PALMDALE WATER DISTRICT

2029 East Avenue Q • Palmdale, California 93550 • **Telephone (661) 947-4111**
Fax   (661) 947-8604
www.palmdalewater.org

ALESHIRE & WYNDER LLP
Attorneys

ACWA

October 16, 2014

Agenda for a Meeting
of the Personnel Committee of the Palmdale Water District
Committee Members: Kathy Mac Laren-Chair, Joe Estes
to be held at the District's office at 2029 East Avenue Q, Palmdale

Thursday, October 23, 2014

4:00 p.m.

<u>NOTE:</u> To comply with the Americans with Disabilities Act, to participate in any Board meeting please contact Dawn Deans at 661-947-4111 x1003 at least 48 hours prior to a Board meeting to inform us of your needs and to determine if accommodation is feasible.
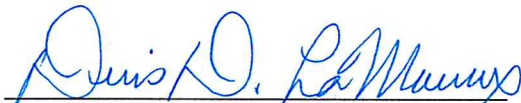
Agenda item materials, as well as materials related to agenda items submitted after distribution of the agenda packets, are available for public review at the District's office located at 2029 East Avenue Q, Palmdale. Please call Dawn Deans at 661-947-4111 x1003 for public review of materials.

<u>PUBLIC COMMENT GUIDELINES:</u> The prescribed time limit per speaker is three-minutes. Please refrain from public displays or outbursts such as unsolicited applause, comments, or cheering. Any disruptive activities that substantially interfere with the ability of the District to carry out its meeting will not be permitted and offenders will be requested to leave the meeting.

Each item on the agenda shall be deemed to include any appropriate motion, resolution, or ordinance to take action on any item.

1) Roll call.

2) Adoption of agenda.

3) Public comments.

4) Action Items: (The public shall have an opportunity to comment on any action item as each item is considered by the Committee prior to action being taken.)

Providing high quality water to our current and future customers at a reasonable cost.

4.1)   Consideration and possible action on approval of minutes of meeting held September 4, 2014.

4.2)   Consideration and possible action on electronic time cards. (Finance Manager Williams)

4.3)   Consideration and possible action on Cost of Living Adjustment for 2015 Budget. ($115,045.00-estimated – Human Resources Director Emery)

4.4)   Discussion of District overtime practices. (Human Resources Director Emery)

4.5)   Discussion and review of Human Resources Calendar. (Human Resources Director Emery)

4.6)   Discussion and clarification of customer service 2014 campaign. (Finance Manager Williams)

5)   Project Updates:

5.1)   Status on Organizational Assessment. (General Manager LaMoreaux)

5.2)   Status on Internship Program. (Human Resources Director Emery)

5.3)   Other.

6)   Information items.

7)   Board members' requests for future agenda items.

8)   Adjournment.

DENNIS D. LaMOREAUX,
General Manager

DDL/dd

P A L M D A L E   W A T E R   D I S T R I C T
B O A R D   M E M O R A N D U M

DATE:	October 16, 2014	**October 23, 2014**
TO:	PERSONNEL COMMITTEE	**Personnel Committee Meeting**
FROM:	Mr. Dennis Hoffmeyer, Senior Accountant	
VIA:	Mr. Michael Williams, Finance Manager	
	Mr. Dennis D. LaMoreaux, General Manager	
RE:	*AGENDA ITEM NO. 4.2 – CONSIDERATION AND POSSIBLE ACTION ON ELECTRONIC TIME CARDS*	

Recommendation:

Staff recommends the Committee approve moving forward with the first phase of streamlining the District's payroll processing. The first step begins with the implementation of an advanced timesheet entry system in conjunction with the start of the 2015 calendar year. The system being recommended, at this time, is from Sierra Workforce Solutions from Folsom, CA.

Alternative Options:

The alternative is to remain on the current system of hand entry of timesheets produced from an Excel spreadsheet and continue looking at other possible options as directed.

Impact of Taking No Action:

None at the present time except having to modify the District's reporting requirements for the Affordable Care Act (ACA) starting in 2015.

