

HOUSING AUTHORITY REPORT

DATE ISSUED: January 20, 2012

REPORT NO: HAR12-013

- **ATTENTION:** Chair and Members of the Housing Authority of the City of San Diego For the Agenda of February 28, 2012
- SUBJECT: San Diego Housing Commission's Business Systems Strategic Plan

COUNCIL DISTRICT: Citywide

<u>REQUESTED ACTION</u>: Recommend approval by the Housing Authority of the City of San Diego ("Housing Authority") of the Business Systems Strategic Plan and deployment of Yardi Systems, Inc. ("Yardi") Enterprise Management Software system Agency-wide.

STAFF RECOMMENDATION:

That the Housing Authority:

- 1) Authorize the President & Chief Executive Officer ("CEO"), or designee, to execute a purchase agreement with Yardi, under a General Services Agreement (GSA) Schedule 70 contract, to expand the Housing Commission's existing Yardi Enterprise Management Software system and associated implementation services, as well as additional non-Yardi consultants/contractors/temps, for the Housing Commission at a one-time cost of \$1,657,475.
- 2) Approve an amendment to the FY12 budget in the amount of \$459,380, transferring the funds required from Reserves to Information Technology to support the additional right to use software licenses, migration, expansion and implementation of the Yardi system.
- 3) Authorize the President & CEO, or designee, to execute amendments/extensions in one-year increments for the Software License and Service Agreement (Purchase Agreement), as approved as to form by General Counsel, for a maximum of ten years, which compensation for amendments/extensions shall be based on the prior year's cost, plus an escalation percentage cap equal to the Consumer Price Index, and, if necessary, cost for an increase in additional Housing Commission units' support, utilizing funds that have been approved through the Housing Commission and Housing Authority annual budget process.
- 4) Authorize the President & CEO, or designee, in a form approved by General Counsel, to execute all necessary documents to complete this action and implement these approvals and to further authorize the President & CEO, or designee, to take such actions as are necessary and appropriate to implement these approvals by the Housing Authority.

SUMMARY:

The purpose of this action is to approve the Business Systems Strategic Plan and award a Purchase Agreement to Yardi Systems, Inc. for a Housing Commission Agency-wide migration and expansion of the Yardi Enterprise Management Software system. The purchase will allow the Housing Commission to replace several outdated systems and enable staff to work more efficiently, effectively and accurately on an integrated software platform with greatly improved capabilities and functionality.

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The current systems are incompatible and outdated. Because information is difficult to access, data is obtained from multiple sources, making the process of gathering data labor intensive, and subject to errors and inconsistencies.

The Housing Commission has three major business systems:

- PeopleSoft for financial management
- Emphasys for Section 8
- Yardi for Real Estate / Property Management and Public Housing.

Each of these systems were implemented separately and configured with basic functionality to minimize support requirements.

In July of 2011 the Housing Commission's business systems strategic direction was re-evaluated and confirmed that the existing business systems did not meet the current requirements nor could they meet the new requirements imposed by HUD to support the Move to Work ("MTW") initiative.

While consideration was given to upgrading PeopleSoft and Emphasys, these solutions would not move the Housing Commission toward a single, integrated system. The table below outlines the options considered, and pros and cons for each option.

Options	Pros	Cons
 Migrate to an entirely brand new system. I.E. SAP, Oracle, Sage, Microsoft 	Would have a system that meets business requirements.	Very costly and could take an additional 12 months to implement. Would not be implemented in time to support the MTW initiative required by HUD (1/1/13).
 2) Upgrade PeopleSoft and expand functionality and capabilities. Retain Emphasys and implement MTW customization to support HUD requirements. Integrate PeopleSoft with Emphasys. 	Utilize existing systems that we are familiar with already. Can implement MTW customization within timeframe to support 1/1/13 go-live.	Very costly and would require a completely new technology infrastructure to support latest version of PeopleSoft.Would still require having two separate systems.Would require customizations to support management of Real Estate Development portfolio.
Migrate Yardi system to PeopleSoft.		

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3) Expand Yardi with additional functionality and capabilities.	Utilize existing system with which we are already familiar.	Might need some customizations or additional bolt-on to fully support all of
Migrate PeopleSoft to Yardi.	Can be implemented within timeframe to support MTW	Real Estate's requirements in the future.
Migrate Emphasys to Yardi.	requirements.	
	Single system being utilized for entire Agency.	

