ADOA-ASET
Arizona Strategic Enterprise Technology

Project Investment Justification

Version 01.01

A Statewide Standard Document for Information Technology Projects

Project Title:

Shared Services Platform

Agency Name:	**Arizona Department of Administration**
Date:	**11-13-2013**
Agency Contact Name:	**David Nale**
Agency Contact Phone:	**602-542-2411**
Agency Contact Email:	**David.Nale@azdoa.gov**

Hover for Instructions

I. Management Summary*

In Fiscal Year 2014 (FY14), a number of transformation initiatives were prioritized by Governor Janice K. Brewer, proposed in her budget, and subsequently codified into law. Included in the initiatives are projects designed to ensure the continuity of mission-critical systems that the Arizona Department of Administration (ADOA) operates on behalf of its customers and its own business operations. The State Data Center (SDC) currently hosts more than one hundred customers and processes billions of dollars' worth of transactions each year on behalf of the State.

While the Arizona Strategic Enterprise Technology Office within ADOA (ADOA-ASET) completed a number of FY13 projects intended to improve the resiliency of the SDC, that level of investment cannot be sustained. In the pursuit of alternate solutions that can provide the shared services, scalability and business continuity needed to meet the expected level of growth across the enterprise, ADOA-ASET has adopted a 'Cloud First' strategy. By moving 12 key services into the 'cloud' environment, ADOA-ASET will be able to reduce the current demand for SDC computing resources, while also allowing in-house staff resources to focus on core competencies needed to support business operations on behalf of the State.

II. Project Investment Justification (PIJ) Type*

☐ **Yes** ☒ **No** Is this document being provided for a Pre-PIJ / Assessment phase?

If Yes,

Identify any cost to be incurred during the Assessment phase.	$
Based on research done to date, provide a high-level estimate or range of development costs anticipated for the full PIJ.	$

Explain:

☐ **Yes** ☒ **No** Will a Request for Proposal (RFP) be issued as part of the Pre-PIJ or PIJ?

III. Business Case

*A. Business Problem**

Demands on current in-house computing resources as well as ADOA-ASET staff continue to increase as customer needs grow and change. The level of investment required to support this growth cannot be sustained. Over time, the need to maintain every service offering ever provided to its customers, regardless of how many are currently utilizing an offering, represents an unsustainable demand on ADOA-ASET resources. In many cases, these demands have reached a level that cannot be supported, which can lead to poor customer experience, diminished service capabilities, overburdened resources, and an increased risk of failures. ADOA-ASET must pursue alternate solutions that can provide the shared services, scalability and business continuity required to meet the needs of the enterprise.

*B. Proposed Business Solution**

ADOA-ASET is proposing to build upon previous technology refresh efforts with the migration of 12 key service functions into a vendor-hosted computer network, also known as a 'cloud'

environment. By utilizing cloud services to handle hardware and software demands, ADOA-ASET will be able to better support customer needs for these applications, while also reducing risk and establishing a more sustainable cost model.

C. *Quantified Benefits**

- [X] Service enhancement
- [ ] Increased revenue
- [X] Cost reduction
- [X] Problem avoidance
- [X] Risk avoidance

Explain:

The benefits of moving to a cloud computing environment are identified below:

No upfront infrastructure investment: The State currently does not have an investment model that will allow expensive hardware to be ordered, paid for, installed, and configured, in anticipation of when it might be needed. In contrast, resources in the cloud environment are paid for as they are consumed.

Ongoing cost: Economies of scale enable cloud computing vendors to offer lower prices and multiple pricing models that allow customers to optimize costs for both variable and stable workloads, thereby driving down on-going costs. While ongoing operating costs for services being moved to the cloud are reflected in the PIJ, ADOA-ASET is expecting those to be offset by revenues generated through customer use of these services.