Background:

The District Board took action to approve the revisions and projects related to the Strategic Plan on May 12, 2014. As part of that approval, the Finance Department recommended the project for payroll processing improvements under Strategic Initiative 2: Increased Efficiency. Staff further went on to identify three areas of improvement for this project with those being the following:

1. Fully integrated HRIS payroll software

2. Employee managed timecard/leave bank/deductions

3. Utilize outside service for processing

PERSONNEL COMMITTEE
PALMDALE WATER DISTRICT
VIA: Mr. Michael Williams, Finance Manager
          Mr. Dennis D. LaMoreaux, General Manager   October 16, 2014

Item 1: District staff is currently in the process of working with our Microsoft Value Added Reseller (VAR) on the upgrade of the current financial system to the most current version. While this is being done, we will be focusing in on making changes to the Payroll/HR modules to increase our ability to provide necessary HR reporting and to better utilize the overall product offering. This will be done between now and the beginning of 2015 to coincide with the start of the new payroll reporting year.

Item 2: As part of the rollout/revamp of the financial software, staff reviewed, over the last four months, electronic timesheet entry systems to help streamline the overall entry portion of payroll processing. As part of the background information, this area is of concern since it currently is a manual entry process and verification of work time can lead to potential entry errors related to overtime accounting. The secondary issue is it takes the better part of two days to perform the verification and key entry from the manually generated timesheets into the payroll system.

With this in the forefront, staff began looking at electronic timesheet entry systems that could integrate into the financial software reducing entry time and speed up processing. Over the four month period, we looked at several systems that could accommodate the change. In reviewing systems, we contacted our Microsoft VAR for products that had integration into the financials to help expedite the review as well as vendors outside of their knowledge. Those vendors being the following:

- Journyx – Completely web based system with both onsite and cloud based offerings.
- Sierra Workforce Solutions – Web and software based solutions with both onsite and cloud based offerings.
- Timeclock Plus – Web and software based solutions with both onsite and cloud based offerings.
- Beyond Software Solutions - Completely web based system with only onsite offering
- Kronos Software – Unknown due to lack of response.
- ADP – Web based solution was the only offering they discussed while their effort was all areas other than what staff was focusing on.

After seeing demonstrations of most of the software offerings, we then focused in on what the District was trying to accomplish with that being seamless integration into the District's financial software, reduced data entry, advanced reporting, and compliance with both state and federal wage laws. One item that was a secondary request if they had multiple entry points such as time clocks, badge swipes, mobile devices and/or phone integration.

With these requirements, we focused our solution down to the offerings from Sierra Workforce Solutions and Timeclock Plus. These two product offerings met the initial as well as the secondary requirements. From there, we then submitted to both companies a list of questions that were asked during the demonstrations to confirm what staff had heard (Responses attached for Committee review).

After receiving the written responses from the two vendors, staff met to discuss the responses and the direction we would be recommending to Committee. With the majority consensus of staff, it was best felt that the offering from Sierra Workforce Solutions would best serve the District. Staff is also recommending the onsite solution over the cloud based system due to a five year cost analysis (also attached).

Item 3: During 2015, we will look at the potential of outsourced processing of the District's payroll as it relates to paychecks, bi-weekly, monthly, quarterly and annual reporting. One area of focus will be the ability of the outsource processor to issue both paychecks as well as paying all deduction items such as federal and state taxes, deferred comp, etc.

Strategic Plan Initiative:

This work is part of Strategic Initiative No. 2 Increased Efficiency

Budget:

This is a non-budgeted item; however, funds are available from various accounts.

Supporting Documents:

- Sierra Workforce Solutions – Responses
- Timeclock Plus – Responses
- Sierra Workforce cost analysis

Sierra Workforce Solutions – Responses

1. The District offers an alternative work schedule in addition to the regular work schedule. Does your software support the following schedules:

a. 9/80 YES
b. 4/10 YES
c. Modified 12 YES

2. The District has both exempt and non-exempt staff. Those individuals that are salaried right now enter their time based on a work schedule. Is your software capable of logging all hours but only report the base 80 hours? YES. We can also do 'pay-to-schedule'. If you already have your payroll setup to report those 80 hours, we can simply not report the base hours, but simply changes to those hours – such as absences. Our Sierra bi-directional interface, known as TIA (TimeMaster Integration Application) can handle many different requirements. TIA not only brings employee, organizational, and benefit data down from GP PR or GP HR, but also transfers timesheet data up to Payroll and can transfer project and job data up to GP Project. It is hands down, the most powerful interface tool out there – Microsoft Certified for Microsoft Dynamics (CfMD).