Based on the current and future requirements for the Housing Commission, option number three was selected as the most suitable and economical solution.

The major benefits of having one system will be improved cross functional and operational efficiency, increased functionality and capabilities, and overall data integrity and access. The single system will also provide a fully-integrated environment that will reduce complexity and simplify support. The following are just a few examples of anticipated improvements:

- Fully-integrated and automated purchase-to-pay process with online approval process and budget checking designed to eliminate manual paper processes currently used.
- Landlord portal providing internet access to real time inspection results, instead of waiting 3 to 5 days for a mailed letter.
- Resident portal providing secure internet access to real time information for 14,300 clients 7days a week, 24-hours a day.
- Built-in management dashboards and reporting that will deliver a real time view of operational and financial performance instead of the current 5 to 7 day process required to locate the information from the different departments, import the data into a spreadsheet, create the reports, validate the data is correct and then print/distribute them.

FISCAL CONSIDERATIONS:

A portion of the funds for this request are in the approved FY12 Housing Commission Information Technology budget, and if this item is approved, \$298,348 of Local Funds and \$161,032 Section 8 Housing Choice Voucher administrative fees will be transferred from Reserves to the Information Technology budget. Funds for future years will be budgeted in applicable fiscal years to the Information Technology department's budget. Costs associated with implementing Yardi over the next 18 months are summarized in the table below:

Annual Software Cost						
Licensing / Support / Maintenance (a)	\$	314,716				
Onetime Costs						
Implementation						
Implementation Services *	\$	1,533,000				
MTW Customization	\$	100,000				
Hardware	\$	25,000				
	\$	1,658,000				
* Includes travel/expenses and 15% contingency						

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(a) The Software License and Service Agreement (Purchase Agreement) includes an annual cost. Compensation for amendments and/or extensions will be based on the prior year's cost, plus an escalation percentage cap equal to the Consumer Price Index. For the past two years the increase averaged 2.76 percent per year.

Other cost considerations: If the Agency went with an entirely new system like SAP or Oracle the estimated cost would be \$640K to \$1M for licensing and \$2.5M to \$5M for consulting.

The Yardi Systems will provide the Agency with a low risk implementation and solid state of the art solution that meets the requirements for today as well as the future.

For full details on the cost breakdown of this project, refer to the *Project Cost Breakdown* (Attachment 1).

PREVIOUS COUNCIL and/or COMMITTEE ACTION:

The Housing Commission Board approved this action at the regular Housing Commission meeting of January 20, 2012 by a vote of 4-0.

On September 2, 2010, the Housing Authority authorized the Housing Commission's President & CEO to negotiate a contract for additional licenses and support services in the amount of \$123,344 plus applicable taxes with Oracle Corp.

The Housing Authority authorized the President & CEO to negotiate a contract not to exceed \$346,500 for computer software and consulting services with Emphasys Computer Solutions, Inc. on February 13, 2001. This software is used to support Section 8 and Public Housing programs.

The Housing Authority authorized the President & CEO to negotiate a contract not to exceed \$379,125 with PeopleSoft, Inc. for the licensing of financial software on November 18, 1997.

ENVIRONMENTAL REVIEW:

The funding of this item is not a project within the meaning of the California Environmental Quality Act. Processing under provisions of the National Environment Policy Act is not required as no federal funds are implicated in this action.

Respectfully submitted,

Dave Nebo

Vice President Information Technology & Chief Information Officer

Attachments: 1. Project Cost Breakdown

Approved by,

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Jennifer Adams-Brooks Sr. Vice President Administrative Services