Flexible capacity and agility: Capacity planning is difficult to do sufficiently in advance to allow time to budget for and acquire the necessary infrastructure to support demand. By utilizing cloud computing, ADOA-ASET will be able to self-provision resources that may be needed at any point, in much smaller increments, without the lag time typically associated with procuring traditional IT infrastructure.

Focus on applications, not operations: By supporting the re-allocation of IT resources away from data center investments and operations toward new, more innovative efforts, cloud computing allows these limited staff resources to focus on tasks that increase productivity, improve the customer experience and promote momentum for the enterprise.

IV. Technology Approach

A. *Proposed Technology Solution**

The proposed project will utilize vendor-hosted services to replace 12 current ADOA-ASET application functions with comparable or enhanced services in a cloud computing environment. ADOA-ASET has already enjoyed great success with cloud-based services within the Agency, e.g., Microsoft Office 365 and CA Clarity v13. In addition to hosting services to be acquired from Microsoft, CA, and Amazon, professional services will also be acquired from Microsoft, CA, and Statêra, to assist internal resources with the migration to the new environment. Most of these

application functions will benefit from the greater availability of services, reduced on-premise hosting costs, and reduced demand on internal resources as a result of the move into a cloud environment. The list of services to be migrated has been organized into three (3) major phases. Additional information is provided below regarding specific functional deliverables within each phase.

Phase 1

These sub-projects are expected to be complete by the end of quarter three FY14 (Q3FY14).

1 - Content Management System (Drupal)

A Content Management System (CMS) is a program that allows users to edit and publish content on an internal or external-facing website, thus providing business users with the ability to update their own website content without relying on limited developer resources. ADOA-ASET currently uses a technology called Drupal to provide CMS services today.

2 - Email Newsletter (SES – eNewsletter Pro)

eNewsletter Pro is a subscription email service (SES) that currently provides customers with a web-based interface with which to create, send, and archive items such as emails, newsletters, and announcements. It also provides tracking features that can report on the performance of individual communications, e.g., the number of users who opened or responded to an email.

3 - MySQL Databases

MySQL is an open source relational database management system that can be used for a variety of applications but is most commonly found on web servers. ADOA-ASET is utilizing MySQL as the backend database for many State agency websites to create 'dynamic web pages' that can generate content by accessing information stored in MySQL. Because MySQL is open source, no licensing fees are required to download and use the software, making it a popular choice for database-driven websites.

Phase 2

These sub-projects are expected to be complete by the end of quarter one FY15 (Q1FY15).

4 - Windows SharePoint Services

SharePoint supports quick and effective collaboration and exchange of information between and within agencies through a web interface (i.e., intranet). ADOA is already leveraging the 2013 Enterprise version of this tool to provide enhanced logging, searching, and workflow capabilities.

5 - Microsoft Dynamics CRM

Customer Relationship Management (CRM) is a tool that can help manage an organization's interactions with its customers across various areas, such as customer service, sales and technical support. While not widely used within ADOA today, the Microsoft (MS) Dynamics CRM can help reduce costs and increase performance by organizing and automating business processes.

6 - Exchange On-Premise to MS Office 365

The current 2010 on-premise version of MS Exchange is used to provide enterprise-level email access and shared resources for ADOA and a number of small to medium-size agencies. This email and collaboration suite delivers business email, calendar entries, contacts, and shared folders to an authorized user's PC, mobile device or browser. By moving Exchange into the cloud environment, ADOA will be able to utilize the 2013 version of Exchange available through MS Office 365, which can provide additional enterprise capabilities as well as storage space for this data without the infrastructure investment that would be needed to provide this in-house.

7- Clarity v12 to v13

Clarity is a Project Portfolio Management system offered by CA. Clarity v12 is currently used by the ADOA-ASET Strategic Oversight team to track State agency projects in process. Clarity v13, which serves as the primary means of task and time tracking for all ADOA-ASET employees, is already active in a CA-hosted cloud environment. Standardizing on a single version of this software will help to ensure a consistent project reporting methodology and format and eliminate the need to provide internal support for the v12 version.

