



# State of Ohio Health Insurance Exchange Planning

## *Strategic Architecture Roadmap and Budget Report*

*September 14, 2011*

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# 1 Executive Summary

## Background

The Ohio Department of Insurance (ODI), in collaboration with the Ohio Department of Jobs and Family Services (ODJFS), selected KPMG to assist the state in conducting an IT Gap Analysis. That analysis would assess current technological capabilities in comparison to the functional requirements of running an Ohio Health Insurance Exchange or of Ohio using a Federal Exchange. The project has four deliverables:

1. IT Gap Analysis
2. Potential IT solutions for an Ohio Exchange
3. Potential IT solutions for interfacing Ohio systems with a Federal Exchange
4. Roadmap and budget for an Ohio Exchange or interfacing to a Federal Exchange.

This roadmap and budget report deals with the final deliverable. The first three deliverables are included in the strategic blueprint report.

We identified two Exchange models that represent the likely extremes on the cost and resource continuum. These two business model options are interfacing with a Federal Exchange, or creating a State Exchange. They are described in Section 4, “Ohio Exchange Business Model Options.” In between these two cost extremes, there are many options for implementing the Exchange.

The Implementation Roadmap illustrates the major initiatives in the Exchange IT Implementation Plan, and the timing, on a quarterly basis. This is a summary of the recommended implementation schedule. Note that the reference numbers shown are used only for ease of cross-referencing to the detailed schedule and estimates included in the following section and appendix.

## Roadmap Development Process

KPMG worked with the State to develop the implementation roadmap for the Exchange strategic architecture. We followed a comprehensive roadmap development methodology that is closely aligned with the enterprise architecture methods used to develop the Ohio Exchange Blueprint. This process ensures that all components of the blueprint are included, and the full life cycle cost of the delivery of the components is covered. The method also enables us to identify and plan for business related work required to implement the technical solution, although the scope of this implementation plan is focused solely on the delivery and implementation of the IT solution.

The project was segmented into 4 phases:

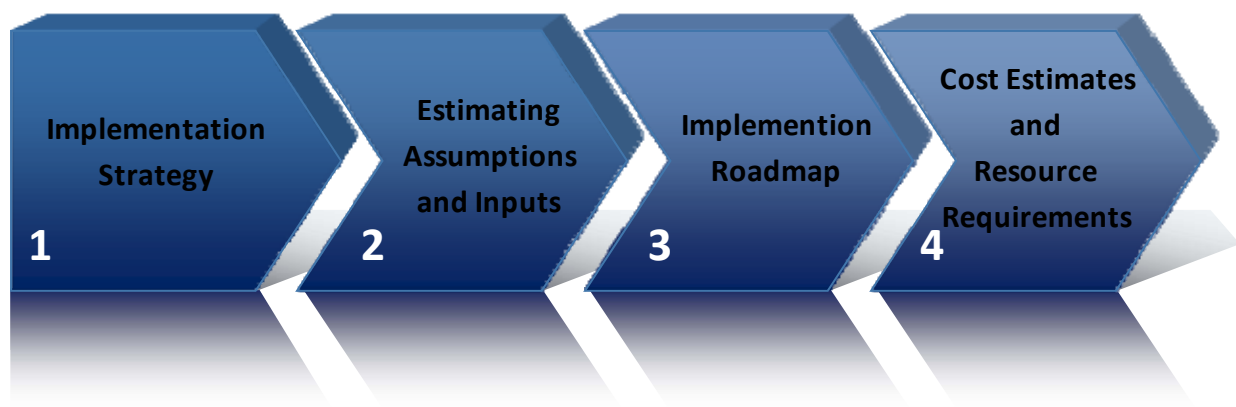


Figure 1: Project Approach Summary

### **Phase 1 – Implementation Strategy**

In Phase 1, the KPMG and the Ohio team determined the principles which will guide the implementation of the Roadmap.

### **Phase 2 – Estimating Assumptions and Inputs**

The Ohio team provided KPMG with requirement and costing assumptions that were used as parameters to determine the implementation cost estimate in the cost model for the implementation strategies identified in Phase 1.

### **Phase 3 –Implementation Roadmap**

The KPMG team developed an implementation roadmap for the strategies identified in Phase 1, guided by the assumptions provided in Phase 2, while taking into account funding and resource restrictions.

### **Phase 4 – Cost Estimates and Resource Requirements**

In the final phase, inputs from all earlier phases were used to determine cost and resource estimates for each of the implementation strategies identified.

## Major Findings and Recommendations

From the Implementation Roadmap analysis, we made the following observations and recommendations:

### Finding #1: Significant schedule risk

- Given the scope of the IT solution and the aggressive schedule commitments of the Affordable Care Act, the implementation schedule is at significant risk
- Based on the work required, according to the “golden square” rule of project duration, the initiative should be implemented over a four year period
  - The Full Function Exchange project requires a total of approximately 2,500 person months
  - The golden square rule states that, to manage complexity and minimize risk, project duration should not be less than the square root of the effort – in this case, 50 months
  - From January 2012 to end of 2014, there are only 36 months
- The golden square rule applies to projects with significant logical dependencies among the subprojects. If a way can be found to have more “loose coupling” between the subprojects, there may be an opportunity for schedule compression and an increase in the average FTEs
- Funding constraint sets the implementation to a three year period as HIX funding runs out in December 2014; enhanced funding for Medicaid modernization expires in December 2015

### Recommendation #1a: Reduce Exchange functionality to meet schedule demand

- Reduce the functionality of Release 1
  - Although the functionality for the first release has been pared down, the approach used was conservative
  - A more in depth analysis may reveal further opportunities for reductions in Release 1 functionality
  - Consider implementing some business processes with simpler, less mature, manual processes at go-live, and maturing those processes over time to realize operational efficiencies

### Recommendation #1b: Begin implementation as soon as possible

- Mobilize the project as early as possible
  - Submitting the level 1 grant application by the September 30 deadline would provide funding in November and project team mobilization in December. This leaves 7 quarters to build core Exchange functionality, including procurement

#### **Recommendation #1c: Request a funding extension and implement over a four year period**

- Spread the project over four years, rather than three
  - Implement the Exchange in three releases instead of two:
    - 2013 - Cost Sharing and SHOP initial release with only essential capability
    - 2014 - Cost Sharing and SHOP capability enhancement release
    - 2015 - Medicaid eligibility and enrollment release

#### **Finding #2: Appropriate business representation**

- To successfully execute the project, significant availability of experienced resources with institutional knowledge of the state's business is required. We assumed 38% internal resources for the State option and 40% for the Federal option. These resources must have sufficient institutional knowledge of the state's business to guide the project requirements and design. The roles, rates, and external percentages are defined in Appendix A

In the Cost Estimates and Resource Requirements, the following findings were made:

#### **Finding #3: Cost of the Federal option is disproportionate to the processes supported**

- The Federal option uses about 12% of the processes of the State option but at 30% of the cost. The Federal Exchange eliminates some of the less complex requirements that the state would be required to build, but retains the complex plan certification and risk management function, which increases the cost of the Federal option to approximately 30% of the cost of the State option

#### **Finding #4: High IT operations cost**

- The Exchange is required to provide a highly available 24x7 operation, which requires significantly more operations and maintenance resources than a normal or extended business hour operation

### **Implementation Cost**

The implementation cost for a fully featured state Exchange, which meets all requirements of the ACA and complies with the Exchange Reference Architecture guidance published by CMS, is estimated at \$63.4m. This figure represents the highest cost extreme given the assumptions we used. Interfacing with a Federal Exchange is estimated at \$20m. Interfacing with a Federal Exchange assumes the state would seek to maintain the viability of all the basic functions the state provides today.

## Timeline

A complete implementation roadmap, including procurement, appears in Section 5, “Implementation Roadmap.” The timeline for either the State Exchange or Federal Exchange requires that the Exchange be open to consumers for enrollment in insurance plans by October 1, 2013. Insurance coverage would start January 1, 2014. Funding expires at the end of 2014. To achieve this timeline, we assumed a project start date of January 2, 2012, when procurement would begin. Our timeline includes six months for the procurement process. To achieve this, significant planning progress must be achieved in Q4 2011.

## Roadmap Development Process

### Introduction

KPMG applied a roadmap development process for planning large scale enterprise-wide programs and portfolios of initiatives. This method is applicable to large scale IT enabled business transformations. For the Ohio Exchange, KPMG focused the scope of this roadmap on the implementation of the Exchange IT architecture.

The sections that summarize the events of the development process are shown below in Figure 2.

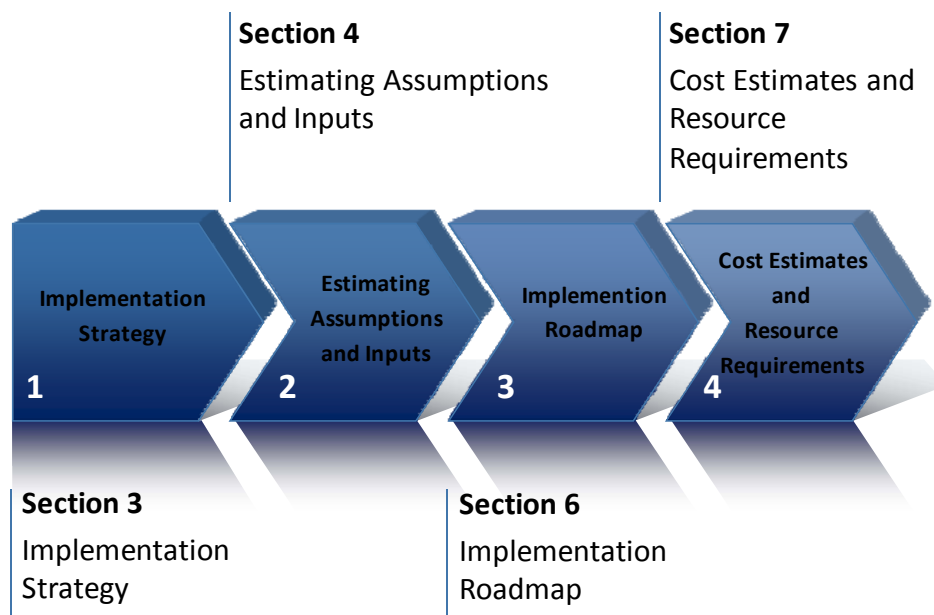


Figure 2: Project Approach with Sections



## Planning Principles

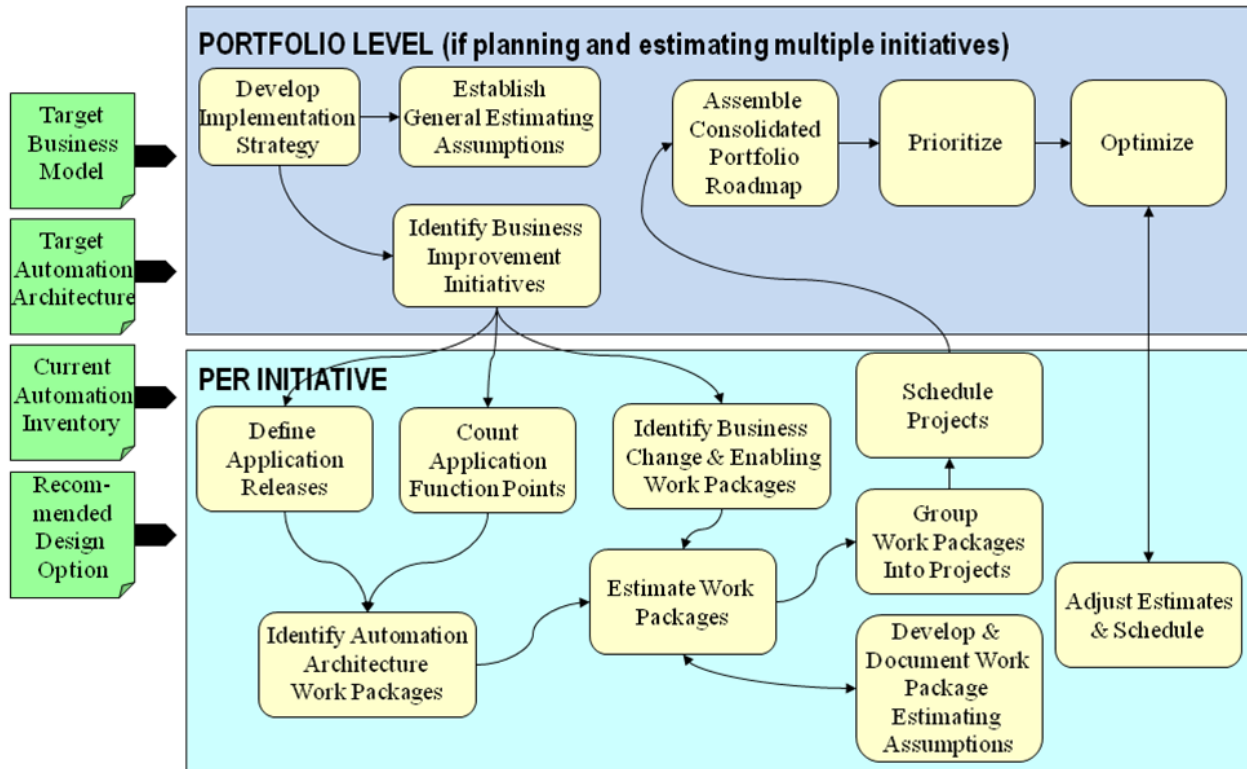
The following key principles are fundamental to the method:

- **Business driven**
  - Implementation roadmaps and the cost estimating model include all business resource requirements and business improvement / business transformation activities required to achieve business results – not just IT solution delivery
  - Assumes and supports business investment governance – decisions based on sound business case
- **Results oriented**
  - Cost model includes benefits and business case definition, and benefits tracking and realization activities, to ensure focus remains on results
- **Architecturally based**
  - Work effort estimates directly related to architectural components
  - Architectural roles and deliverables built into the work effort assumptions
- **Adequately resourced**
  - Includes all resource types and work packages required to implement business improvement (i.e. change mgmt, communication, OD/HR work, process work, IT work)
  - Includes business resource work effort as well as IT resource work effort
- **Adequate Project Management and Controls**
  - Includes business and IT project management and quality assurance roles and work packages
  - Assumes and supports appropriate gating and change control
- **Risk Managed**
  - Enables and supports sensitivity analysis and scenario evaluation, which can be used at the governance layer to mitigate risks, including course corrections and adjustment to new business imperatives - the project assumes this will be used on an ongoing basis throughout the project, as required

## Roadmap Development Process

The diagram below illustrates the roadmap planning process.