Attachment 1

Yardi Implementation Cost Breakdown

Jan 20,2012

	I						2012							l			2013				
	HR Rate	Jan	Feb	FY Mar	/12 Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	FY13 Jan	Feb	Mar	Apr	May	Jun	FY14 Jul	4 Aug
Days per month Hours per month		10 90	18 162	19 171	19 171	20 180	18 162	19 171	21 189	17 153	21 189	16 144	16 144	14	18 26 16	19	19 171	20 180	18 162	19 171	21 189
Non Yardi Temps/Consultants/Con																					
Project Manager Consulting - RED	60 100	\$5,400	\$9,720 \$5,000	\$10,260 \$15,000	\$10,260 \$15,000	\$10,800 \$10,000	\$9,720	\$10,260 \$10,000	\$11,340 \$10,000	\$9,180	\$11,340	\$8,640	\$8,640	\$7,5	60 \$9,72	0 \$10,260	\$10,260	\$10,800	\$9,720	\$10,260	\$11,340
Consulting - RED	150		\$5,000	\$12,000	\$13,000 \$12,000	\$10,000		\$10,000	\$12,000												
Business Analysis Fin	65			\$11,115	\$11,115	\$11,700															
Business Analysis RED Business Analysis Pur	65 65			\$11,115 \$11,115	\$11,115 \$11,115	\$11,700 \$11,700		\$11,115	\$12,285	\$9,945											
IT Support	150			\$11,113	\$11,115	\$11,700		\$11,115	\$12,265	<i>\$9,9</i> 45											
Temps (Data Migration)	40							\$6,840	\$7,560	\$6,120				\$5,0							
Temps (Data Migration)	40	\$5,400	\$20,720	\$73,005	\$70,605	\$55,900	ć0 720	\$6,840 \$45,055	\$7,560 \$60,745	\$6,120	\$11,340	\$8,640	\$8,640	\$5,0 \$17,6			\$10,260	\$10,800	\$9,720	\$10,260	\$11,340
Sub Total FY Total		\$5,400	\$20,720	\$73,005	\$70,605	\$55,900	\$9,720 \$235,350	\$45,055	Ş60,745	\$31,365	\$11,340	\$8,640	\$8,640	\$17,6	40 \$22,68	J Ş23,940	\$10,260	\$10,800	\$9,720 \$260,825	\$10,260	\$11,340 \$21,600
							<i>4233,330</i>												Ş200,025		Ş21,000
Yardi Consulting Services						4== 000		4== 0.00					*** ***					405 000		***	
Implementation Services MTW Customization			\$45,200	\$56,250	\$56,250	\$77,000	\$77,000	\$77,000 \$50,000	\$88,800 \$50,000	\$75,000	\$45,000	\$40,000	\$37,500	\$50,0	00 \$35,00	0 \$35,000	\$35,000	\$35,000	\$35,000	\$37,200	
MTW Implementation								\$30,000	<i>\$50,000</i>	\$25,000	\$20,000	\$20,000	\$12,500								
Sub Total			\$45,200	\$56,250	\$56,250	\$77,000	\$77,000	\$127,000	\$138,800	\$100,000	\$65,000	\$60,000	\$50,000	\$50,0	00 \$35,00	0 \$35,000	\$35,000	\$35,000	\$35,000	\$37,200	\$0
FY Total	I						\$311,700												\$765,800		\$37,200
Hardware (Servers/Storage) Sub Total				\$25,000 \$25,000																	
FY Total				\$25,000			\$25,000														
							+,														
Licensing (including tax)	600 ADC																				
Current Software Additional Software	\$36,436 \$213,330		\$124,443																		
Optional Software	\$64,950		\$37,888																		
Sub Total	-		\$162,330																		
FY Total Total Project by FY						-	\$162,330 \$734 380	-								Funds needin	ng to be budg	reted in FY13	\$1 026 625	FY14	\$58 800
FY Total Total Project by FY						-	\$162,330 \$734,380	-	Yardi				Capital			Funds needin	ng to be budg	geted in FY13	\$1,026,625	FY14	\$58,800
Total Project by FY Currently in IT Budget						-	\$734,380			Consulting		\$620,000	Capital	Hardware		\$25,000	ng to be budg	geted in FY13	\$1,026,625	FY14	\$58,800
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Total Project by FY Currently in IT Budget						-	\$734,380 -\$125,000 -\$150,000			Other Service	ts	\$46,000 \$59,100 \$99,900	Capital	Hardware Yardi Consultant	Total Capita	\$25,000 \$245,000 \$143,105	ng to be budg	geted in FY13	\$1,026,625	FY14	\$58,800