8 - Document Management System (Shared)

The ICM ViewCenter shared environment is an enterprise version of the dedicated document management system used by ADOA. Only a small number of customers use this system today to scan and upload documents and then retrieve the images via the web interface.

Phase 3

These sub-projects are expected to be complete by the end of quarter two FY15 (Q2FY15).

9 - CA Service Management

CA Service Management is a suite of tools that includes the Service Desk Manager application currently being utilized by the ADOA Service Desk, as well as multiple teams within ADOA-ASET and the Department of Health Services (DHS), to alert, monitor, and control requests, problems, issues, or changes that are reported. This suite of tools also includes the IT Asset Management (ITAM) application, which is used to track the IT asset inventory, as well as a Client Automation (ITCM) component.

10 - Windows Web Hosting (WWH)

ADOA-ASET currently provides a type of internet hosting service that allows State agencies, boards and commissions to make their website accessible via the public internet. The Windows Web Hosting service uses a handful of shared servers to house multiple State agency websites today, with customers of this service benefitting from the economies of scale associated with shared resources. While dedicated web hosting customers must cover the full cost of their server each month, shared hosting customers pay a fee based on the disk storage space that their website actually consumes.

11 - MS SQL Server Databases

MS SQL Server is a relational database management system whose primary function is to store and retrieve data as requested by other software applications. ADOA-ASET currently provides database support services to customers that utilize the MS SQL Server database software to

enable their application functionality. The Arizona Financial Information System (AFIS) replacement system is an example of the most recent ADOA application utilizing MS SQL Server software. As proprietary software, the use of MS SQL Server currently results in associated software licensing costs for those customers and applications that access the software. By utilizing MS SQL Server in the cloud environment, ADOA-ASET will incur no upfront investment costs and will be able to increase or decrease licensing needs based on customer demand.

12 - Document Management System (Dedicated)

The ICM ViewCenter is a dedicated document management system that is used primarily by the ADOA Risk Management (RM) Division. This system serves as the repository for RM documents involving general claims, workers' compensation, and other critical files. ADOA-ASET provides the system administration for the production ViewCenter environment, while the vendor (ICM) is responsible for developing and testing application changes in the development ViewCenter environment.

B. Technology Environment

The further adoption or introduction of cloud-based versions of current services will provide a safe, secure, reliable, and effective resource for ADOA customers. Cloud computing has already proven itself to be a successful medium for providing services such as MS Lync, Project Pro for MS Office 365, and Clarity v13. The 'Cloud First' approach will allow ADOA-ASET to replace currently overburdened or, in some cases, outdated infrastructure with expandable hardware and software resources that are professionally managed and maintained.

C. Selection Process

ADOA-ASET has selected a cloud-based approach to provide a stable, safe, and secure environment for its customers and its own business operations. Cloud-based services are already being utilized to provide key application functions within ADOA. The only other alternative to utilizing cloud services to provide required functionality would be the acquisition of additional resources to support the State's computing needs. As demand continues to grow, the acquisition of additional resources becomes proportionately more expensive and difficult to sustain.

V. Project Approach

*A. Project Schedule**

Project Start Date: 12/2/2014 **Project End Date**: 12/31/2014

B. Project Milestones

Major Milestones	Start Date	Finish Date
Phase 1	12/2/2013	3/31/2014
1 - CMS (Drupal) to the Cloud		
2 - Email Newsletter (SES) to the Cloud		
3 - MySQL Databases to the Cloud		
Phase 2	12/2/2013	9/30/2014
4 - Windows SharePoint Services to the Cloud		

5 - Microsoft Dynamics CRM to the Cloud		
6 - Exchange On-Premise to MS Office 365 in the Cloud		
7 - Clarity v12 to v13 in the Cloud		
8 - Document Management System (Shared) to the Cloud		
Phase 3	12/2/2013	12/31/2014
9 - CA Service Management to the Cloud		
10 - Windows Web Hosting (WWH) to the Cloud		
11 - MS SQL Server Databases to the Cloud		
12 - Document Management System (Dedicated) to the Cloud		