### Roadmap Planning and Estimating Process



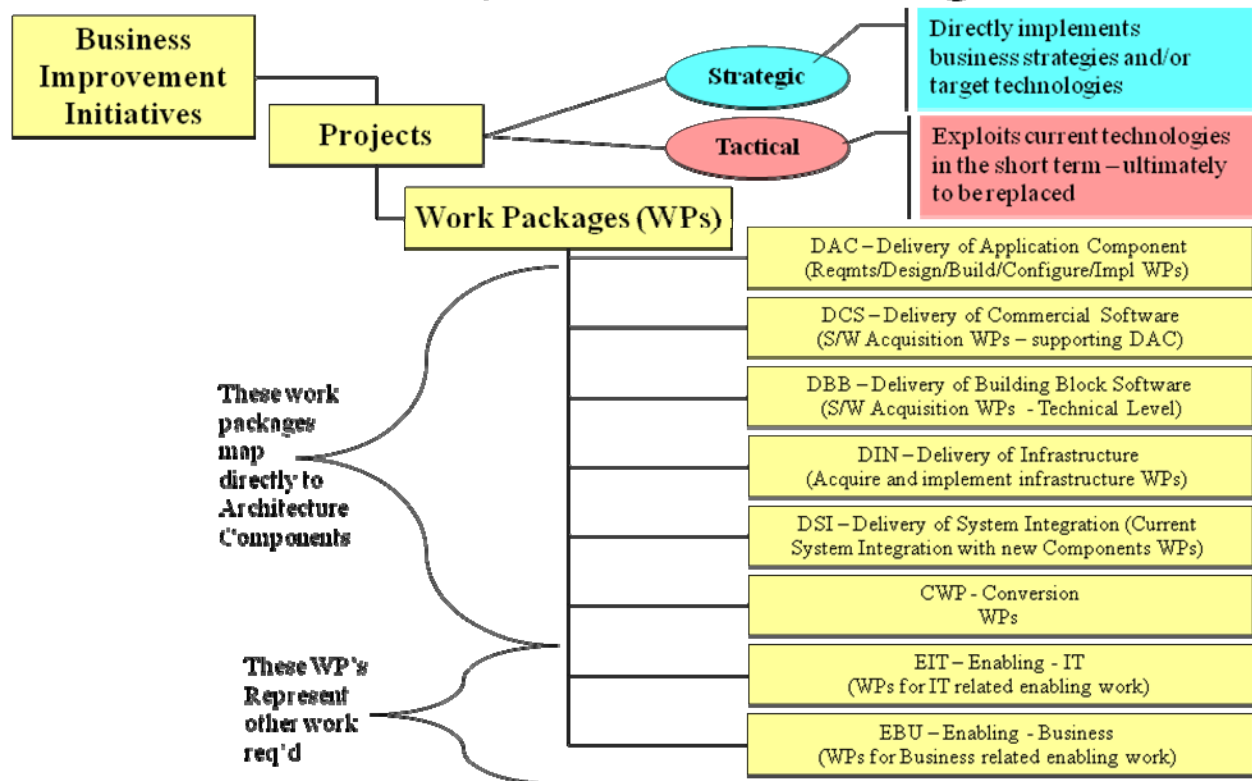
The key inputs shown on the left of the diagram have been documented in the Ohio Exchange Blueprints Report and have been the starting point for the roadmap development process.

The Implementation strategy developed for this initiative is described in Section 3 of this report. This section also defines the application system release strategy, along with a number of other key strategies that have guided the development of the roadmap.

General planning assumptions are documented in section 4, and the appendix contains more details on estimating assumptions.

The specific Initiatives, Projects and Work Packages are summarized at the initiative level in Section 5. Projects and Work Packages within each initiative have been defined and are described in detail in the appendices. The diagram below illustrates the conceptual hierarchy of the work breakdown structure we have used in the cost model.

# Structure of Cost Model – Delivery - Initiatives & Projects & Work Packages



One of the main drivers of the cost estimate to build and/or configure application components is the estimate of application complexity, which is determined through the function point count. The function point count has been derived as follows:

- Each Application Component is defined in terms of the business processes it supports
- Each process is mapped to the high level entities in the Conceptual Data Model
- This is referred to as a “CRUD” Matrix (each cell indicates whether the process Creates, Reads, Updates, or Deletes instances of each Entity)
- The CRUD matrix is the key input to a function point count, which is documented in this report
- The functional complexity of each process is calculated based on the CRUD, plus estimates of user I/O, interface I/O, and rules complexity
- The functional complexity of an Application Component is the sum of the function point counts of its processes

The COSMIC-FFP method is the method used for function point counting (ISO/IEC standard 19761:2003).

Once we have an objective measure of complexity (the function point count), the work effort for the development life cycle can be determined, based on productivity assumptions – i.e. the number of work days per function point assumed to specify, design, build/configure, test and implement a given component.

COCOMO II (Common Cost Model) is an industry source we have referenced for productivity assumptions.

## Consultation

Estimates have been reviewed with key state IT leadership and staff and validated for reasonability through comparison with Exchange estimates for other states.

## 2 Implementation Strategy

### Introduction

The implementation strategy describes the key guiding principles on which the Roadmap will be based, the strategies we plan to employ, the approaches taken, and options considered for delivery and implementation of the Exchange IT assets. Ohio has not yet committed to operate a state-run Exchange, but is currently evaluating and considering all available options. This analysis provides Ohio with additional information to consider during the planning phase and offers guidance pertaining to what IT infrastructure could be implemented to operate a state-run Exchange.

The “to-be” architecture of the Ohio Health Insurance Exchange consists of a service-oriented architecture that integrates a number of software components which together function as a single system. These components include internal and external portals to foster role interface customization, a business rules engine to facilitate increased flexibility for functions like real-time eligibility determination, workflow engines to increase productivity, and data warehouse and analytical / reporting tools for producing relevant operations and management reports.

For purposes of developing a high-level cost estimate, we made a number of assumptions regarding implementation strategy. Such assumptions will be evaluated and validated or adjusted as the project proceeds. Key decision points are identified in the high-level plan. For example, at the procurement stage, the decision on specific technologies and solutions is made; before that point, Ohio should make assumptions about representative products for estimating purposes only.

### Implementation Planning Principle

Large IT-enabled change initiatives frequently are under-estimated, due to the numerous risks associated with them. Our aim is to estimate the initiative as thoroughly and conservatively as possible, given the level of detail we have at hand, as represented by the future state architecture. A thorough and conservative estimating philosophy allows us to estimate sufficient resources using objective industry benchmarks for functional complexity (such as function point counts) and productivity assumptions (such as COCOMO II), as well as a comprehensive planning framework, to provide optimal probability of success, rather than to take an aggressive estimating approach that attempts to minimize the cost estimate.

Following are our implementation strategy assumptions.

## Scope

Implementation of the Health Insurance Exchange (HIX) is a significant business transformation that impacts the public and a series of enterprises. The initiative should be viewed as a change initiative that impacts:

- business policy, practices and processes across multiple enterprises
- the people, roles, responsibilities, and organizational structures within these enterprises
- the information systems and technology solutions that support the new policies and practices

The scope of this implementation strategy is limited to addressing the planning, architecture, design, delivery and implementation of information systems and technology required to support the Exchange. It does not define the work required to put in place new business policies, practices, or organizational capabilities (beyond the IT support group required to support the solution). Nor does it include the overall transformation management functions required to manage and coordinate all aspects of the transformation. These items must be defined in detail in the broader plans and budgets that will be put in place to implement the Exchange.

The estimate addresses the planning, design and delivery of new information systems and technology, as defined by the Future State Exchange Architecture. It does not include estimates for ongoing operation and support of the solution that is put in place. A separate line item for this purpose has been generated and is included in Figure 7.

## Information Management Strategy

Exchange information will be managed as a strategic asset. Sound information management practice will be observed. The plan will incorporate the planning, architecture and design work required to ensure that:

- Data is captured or maintained in one place, re-used wherever possible, and replication, where necessary, is managed to ensure consistency
- Data integrity is managed as close to the source of data capture as possible
- Data privacy and security is managed in compliance with privacy and security rules
- Data is shared and accessible by all who need it to fulfill their responsibilities in delivering the intended outcomes of the Exchange (in compliance with privacy and security rules)
- Data is managed in compliance with industry data standards

## Applicable Standards for Consideration

Some standards may need to be considered for incorporation into ongoing program requirements, particularly those utilized to select and implement the core Exchange functions. The State's approach to meeting applicable standards must be determined for estimation. Some standards and approaches for consideration are outlined below; all IT systems and components that the State procures or leverages would meet these requirements.

- **1561 Recommendations:** Ohio is required to provide a consistent and user-experience driven portal as part of its user interface layer that ensures a seamless experience for consumers consistent across insurance Exchanges. NIEM should be utilized for interactions with federal verification sources and with State systems. As the NIEM is established for the health domain, this would enforce and implement these standards as part of its web services deployment on the Enterprise Service Bus.
- **HIPAA:** A state-run health insurance Exchange would enable HIPAA requirements by conducting ongoing internal and external reviews of its administrative and technical safeguards.
- **Accessibility:** Ohio's technical development standards already include policies requiring that websites provide specific usability features for individuals with disabilities. The unified communication system component would provide multiple modalities for consumers to access a functional and efficient system when interacting with the health insurance Exchange. Ohio's potential user interface would be Sections 508 and 405 compliant, and would adhere to the W3C Accessibility Guidelines. Ohio is considering guidance derived via the Enroll UX 2014 user experience project.
- **Federal Information Processing Standards (FIPS):** As part of its gap analysis and evaluation of existing systems, Ohio reviewed federal guidelines and is considering such guidelines as it evaluates options regarding the health insurance Exchange. Ohio should identify relevant application federal guidelines to enable:
  - Leveraging Ohio IT governance to review and align security controls between state policies and insurance Exchange operations
  - Repeatable processes and guidelines for selecting and implementing security controls
  - Incorporation of security controls and requirements into the ESB
  - Enabling system security according to FIPS 199, and
  - Systematic and periodic assessment and measurement standards adherence

## Application Systems Strategy

Application systems will be driven by business needs.

The plan should incorporate the Information Technology planning, architecture and design work required to optimize the full life cycle cost of application components.

Based on the business requirements and aggressive timeline, components should be sourced in the following order:

1. Re-use and integrate existing components
2. Acquire and integrate commercial off-the-shelf components
3. Custom build components

## Technology Infrastructure Strategy

Technology infrastructure includes the computing hardware, operating software platforms, and network infrastructure required to support the business application systems for the Exchange. The key guiding principles of our strategy for technology infrastructure are:

- Optimize the life cycle cost of technology infrastructure.
- Leverage open interoperability standards wherever possible.
- Buy vs. Lease technology infrastructure where possible.

For these preliminary estimates, we have assumed that a cloud computing approach to technology infrastructure would not be taken. The strategy for ongoing operations and support for technology infrastructure could be revisited in the next stage and plans adjusted if required.

## Transformation Life Cycle

For planning purposes, we have assumed that we will follow the Exchange Life Cycle published by the Centers for Medicare and Medicaid Services (CMS). We assume that the implementation is likely to be agile and iterative, and that business processes may be implemented with some manual work early in the lifecycle of the Exchange, but will mature over time.

**Phase 1** – Initiation, Concept and Planning (this initial stage is a first high level iteration – we would plan a second more thorough iteration)

**Phase 2** – Requirements, Analysis and Design



2a. High Level Design (Preliminary Logical Architecture, Sourcing decisions made at end of this phase - procurement in the case of a buy scenario)

2b. Detailed Design (Detailed Logical and Physical Architecture and Design)

**Phase 3** – Development and Test (including solution build/configuration and testing)

**Phase 4** –Implementation

**Phase 5** – Operation & Maintenance

We normally recommend another phase of work not explicitly included in the Exchange Life Cycle – the Benefits Realization Phase. For the purposes of this estimate, we have considered Business Case Development and Benefits Realization to be out of scope for our Implementation Plan and have not estimated work effort to do this activity. We have included in the next phase a “placeholder” work package to develop a business case for the exchange, but no effort has been assigned to it.

If a Business Case was to be developed, it would normally include the identification of business benefits which could include, but is not limited to: automation and self-service to be enabled by the exchange, flexibility and adaptability to change, potential improvements to support of existing programs, the establishment of measures, and the establishment of a baseline against which actual benefits achieved could be measured. Finally, the business case would typically show benefits in relation to development and implementation costs, so a return on investment could be determined (for those benefits which can be expressed in financial terms).

The benefits realization phase would occur post-implementation, and would include activities required to achieve or harvest benefits (if those are required), conducting a review to assess performance against the baseline, and identifying actions required to address any gaps between improvement targets vs. improvements actually achieved.

We have excluded Business Case Development and Benefits Realization work in this case because the Exchange is an entirely new service, and there is no baseline performance that can be measured against. These steps could be added in a future iteration of the implementation plan, but would have to be adapted to measure intended impacts of the exchange vs. impacts actually achieved.

As part of the Phase 2 activities in the implementation plan, we have included another iteration of the implementation plan and cost model that provides a more detailed, updated estimate of

implementation and ongoing operation (i.e. a total cost of ownership). After doing a more comprehensive specification of requirements and identification of specific products, the updated plan and estimate provides more details about what would be delivered in release 1 and release 2 (preliminary assumptions about releases are described in the following section).

## Release Strategy

We generally recommend a series of relatively small releases (for example, using Agile or Iterative Waterfall design methodologies) is preferable to a single “big bang” (traditional Waterfall) implementation strategy.

For the initial high-level plan, we have planned two iterations:

- 1 A preliminary release of functionality to get the Exchange operational at a basic level (providing sufficient functionality to operationalize the service consistent with federal requirements and within the aggressive timelines established by the federal government),
- 2 A second release to implement additional functionality required. This would include functional components that may not be required within the first 6-12 months of operation, as well as enhanced functionality for Release 1 components.

The detailed mapping of which future state architecture components are required in each release is provided in the section titled “Detailed Release Assumptions” below. The percentage of functionality (and associated work effort) estimated for each release of a component is provided.

As previously mentioned, we have also built in more detailed implementation planning at each stage. At these points, more detailed release planning would be done, and could result in more incremental releases.

## Conversion / Data Loading Strategy

The Health Insurance Exchange represents a net new set of systems functionality; the current planning assumption is that no data existing in current databases would be used to populate the Exchange systems.