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Total Project by FY Currently in IT Budget 4120 Contract Consulting 7520-261 HW / SW Financial Analysis MTW allocation	- FY12 Total		MTW		Local		\$734,380 -\$125,000 -\$150,000 -\$275,000 \$459,380 Total	FY13/14 Total	'ardi consu	Other Service Other Produc 15% Continge F&E ting \$'s incluc roject Cost	ts :ncy de a 15% con	\$46,000 \$59,100 \$99,900 \$290,000 \$1,115,000 htingency and \$1,657,475 Local	all T&E	Hardware Yardi Consultant Non Yardi Consult Total	Total Capita Expens	\$25,000 \$245,000 \$143,105 Il \$413,105			\$1,026,625	FY14	\$58,800
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Total Project by FY Currently in IT Budget 4120 Contract Consulting 7520-261 HW / SW Financial Analysis MTW allocation Project Manager Business Analysis Fun Business Analysis Pur IT Support Implementation Services MTW Customization MTW Implementation Additional Software Optional Software	FY12 Total \$56,160 \$33,930 \$2,400 \$311,700 \$0 \$0 \$0 \$0 \$0 \$0		45.95% 45.95% 45.95% 45.95% 45.95% 45.95%	25,805.52 15,590.84 15,590.84 1,102.80 143,226.15	Local 54.05% 54.05% 54.05% 54.05% 54.05% 54.05%	30,354.48 18,339.17 18,339.17 1,297.20 168,473.85	\$734,380 -\$125,000 -\$150,000 -\$275,000 \$459,380 56,160.00 33,930.00 33,930.00 2,400.00 311,700.00	FY13/14 Total 139,320 33,345 625,500 100,000	'ardi consu	Dther Service Dther Produc 15% Continger R&E ting \$'s incluce roject Cost MTW 45.95% 45.95% 45.95% 45.95% 100% 100% 45.95%	ts ency 	\$46,000 (\$59,900 (\$299,000 (\$1,115,000 (\$1,115,000 (\$1,657,475) (\$4,05% (\$4,05% (\$4,05% (\$4,05% (\$4,05% (\$4,05% (\$4,05%)\\(\$4,05%)	all T&E 75,302 - 18,023 -	Hardware Yardi Consultant Non Yardi Consult Total 139,3: - - - - - - - - - - - - - - - - - - -	Total Capiti Expens 5 5 6 7 10 7 12 15 15 15 15 15 15 15 15 17 10 17 12 12 12 14 17 17 17 17 17 17 17 17 17 17 17 17 17	\$25,000 \$245,000 \$143,105 I \$413,105 All Consultii 2012 IT Budge Iditioni Funds Iditioni Funds Iditioni Funds I Budget - MT	ng - MTW - Local Funds W	\$1,244,370	275,000 86,441 210,609 572,050	less additional optional softwa 74,591 87,740	ire 161,032 298,348 459,380 579,988
Total Project by FY Currently in IT Budget 4120 Contract Consulting 7520-261 HW / SW Financial Analysis MTW allocation Project Manager Business Analysis Fin Business Analysis Pur IT Support Implementation Services MTW Customization MTW Implementation Additional Software Untopic Software Hardware (Servers/Storage)	FY12 Total \$56,160 \$33,930 \$2,400 \$311,700 \$0 \$0 \$25,000		45.95% 45.95% 45.95% 45.95% 45.95%	25,805.52 15,590.84 15,590.84 1,102.80	Local 54.05% 54.05% 54.05% 54.05% 54.05% 54.05%	30,354.48 18,339.17 1,297.20 168,473.85	\$734,380 -\$125,000 -\$150,000 -\$275,000 \$459,380 Total 56,160.00 33,930.00 33,930.00 2,400.00 311,700.00	FY13/14 Total 139,320 33,345 625,500 100,000 77,500 - - -	'ardi consu	Dther Service Dther Produc 15% Continger F&E ting \$'s inclut roject Cost MTW 45.95% 45.95% 45.95% 45.95% 100% 100% 45.95%	ts ency 	\$46,000 \$59,100 \$299,000 \$1,115,000 \$1,115,000 \$1,657,475 \$4.05% \$4.05% \$4.05% \$4.05% \$4.05% \$4.05% \$4.05% \$4.05% \$4.05%	