VI. Roles and Responsibilities

A. Project Roles and Responsibilities

Project Sponsor: Kiran Chinnagangannagari, Chief Technology Officer, ADOA-ASET

Project Manager: David Nale, Project Manager, ADOA-ASET

Technical Leads: Anny Ulrey, System Engineer, ADOA-ASET
Matthew Wozniak, Analyst/Administrator, ADOA-ASET

Vendor resources: Amazon, Microsoft, Statêra, and CA

B. Project Manager Certification

- [X] Project Management Professional (PMP) Certified
- [ ] State of Arizona Certified
- [ ] Project Management Certification not required

C. Full-Time Employee (FTE) Project Hours

Total Full-Time Employee Hours	7312
Total Full-Time Employee Cost	$694,640

VII. Risk Matrix, Areas of Impact, Itemized List, PIJ Financials

Project Investment Justification.xlsx

VIII. Project Approvals

A. *Agency CIO Review**

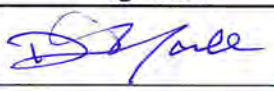
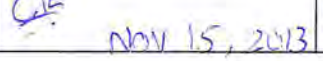
Key Management Information	Yes	No
1. Is this project for a mission-critical application system?	X	
2. Is this project referenced in your agency's Strategic IT Plan?	X	
3. Is this project in compliance with all agency and State standards and policies for network, security, platform, software/application, and/or data/information as defined in http://aset.azdoa.gov/security/policies-standards-and-procedures, and applicable to this project? If **NO**, explain in detail in the "XI. Additional Information" section below.	X	
4. Will this project transmit, store, or process sensitive, confidential or Personally Identifiable Information (PII) data? If **YES,** in the "XI. Additional Information" section below, describe what security controls are being put in place to protect the data.	X	
5. Is this project in compliance with the Arizona Revised Statutes (A.R.S.) and GRRC rules?	X	
6. Is this project in compliance with the statewide policy regarding the accessibility to equipment and information technology for citizens with disabilities?	X	

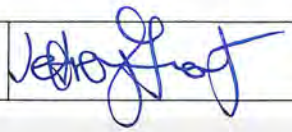
B. *Project Values**

The following table should be populated with summary information from other sections of the PIJ.

Description	Section	Number or Cost
Assessment Cost (if applicable for Pre-PIJ)	II. PIJ Type - Pre-PIJ Assessment Cost	**$**
Total Development Cost	VII. PIJ Financials tab	**$800,000**
Total Project Cost	VII. PIJ Financials tab	**$3,520,716**
FTE Hours	VI. Roles and Responsibilities	**7312**

C. *Agency Approvals**

Contact	Printed Name	Signature	Email and Phone
Project Manager:	David Nale		David.Nale@azdoa.gov 602-542-2411
Agency Information Security Officer:	Mike Lettman		Mike.Lettman@azdoa.gov 602-542-0300
Agency CIO:	Aaron V. Sandeen		Aaron.Sandeen@azdoa.gov 602-364-4770
Project Sponsor:	Kiran Chinnagangannagari	 NOV 15, 2013	KiranC@azdoa.gov 602-542-2250

Agency Director:	Brian C. McNeil		Brian.McNeil@azdoa.gov 602-542-1500

IX. Optional Attachments

A. Vendor Quotes

X. Glossary

XI. Additional Information

In conjunction with this project, the Security, Privacy and Risk (SPR) team within ADOA-ASET is implementing a series of initiatives to ensure that all sensitive, confidential and Personally Identifiable Information (PII) data is securely hosted in the cloud environment, in alignment with federal and State guidelines, policies and current best practices.