## Integration Strategy

We assume the following interfaces are required and have been accommodated in the estimate. Ohio would be responsible for interface development against Ohio systems, to integrate with the Federal Exchange, and these costs are included in the plan in all cases. Changes to external systems required to interface with the Ohio Exchange have been addressed in our plan as follows. Note that these interfaces are based on a preliminary assessment of interface complexity, but the estimate does not reflect

knowledge of the systems themselves – in future versions of the plan, these estimates must be reviewed and updated with input from the groups who maintain the systems:

- Interfaces with the CMS data services hub (changes to CMS systems to interface with the Ohio Exchange are assumed to be funded by the federal government separate from this initiative)
- Interfaces with carriers and employers (changes to their systems funded by them)
- Interfaces for reporting to the Ohio Department of Insurance (the cost estimate to enable the Exchange to integrate with other state insurance systems is included in the Ohio Exchange estimate, including a preliminary cost estimate to implement changes in the state insurance systems to interoperate with the Exchange)
- Interfaces with all state program related systems.

We assume all interfaces would be governed by interoperability standards provided via the federal government. We assume that X12 standards would be used for integration with insurers.

## Procurement Strategy

For estimating purposes, we assume that separate procurements would be run for solution components. We have assumed a set of three software procurements, one for technical “building block” components, one for back office systems, and one for service delivery system components. Procurements are also planned for infrastructure components, a solution integration partner, and an IT operations and support provider. We have also planned to review procurement options and packaging in more detail before finalizing our procurement strategy, so the specific number of procurements may change.

## Resourcing Strategy

For estimating purposes, we have assumed that a mix of internal state resources and external resources would be used to deliver the required functionality (solution integration may be done on a fixed price basis, but we have estimated costs based on estimated work effort).

We assume that internal resources must be planned and costed, and most importantly, committed to the initiative in order to increase probability of success. The specific roles of business resources required for this project are defined in Appendix A, and include these roles (with Internal Ohio role names in parentheses):

- Business Program Manager (Business Administrator 5)
- Business Project Manager (Business Administrator 4)
- Business Administrative Support (Admin Assistant 2)

- Communications Analyst (Business Analyst)
- Business Representative Resource (Business Analyst)
- Business Analyst (Business Analyst)
- Documentation Administrator (Business Operations Manager 1)
- Operations/Support Analyst (Business Transformation Analyst)

We assume that knowledgeable business representatives and subject matter experts are committed to the initiative. One technique for achieving this is by allocating internal resources to the initiative and backfilling them in their operational roles through temporary contract resources. Internal IT resources must also be built into the plan and committed to the initiative to ensure that internal IT standards are followed, and there are sufficient internal IT resources who understand the new systems components in order to manage, operate and support it (the number of these resources depends on the operational support strategy).

Acquiring the internal business and IT resources required is recognized as both a critical success factor for the project and a significant challenge given the challenges of acquiring skilled resources for the team or for backfill of people to move them onto the team in the development location. This challenge needs to be addressed as part of the overall business implementation mobilization effort for the Exchange.

## Operations Sourcing Strategies

With either a State Exchange or a Federal Exchange, there are two major sourcing options for the operations phase of the Exchange solution life cycle:

1. In-source to a State of Ohio IT service provider – a state-operated model
2. Outsource to an external IT service provider – a third party would operate the Exchange according to the state's requirements

For costing purposes, we assumed that the State would operate a highly available 24 by 7 environment

### Finding: High IT operations cost

The Exchange is running a highly available 24x7 operation which requires significantly more operations and maintenance resources than a normal or extended business hour operation

with potential significant peak load demands, and would plan on outsourcing the operation of the Exchange IT solution.

Initial estimates are for hardware costs, software maintenance, and support and operation of the business applications. It does not include operation of a formal IT Help Desk nor does it include a budget for enhancements.

### **3 Estimating Assumptions and Inputs**

#### **Introduction**

This section describes our key planning and cost estimating assumptions. Details can be found in Appendix A.

#### **Resource Planning and Costing Assumptions**

We have assumed a significant amount of internal state resources are required for representation of both business and IT requirements. There is also a substantial number of consulting resources required, including both systems integrator resources and other consultants required for project management, quality assurance, architecture, requirements specification, procurement assistance, and a number of related requirements.

Refer to the detailed estimating assumptions in the Appendix A for a list of detailed roles, split of external vs. internal work, and per diem rate assumptions.

#### **Travel Costing Assumptions**

Travel costs have been added, assuming the local human resource market would not be able to fully support this initiative, and resources would have to travel. Our assumptions were based on significant travel by external resources, using a fixed per diem cost relevant for the Columbus market.

#### **Procurement and Operational Support Planning Assumption**

Work Packages would be included in the implementation plan to conduct additional operational evaluation and develop:

- A Solution Delivery Acquisition Strategy, and
- An Operations Support Strategy

These would be performed as part of the next phase of the project, and would result in an updated implementation plan and cost estimate, which includes an operational cost estimate.

## Team Facilities Assumption

It is recommended that sufficient facilities be provided to co-locate the core project team members for the duration of the project, to increase team efficiency and effectiveness. We have included costs for sufficient workspace and meeting space for the core project team. We assume this would be made available using standard facility planning assumptions provided by the state of Ohio.

For the State Exchange option, to create the ongoing annual facilities estimate for the team, we have assumed a team of 50 FTE's for 3.5 years, at 200 sq. ft. per FTE, and \$15.48 per sq. ft. per year. We have also created a one-time facilities acquisition estimate as part of Mobilization, to acquire desks, computers and phones, etc, of \$7200 per person. This assumption includes the business and IT staff required for the implementation phase of the exchange. The corresponding costs for the Federal Exchange option are assumed to be 25% of the State Exchange option costs.

## Team Technical Environment Assumption

We have included cost assumptions for the project development environment which would take advantage of the Collaborative Application Lifecycle Management Environment defined in the **CMS Collaborative Environment and Life Cycle Governance – Exchange Reference Architecture**.

## Information Volumes Assumption

Exchange volumes estimations are required to complete the costing of implementing the Ohio Exchange. We used preliminary, draft numbers from other exchange planning efforts in our costing model, and averaged the high and low estimates where there was a range estimated.

- Currently Uninsured: 1,500,000
- End state Uninsured: 683,000
- Uninsured that will be eligible for subsidy: Unknown
- Employer-Sponsored Insurance (ESI) self and large group 2010: 5,145,000
- ESI self and large group 2017: 4,320,000
- ESI small group, 2010 and 2017: 930,000
- Employers with < 50 Employees: Unknown

## Infrastructure Scalability Assumption

Infrastructure assumptions are also needed to provide the implementation costs of an Ohio Exchange. The infrastructure needs to be sufficiently robust and scalable to support the number of concurrent users. The planning basis for infrastructure is based on the following data:

Exchange Group	Low	Planning Basis	High
Individuals	405,000	580,000	755,000
SHOP	35,000	105,000	175,000
Total Population Served	440,000	685,000	930,000

To calculate the number of concurrent users, this 685,000 total population served was multiplied by 1.5 sessions per user (to reflect users who visit more than once and ineligible users) to arrive at 1,027,500 user sessions per year. Dividing this by 365 days per year and 24 hours per day results in 117 as the average number of user sessions per hour using the exchange. In planning for peak usage, a factor of 10 was applied to yield peak user sessions per hour of 1170. In addition to the external users, there will be 150 internal employees (including call center, policy and financial management staff) of whom 113 (75%) are active during this peak for a total peak concurrent user load of 1,283 concurrent users. We used a peak factor of 10 (which is relatively large) because we anticipate periods of high activity, such as Exchange launch and open enrollment windows.

## IT Support Training Assumption

For Release 1 we have assumed training of 15 operational support staff, with external product training of 10 days per staff member, at rates typical for this activity.

## Business Staff Training Assumption

We have assumed 5 days of training for a 75-member internal business team, plus webinars provided to employers and other partners, plus extensive online help documentation for the public. The business team does not include technical resources who would support the exchange (see Appendix A for role details).

## 4 Create, Read, Update, Delete (CRUD) Matrix

### Introduction

Development of the CRUD matrix facilitates the cost estimation process by determining the level of interaction between system functions (automated business services) and data entities and external systems (i.e., integration points). Completing this exercise provides the data needed to estimate the amount of development effort needed to produce the functionality required under each option.

### Approach



Step	Objective
<i>Step 1 – Configure CRUD Matrix</i>	<ul style="list-style-type: none"><li>Using the CRUD Matrix from the KPMG Reference Models toolset, customize the CRUD Matrix for the Ohio HIX options.</li></ul>
<i>Step 2 – Populate CRUD Matrix with Options</i>	<ul style="list-style-type: none"><li>Populate the CRUD matrix using the information and knowledge gathered for each option.</li></ul>

Figure 3: CRUD Matrix Approach

### Step 1 – Configure CRUD Matrix

From the models presented in the previous phase, insight was gained into:

1. The logical software components that are needed in order to fulfill the requirements under each option – accomplished through the use of the HIX Logical Component Model;
2. The logical infrastructure components that are needed to support the logical components under each of the options – accomplished through the use of the HIX Deployment Model; and
3. The integration that is required to facilitate communication between various service providers under both options – accomplished through the use of the HIX Integration Model.

Using this information, as well as the information gathered from other phases, KPMG developed a custom CRUD Matrix spreadsheet that highlighted the system functions and data entities required for the Ohio Exchange.



The CRUD Matrix is used to specify the manipulation and usage of data entities by individual system functions. The rows of the matrix contain the system functions, which are currently organized by logical component. The columns of the matrix contain the subject areas, which are drawn from the conceptual data model. The cells that cross-reference the subject areas to the system functions may contain a C, R, U, D, or some combination of these letters. These letters indicate the system function information requirements as it relates to the data entities within data subject areas. The letters have the following meaning:

Abbreviation	Name	Description
C	Create	The system functions produce information within the specified subject area (i.e.: the business process needs to have the ability to create / store such information in a repository).
R	Read	The system functions require use of the information from the specified subject area. Common usage for information being read is for display and analytical purposes.
U	Update	The system function revises information within the specified subject area (i.e.: updates an existing record).
D	Delete	The business process erases information within the specified subject area. Information about entities in the indicated subject area is permanently removed from the repository.

Using the information gathered, the CRUD matrix was populated to reflect the interactions for all system functions across all data entities. In the next step, each option is defined to show which processes the option actually uses. Completing this task will define the system function and data entity interactions required for each option. An excerpt from the CRUD Matrix is shown on the next page.

## Step 2 – Populate CRUD Matrix with Options

Populating the CRUD Matrix with the two options required the team to indicate the usage of each

**Finding: Cost of the Federal Exchange option is disproportionate to the processes supported**

The Federal Exchange option requires about 12% of the system functions of the State Exchange option but many of these support complex processes such as plan certification and risk management, which increases the cost of the Federal option to approximately 30% of the cost of the State option.

system function for that option. As an example, in the State Exchange Ohio would

be required to create functionality to manage the Creation and Update of Notifications (i.e., a system function), whereas the Federal Exchange option would not require Ohio to create this functionality as it would be provided through the Federal Exchange.

The image shown is just a sample of the entire table, as the worksheet is too large to include it in its entirety in the document.

2	##	##	46	1	24	0	21	1	HIX Customer	Financial Information				Enrollment						Appeal		HHS Plan / Program					
							Support for Medicaid (Y/N)	Support for Medicaid	Account Complaint Customer	Payment Settlement Customer Financial Billing	Current Employee Application for	Employee Employer Application for	Individual Individual Exemption SHOP	Enrollment Eligibility Appeal	Solicitation Proposal Plan Plan Perform Plan Qualified Provider												
3			Logical Component	Column_6	Reference	Functionality																					
4			Logical Component	Business Process	Business Service	Functionality			5 4 4	5 2 7	3 3 3	5 2	5 5 5	5 3 2	2 3 3	3 3 3 10 2											
5							C, CR, CRU, CRUD		1 1 1	2 2 1	2 2 1	1 1 1	1 1 1	1 3 3	1 1 1	1 1 1 1 1 1											
6							RU		50 1 0	0 0 6	1 0 2	5 2	5 4 4	0 1 0	0 1 2	0 0 7 0											
7							R		17 1 0	4 1 3	5 3 6	2 7	1 1 2	4 0 1	0 1 5	6 5 9 1											
9	1 F6	2	Appeals Management			Appeals Management																					
17	2 F4	9	Comparison Shopping			Comparison Shopping																					
22	3 F3	13	Eligibility Assessment			Eligibility Assessment																					
47	4 F5	35	Enrollment Processing			Enrollment Processing																					
48	4 F5	51	Enrollment Processing	?? Eligibility?	CBS-EXCH-EE-65	Process Employer Participation	Y	27%	RU			R	RU														
49	4 F5	52	Enrollment Processing	?? Eligibility?	CBS-EXCH-EE-61	Accept SHOP Employer Application	Y	27%	RU				C		R												
50	4 F5	53	Enrollment Processing	?? Eligibility?	CBS-EXCH-EE-70	Accept SHOP Employer Application	Y	27%				RU	RU		R												
51	4 F5	49	Enrollment Processing	?? Employer acc't mgmt	CBS-EXCH-EE-63	Determine SHOP Employer Contribution	Y	27%	RU			R															
52	4 F5	50	Enrollment Processing	?? Employer acc't mgmt	CBS-EXCH-EE-64	Terminate Employer Participation	N		RU			R															
53	4 F5	36	Enrollment Processing	Application processing	CBS-EXCH-EE-01	Validate Application Submission	N		RU		RU		RU	RU	RU												
54	4 F5	37	Enrollment Processing	Application processing	CBS-EXCH-EE-03	Review and Adjudicate Alternatives	N		RU				RU	RU	RU												
55	4 F5	43	Enrollment Processing	Application processing	CBS-EXCH-EE-29	Accept Individual Eligibility Application	Y	27%	RU					CR													
56	4 F5	44	Enrollment Processing	Application processing	CBS-EXCH-EE-30	Accept Individual Eligibility Application	Y	27%	RU					RU													
57	4 F5	47	Enrollment Processing	Application processing	CBS-EXCH-EE-41	Accept Individual Exemption Application	Y	100%	RU						C												
58	4 F5	48	Enrollment Processing	Application processing	CBS-EXCH-FF-43	Accept Individual Exemption Application	N		RU						RU												

Figure 4: Ohio CRUD Matrix

## 5 Implementation Roadmap

The Implementation Roadmap illustrates the major initiatives in the Exchange IT Implementation Plan, and the timing, on a quarterly basis. This is a summary of the recommended implementation schedule. Note that the reference numbers shown are used only for ease of cross-referencing to the detailed schedule and estimates included in the following section and appendix.