all T&E 75,302 - 18,023 - 338,083 - - -	Hardware Yardi Consultant Non Yardi Consult 139,33 - - - - - - - - - - - - - - - - - -	Total Capit: Expens 55 67 FY 2012 Ai 10 FY 2012 Ai 10 FY 2012 Ft FY 2013/1 FY 2013/1	\$25,000 \$245,000 \$143,105 I \$413,105 All Consultii 2012 IT Budge Iditioni Funds Iditioni Funds Iditioni Funds I Budget - MT	ng - MTW - Local Funds W	\$1,244,370	275,000 86,441 210,609 572,050	less additional optional softwa 74,591 87,740 162,330	rre 161,032 298,348 459,380 579,988 505,437
Total Project by FY Currently in IT Budget 4120 Contract Consulting 7520-261 HW / SW Financial Analysis Financial Analysis MTW allocation Project Manager Business Analysis Fin Business Analysis Pur IT Support IT Support Implementation Services MTW Customization MTW Implementation Additional Software Optional Software Unional Software Optional Software Hardware (Servers/Storage) Consulting - RED	FY12 Total \$56,160 \$33,930 \$33,930 \$2,400 \$311,700 \$0 \$311,700 \$0 \$25,000 \$45,000		45.95% 45.95% 45.95% 45.95% 45.95% 45.95%	25,805.52 15,590.84 15,590.84 1,102.80 143,226.15	Local 54.05% 54.05% 54.05% 54.05% 54.05% 54.05% 54.05% 54.05% 100.00%	30,354.48 18,339.17 18,339.17 1,297.20 168,473.85 13,512.50 45,000.00	\$734,380 -\$125,000 -\$150,000 -\$275,000 \$459,380 Total 56,160.00 33,930.00 33,930.00 2,400.00 311,700.00	FY13/14 Total 139,320 33,345 625,500 100,000 77,500 - - - - 20,000	'ardi consu	Dther Service Dther Produc 15% Continger R&E ting \$'s incluce roject Cost MTW 45.95% 45.95% 45.95% 45.95% 100% 100% 45.95%	ts ency 	\$46,000 \$59,100 \$290,000 \$1,115,000 \$1,1557,475 Local 54.05% 54.05% 54.05% 54.05% 54.05% 54.05% 54.05% 54.05% 54.05%	all T&E 75,302 - 18,023 - 338,083 - - 20,000	Hardware Yardi Consultant Non Yardi Consult 139,3; - - - - - - - - - - - - - - - - - - -	Total Capit. Expens 5 5 6 7 9 7 9 7 9 7 9 7 9 7 9 7 9 7 9 7 9 7	\$25,000 \$245,000 \$143,105 I \$413,105 All Consultii 2012 IT Budge Iditioni Funds Iditioni Funds Iditioni Funds I Budget - MT	ng - MTW - Local Funds W	\$1,244,370	275,000 86,441 210,609 572,050	less additional optional softwa 74,591 87,740 162,330	ire 161,032 298,348 459,380 579,988
Total Project by FY Currently in IT Budget 4120 Contract Consulting 7520-261 HW / SW Financial Analysis MTW allocation Project Manager Business Analysis Fin Business Analysis Pur IT Support Implementation Services MTW Customization MTW Implementation Additional Software Untopic Software Hardware (Servers/Storage)	FY12 Total \$56,160 \$33,930 \$2,400 \$311,700 \$0 \$0 \$25,000		45.95% 45.95% 45.95% 45.95% 45.95% 45.95%	25,805.52 15,590.84 15,590.84 1,102.80 143,226.15	Local 54.05% 54.05% 54.05% 54.05% 54.05% 54.05%	30,354.48 18,339.17 1,297.20 168,473.85	\$734,380 -\$125,000 -\$150,000 -\$275,000 \$459,380 Total 56,160.00 33,930.00 33,930.00 2,400.00 311,700.00	FY13/14 Total 139,320 33,345 625,500 100,000 77,500 - - -	'ardi consu	Dther Service Dther Produc 15% Continger R&E ting \$'s incluce roject Cost MTW 45.95% 45.95% 45.95% 45.95% 100% 100% 45.95%	ts , ncy de a 15% con 64,018 - 15,322 - 287,417 - 100,000 77,500 - - - - - - - - - - - - -	\$46,000 \$59,100 \$299,000 \$1,115,000 \$1,115,000 \$1,1557,475 \$4,05% \$5,05% \$5,05	all T&E 75,302 - 18,023 - 338,083 - - - 20,000 12,000 -	Hardware Yardi Consultant Non Yardi Consult 139,3: - - - - - - - - - - - - - - - - - - -	Total Capit Expens 55 65 74 2012 Ai 10 FY 2012 Ai 10 FY 2012 Ai 10 FY 2013/1 10 10	\$25,000 \$245,000 \$143,105 I \$413,105 All Consulti 2012 IT Budg Iditioni Funds Iditioni Funds Iditioni Funds I Budget - MTL Budget - TBL	ng - MTW - Local Funds W	\$1,244,370	275,000 86,441 210,609 572,050	less additional optional softwa 74,591 87,740 162,330	rre 161,032 298,348 459,380 579,988 505,437