3. In administering overtime is this an:

1) automatic function within your software, YES, configurable
2) definable by work day/ week standards, and YES, configurable
3) compliant with California labor law sections 500, 510 & 511. YES

4. Due to the alternate work schedules the District has what is called a holiday credit back policy. This policy states that if an employee's regular day off (RDO) falls on an approved District holiday they will receive 8 hours of straight pay in addition to their regular scheduled hours. Is this a process that is capable of being automated? YES

5. Is the software capable of handling shift differentials and can this process be automated based on defined start and stop times (i.e. 6 p.m. to 6 a.m.) during the day?
YES We call them 'zones' in the software.

6. The District has staff that are on standby on a daily basis. Part one of standby time, has a reporting of $50 per day on weekdays and $75 per day on weekends and holidays.
Part two is if they are called out during the standby period they receive a minimum of 2 hours of regular standby time unless the call is over 1 hour and 20 minutes in length. If that occurs the time is registered as overtime. Standby time is not considered to be "hours worked" for purposes of the calculation of overtime compensation. Does your software have the capability of handling this process?
YES We can determine what pay codes count towards OT and which ones do not. We can setup different pay rates for different jobs that employees are allowed to punch against. Each of those can have a different set of pay 'rules' that apply to them. This will accommodate your need. I can visualize a couple of ways we could accommodate this, but the employee will still need to punch to tell the system when they have come on and off of standby.

7. On occasion the District may have to call staff back in due to an emergency. When this occurs the staff is paid overtime and possible shift differential if it is after 6 p.m. at night. Can this be defined as an automated rule or manual override? YES Both.

8. In 2015 the District will be required to submit reporting according to the Affordable Care Act requirements. Is your software capable of doing this reporting?

YES All the necessary reports for the ACA are already built into the software.

9. The District has the following defined accrual schedules for time-off. The following represent those schedules as they currently stand. Can these be handled by your software? YES All of them, with ease.

a. Vacation (per month and has a 280 hours cap)
      i. 0 – 5 Years 6.67 hours
      ii. 5 – 15 Years 10.00 hours
      iii. 15+ Years 13.34 hours

b. Sick (per month and has a 2000 hours cap) 8 hours

c. Administrative Leave (per month and has a cap)
      i. 40 Hours 3.33 (middle management – cap of 40 hours)
      ii. 80 Hours 6.67 (upper management – cap of 80 hours)

d. Floating Holiday Accrues 1 day on January 1 and 1 day on July 1. Both need to be used before the final payroll of the year or they are lost.

10. In scheduling time off can time be scheduled into the future regardless of accrual balance for vacation? YES You may allow this or disallow this. It's a checkbox in our configuration. You can also disallow it, but allow an override to managers with the permission. You can also allow or disallow negative balances, with or without caps.

Example: This example actually happened to me last year. My wife and I went on a three week cruise for our twentieth wedding anniversary. Because of the type of trip we had to book it ten months in advance so we could get the suite we wanted. At the time I submitted my time off request I did not have the hours for the three weeks yet. However with all of the monthly accruals between February and October and I had more than enough when the trip rolled around.

11. Is your software capable of having special programming modifications made if it is not supported currently? YES

12. At the first full payroll of January and July employees are given the opportunity to sell back up to 24 hours of sick time if the defined criteria is met in the prior 6 month reporting period. Currently, we categorize this as Sick Sellback hours and adjust the Sick accrual bank. Is this something that can be automated based on the pay code?
This depends on the 'defined criteria' you mention. Selling back hours is something other clients have done – manually within the application. There is a place to do this sort of thing. Other clients are allowed to 'gift' hours to others in cases of 'defined criteria' like illnesses.

13. Can special payrolls be done out of defined pay period schedules (i.e. final paycheck, terminated employee, etc.)? YES

14. Does your software have the capability of setting up individualized Fair Labor Standards Act (FLSA) work weeks? YES

15. The District has approved employees the ability to make-up time. Currently this is available if the time being taken off can be made up in the same work week that the time off occurs. Currently the immediate supervisor tracks this manually by having the employee fill out a time off slip and record the time for when the hours were made up. Is your software capable of handling make-up time rules (Example below)?

Example: Tom takes off 2 hours for a doctor's appointment on Tuesday. He then comes in a half hour early and takes a half hour lunch on Wednesday and Thursday. This would then make-up the time taken off on Tuesday without triggering overtime rules because it was in writing and agreed upon prior to the time off.
YES We can set up a MAKEUP time rule that holds these hours and we can exclude them from being considered for OT. The employee will punch into the appropriate code or activity when making up time and it will be handled appropriately.