Links:

ADOA-ASET Website

ADOA-ASET Project Investment Justification Information Templates and Contacts

Email Addresses:

Strategic Oversight

ADOA-ASET_Webmaster@azdoa.gov

ADOA-ASET - Arizona Strategic Enterprise Technology

Project Investment Justification - Risk Matrix

Project ID: To Be Provided by ADOA-ASET **Date Accepted:** To be Provided by ADOA-ASET

Project Information

Agency Name	Project Name	Date Submitted
Arizona Department of Administration	Shared Services Platform	11/13/13

Project Questions	Agency Response (Y/N)
Does the project involve customized software not previously implemented by your agency?	N
Does the project involve a customized application not previously developed by your agency?	N
Does the project involve any technology that is new and/or unfamiliar to your agency?	N
Does the project involve multi-agency and/or multiple vendor coordination?	Y
Is there any possibility that project implementation costs could reach $1 million or more? (Include professional services, hardware, software, license fees, taxes, shipping, etc.)	N
Will the project require that a Request for Proposal (RFP) be issued?	N
Are there any known schedule or budget constraints?	Y
Does this system interface among 2 or more applications?	Y
Will the implementation involve major end user view or functionality changes?	Y
Will the project involve the use of any Personally Identifiable information (PII) or Protected Health Information (PHI)?	N
Are there other high risk project items not identified? If so, please explain below:	N
Does the project fall into one of the following categories: - hardware technology refresh, e.g., PCs, laptops, radios, peripherals, etc.? - software version refresh, e.g., MS Office 2010 replacing 2007? - enhancements to an existing application, e.g., web app, internal system?	Y
Will the technology and all required services be acquired off existing State contract(s)?	Y
Does the project have the correct skillset and number of in-house resources assigned to meet the objectives?	Y
Will a dedicated Project Manager (PM) be assigned?	Y
Does your agency have experience with the vendor (if used), and does the vendor have professional experience with similar projects?	Y

Investment Sustainability Questions	Agency Response (Y/N)
Are ongoing/5-year support costs, once the project has been implemented, reflected in the operational costs for the PIJ?	Y
Has your agency addressed supporting components to ensure the investment can be sustained, e.g., documentation, application ownership, portability, plans upon contract/support termination?	Y
Does the production site have sufficent failover and disaster recovery plans in place to assure your agency will be able to recover from an unplanned incident?	Y
Does your agency and/or the proposed vendor have the resources and supporting infrastructure currently in place to sustain the proposed investment?	Y

Agency Questions	Agency Response (Y/N)
Are all current agency projects in "Green" status, with no outstanding issues that ADOA-ASET is monitoring?	N
Does your agency currently have any projects that are in "Red" status?	Y
Has your agency demonstrated a consistent reporting relationship with ADOA-ASET Oversight, e.g. reports submitted on time and accurate (verified by CIO)?	Y
Is this your agency's first PIJ?	N
Has it been more than 2 years since your agency submitted a PIJ?	N
Does your agency have a formal project methodology in place?	Y

ADOA-ASET - Arizona Strategic Enterprise Technology

Areas of Impact

Please check which of the following technology areas will be included in the proposed solution - check all that apply:

Application Systems

- [x] Application Enhancements
- [ ] New Application Development

Database Systems

- [ ] Data Warehouse/Mart
- [x] Database Consolidation/Migration/Extract Transform and Load Data
- [x] Database Products and Tools

Hardware

- [ ] LAN/WAN Infrastructure
- [ ] Mainframe Infrastructure
- [ ] PC Purchases, Peripherals
- [ ] Public Safety Radios, Systems
- [ ] Storage Area Network Devices
- [ ] All Other Hardware

Software

- [x] COTS Application Acquisition
- [ ] COTS Application Customization
- [ ] Mainframe Systems Software
- [x] Open Source
- [x] PC/LAN Systems Software
- [ ] All Other Software