Total Project by FY Currently in IT Budget 4120 Contract Consulting 7520-261 HW / SW Financial Analysis MTW allocation Project Manager Business Analysis Fin Business Analysis Pur IT Support Implementation Services MTW Customization MTW Implementation Additional Software Optional Software Optional Software Optional Software Optional Software Consulting - RED Business Analysis RED Temps (Data Migration)	FY12 Total \$56,160 \$33,930 \$2,400 \$311,700 \$0 \$25,000 \$45,000 \$30,000		45.95% 45.95% 45.95% 45.95% 45.95% 45.95%	25,805.52 15,590.84 15,590.84 1,102.80 143,226.15	Local 54.05% 54.05% 54.05% 54.05% 54.05% 54.05% 54.05% 54.05% 100.00%	30,354.48 18,339.17 18,339.17 1,297.20 168,473.85 13,512.50 45,000.00 30,000.00	\$734,380 -\$125,000 -\$150,000 \$459,380 Total 56,160.00 33,930.00 33,930.00 33,930.00 311,700.00 311,700.00 45,000.00 30,000.00	FY13/14 Total 139,320 33,345 625,500 100,000 77,500 - - - 20,000 12,000 12,000 38,880	'ardi consu	Dther Service Dther Produc LS% Continger R&E Topject Cost MTW 45.95% 45.95% 45.95% 45.95% 45.95% 100% 45.95% 0 0 0 0 0 0 0 0 0 0 0 0 0	ts 	\$46,000 \$59,100 \$99,000 \$290,000 \$1,115,000 titingency and 54.05% 54.05% 54.05% 54.05% 54.05% 54.05% 100.00% 100.00% 100.00%	all T&E 75,302 - 18,033 - 338,083 - - 20,000 12,000 - 21,015	Hardware Yardi Consultant Non Yardi Consult 139,3; - - - - - - - - - - - - - - - - - - -	Total Capit. Expens 5 5 6 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7	\$25,000 \$245,000 \$143,105 I \$413,105 All Consulti 2012 IT Budg Iditioni Funds Iditioni Funds Iditioni Funds I Budget - MTL Budget - TBL	et - MTW - Local Funds W D Local or Oth	\$1,244,370	275,000 86,441 210,609 572,050 d Funds	less additional optional softwa 74,591 87,740 162,330	rre 161,032 298,348 459,380 579,988 505,437
Total Project by FY Currently in IT Budget 4120 Contract Consulting 7520-261 HW / SW Financial Analysis MTW allocation Project Manager Business Analysis Fin Business Analysis Pur IT Support Implementation Services MTW Customization MTW Implementation Additional Software Optional Software Hardware (Servers/Storage) Consulting - RED Consulting - RED Business Analysis RED	FY12 Total \$56,160 \$33,930 \$33,930 \$2,400 \$311,700 \$0 \$25,000 \$45,000 \$45,000 \$33,930		45.95% 45.95% 45.95% 45.95% 45.95% 45.95%	25,805.52 15,590.84 15,590.84 1,102.80 143,226.15 	Local 54.05% 54.05% 54.05% 54.05% 54.05% 54.05% 54.05% 54.05% 100.00%	30,354.48 18,339.17 1,297.20 168,473.85 13,512.50 45,000.00 30,000.00 33,930.00	\$734,380 -\$125,000 -\$150,000 -\$275,000 \$459,380 56,160.00 33,930.00 2,400.00 311,700.00 25,000.00 30,000.00 33,930.00	FY13/14 Total 139,320 33,345 625,500 100,000 77,500 - - 20,000 12,000 38,880 38,880	'ardi consu	Dther Service Dther Produc 15% Continger R& ting \$'s incluce roject Cost MTW 45.95% 45.95% 45.95% 45.95% 45.95% 45.95% 45.95% 00% 00% 00% 