16. The District is looking at updating their security system. This update will include going to proximity cards for entry into buildings. Does your software have the capability to use such proximity ID cards for registering start/end of shifts?
YES Our time and attendance application is fully integrated with an access control application. It can perform this functionality. If you'd like to arrange for a demo of this, please let us know. You can use the same Prox cards for access as you do for punching time.

17. Related to question 16 if a person comes in prior to their shift how can this time be handled by your software (Example: Tom comes in 5 minutes before the start of his actual shift.)?
You can disallow the punch using punch restrictions, you can set grace periods and allow employees to punch in 'up to' 10 minutes ahead of their scheduled start time (as an example), or you can allow them to punch in early and the application will automatically mark their timesheet with an exception code (which can have colors defined for easy viewing) that a manager can be notified on. Those are a few ways you can handle it.

Employee Self Service

CelériTime

Welcome Sandy

Select an action.

Punch	Time-Off	Pay Code Edit	Reports	Read Message	Send Message

ESS Request for time-off

CelériTime

Time-Off

Pay Code
Vac- Requested

Effective Date
09/16/2014

Time
03:43 PM

Amount
08:00

Aug	September 2014					Oct
Sun	**Mon**	**Tue**	**Wed**	**Thu**	**Fri**	**Sat**
31	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	1	2	3	4
5	6	7	8	9	10	11

Request

Timesheet Entry

Professional Timesheet

File   View   Messages   Reports   Help

⚙ Preferences   📝 Pay Code Edit

Hahn, Sandy K   08/31/14 - 09/20/14   Showing Actual Punches ▾

Date	Day	Start	Account	St...		Daily	Weekly	Pay Period
				Pay P...				
08/31/14	Sunday							
09/01/14	Monday	3:00 PM	10/400/425			00.00	00.00	00.00
		Missing Punch						
09/02/14	Tuesday	3:14 PM	10/400/425	11:...		07.75	07.75	07.75
		Tardy						
09/03/14	Wednesday	3:05 PM	10/400/425	11:...		08.00	15.75	15.75
		Late In						
09/04/14	Thursday	3:00 PM	10/400/425	11:...		08.00	23.75	23.75
09/05/14	Friday	3:00 PM	10/400/425	11:...		08.00	31.75	31.75
09/06/14	Saturday							
				Pay P...				
09/07/14	Sunday							
09/08/14	Monday	3:00 PM	10/400/425			00.00	00.00	00.00
		Missing Punch						
09/09/14	Tuesday	3:14 PM	10/400/425	11:...		07.75	07.75	07.75
		Tardy						
09/10/14	Wednesday	3:05 PM	10/400/425	11:...		08.00	15.75	15.75
		Late In						
09/11/14	Thursday	3:00 PM	10/400/425	11:30 PM	08.00	08.00	23.75	23.75
09/12/14	Friday	3:00 PM	10/400/425	11:30 PM	08.00	08.00	31.75	31.75
09/13/14	Saturday							

Pay Period 09/14/14 12:00 AM - 09/20/14 11:59 PM

Add Punch ✕

Punch Date `9/08/2014 ▾`   Punch Time `05:00 PM`

Account `10/200/510` `...`

Activity Code `▾`

Comment for Audit Trail

`_____`

Time Zone

Day Light Savings ☑

`(UTC-06:00) Central Time (US & Canada) ▾`

Punch Type   **Flags**

Override ☐   ☐ Cancel Break Auto Deducts

`Meal_Start ▾`   ☐ Cancel Meal Auto Deducts

        ☐ Cancel Odd Number of Punches

[OK]   [Cancel]

Timeclock Plus - Responses

1. The District offers an alternative work schedule in addition to the regular work schedule. Does your software support the following schedules: **Supported**
a. 9/80
b. 4/10
c. Modified 12

2. The District has both exempt and non-exempt staff. Those individuals that are salaried right now enter their time based on a work schedule. Is your software capable of logging all hours but only report the base 80 hours?

This is not possible, though it could be done with a custom module

3. In administering overtime is this an 1) automatic function within your software, 2) definable by work day/ week standards, and 3) compliant with California labor law sections 500, 510 & 511.

TimeClock Plus automatically calculates overtime as defined by the District on a daily and/or weekly basis. While TimeClock Plus provides the tools necessary to comply with California labor law, compliance is ultimately the responsibility of the user

4. Due to the alternate work schedules the District has what is called a holiday credit back policy. This policy states that if an employee's regular day off (RDO) falls on an approved District holiday they will receive 8 hours of straight pay in addition to their regular scheduled hours. Is this a process that is capable of being automated?