Telecommunications

- [ ] Network Communications Infrastructure
- [ ] Telephony Upgrade-Business-Specific
- [ ] Telephony Upgrade-EIC Solution
- [ ] Videoconferencing

Web

- [ ] az.gov Web Portal Interface
- [x] Internal Use Web Application
- [ ] Mobile App Business-Specific Acquisition
- [ ] Mobile App Development

Specialty Products

- [ ] Business Intelligence System
- [x] Disaster Recovery/ Business Continuity Plan
- [x] Document Management/Imaging
- [ ] eLicensing
- [ ] E-Signatures
- [ ] Geographic Information System
- [ ] Management Systems - Financial, Grants, Asset
- [ ] Multi-agency project

- [ ] Other Imaging - Photos, Fingerprints, etc.
- [ ] RFP Required
- [ ] Security
- [x] Statewide/Enterprise Solution
- [ ] Thin Client/Virtual
- [ ] Wireless
- [ ] All Other

Services

- [x] Contract Project Mgmt
- [ ] Contractor Support Services
- [x] Install/Configuration Contract Services
- [x] Outsource/Hosting
- [ ] All Other

Other - Please specify:

- [ ] Enter text below.

ADOA-ASET - Arizona Strategic Enterprise Technology

Project Investment Justification - Financials

Project ID: To Be Provided by ADOA-ASET **Date Accepted:** To be Provided by ADOA-ASET

Project Information

Agency Name	Project Name	Date Submitted
Arizona Department of Administration	Shared Services Platform	11/13/13

PIJ Development & Operational Cost Summary

Description	Type	Year 1	Year 2	Year 3	Year 4	Year 5	Extended Cost
Professional & Outside Services	Development	$541,583.60					$541,583.60
	Operational	$92,890.50	$336,705.60	$336,705.60	$336,705.60	$336,705.60	$1,439,712.90
Hardware	Development						$0.00
	Operational						$0.00
Software	Development						$0.00
	Operational						$0.00
Communications	Development						$0.00
	Operational						$0.00
Facilities	Development						$0.00
	Operational						$0.00
Licensing & Maintenance Fees	Development	$258,416.40					$258,416.40
	Operational		$320,250.70	$320,250.70	$320,250.70	$320,250.70	$1,281,002.80
Other	Development						$0.00
	Operational						$0.00

Development Cost:	$800,000.00
Operational Cost:	$2,720,715.70
Total Cost:	$3,520,715.70

Project Funding (add sources as appropriate)

Funding Source Category	Fund Name	Development Budget ($)		Operational Budget ($)		Total ($)
		Currently Available	New Request	Currently Available	New Request	
General Funds						$0.00
Federal Funds						$0.00
Other Appropriated Funds	Automation Projects Fund	$800,000.00				$800,000.00
Other Non-Appropriated Funds	Automation Operations Fund			$2,720,715.70		$2,720,715.70
Total Funding		$800,000.00	$0.00	$2,720,715.70	$0.00	$3,520,715.70

ADOA-ASET - Arizona Strategic Enterprise Technology

Project Investment Justification - Itemized List

Project ID: To Be Provided by ADOA-ASET **Date Accepted:** To be Provided by ADOA-ASET

Project Information

Project Name	Agency Name	Date Submitted
Shared Services Platform	Arizona Department of Administration	11/13/13

Project Cost - Itemized

Item	Description	Category	Development or Operational	Qty or Hours	Unit Cost	Tax (if app)	Extended Cost
1	See attached Excel spreadsheet	[--Select--]	[--Select--]				$0.00
2		[--Select--]	[--Select--]				$0.00
3		[--Select--]	[--Select--]				$0.00
4		[--Select--]	[--Select--]				$0.00
5		[--Select--]	[--Select--]				$0.00
6		[--Select--]	[--Select--]				$0.00
7		[--Select--]	[--Select--]				$0.00
8		[--Select--]	[--Select--]				$0.00
9		[--Select--]	[--Select--]				$0.00
10		[--Select--]	[--Select--]				$0.00