00% 00% 00% 00% 0	ts incy de a 15% con 64,018 - 15,322 - 287,417 100,000 - 77,500 - - - - - - - - - 17,865 17,865	\$46,000 \$59,100 \$299,000 \$1,115,000 \$1,115,000 \$1,1557,475 \$4,05% \$5,05% \$5,05	all T&E 75,302 - 338,083 - 20,000 12,000 - 21,015	Hardware Yardi Consultant Non Yardi Consult Total 139,3; - - - - - - - - - - - - - - - - - - -	Total Capit. Expens 5 5 6 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7	\$25,000 \$245,000 \$143,105 I \$413,105 All Consulti 2012 IT Budg Iditioni Funds Iditioni Funds Iditioni Funds I Budget - MTL Budget - TBL	et - MTW - Local Funds W D Local or Oth	\$1,244,370	275,000 86,441 210,609 572,050 d Funds	less additional optional softwa 74,591 87,740 162,330	rre 161,032 298,348 459,380 579,988 505,437
Total Project by FY Currently in IT Budget 4120 Contract Consulting 7520-261 HW / SW Financial Analysis MTW allocation Project Manager Business Analysis Fin Business Analysis Pur IT Support Implementation Services MTW Customization MTW Implementation Additional Software Optional Software Optional Software Optional Software Optional Software Consulting - RED Business Analysis RED Temps (Data Migration)	FY12 Total \$56,160 \$33,930 \$2,400 \$311,700 \$0 \$25,000 \$45,000 \$30,000		45.95% 45.95% 45.95% 45.95% 45.95% 45.95%	25,805.52 15,590.84 15,590.84 1,102.80 143,226.15	Local 54.05% 54.05% 54.05% 54.05% 54.05% 54.05% 54.05% 54.05% 100.00%	30,354.48 18,339.17 18,339.17 1,297.20 168,473.85 13,512.50 45,000.00 30,000.00	\$734,380 -\$125,000 -\$150,000 \$459,380 Total 56,160.00 33,930.00 33,930.00 33,930.00 311,700.00 311,700.00 45,000.00 30,000.00	FY13/14 Total 139,320 33,345 625,500 100,000 77,500 - - 20,000 12,000 38,880 38,880	'ardi consu	Dther Service Dther Produc LS% Continger R&E Topject Cost MTW 45.95% 45.95% 45.95% 45.95% 45.95% 100% 45.95% 0 0 0 0 0 0 0 0 0 0 0 0 0	ts 	\$46,000 \$59,100 \$99,000 \$290,000 \$1,115,000 titingency and 54.05% 54.05% 54.05% 54.05% 54.05% 54.05% 100.00% 100.00% 100.00%	all T&E 75,302 - 18,033 - 338,083 - - 20,000 12,000 - 21,015	Hardware Yardi Consultant Non Yardi Consult 139,3; - - - - - - - - - - - - - - - - - - -	Total Capit. Expens 5 5 6 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7	\$25,000 \$245,000 \$143,105 I \$413,105 All Consulti 2012 IT Budg Iditioni Funds Iditioni Funds Iditioni Funds I Budget - MTL Budget - TBL	et - MTW - Local Funds W D Local or Oth	\$1,244,370	275,000 86,441 210,609 572,050 d Funds	less additional optional softwa 74,591 87,740 162,330	rre 161,032 298,348 459,380 579,988 505,437
Total Project by FY Currently in IT Budget 4120 Contract Consulting 7520-261 HW / SW Financial Analysis MTW allocation Project Manager Business Analysis Fin Business Analysis Pur IT Support Implementation Services MTW Customization MTW Implementation Additional Software Optional Software Optional Software Optional Software Optional Software Consulting - RED Business Analysis RED Temps (Data Migration) Temps (Data Migration) FY 12 Budget 4120 Contract Consulting	FY12 Total \$56,160 \$33,930 \$33,930 \$2,400 \$311,700 \$0 \$25,000 \$45,000 \$33,930 \$33,930 \$572,050 -125000		45.95% 45.95% 45.95% 45.95% 45.95% 45.95% 45.95% 45.95%	25,805.52 15,590.84 1,102.80 143,226.15 11,487.50 - - - - \$ 212,804 (57,437.50)	Local 54.05% 54.05% 54.05% 54.05% 