The Roadmap illustrates two major releases for the Ohio State Exchange Option, and two major releases for the Federal Exchange Option, and the major initiatives included within each release. The initiatives are described below.

### Finding: Significant schedule risk

- Given the scope of the IT solution and the aggressive schedule commitments of the Affordable Care Act, the implementation schedule is at significant risk
- Based on the work required, according to the “golden square” rule of project duration, the initiative should be implemented over a four year period
  - The Full Function Exchange project requires a total of approximately 2,500 person months.
  - The golden square rule state that project duration should not exceed the square root of the effort – in this case, 50 months
  - From January 2012 to end of 2014, there are only 36 months
  - The golden square rule applies to projects with significant logical dependencies among the subprojects. If a way can be found to have more “loose coupling” between the subprojects, there may be an opportunity for schedule compression and an increase in the average FTEs.
- Funding constraint sets the implementation to a three year period as HIX funding runs out in December 2014; enhanced funding for Medicaid modernization expires in December 2015.

**Recommendation A: Reduce go-live Exchange functionality to meet schedule demand**

- Reduce the functionality of Release 1
  - Although the functionality for the first release has been pared down, the approach used was conservative.
  - A more in depth analysis may reveal further opportunities for reductions in Release 1 functionality

**Recommendation B: Begin implementation as soon as possible**

- Mobilize the project as early as possible

**Recommendation C: Request a funding extension and implement over a four year period**

- Spread the project over four years, rather than three
  - Implement the Exchange in three releases instead of two:
    - 2013 - Cost Sharing and SHOP initial release with only essential capability
    - 2014 - Cost Sharing and SHOP capability enhancement release
    - 2015 - Medicaid eligibility and enrollment release

QUARTERLY IMPLEMENTATION SCHEDULE		* *											
		2012				2013				2014			
		12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4	14Q1	14Q2	14Q3	14Q4
	Ohio HIX Release 1												
ST01	State HIX Release 1 Delivery - Mobilization, Requirements, Strategy and Procurement												
ST02	State HIX Software Packages Deployment												
ST03	State HIX Release 1 Delivery - Back Office Configuration												
ST04	State HIX Release 1 Delivery - Service Delivery Configuration / Build												
ST05	State HIX Release 1 Integration and Conversion												
ST06	State HIX Release 1 Infrastructure Delivery												
ST07	State HIX Release 1 Implementation												
	Ohio HIX Release 2												
ST11	State HIX Release 2 Delivery - Mobilization and Requirements												
ST12	State HIX Release 2 Delivery - Back Office Configuration												
ST13	State HIX Release 2 Delivery - Service Delivery Configuration / Build												
ST14	State HIX Release 2 Implementation												

	Ohio HIX Program Management, Integration and Support			
ST21	State HIX Program Management			
ST22	State HIX Program Infrastructure and Expenses			

Table 1: Quarterly Implementation Schedule for State HIX Option

Begin selling coverage Oct 1, 2013	Coverage becomes effective Jan 1, 2014	Federal funding ends Dec 31, 2014
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QUARTERLY IMPLEMENTATION SCHEDULE		* *											
		2012				2013				2014			
Initiative	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4	14Q1	14Q2	14Q3	14Q4
	<i>Federal Exchange Integration Release 1</i>												
FD01	<i>Federal HIX Release 1 Delivery - Mobilization, Requirements, Strategy and Procurement</i>												
FD02	<i>Federal HIX Software Packages Deployment</i>												
FD03	<i>Federal HIX Release 1 Delivery - Back Office Configuration</i>												
FD04	<i>Federal HIX Release 1 Delivery - Service Delivery Configuration / Build</i>												
FD05	<i>Federal HIX Release 1 Integration and Conversion</i>												

<b>FD06</b>	<b>Federal HIX Release 1 Infrastructure Delivery</b>			
<b>FD07</b>	<b>Federal HIX Release 1 Implementation</b>			
	<b>Federal Exchange Integration Release 2</b>			
<b>FD11</b>	<b>Federal HIX Release 2 Delivery - Mobilization and Requirements</b>			
<b>FD12</b>	<b>Federal HIX Release 2 Delivery - Back Office Configuration</b>			
<b>FD13</b>	<b>Federal HIX Release 2 Delivery - Service Delivery Configuration / Build</b>			
<b>FD14</b>	<b>Federal HIX Release 2 Implementation</b>			
	<b>Ohio HIX Program Management, Integration and Support</b>			
<b>FD21</b>	<b>Federal HIX Program Management</b>			
<b>FD22</b>	<b>Federal HIX Program Infrastructure and Expenses</b>			

Table 2: Quarterly Implementation Schedule for Federal HIX Option

Begin selling coverage Oct 1, 2013	Coverage becomes effective Jan 1, 2014	Federal funding ends Dec 31, 2014
---------------------------------------	---	--------------------------------------



A brief description of each initiative:

<b>Initiative ID</b>	<b>Business Improvement Initiative Name</b>	<b>Description</b>
<b>ST01</b>	State HIX Release 1 Delivery - Mobilization, Requirements, Strategy and Procurement	This initiative mobilizes the program to design and deliver the State HIX IT solution. It includes establishing the project management and team organization, getting roles staffed, acquiring team facilities, establishing standard methods, deliverable standards, project management standards and acquire and implement repository tools to manage deliverables in a collaborative environment. It also includes the work of defining requirements and establishing a more detailed logical architecture to guide implementation. It includes updating and finalizing procurement and implementation strategies, operational support strategies, interoperability standards to enable effective integration with other stakeholders (e.g. insurance companies, other State government organizations), and developing threat risk and privacy impact assessments. It includes carrying out the procurement of software and a solution provider. Finally, it includes an update to the overall plan and budget, when more detailed decisions have been made. This stage guides all of the remaining work.
<b>ST02</b>	State HIX Software Packages Deployment	This initiative includes the licensing costs to purchase software, plus the deployment of software into the development environment, such that the team can begin to configure the software to meet the HIX requirements previously defined.
<b>ST03</b>	State HIX Release 1 Delivery - Back Office Configuration	This initiative includes detailed design, configuration, and testing of the HIX release 1 functionality required of back office systems, based on the functional requirements specifications and logical architecture for release 1 back office application components.
<b>ST04</b>	State HIX Release 1 Delivery - Service Delivery Configuration / Build	This initiative includes detailed design, configuration, and testing of the HIX release 1 functionality required of service delivery systems, based on the functional requirements specifications and logical architecture for release 1 service delivery application components.

<b>Initiative ID</b>	<b>Business Improvement Initiative Name</b>	<b>Description</b>
<b>ST05</b>	State HIX Release 1 Integration and Conversion	This initiative makes changes to existing systems so they can interoperate as required with the HIX. Note there is no data conversion or data loading planned.
<b>ST06</b>	State HIX Release 1 Infrastructure Delivery	This initiative includes detailed design, acquisition, deployment, configuration, and testing of the HIX technology infrastructure (servers, network, and peripherals) required to support release 1 functionality.
<b>ST07</b>	State HIX Release 1 Implementation	This initiative also includes all of the training of staff who have to use the system, and the operational support group that will support and maintain it.
<b>ST11</b>	State HIX Release 2 Delivery - Mobilization and Requirements	This initiative mobilizes release 2, which includes detailed scoping and work planning to address all items not implemented in release 1, It also develops the requirements and logical architecture updates for release 2.
<b>ST12</b>	State HIX Release 2 Delivery - Back Office Configuration	This initiative takes the logical architecture and requirements specification and configures the back office applications to address the full functionality required to sustain the HIX.
<b>ST13</b>	State HIX Release 2 Delivery - Service Delivery Configuration / Build	This initiative includes detailed design, configuration, and testing of the HIX release 2 functionality required of service delivery systems, based on the functional requirements specifications and logical architecture for release 2 service delivery application components.
<b>ST14</b>	State HIX Release 2 Implementation	This initiative includes training of end users and operational support staff in the functionality of release 2 of the system.
<b>ST21</b>	State HIX Program Management	This initiative includes ongoing program management, and ongoing quality assurance which includes the deliverable review and approval process, and extensive testing of the solution

Initiative ID	Business Improvement Initiative Name	Description
		components to ensure stability. It also includes ongoing architecture integration to ensure the design remains cohesive and integrated, and all of the components work together properly, as intended.
<b>ST22</b>	State HIX Program Infrastructure and Expenses	This initiative contains the costs associated with facilities, hardware lease costs, software maintenance fees, and travel expenses for the full duration of the program.

Table 3: Initiatives Involved in State Exchange Option

Table 4: Initiatives Involved in Federal Exchange Option

Initiative ID	Business Improvement Initiative Name	Description
<b>FD01</b>	Federal HIX Release 1 Delivery - Mobilization, Requirements, Strategy and Procurement	This initiative mobilizes the program to design and deliver the Federal HIX IT solution. It requires the same steps (although with a different scope) as the State HIX IT solution. This initiative includes establishing the project management and team organization, getting roles staffed, acquiring team facilities, establishing standard methods, deliverable standards, project management standards and acquire and implement repository tools to manage deliverables in a collaborative environment. It also includes the work of defining requirements and establishing a more detailed logical architecture to guide implementation. It includes updating and finalizing procurement and implementation strategies, operational support strategies, interoperability standards to enable effective integration with other stakeholders (e.g. insurance companies, other State government organizations), and developing threat risk and privacy impact assessments. It includes carrying out the procurement of software and a solution provider. Finally, it includes an update to the overall plan and budget, when more detailed decisions have been made. This stage guides all of the remaining work.
<b>FD02</b>	Federal HIX Software Packages Deployment	This initiative includes the licensing costs to purchase software, plus the deployment of software into the development environment, such that the team can begin to configure the software to meet the HIX requirements previously defined.
<b>FD03</b>	Federal HIX Release 1 Delivery - Back Office Configuration	This initiative includes detailed design, configuration, and testing of the HIX release 1 functionality required of back office systems, based on the functional requirements specifications and logical architecture for release 1 back office application components.
<b>FD04</b>	Federal HIX Release 1 Delivery - Service Delivery Configuration / Build	This initiative includes detailed design, configuration, and testing of the HIX release 1 functionality required of service delivery systems, based on the functional requirements specifications and logical architecture for release 1 service delivery application components.
<b>FD05</b>	Federal HIX Release 1	This initiative makes changes to existing systems so they can interoperate as required with the

<b>Initiative ID</b>	<b>Business Improvement Initiative Name</b>	<b>Description</b>
	Integration and Conversion	HIX. Note there is no data conversion or data loading planned.
<b>FD06</b>	Federal HIX Release 1 Infrastructure Delivery	This initiative includes detailed design, acquisition, deployment, configuration, and testing of the HIX technology infrastructure (servers, network, and peripherals) required to support release 1 functionality.
<b>FD07</b>	Federal HIX Release 1 Implementation	This initiative also includes all of the training of staff who have to use the system, and the operational support group that will support and maintain it.
<b>FD11</b>	Federal HIX Release 2 Delivery - Mobilization and Requirements	This initiative mobilizes release 2, which includes detailed scoping and work planning to address all items not implemented in release 1, It also develops the requirements and logical architecture updates for release 2.
<b>FD12</b>	Federal HIX Release 2 Delivery - Back Office Configuration	This initiative takes the logical architecture and requirements specification and configures the back office applications to address the full functionality required to sustain the HIX.
<b>FD13</b>	Federal HIX Release 2 Delivery - Service Delivery Configuration / Build	This initiative includes detailed design, configuration, and testing of the HIX release 2 functionality required of service delivery systems, based on the functional requirements specifications and logical architecture for release 2 service delivery application components.
<b>FD14</b>	Federal HIX Release 2 Implementation	This initiative includes training of end users and operational support staff in the functionality of release 2 of the system.
<b>FD21</b>	Federal HIX Program Management	This initiative includes ongoing program management, and ongoing quality assurance which includes the deliverable review and approval process, and extensive testing of the solution components to ensure stability. It also includes ongoing architecture integration to ensure the design remains cohesive and integrated, and all of the components work together properly, as intended.

Initiative ID	Business Improvement Initiative Name	Description
FD22	Federal HIX Program Infrastructure and Expenses	This initiative contains the costs associated with facilities, hardware lease costs, software maintenance fees, and travel expenses for the full duration of the program.

The full work breakdown structure of the plan is found in the appendix, showing projects and work packages included within each initiative listed above.

## 6 Cost Estimates and Resource Requirements

### Introduction

This section summarizes our estimates of the major costs of the Exchange solution for State and Federal options. It also enumerates the investment of financial and human resources required to implement the IT assets defined in the Blueprint report.

### Resource Cost Estimates

We have developed preliminary, high level cost estimates, based on the assumptions described in preceding sections, and in the detailed estimating assumptions in the appendix. The assumptions should be considered preliminary given the fact that the design of Exchange is still at a high level, and many detailed design decisions remain to be made.

The following graphs and charts summarize the resource requirements and implementation costs for each option.

These graphs and charts also show the expected annual ongoing operational cost associated with components delivered from each option. Generally speaking, the annual operating cost will begin to be incurred the year following the last year of implementation for the initiative.