No. Like any hour addition we would have to add these to the employees. We could mass add them though.

5. Is the software capable of handling shift differentials and can this process be automated based on defined start and stop times (i.e. 6 p.m. to 6 a.m.) during the day? **Supported**

6. The District has staff that are on standby on a daily basis. Part one of standby time, has a reporting of $50 per day on weekdays and $75 per day on weekends and holidays. Part two is if they are called out during the standby period they receive a minimum of 2 hours of regular standby time unless the call is over 1 hour and 20 minutes in length. If that occurs the time is registered as overtime. Standby time is not considered to be "hours worked" for purposes of the calculation of overtime compensation. Does your software have the capability of handling this process?

We can track this time and use segment minimums to enforce minimum hours paid. These hours could be removed from Overtime and Benefit Status calculation.

7. On occasion the District may have to call staff back in due to an emergency. When this occurs the staff is paid overtime and possible shift differential if it is after 6 p.m. at night. Can this be defined as an automated rule or manual override?

Supported

8. In 2015 the District will be required to submit reporting according to the Affordable Care Act requirements. Is your software capable of doing this reporting? **Supported**

9. The District has the following defined accrual schedules for time-off. The following represent those schedules as they currently stand. Can these be handled by your software?
a. Vacation (per month and has a 280 hours cap)
i. 0 – 5 Years 6.67 hours
ii. 5 – 15 Years 10.00 hours
iii. 15+ Years 13.34 hours
b. Sick (per month and has a 2000 hours cap) 8 hours
c. Administrative Leave (per month and has a cap)
i. 40 Hours 3.33 (middle management – cap of 40 hours)
ii. 80 Hours 6.67 (upper management – cap of 80 hours)
d. Floating Holiday Accrues 1 day on January 1 and 1 day on July 1. Both need to be used before the final payroll of the year or they are lost.

Supported

10. In scheduling time off can time be scheduled into the future regardless of accrual balance for vacation?
Supported
Example: This example actually happened to me last year. My wife and I went on a three week cruise for our twentieth wedding anniversary. Because of the type of trip we had to book it ten months in advance so we could get the suite we wanted. At the time I submitted my time off request I did not have the hours for the three weeks yet. However with all of the monthly accruals between February and October and I had more than enough when the trip rolled around.

11. Is your software capable of having special programming modifications made if it is not supported currently?
On occasion TimeClock Plus developers do perform (limited) custom programming; however, more information is required to determine if possible for Palmdale Water District.

12. At the first full payroll of January and July employees are given the opportunity to sell back up to 24 hours of sick time if the defined criteria is met in the prior 6 month reporting period. Currently, we categorize this as Sick Sellback hours and adjust the Sick accrual bank. Is this something that can be automated based on the pay code?
Currently not supported as an automated process due to variables that would require more information (i.e how many hours are being sold back? As defined above, the Employee can sell back "up to 24 hours", is the requirement 24 hour blocks of time or any hours up to 24 hours? Also, the "defined criteria" is currently an unknown to TimeClock Plus. More information would be required to determine the feasibility of automation.

13. Can special payrolls be done out of defined pay period schedules (i.e. final paycheck, terminated employee, etc.)?

Supported

14. Does your software have the capability of setting up individualized Fair Labor Standards Act (FLSA) work weeks? **Need more information.**

Clarification Information
Hi Dennis,
An example of an FLSA workweek is for myself.

My workweek starts on Friday at 11am and goes through the following Friday at 11 am.
Dawn who works the same schedule but different hours will have a workweek of Friday 11:30 am through the following Friday at 11:30 am.

All overtime hours must be based on the individual workweek and will need to be automatically calculated.

Thanks,
Jennifer Emery
Human Resources Director

In response to Jennifer's questions below regarding a start time of day/workweek at 11am or 11:30am , we do support either one of those options; however, the Start Time of Day/Workweek is a company-wide setting (i.e. Palmdale Water District) and can only be enabled for one or the other rule, not both simultaneously based on the individual employee, as the option is a company-wide setting. If this is a current rule for the Palmdale Water District and FLSA requirement for the District, then TC+ is likely not going to be your solution.