54.05% 54.05% 54.05% 100.00% 100.00% 100.00%	30,354.48 18,339.17 18,339.17 1,297.20 168,473.85 13,512.50 45,000.00 30,000.00 33,930.00 \$359,246 (67,562.50)	\$734,380 -\$125,000 -\$150,000 -\$275,000 \$459,380 Total 56,160,00 33,930,00 2,400,00 311,700,00 311,700,00 45,000,00 30,000,00 33,930,00 \$572,050 (125,000,00)	FY13/14 Total 139,320 33,345 625,500 100,000 77,500 - - 20,000 12,000 38,880 38,880	'ardi consu	Dther Service Dther Produc LS% Continger R&E Topject Cost MTW 45.95% 45.95% 45.95% 45.95% 45.95% 100% 45.95% 0 0 0 0 0 0 0 0 0 0 0 0 0	ts incy de a 15% con 64,018 - 15,325 - 287,417 100,000 - 77,500 - - - - - - - - - - - - -	\$46,000 \$59,100 \$99,000 \$290,000 \$1,115,000 titingency and 54.05% 54.05% 54.05% 54.05% 54.05% 54.05% 100.00% 100.00% 100.00%	all T&E 75,302 - 338,083 - 20,000 12,000 - 21,015	Hardware Yardi Consultant Non Yardi Consult Total 139,3; - - - - - - - - - - - - - - - - - - -	Total Capit. Expens 5 5 6 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7	\$25,000 \$245,000 \$143,105 I \$413,105 All Consulti 2012 IT Budg Iditioni Funds Iditioni Funds Iditioni Funds I Budget - MTL Budget - TBL	et - MTW - Local Funds W D Local or Oth	\$1,244,370	275,000 86,441 210,609 572,050 d Funds	less additional optional softwa 74,591 87,740 162,330	rre 161,032 298,348 459,380 579,988 505,437
Total Project by FY Currently in IT Budget 4120 Contract Consulting 7520-261 HW / SW Financial Analysis MTW allocation Project Manager Business Analysis Fin Business Analysis Pur IT Support Implementation Services MTW Customization MTW Implementation Additional Software Hardware (Servers/Storage) Consulting - RED Consulting - RED Business Analysis RED Temps (Data Migration) Temps (Data Migration) FY 12 Budget	FY12 Total \$56,160 \$33,930 \$2,400 \$311,700 \$0 \$25,000 \$45,000 \$33,930 \$33,930 \$572,050		45.95% 45.95% 45.95% 45.95% 45.95% 45.95% 45.95% 45.95%	25,805.52 15,590.84 15,590.84 1,102.80 143,226.15 11,487.50 - - - \$212,804	Local 54.05% 54.05% 54.05% 54.05% 54.05% 54.05% 54.05% 100.00% 100.00%	30,354.48 18,339.17 18,339.17 1,297.20 168,473.85 13,512.50 45,000.00 30,000.00 33,930.00 \$359,246	\$734,380 -\$125,000 -\$150,000 -\$275,000 \$459,380 Total 56,160.00 33,930.00 33,930.00 2,400.00 311,700.00 45,000.00 30,000.00 33,930.00 \$572,050	FY13/14 Total 139,320 33,345 625,500 100,000 77,500 - - 20,000 12,000 38,880 38,880	'ardi consu	Dther Service Dther Produc LS% Continger R&E Topject Cost MTW 45.95% 45.95% 45.95% 45.95% 45.95% 100% 45.95% 0 0 0 0 0 0 0 0 0 0 0 0 0	ts incy de a 15% con 64,018 - 15,325 - 287,417 100,000 - 77,500 - - - - - - - - - - - - -	\$46,000 \$59,100 \$99,000 \$290,000 \$1,115,000 titingency and 54.05% 54.05% 54.05% 54.05% 54.05% 54.05% 100.00% 100.00% 100.00%	all T&E 75,302 - 338,083 - 20,000 12,000 - 21,015	Hardware Yardi Consultant Non Yardi Consult Total 139,3; - - - - - - - - - - - - - - - - - - -	Total Capit. Expens 5 5 6 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7	\$25,000 \$245,000 \$143,105 I \$413,105 All Consulti 2012 IT Budg Iditioni Funds Iditioni Funds Iditioni Funds I Budget - MTL Budget - TBL	et - MTW - Local Funds W D Local or Oth	\$1,244,370	275,000 86,441 210,609 572,050 d Funds	less additional optional softwa 74,591 87,740 162,330	rre 161,032 298,348 459,380 579,988 505,437