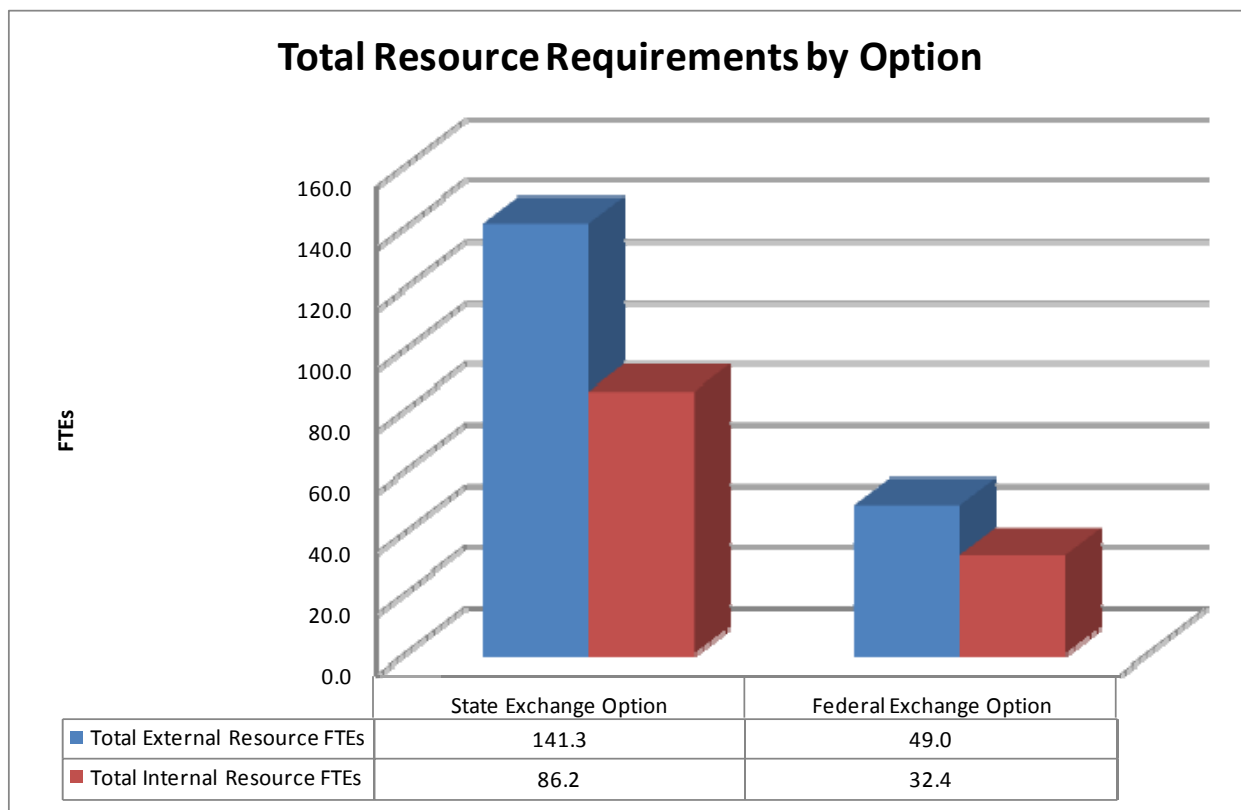


Figure 5: Total Resource Requirements by Option

To implement the State Exchange option 38% of the staff will be internal. To implement the Federal Exchange option, 40% of the staff will be internal.

**Finding: Appropriate level of business representation**

There is an appropriate level of business representation by permanent staff in the project (62% for the State Exchange option, and 40% for the Federal Exchange option).

There may be a serious risk of lack of business subject matter expertise on the project, unless mitigation actions are taken.



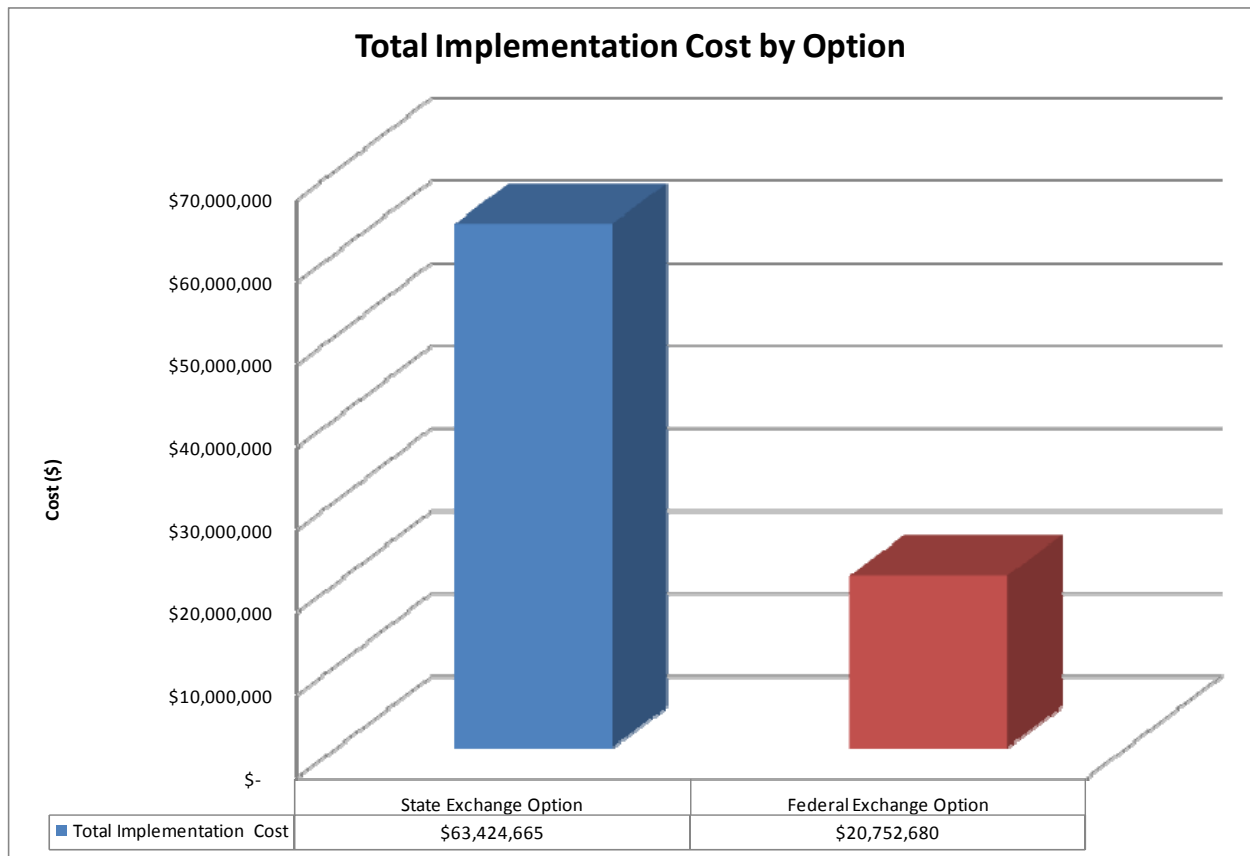


Figure 6: Total Implementation Cost by Option

### State Exchange Option Investment Costs - Implementation Alone

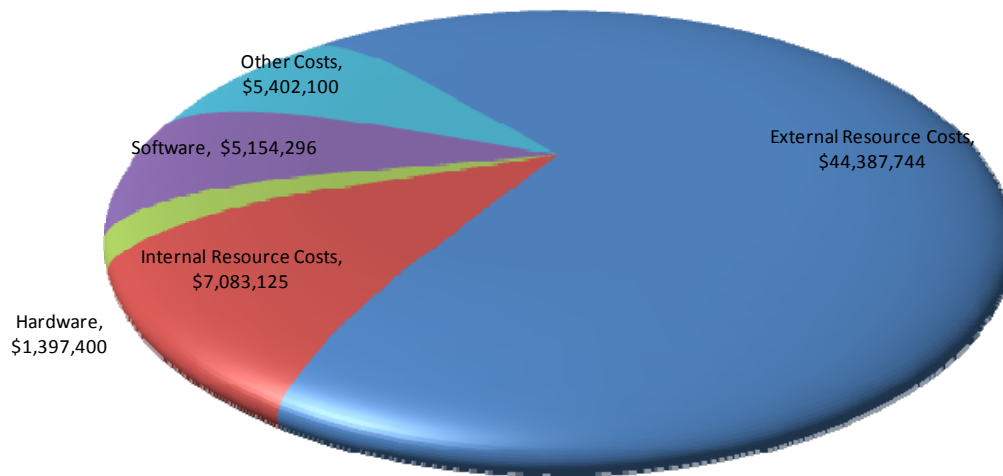


Figure 7: State Exchange Option: Investment Costs - Implementation Alone

**Federal Exchange Option  
Investment Costs - Implementation Alone**

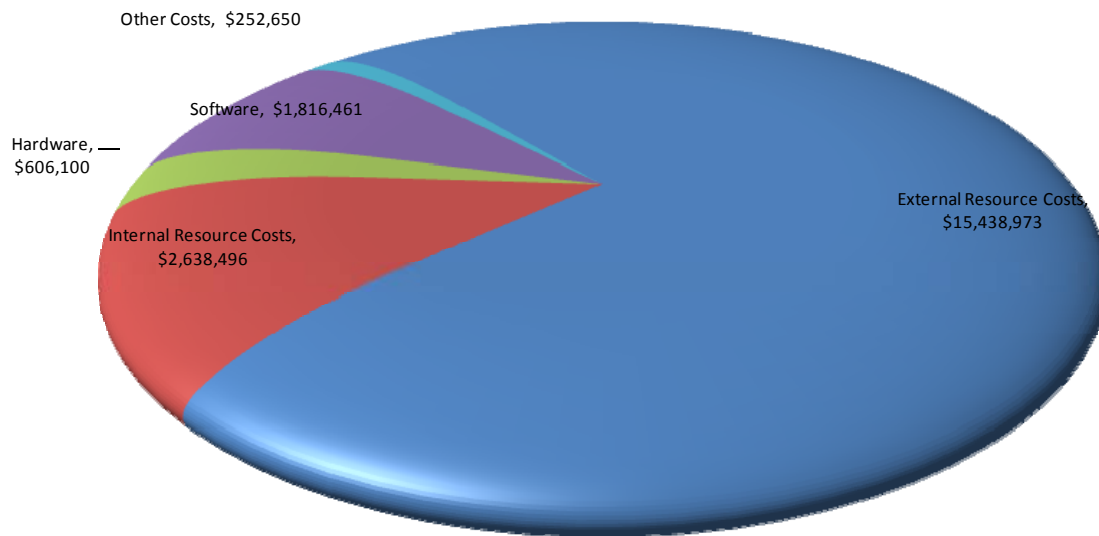


Figure 8: Federal Exchange Option: Investment Costs - Implementation Alone

The following table summarizes the costs by Initiative:

Work Breakdown Structure	NAME	Year 1	Year 2	Year 3	TOTAL COST (ALL YEARS)
	<i>STATE HIX Option</i>	\$ 21,935,324	\$ 20,809,302	\$ 20,680,039	\$ 63,424,665
<i>ST01</i>	State HIX Release 1 Delivery - Mobilization, Requirements, Strategy and Procurement	\$ 6,758,596	\$ 363,673	\$ -	\$ 7,122,270
<i>ST02</i>	State HIX Software Packages Deployment	\$ 5,845,638	\$ -	\$ -	\$ 5,845,638
<i>ST03</i>	State HIX Release 1 Delivery - Back Office Configuration	\$ 849,393	\$ 1,274,089	\$ -	\$ 2,123,482
<i>ST04</i>	State HIX Release 1 Delivery - Service Delivery Configuration / Build	\$ 5,010,819	\$ 7,516,228	\$ -	\$ 12,527,047
<i>ST05</i>	State HIX Release 1 Integration and Conversion	\$ 506,429	\$ 759,644	\$ -	\$ 1,266,073
<i>ST06</i>	State HIX Release 1 Infrastructure Delivery	\$ 277,672	\$ 1,462,675	\$ -	\$ 1,740,347
<i>ST07</i>	State HIX Release 1 Implementation	\$ -	\$ 1,003,992	\$ 457,558	\$ 1,461,551
<i>ST11</i>	State HIX Release 2 Delivery - Mobilization and Requirements	\$ -	\$ 3,053,684	\$ -	\$ 3,053,684
<i>ST12</i>	State HIX Release 2 Delivery - Back Office Configuration	\$ -	\$ -	\$ 4,252,042	\$ 4,252,042
<i>ST13</i>	State HIX Release 2 Delivery - Service Delivery Configuration / Build	\$ -	\$ -	\$ 10,247,928	\$ 10,247,928
<i>ST14</i>	State HIX Release 2 Implementation	\$ -	\$ -	\$ 308,965	\$ 308,965
<i>ST21</i>	State HIX Program Management	\$ 2,486,578	\$ 2,973,116	\$ 3,011,345	\$ 8,471,038
<i>ST22</i>	State HIX Program Infrastructure and Expenses	\$ 200,200	\$ 2,402,200	\$ 2,402,200	\$ 5,004,600
	<i>STATE HIX Option</i>	\$ 21,935,324	\$ 20,809,302	\$ 20,680,039	\$ 63,424,665

Table 5: State Exchange Option Costs by Initiative

Table 6: Federal Exchange Option Costs by Initiative

Work Breakdown Structure	NAME	Year 1	Year 2	Year 3	TOTAL COST (ALL YEARS)
	<b>FEDERAL HIX Option</b>	\$ 6,370,023	\$ 5,988,269	\$ 8,394,389	\$ 20,752,680
<b>FD01</b>	Federal HIX Release 1 Delivery - Mobilization, Requirements, Strategy and Procurement	\$ 1,721,296	\$ 91,598	\$ -	\$ 1,812,893
<b>FD02</b>	Federal HIX Software Packages Deployment	\$ 2,219,606	\$ -	\$ -	\$ 2,219,606
<b>FD03</b>	Federal HIX Release 1 Delivery - Back Office Configuration	\$ 222,667	\$ 334,001	\$ -	\$ 556,668
<b>FD04</b>	Federal HIX Release 1 Delivery - Service Delivery Configuration / Build	\$ 768,197	\$ 1,152,295	\$ -	\$ 1,920,492
<b>FD05</b>	Federal HIX Release 1 Integration and Conversion	\$ 276,590	\$ 414,885	\$ -	\$ 691,474
<b>FD06</b>	Federal HIX Release 1 Infrastructure Delivery	\$ 148,872	\$ 820,957	\$ -	\$ 969,828
<b>FD07</b>	Federal HIX Release 1 Implementation	\$ -	\$ 566,329	\$ 76,414	\$ 642,743
<b>FD11</b>	Federal HIX Release 2 Delivery - Mobilization and Requirements	\$ -	\$ 1,465,929	\$ -	\$ 1,465,929
<b>FD12</b>	Federal HIX Release 2 Delivery - Back Office Configuration	\$ -	\$ -	\$ 1,961,664	\$ 1,961,664
<b>FD13</b>	Federal HIX Release 2 Delivery - Service Delivery Configuration / Build	\$ -	\$ -	\$ 5,111,319	\$ 5,111,319
<b>FD14</b>	Federal HIX Release 2 Implementation	\$ -	\$ -	\$ 77,859	\$ 77,859
<b>FD21</b>	Federal HIX Program Management	\$ 962,746	\$ 1,092,226	\$ 1,117,083	\$ 3,172,055
<b>FD22</b>	Federal HIX Program Infrastructure and Expenses	\$ 50,050	\$ 50,050	\$ 50,050	\$ 150,150

Work Breakdown Structure	NAME	Year 1	Year 2	Year 3	TOTAL COST (ALL YEARS)
	<i>FEDERAL HIX Option</i>	\$ 6,370,023	\$ 5,988,269	\$ 8,394,389	\$ 20,752,680

The following chart depicts the relative costs of resource types in the estimate.

