EA	1	7,500	7,500		X							
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		ANN	1	54,000	54,000		X	X	X	X	X	X	X	X
Package Software - Maintenance	Software					0									
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									

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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		
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 - Year 1	Development Svcs	152,625.00					
IT Hours - System Maintenance	Development Svcs						
IT Hours - Customer Support	Development Svcs						
IT Hours - Planned Maintenance	Development Svcs						
User Hours - New Development	Development Svcs						
User Hours - PTNE/OT	Development Svcs						
Contractor Professional Services	Development Svcs	7,500.00					
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						
PC Maintenance User Owned	Hardware						
Printer Maintenance User Owned	Hardware						
File Space (100GB)	Hardware						
Package Software - Acquisition	Software	54,000.00	54,000.00	54,000.00	54,000.00	54,000.00	54,000.00
Package Software - Maintenance	Software						
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						

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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						



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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						

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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 - Year 1	152,625						152,625
IT Hours - System Maintenance							
IT Hours - Customer Support							
IT Hours - Planned Maintenance							
User Hours - New Development							
User Hours - PTNE/OT							
Contractor Professional Services	7,500						7,500
Package Software - Acquisition	54,000	54,000	54,000	54,000	54,000	54,000	324,000
<i>Development Services Subtotal:</i>	<b>214,125</b>	<b>54,000</b>	<b>54,000</b>	<b>54,000</b>	<b>54,000</b>	<b>54,000</b>	<b>484,125</b>
<b>Hardware:</b>							
<i>Hardware Subtotal:</i>							
<b>Software:</b>							
<i>Software Subtotal:</i>							
<b>Infrastructure:</b>							
<i>Infrastructure Subtotal:</i>							
<b>Training:</b>							
<i>Training Subtotal:</i>							
<b>Other:</b>							
<i>Other Subtotal:</i>							
<b>Costs Total:</b>	<b>214,125</b>	<b>54,000</b>	<b>54,000</b>	<b>54,000</b>	<b>54,000</b>	<b>54,000</b>	<b>484,125</b>