Multi-Company

15. The District has approved employees the ability to make-up time. Currently this is available if the time being taken off can be made up in the same work week that the time off occurs. Currently the immediate supervisor tracks this manually by having the employee fill out a time off slip and record the time for when the hours were made up. Is your software capable of handling make-up time rules (Example below)? **Currently, TimeClock Plus supports Overtime calculation in accordance with California State law; however, the software is flexible enough to accommodate manual overrides to the applicable OT calculations if necessary.**

Example: Tom takes off 2 hours for a doctor's appointment on Tuesday. He then comes in a half hour early and takes a half hour lunch on Wednesday and Thursday. This would then make-up the time taken off on Tuesday without triggering overtime rules because it was in writing and agreed upon prior to the time off.

Supported if weekly overtime. This would be harder to do with daily overtime but could be accomplished with a manual override.

16. The District is looking at updating their security system. This update will include going to proximity cards for entry into buildings.
Supported. TimeClock Plus Proximity Readers can be configured to read a variety of Proximity cards/badges. Brand, aprt #, and possible badge for testing would be ideal to confirm readability.

17) Related to question 16 if a person comes in prior to their shift how can this time be handled by your software (Example: Tom comes in 5 minutes before the start of his actual shift.)?
TimeClock Plus has a built-in Scheduler that provides several options for handling your example. TimeClock Plus settings include: 1) prevent the employee from clocking outside of an authorized schedule, 2) allow the employee to clock with a Manager/Supervisor override, or 3) a predefined Rounding rule can be enabled allowing the employee to clock in/out "x" minutes early/late and the time would be rounded to the scheduled time.

TimeClock Plus v6.0.2.73 [Palmdale Water District]

Tuesday, September 16, 2014 4:42:45 PM

Clock In

Clock Out

Time Sheet Entry

Go on Break

Change Job Code

Change Cost Code

View

Request

Sierra Workforce - Description - ON Premise	Unit Price	Qty	Ext. Price
TimeMaster Summit Time, Attendance, and Labor Distribution application 100 employees, with accruals rule (1 policy)	3,495.00	1	3,495.00
			-
TimeMaster Summit Employee Self Service and Timesheet (100 Employees) Request Time off, submit messages	2,450.00	1	2,450.00
			-
TimeMaster Summit Report Writer	795.00	1	795.00
TIA Dynamics GP payroll integration	2,495.00	1	2,495.00
TimeMaster Summit Data Bridge for GP Project Integration	995.00	1	995.00
Annual Software Product Enhancement - 18% SLP	1,841.40	1	1,841.40
Annual Software Technical Support - 10% SLP	1,023.00	1	1,023.00
Software & Enhancement Support:			$ 13,094.40
Sierra - Professional Services - Remote installation of new software, set-up & system configuration and User Training - Hourly Rate (Actual time will be tracked and billed.)			
Services by Sierra:	175.00	20	$ 3,500.00
Estimated Total:			$ 16,594.40
Yearly Annual Enhancement - Support (28% SLP)	10,230.00		$ 2,864.40

5 Year Cost Schedule	
Year 1	16,595.40
Year 2	2,864.40
Year 3	2,864.40
Year 4	2,864.40
Year 5	2,864.40
Total investment cost over 5 years	28,053.00

Sierra Workforce - Description - SAAS	Unit Price	Qty	Ext. Price
SaaS TimeMaster Summit Time and Attendance software: web interface scheduling, benefit accrual, tracking, and reports - per emp per month	3.75	100	375.00
			-
TimeMaster Summit Report Writer	795.00	1	795.00
TIA Dynamics GP payroll integration	2,495.00	1	2,495.00
TimeMaster Summit Data Bridge for GP Project Integration	995.00	1	995.00
Annual Software Product Enhancement - 18% SLP	771.30	1	771.30
Annual Software Technical Support - 10% SLP	428.50	1	428.50
Upfront software Cost:			$ 5,859.80
Sierra - Professional Services - Remote installation of new software, set-up & system configuration and User Training - Hourly Rate (Actual time will be tracked and billed.)			
Services by Sierra:	175.00	16	$ 2,800.00
Estimated Total:			$ 8,659.80
Monthly On -going Fee (100x 3.75):			$ 375.00
Annual Maint./Support on Integration Modules/RW:			$ 1,199.80

5 Year Cost Schedule	
Year 1	12,784.80
Year 2	5,699.80
Year 3	5,699.80
Year 4	5,699.80
Year 5	5,699.80
Total investment cost over 5 years	35,584.00