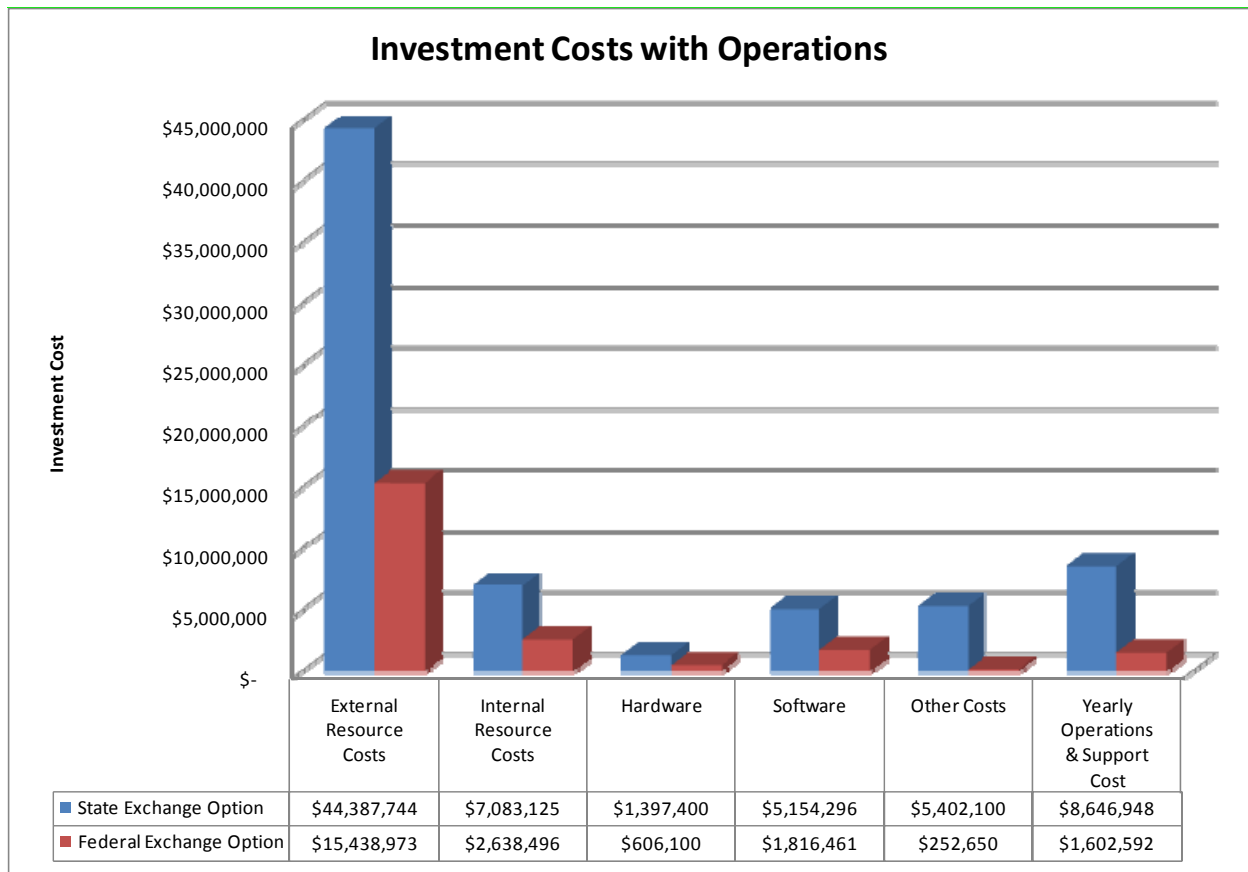


Figure 9: Investment Costs with Operations by Option

Detailed costs by quarter are found in the appendix.

## Resource Requirements

Cost estimates for all resources have been based on work effort estimates for each initiative, Project, and Work Package in the plan. The following table summarizes the work days of effort required over the planned three year life of the program.

This results in an average of 29 internal staff FTEs, and 47 external FTEs over the 3 year period for the State HIX Option, and 11 internal staff FTEs, and 16 external FTEs over the 3 year period for the Federal HIX Option. This is expected to include a mix of resources dedicated to the project on a full time basis,



and part time expertise to be involved only when needed. This means that a significant number of individuals will be involved over the life of the program – likely over 225 people for the State Option and less than 100 people for the Federal Option.

Figure 10: State Exchange Option - Resource Requirements

ID	NAME	Total External Resource Days	Total Internal Resource Days	Internal Business Resource Days	Internal IT Resource Days	TOTAL IMPLEMENT-ATION Work Days	Yearly Operations & Support Work Days
	<i>STATE HIX Option</i>	30,511	18,621	9,686	8,935	49,132	12,763
ST01	State HIX Release 1 Delivery - Mobilization, Requirements, Strategy and Procurement	3,542	2,176	1,256	920	5,717	-
ST02	State HIX Software Packages Deployment	479	224	70	155	703	-
ST03	State HIX Release 1 Delivery - Back Office Configuration	1,366	754	430	325	2,120	640
ST04	State HIX Release 1 Delivery - Service Delivery Configuration / Build	8,062	4,440	2,524	1,915	12,502	5,482
ST05	State HIX Release 1 Integration and Conversion	824	364	167	197	1,187	123
ST06	State HIX Release 1 Infrastructure Delivery	185	498	2	495	682	1,460
ST07	State HIX Release 1 Implementation	623	909	515	394	1,532	-
ST11	State HIX Release 2 Delivery - Mobilization and Requirements	1,663	1,211	717	495	2,874	-
ST12	State HIX Release 2 Delivery - Back Office Configuration	2,657	1,484	829	655	4,141	1,127
ST13	State HIX Release 2 Delivery - Service Delivery Configuration / Build	6,596	3,634	2,067	1,567	10,230	3,932
ST14	State HIX Release 2 Implementation	189	177	10	167	366	-
ST21	State HIX Program Management	4,327	2,751	1,100	1,651	7,077	-
ST22	State HIX Program Infrastructure and Expenses	-	-	-	-	-	-

Figure 11: Federal Exchange Option - Resource Requirements

ID	NAME	Total External Resource Days	Total Internal Resource Days	Internal Business Resource Days	Internal IT Resource Days	TOTAL IMPLEMENTATION Work Days	Yearly Operations & Support Work Days
	<i>FEDERAL HIX Option</i>	10,577	6,999	3,480	3,519	17,576	2,125
FD01	Federal HIX Release 1 Delivery - Mobilization, Requirements, Strategy and Procurement	867	500	259	241	1,367	-
FD02	Federal HIX Software Packages Deployment	336	134	23	111	470	-
FD03	Federal HIX Release 1 Delivery - Back Office Configuration	358	198	112	85	556	55
FD04	Federal HIX Release 1 Delivery - Service Delivery Configuration / Build	1,236	680	386	294	1,916	184
FD05	Federal HIX Release 1 Integration and Conversion	450	198	91	108	649	14
FD06	Federal HIX Release 1 Infrastructure Delivery	161	440	2	438	602	1,460
FD07	Federal HIX Release 1 Implementation	218	255	136	120	474	-
FD11	Federal HIX Release 2 Delivery - Mobilization and Requirements	800	580	341	239	1,380	-
FD12	Federal HIX Release 2 Delivery - Back Office Configuration	1,226	696	381	315	1,921	105
FD13	Federal HIX Release 2 Delivery - Service Delivery Configuration / Build	3,289	1,813	1,032	781	5,102	308
FD14	Federal HIX Release 2 Implementation	48	45	3	42	93	-
FD21	Federal HIX Program Management	1,587	1,460	715	745	3,048	-
FD22	Federal HIX Program Infrastructure and Expenses	-	-	-	-	-	-

The following graphs illustrate the relative mix of external and internal resources on the project.

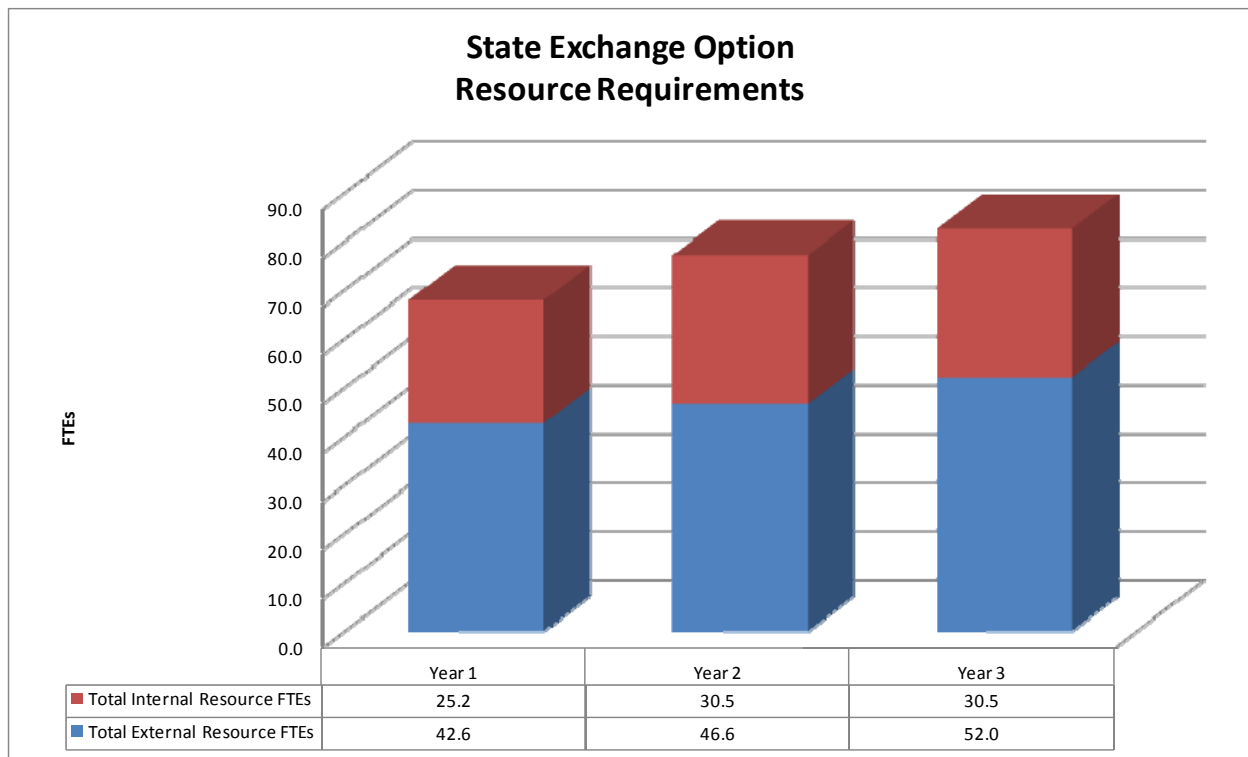


Figure 12: State Exchange Option: Resource Requirements by Year

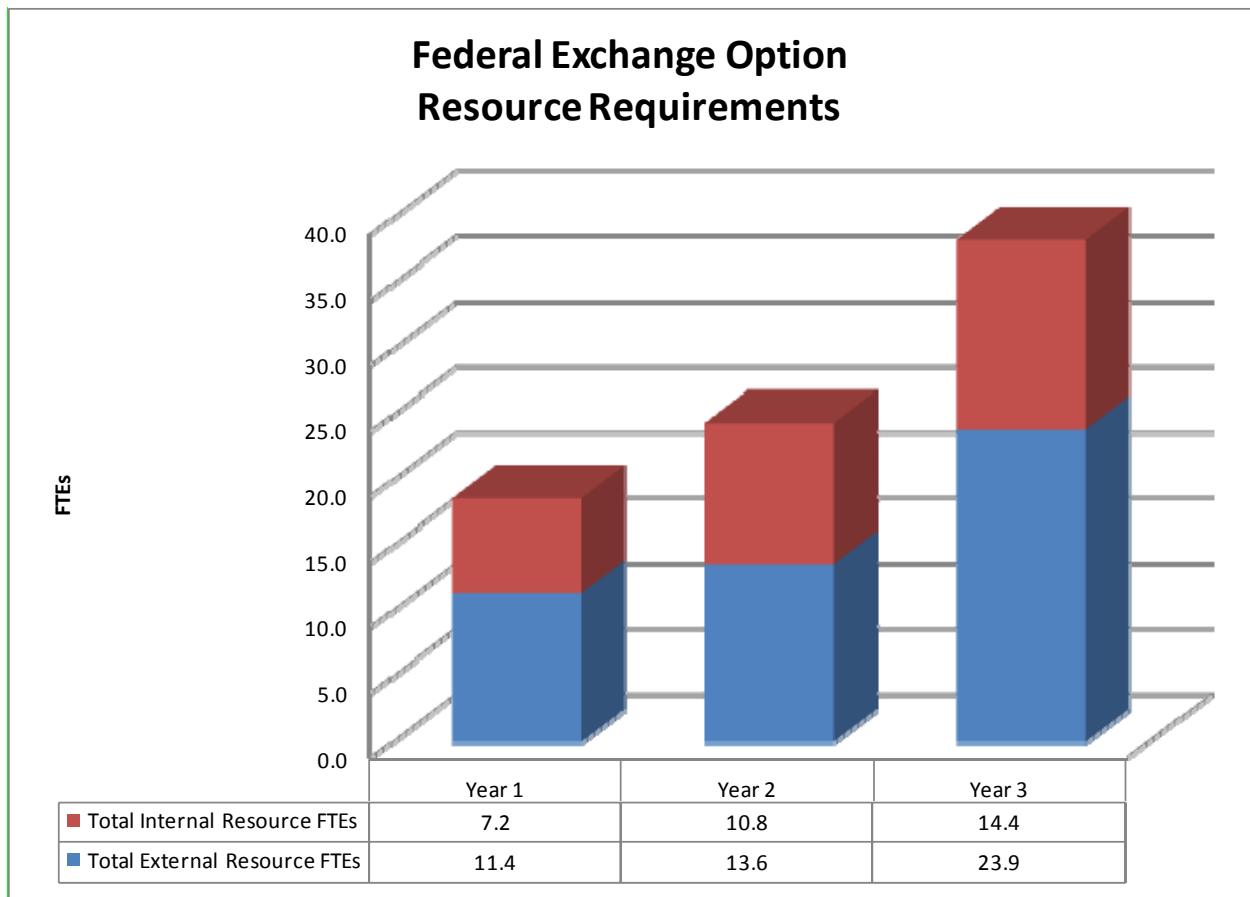


Figure 13: Federal Exchange Option: Resource Requirements by Year

Appendix D shows details of resource requirements by quarter for all work packages.