Total of Development Cost	$0.00
Total of Operational Cost	$0.00
Total Itemization of Costs:	$0.00

Services to the Cloud - ECD Projects (1-12)

Total: FY14-FY18

Description	Type	FY14	FY15	FY16	FY17	FY18	Total
Total P&OS	DEV (+20% cont.)	$ 541,583.6	$ -	$ -	$ -	$ -	**$ 541,583.6**
Total P&OS	OP	$ 92,890.5	$ 336,705.6	$ 336,705.6	$ 336,705.6	$ 336,705.6	**$ 1,439,712.9**
Total L&M	DEV (+20% cont.)	$ 258,416.4	$ -	$ -	$ -	$ -	**$ 258,416.4**
Total L&M	OP	$ -	$ 320,250.7	$ 320,250.7	$ 320,250.7	$ 320,250.7	**$ 1,281,002.8**
	Total Development:	$ 800,000.0	$ -	$ -	$ -	$ -	**$ 800,000.0**
	Total Operational:	$ 92,890.5	$ 656,956.3	$ 656,956.3	$ 656,956.3	$ 656,956.3	**$ 2,720,715.7**
	Total Project Cost:	$ 892,890.5	$ 656,956.3	$ 656,956.3	$ 656,956.3	$ 656,956.3	**$ 3,520,715.7**

Phase 1

Start	Project #	Name	FY14	FY15	FY16	FY17	FY18	Total
Q2 FY14	Project 1 -	CMS to Cloud						
		P&OS - DEV	$ 51,949.5	$ -	$ -	$ -	$ -	$ 51,949.5
		P&OS - OP	$ 1,462.1	$ 5,848.4	$ 5,848.4	$ 5,848.4	$ 5,848.4	$ 24,855.7
Q2 FY14	Project 2 -	SES to Cloud						
		P&OS - DEV	$ 1,191.4	$ -	$ -	$ -	$ -	$ 1,191.4
		P&OS - OP	$ 2,978.3	$ 7,148.0	$ 7,148.0	$ 7,148.0	$ 7,148.0	$ 31,570.3
Q2 FY14	Project 3 -	MY-SQL to Cloud						
		P&OS - DEV	$ 2,314.2	$ -	$ -	$ -	$ -	$ 2,314.2
		P&OS - OP	$ 13,885.4	$ 27,770.8	$ 27,770.8	$ 27,770.8	$ 27,770.8	$ 124,968.6
		L&M- DEV	$ 3,620.0	$ -	$ -	$ -	$ -	$ 3,620.0
		Total P&OS - DEV:	$ 55,455.1	$ -	$ -	$ -	$ -	$ 55,455.1
		Total P&OS - OP:	$ 18,325.8	$ 40,767.2	$ 40,767.2	$ 40,767.2	$ 40,767.2	$ 181,394.6
		Total L&M - DEV:	$ 3,620.0	$ -	$ -	$ -	$ -	$ 3,620.0
		Total L&M - OP:	$ -	$ -	$ -	$ -	$ -	$ -