## Appendix A – Detailed Estimating Assumptions

### Resource Rate Assumptions

The following table itemizes the planning assumptions by role, for the types of resources required to carry out the implementation plan. It identifies the ratio of external to internal resources, and the rate assumptions for each.

The Ohio rate information is based on state published internal resource rates from careers.ohio.gov using the Pay Range Booklet. We used the highest step rate for our calculations. We assumed the hourly rate times 8 hours for a per diem rate.

<b>Resources</b>	<b><u>External Per-Diem Rate</u></b>	<b><u>% External</u></b>	<b><u>external hourly rate</u></b>	<b><u>Ohio Role</u></b>	<b><u>Ohio Rate</u></b>	<b><u>Plus fringe (35%)</u></b>
Business Program Management	\$2,500	25%	\$266.40	Business Administrator 5	44.38	59.91
Business Project Management	\$2,100	60%	\$224.00	Business Administrator 4	40.22	54.30
Project Coordinator	\$950	50%	\$101.60	Project Manager 3	48.86	65.96
Business Admin Support	\$500	0%	\$53.60	Admin Assistant 2	23.76	32.08
Communications Analyst	\$1,500	75%	\$160.00	Business Analyst	34.83	47.02
Business Rep Resource	\$1,000	0%	\$106.40	Business Analyst	34.83	47.02
Subject Matter Expert	\$2,800	100%	\$298.40			
Trainer	\$1,500	100%	\$160.00			
PIA Expert	\$2,000	100%	\$213.60			
TRA Expert	\$2,000	100%	\$213.60			
Change Mgmt Expert	\$2,400	100%	\$256.00			
IT Senior Project Management	\$2,400	75%	\$256.00	Project Manager 3	48.86	65.96
IT Project Management	\$1,400	75%	\$149.60	Project Manager 3	48.86	65.96
Business Architect	\$2,200	100%	\$234.40			
Business Analyst	\$1,650	75%	\$176.00	Business Analyst	34.83	47.02

<b>Resources</b>	<b><u>External Per-Diem Rate</u></b>	<b><u>% External</u></b>	<b><u>external hourly rate</u></b>	<b><u>Ohio Role</u></b>	<b><u>Ohio Rate</u></b>	<b><u>Plus fringe (35%)</u></b>
Application Architect	\$2,200	75%	\$234.40	IT Architect	46.83	63.22
Information Architect	\$2,000	75%	\$213.60	IT Architect	46.83	63.22
Security Architect	\$2,000	75%	\$213.60	Data Security Analyst 2	42.53	57.42
Solution Architect	\$2,200	90%	\$234.40	IT Architect	46.83	63.22
Systems Analyst	\$1,400	75%	\$149.60	IT Architect	46.83	63.22
Data Analyst/Modeler	\$1,400	75%	\$149.60	Data Base Analyst 5	46.83	63.22
Technology Architect	\$1,900	75%	\$202.40	IT Architect	46.83	63.22
Network Analyst	\$1,200	75%	\$128.00	IT Architect	46.83	63.22
Programmer/Analyst	\$950	90%	\$101.60	Programmer/Analyst 5	42.53	57.42
QA Analyst	\$1,850	75%	\$197.60	IT Quality Control Analyst 2	35.02	47.28
Documentation Administrator	\$900	50%	\$96.00	Business Operations Manager 1	30.13	40.68
Operations/Support Analyst	\$900	0%	\$96.00	Business Transformation Analyst	30.13	40.68
Methodologist	\$3,000	100%	\$320.00			
Data Administrator	\$1,250	50%	\$133.60	Data Base Analyst 3	38.57	52.07
Database Administrator	\$1,500	50%	\$160.00	Database Administrator 3	48.86	65.96

The external rates have been reviewed and aligned with rates used by other similar Exchange early innovator initiatives. External resource rates assume the rates which would be used by system integrators on a fixed price basis, rather than on low cost time and materials sub-contractor rates.

## Software Product Assumptions

The following tables show the software product assumptions used for estimating purposes.

The products noted below are used for estimating purposes only and are not endorsed or recommended by KPMG without following the formal process of requirements and logical architecture specification and procurement (strategy, and competitive bidding) as incorporated into the plan.

The Components below are organized into 3 categories:

- Back Office Software Packages – these support the Business Management Components and the Common Business Components of the Logical Component Model defined in the Blueprints report.
- Service Delivery Software Packages – these support the Service Delivery Components of the Logical Component Model.
- Building Block Software Packages – these packages support the Technical Support Components and the Channel Interface Components of the Logical Component Model defined in the Blueprints report. These components are underlying components which support the business application components noted above. The Unified Communications Layer of the Logical Component Model is also supported by Building Block Components.



Back Office Software Product Assumptions

COTS Component ID	Component Name	Reference	License Cost Assumptions	Unit Cost	# Seats	SW License Costs	Annual SW Maintenance %	Annual SW Maintenance Costs	Comments
CS001	Financial Management Package	AP, AR, GL, FA, CM	Oracle Financial	\$1,932			20%		Supports Financial Mgmt and Reporting, Financial Transaction Processing, and Asset Mgmt Application Components.
CS002	Human Resources Package		Oracle HR (75 employees * 265) - suite of employee apps Oracle HR - suite of administrator apps	\$169			20%		Supports HR Application Component.
CS005	Knowledge Management Package	* Content / Document Mgmt. * IBM Price List	IBM Enterprise Content Management	\$500,000			20%		Supports Knowledge Management Application Component.
CS006	Information Management Package	* BI / Reporting Tool * Estimate	Cognos				20%		Supports Information Management Application Component.

### Service Delivery Software Product Assumptions

COTS Component ID	Component Name	Reference	License Cost Assumptions	Unit Cost	# Seats	SW License Costs	Annual SW Maintenance %	Annual SW Maintenance Costs	Comments
CS003	Billing Package		No product quoted - assume similar range as financial package.				20%		Supports the Premium and Tax Credit Processing Application Component
CS007	CRM / Case Mgmt Package	* CRM / Case Mgmt. * IBM Price List	IBM Case Manager (75 users x 2K)	\$2,000			20%		Supports all other core service delivery application components.

### Building Block Software Product Assumptions

Building Block Component ID	Component Name	BUILDING BLOCK TYPE	Reference	License Cost Assumptions	Unit Cost	# Seats	SW License Costs	Annual Support License %	Annual Maintenance Costs
BB001	Data Management BB	DBMS, Data Warehouse, ETL		* Oracle Enterprise Edition ( * Oracle Enterprise Edition	\$19,400 per processor \$387 per seat			20%	
BB002	Privacy and Security BB	Directory Services	Estimate	* IBM Tivoli / Oracle			\$100,000	20%	\$20,000

Building Block Component ID	Component Name	BUILDING BLOCK TYPE	Reference	License Cost Assumptions	Unit Cost	# Seats	SW License Costs	Annual Support License %	Annual Maintenance Costs
BB003	Workflow Engine BB		IBM Price List	* IBM WebSphere MQ * 8 cores x 100K	\$100,000			20%	
BB004	Rules Engine BB		IBM Price List	* IBM WebSphere Jrules * 8 cores x \$100K	\$100,000			20%	
BB005	Service Management BB	ESB	IBM Price List	* IBM WebSphere Enterprise Service Bus * 8 cores x \$42K	\$42,000			20%	
BB006	Information Technology BB	IT Service Management	Estimate	* BMC Remedy IT Service Management Suite				20%	
BB007	Exchange Portal BB	Portal Technology	IBM Price List	* IBM WebSphere Portal * 8 cores x \$100K	\$100,000			20%	
BB008	B2B Gateway BB	EDI, SFTP, Web Services	IBM Price List	* IBM Sterling B2B Integrator * 8 cores x \$70K	\$70,000			20%	
BB009	Unified Communications BB	Fax, Text Messaging, IVR, E-mail, Telephone	Microsoft Website	* Microsoft Lync * Server License: \$4K (Enterprise) * User License: \$107 * 75 Users	\$4,000 per server \$107 per user			20%	
BB010	CASE Tool and		Sparx	* Sparx EA	* Sparx EA			20%	

Building Block Component ID	Component Name	BUILDING BLOCK TYPE	Reference	License Cost Assumptions	Unit Cost	# Seats	SW License Costs	Annual Support License %	Annual Maintenance Costs
	Repository BB		Website: Microsoft Groove ("SharePoint Workspaces")	* Groove workstation licenses	* Server License: \$250 * Floating User Licenses: \$300 * Groove workstation licenses for team repository - 265, plus \$9126 for Backup server				



## Appendix B – Detailed Workplan

Figure 14: State Exchange Option - Detailed Workplan

QUARTERLY IMPLEMENTATION SCHEDULE													
		2012				2013				2014			
Initiative	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4	14Q1	14Q2	14Q3	14Q4
	<b>Ohio HIX Release 1</b>												
<b>ST01</b>	<b>State HIX Release 1 Delivery - Mobilization, Requirements, Strategy and Procurement</b>												
	<b>Mobilization</b>												
	Mobilize Program	100%											
	Project Team Servers and Printers/Scanners Acquisition & Implementation	100%											
	Enterprise Architecture Capability Design and Implementation	100%											
	CASE Tool and Repository BB	100%											
	<b>Release 1 Requirements and Logical Architecture Specification</b>												
	Asset Management-1 (Deferred)		33%	33%	34%								
	Business Process Management-1 (Initial)		33%	33%	34%								
	Financial Management & Reporting-1 (Initial)		33%	33%	34%								
	Financial Transaction Processing-1 (Initial)		33%	33%	34%								
	Human Resource Management-1 (Deferred)		33%	33%	34%								

QUARTERLY IMPLEMENTATION SCHEDULE													
		2012				2013				2014			
Initiative	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4	14Q1	14Q2	14Q3	14Q4
	Information Management-1 (Initial)		33%	33%	34%								
	Knowledge Management-1 (Initial)		33%	33%	34%								
	Procurement Management-1 (Deferred)		33%	33%	34%								
	Broker / Navigator Relationship Management-1 (Initial)		33%	33%	34%								
	Customer Service & Account Management-1 (Initial)		33%	33%	34%								
	Eligibility Assessment-1 (Initial)		33%	33%	34%								
	Marketing and Outreach-1 (Initial)		33%	33%	34%								
	Master Person Index-1 (All)		33%	33%	34%								
	Plan Certification & Risk Management-1 (Initial)		33%	33%	34%								
	Premium & Tax Credit Processing-1 (All)		33%	33%	34%								
	Unified Communications-1 (Initial)		33%	33%	34%								
	Enrollment Processing-1 (Initial)		33%	33%	34%								
	Comparison Shopping-1 (Initial)		33%	33%	34%								
	Appeals Management-1 (Initial)		33%	33%	34%								
	Design Customer Experience				100%								
	<b>Release 1 Implementation Strategy and Plan</b>												
	Develop Options Evaluation and Procurement Strategy	50%	50%										
	Develop Business Case for the HIX	10%	10%	50%	30%								
	Develop Interoperability Standards for Insurance Companies			60%	40%								
	Develop Operations and Support Strategy			30%	30%	40%							
	Privacy Impact Assessment						100%						
	Threat Risk Assessment						100%						

QUARTERLY IMPLEMENTATION SCHEDULE													
		2012				2013				2014			
Initiative	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4	14Q1	14Q2	14Q3	14Q4
	Update Implementation Plan and Business Case based on detailed requirements specification					90%	10%						
	<b>Procurement Process</b>												
	Run Building Blocks Software Procurement Process	10%	45%	45%									
	Run Service Delivery Software Procurement Process	10%	45%	45%									
	Run Back Office Software Procurement Process	10%	45%	45%									
	Run Solution Integrator Procurement Process	10%	45%	45%									
<b>ST02</b>	<b>State HIX Software Packages Deployment</b>												
	<b>Building Block Packages Acquisition and Deployment</b>												
	Data Management BB			60%	40%								
	Privacy and Security BB			60%	40%								
	Workflow Engine BB			60%	40%								
	Rules Engine BB			60%	40%								
	Service Management BB			60%	40%								
	Exchange Portal BB			60%	40%								
	B2B Gateway BB			60%	40%								
	Unified Communications BB			60%	40%								
	<b>Back Office Packages Acquisition and Deployment</b>												
	Financial Management Package			60%	40%								
	Human Resources Package			60%	40%								
	IT Asset Management Package			60%	40%								



QUARTERLY IMPLEMENTATION SCHEDULE													
		2012				2013				2014			
Initiative	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4	14Q1	14Q2	14Q3	14Q4
	Knowledge Management Package			60%	40%								
	Information Management Package			60%	40%								
	<b>Service Delivery Packages Acquisition and Deployment</b>												
	CRM / Case Mgmt Package			60%	40%								
	Billing Package			60%	40%								
<b>ST03</b>	<b>State HIX Release 1 Delivery - Back Office Configuration</b>												
	<b>Release1 Delivery - Back Office Configuration</b>												
	Asset Management-1 (Deferred)			20%	20%	20%	20%	20%					
	Business Process Management-1 (Initial)			20%	20%	20%	20%	20%					
	Financial Management & Reporting-1 (Initial)			20%	20%	20%	20%	20%					
	Financial Transaction Processing-1 (Initial)			20%	20%	20%	20%	20%					
	Human Resource Management-1 (Deferred)			20%	20%	20%	20%	20%					
	Information Management-1 (Initial)			20%	20%	20%	20%	20%					
	Knowledge Management-1 (Initial)			20%	20%	20%	20%	20%					
	Procurement Management-1 (Deferred)			20%	20%	20%	20%	20%					
<b>ST04</b>	<b>State HIX Release 1 Delivery - Service Delivery Configuration / Build</b>												
	<b>Release 1 Application Delivery</b>												
	Broker / Navigator Relationship Management-1 (Initial)			20%	20%	20%	20%	20%					
	Customer Service & Account Management-1 (Initial)			20%	20%	20%	20%	20%					
	Eligibility Assessment-1 (Initial)			20%	20%	20%	20%	20%					