Total DEV:	**$ 59,075.1**
Total OP:	**$ 181,394.6**

Phase 2

Start	Project #	Name	FY14	FY15	FY16	FY17	FY18	Total
Q2 FY14	Project 4 -	SharePoint to Cloud						
		P&OS - DEV	$ 595.7	$ -	$ -	$ -	$ -	$ 595.7
		P&OS - OP	$ 3,574.0	$ 7,148.0	$ 7,148.0	$ 7,148.0	$ 7,148.0	$ 32,166.0
Q2 FY14	Project 5 -	CRM to Cloud						
		P&OS - DEV	$ 18,000.0	$ -	$ -	$ -	$ -	$ 18,000.0
		P&OS - OP	$ 40,612.6	$ 81,225.2	$ 81,225.2	$ 81,225.2	$ 81,225.2	$ 365,513.4
Q2 FY14	Project 6 -	Exchange to Cloud						
		P&OS - DEV	$ 77,976.0	$ -	$ -	$ -	$ -	$ 77,976.0
		L&M - DEV	$ 146,727.0	$ -	$ -	$ -	$ -	$ 146,727.0
		L&M - OP	$ -	$ 320,250.7	$ 320,250.7	$ 320,250.7	$ 320,250.7	$ 1,281,002.8
Q3 FY14	Project 7 -	Clarity to Cloud						
		P&OS - DEV	$ 131,038.9	$ -	$ -	$ -	$ -	$ 131,038.9
		P&OS - OP	$ -	$ -	$ -	$ -	$ -	$ -
Q3 FY14	Project 8 -	DMS-S to Cloud						
		P&OS - DEV	$ 16,000.0	$ -	$ -	$ -	$ -	$ 16,000.0
		P&OS - OP	$ 2,680.4	$ 10,721.6	$ 10,721.6	$ 10,721.6	$ 10,721.6	$ 45,566.8

Total P&OS - DEV:	$ 243,610.6	$ -	$ -	$ -	$ -	**$ 243,610.6**
Total P&OS - OP:	$ 46,867.0	$ 99,094.8	$ 99,094.8	$ 99,094.8	$ 99,094.8	**$ 443,246.2**
Total L&M - DEV:	$ 146,727.0	$ -	$ -	$ -	$ -	**$ 146,727.0**
Total L&M - OP:	$ -	$ 320,250.7	$ 320,250.7	$ 320,250.7	$ 320,250.7	**$ 1,281,002.8**

Total DEV:	**$ 390,337.6**
Total OP:	**$ 1,724,249.0**

Phase 3

Start	Project #	Name	FY14	FY15	FY16	FY17	FY18	Total
Q3 FY14	Project 9 -	**CA to Cloud**						
		P&OS - DEV	$ 50,000.0	$ -	$ -	$ -	$ -	**$ 50,000.0**
		P&OS - OP	$ 9,503.3	$ 38,013.2	$ 38,013.2	$ 38,013.2	$ 38,013.2	**$ 161,556.1**
Q2 FY14	Project 10 -	**WWH to Cloud**						
		P&OS - DEV	$ 7,797.6	$ -	$ -	$ -	$ -	**$ 7,797.6**
		P&OS - OP	$ 10,396.8	$ 31,190.4	$ 31,190.4	$ 31,190.4	$ 31,190.4	**$ 135,158.4**
Q2 FY14	Project 11 -	**MS-SQL to Cloud**						
		P&OS - DEV	$ 54,456.4	$ -	$ -	$ -	$ -	**$ 54,456.4**
		L&M - DEV	$ 65,000.0	$ -	$ -	$ -	$ -	**$ 65,000.0**
		P&OS - OP	$ -	$ 96,449.6	$ 96,449.6	$ 96,449.6	$ 96,449.6	**$ 385,798.4**
Q4 FY14	Project 12 -	**DMS-D to Cloud**						
		P&OS - DEV	$ 40,000.0	$ -	$ -	$ -	$ -	**$ 40,000.0**
		P&OS - OP	$ 7,797.6	$ 31,190.4	$ 31,190.4	$ 31,190.4	$ 31,190.4	**$ 132,559.2**

Total P&OS - DEV:	$ 152,254.0	$ -	$ -	$ -	$ -	**$ 152,254.0**
Total P&OS - OP:	$ 27,697.7	$ 196,843.6	$ 196,843.6	$ 196,843.6	$ 196,843.6	**$ 815,072.1**
Total L&M - DEV:	$ 65,000.0	$ -	$ -	$ -	$ -	**$ 65,000.0**
Total L&M - OP:	$ -	$ -	$ -	$ -	$ -	**$ -**

Total DEV:	**$ 217,254.0**
Total OP:	**$ 815,072.1**