QUARTERLY IMPLEMENTATION SCHEDULE													
		2012				2013				2014			
Initiative	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4	14Q1	14Q2	14Q3	14Q4
	Marketing and Outreach-1 (Initial)			20%	20%	20%	20%	20%					
	Master Person Index-1 (All)			20%	20%	20%	20%	20%					
	Plan Certification & Risk Management-1 (Initial)			20%	20%	20%	20%	20%					
	Premium & Tax Credit Processing-1 (All)			20%	20%	20%	20%	20%					
	Unified Communications-1 (Initial)			20%	20%	20%	20%	20%					
	Enrollment Processing-1 (Initial)			20%	20%	20%	20%	20%					
	Comparison Shopping-1 (Initial)			20%	20%	20%	20%	20%					
	Appeals Management-1 (Initial)			20%	20%	20%	20%	20%					
ST05	State HIX Release 1 Integration and Conversion												
	Release 1 Legacy Integration and Conversion												
	Federal CMS integration with State HIX Integration			20%	20%	20%	20%	20%					
	Payment Processor Integration			20%	20%	20%	20%	20%					
	State Department of Insurance(SDOI) integration with State HIX Integration			20%	20%	20%	20%	20%					
	Insurance companies integration with State HIX Integration			20%	20%	20%	20%	20%					
	Other Applicable State Health Subsidy Programs,e.g. In-State Medicaid, CHIP, or Basic Health Program Integration			20%	20%	20%	20%	20%					
	Bureau of Indian Affairs Integration			20%	20%	20%	20%	20%					
	Department of Homeland Security Integration			20%	20%	20%	20%	20%					
	US Internal Revenue Service Integration			20%	20%	20%	20%	20%					
	Other Federal Database Integration			20%	20%	20%	20%	20%					

QUARTERLY IMPLEMENTATION SCHEDULE													
		2012				2013				2014			
Initiative	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4	14Q1	14Q2	14Q3	14Q4
	Other State Databases: Vital Statistics, Incarceration Status, tax Filing (Department of Revenue), unemployment insurance (Department of Labor), DMV Integration			20%	20%	20%	20%	20%					
	Social Security Administration Integration			20%	20%	20%	20%	20%					
	To be determined Integration			20%	20%	20%	20%	20%					
	NOTE: No data conversion or loading			20%	20%	20%	20%	20%					
ST06	<b>State HIX Release 1 Infrastructure Delivery</b>												
	<b>Release 1 Production Infrastructure Delivery</b>												
	Development / Test Environments Acquisition & Implementation		100%										
	UAT/Staging Environment Acquisition & Implementation			50%	50%								
	Servers Acquisition & Implementation					40%	40%	20%					
	Storage Acquisition & Implementation					40%	40%	20%					
	Network Infrastructure Acquisition & Implementation					40%	40%	20%					
	Load Balancer Acquisition & Implementation					40%	40%	20%					
	High Availability environment setup Acquisition & Implementation					40%	40%	20%					
ST07	<b>State HIX Release 1 Implementation</b>												
	<b>Release 1 Production Support Implementation</b>												
	Information Technology BB					50%	50%						
	Define System Support Organizational Requirements					100%							

QUARTERLY IMPLEMENTATION SCHEDULE													
		2012				2013				2014			
Initiative	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4	14Q1	14Q2	14Q3	14Q4
	Acquire System Support Resources						100%						
	Run System Operation and Support Procurement Process						100%						
	Operations and Support Documentation and Training - Release 1							100%					
	<b>Release 1 Implementation</b>												
	Conversion of person data - manual portion								50%	50%			
	End User Documentation and Training - Release 1								25%	25%	25%	25%	
	<b>Ohio HIX Release 2</b>												
<b>ST11</b>	<b>State HIX Release 2 Delivery - Mobilization and Requirements</b>												
	<b>Release 2 Mobilization</b>												
	Update Implementation Plan and Business Case - Start of Release 2						100%						
	<b>Release 2 Requirements and Logical Architecture Specification</b>												
	Asset Management-2 (All)							50%	50%				
	Business Process Management-2 (Remaining)							50%	50%				
	Financial Management & Reporting-2 (Remaining)							50%	50%				
	Financial Transaction Processing-2 (Remaining)							50%	50%				
	Human Resource Management-2 (All)							50%	50%				
	Information Management-2 (Remaining)							50%	50%				
	Knowledge Management-2 (Remaining)							50%	50%				
	Procurement Management-2 (All)							50%	50%				

QUARTERLY IMPLEMENTATION SCHEDULE													
		2012				2013				2014			
Initiative	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4	14Q1	14Q2	14Q3	14Q4
	Broker / Navigator Relationship Management-2 (Remaining)							50%	50%				
	Customer Service & Account Management-2 (Remaining)							50%	50%				
	Eligibility Assessment-2 (Remaining)							50%	50%				
	Marketing and Outreach-2 (Remaining)							50%	50%				
	Master Person Index-2 (None)							50%	50%				
	Plan Certification & Risk Management-2 (Remaining)							50%	50%				
	Premium & Tax Credit Processing-2 (None)							50%	50%				
	Unified Communications-2 (Remaining)							50%	50%				
	Enrollment Processing-2 (Remaining)							50%	50%				
	Comparison Shopping-2 (Remaining)							50%	50%				
	Appeals Management-2 (Remaining)							50%	50%				
<b>ST12</b>	<b>State HIX Release 2 Delivery - Back Office Configuration</b>												
	<b>Release 2 Application Delivery - Back Office Configuration</b>												
	Asset Management-2 (All)									30%	30%	30%	10%
	Business Process Management-2 (Remaining)									30%	30%	30%	10%
	Financial Management & Reporting-2 (Remaining)									30%	30%	30%	10%
	Financial Transaction Processing-2 (Remaining)									30%	30%	30%	10%
	Human Resource Management-2 (All)									30%	30%	30%	10%
	Information Management-2 (Remaining)									30%	30%	30%	10%
	Knowledge Management-2 (Remaining)									30%	30%	30%	10%

QUARTERLY IMPLEMENTATION SCHEDULE													
		2012				2013				2014			
Initiative	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4	14Q1	14Q2	14Q3	14Q4
	Procurement Management-2 (All)									30%	30%	30%	10%
	<b>Release 2 Production Infrastructure Delivery</b>												
	Release 2 Production Environment Upgrade Acquisition & Implementation										25%	75%	
<b>ST13</b>	<b>State HIX Release 2 Delivery - Service Delivery Configuration / Build</b>												
	<b>Release 2 Application Delivery - Service Delivery Configuration / Build</b>												
	Broker / Navigator Relationship Management-2 (Remaining)									30%	30%	30%	10%
	Customer Service & Account Management-2 (Remaining)									30%	30%	30%	10%
	Eligibility Assessment-2 (Remaining)									30%	30%	30%	10%
	Marketing and Outreach-2 (Remaining)									30%	30%	30%	10%
	Master Person Index-2 (None)									30%	30%	30%	10%
	Plan Certification & Risk Management-2 (Remaining)									30%	30%	30%	10%
	Premium & Tax Credit Processing-2 (None)									30%	30%	30%	10%
	Unified Communications-2 (Remaining)									30%	30%	30%	10%
	Enrollment Processing-2 (Remaining)									30%	30%	30%	10%
	Comparison Shopping-2 (Remaining)									30%	30%	30%	10%
	Appeals Management-2 (Remaining)									30%	30%	30%	10%
<b>ST14</b>	<b>State HIX Release 2 Implementation</b>												
	<b>Release 2 Production Support Implementation</b>												
	Operations and Support Documentation and Training - Release 2												100%

QUARTERLY IMPLEMENTATION SCHEDULE													
		2012				2013				2014			
Initiative	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4	14Q1	14Q2	14Q3	14Q4
	<b>Release 2 Implementation</b>												
	End User Documentation and Training - Release 2												100%
	<b>Ohio HIX Program Management, Integration and Support</b>												
<b>ST21</b>	<b>State HIX Program Management</b>												
	<b>Program Management</b>												
	Program Management	10%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	10%
	Project Management Quality Assurance		10%	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%
	Architecture Integration		10%	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%
<b>ST22</b>	<b>State HIX Program Infrastructure and Expenses</b>												
	<b>Hardware Lease and Software Maintenance during Delivery</b>												
	Project Team Facilities Provision	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%
	Resource Travel	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%
	Supplies Provision	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%
	<b>Project Team Facilities and Travel Expenses</b>												
	SW Maintenance Costs During Delivery Phase					13%	13%	13%	13%	13%	13%	13%	13%

Figure 15: Federal Exchange Option - Detailed Workplan

QUARTERLY IMPLEMENTATION SCHEDULE													
		2012				2013				2014			
Initiative	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4	14Q1	14Q2	14Q3	14Q4
	<b>Ohio HIX Release 1</b>												
<b>FD01</b>	<b>Federal HIX Release 1 Delivery - Mobilization, Requirements, Strategy and Procurement</b>												
	<b>Mobilization</b>												
	Mobilize Program	100%											
	Project Team Servers and Printers/Scanners Acquisition & Implementation	100%											
	Enterprise Architecture Capability Design and Implementation	100%											
	CASE Tool and Repository BB	100%											
	<b>Release 1 Requirements and Logical Architecture Specification</b>												
	Asset Management-1 (Initial)		33%	33%	34%								
	Business Process Management-1 (Initial)		33%	33%	34%								
	Financial Management & Reporting-1 (Initial)		33%	33%	34%								
	Financial Transaction Processing-1 (Initial)		33%	33%	34%								
	Human Resource Management-1 (Initial)		33%	33%	34%								
	Information Management-1 (Initial)		33%	33%	34%								
	Knowledge Management-1 (Initial)		33%	33%	34%								
	Procurement Management-1 (Initial)		33%	33%	34%								
	Broker / Navigator Relationship Management-1 (Initial)		33%	33%	34%								



QUARTERLY IMPLEMENTATION SCHEDULE													
		2012				2013				2014			
Initiative	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4	14Q1	14Q2	14Q3	14Q4
	Customer Service & Account Management-1 (Initial)		33%	33%	34%								
	Eligibility Assessment-1 (Initial)		33%	33%	34%								
	Marketing and Outreach-1 (Initial)		33%	33%	34%								
	Master Person Index-1 (All)		33%	33%	34%								
	Plan Certification & Risk Management-1 (Initial)		33%	33%	34%								
	Premium & Tax Credit Processing-1 (All)		33%	33%	34%								
	Unified Communications-1 (Initial)		33%	33%	34%								
	Enrollment Processing-1 (Initial)		33%	33%	34%								
	Comparison Shopping-1 (Initial)		33%	33%	34%								
	Appeals Management-1 (Deferred)		33%	33%	34%								
	Design Customer Experience				100%								
	<b>Release 1 Implementation Strategy and Plan</b>												
	Develop Options Evaluation and Procurement Strategy	50%	50%										
	Develop Business Case for the HIX	10%	10%	50%	30%								
	Develop Interoperability Standards for Insurance Companies			60%	40%								
	Develop Operations and Support Strategy			30%	30%	40%							
	Privacy Impact Assessment						100%						
	Threat Risk Assessment						100%						
	Update Implementation Plan and Business Case based on detailed requirements specification					90%	10%						
	<b>Procurement Process</b>												
	Run Building Blocks Software Procurement Process	10%	45%	45%									
	Run Service Delivery Software Procurement	10%	45%	45%									

QUARTERLY IMPLEMENTATION SCHEDULE													
		2012				2013				2014			
Initiative	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4	14Q1	14Q2	14Q3	14Q4
	Process												
	Run Back Office Software Procurement Process	10%	45%	45%									
	Run Solution Integrator Procurement Process	10%	45%	45%									
<b>FD02</b>	<b>Federal HIX Software Packages Deployment</b>												
	<b>Building Block Packages Acquisition and Deployment</b>												
	Data Management BB			60%	40%								
	Privacy and Security BB			60%	40%								
	Workflow Engine BB			60%	40%								
	Rules Engine BB			60%	40%								
	Service Management BB			60%	40%								
	Exchange Portal BB			60%	40%								
	B2B Gateway BB			60%	40%								
	Unified Communications BB			60%	40%								
	<b>Back Office Packages Acquisition and Deployment</b>												
	Financial Management Package			60%	40%								
	Human Resources Package			60%	40%								
	Asset Management Package			60%	40%								
	Knowledge Management Package			60%	40%								
	Information Management Package			60%	40%								
	<b>Service Delivery Packages Acquisition and Deployment</b>												
	Billing Package			60%	40%								
	CRM / Case Mgmt Package			60%	40%								
<b>FD03</b>	<b>Federal HIX Release 1 Delivery - Back</b>												

QUARTERLY IMPLEMENTATION SCHEDULE													
		2012				2013				2014			
Initiative	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4	14Q1	14Q2	14Q3	14Q4
	<b>Office Configuration</b>												
	<b>Release1 Delivery - Back Office Configuration</b>												
	Asset Management-1 (Initial)			20%	20%	20%	20%	20%					
	Business Process Management-1 (Initial)			20%	20%	20%	20%	20%					
	Financial Management & Reporting-1 (Initial)			20%	20%	20%	20%	20%					
	Financial Transaction Processing-1 (Initial)			20%	20%	20%	20%	20%					
	Human Resource Management-1 (Initial)			20%	20%	20%	20%	20%					
	Information Management-1 (Initial)			20%	20%	20%	20%	20%					
	Knowledge Management-1 (Initial)			20%	20%	20%	20%	20%					
	Procurement Management-1 (Initial)			20%	20%	20%	20%	20%					
<b>FD04</b>	<b>Federal HIX Release 1 Delivery - Service Delivery Configuration / Build</b>												
	<b>Release 1 Application Delivery</b>												
	Broker / Navigator Relationship Management-1 (Initial)			20%	20%	20%	20%	20%					
	Customer Service & Account Management-1 (Initial)			20%	20%	20%	20%	20%					
	Eligibility Assessment-1 (Initial)			20%	20%	20%	20%	20%					
	Marketing and Outreach-1 (Initial)			20%	20%	20%	20%	20%					
	Master Person Index-1 (All)			20%	20%	20%	20%	20%					
	Plan Certification & Risk Management-1 (Initial)			20%	20%	20%	20%	20%					
	Premium & Tax Credit Processing-1 (All)			20%	20%	20%	20%	20%					
	Unified Communications-1 (Initial)			20%	20%	20%	20%	20%					
	Enrollment Processing-1 (Initial)			20%	20%	20%	20%	20%					
	Comparison Shopping-1 (Initial)			20%	20%	20%	20%	20%					
	Appeals Management-1 (Deferred)			20%	20%	20%	20%	20%					

QUARTERLY IMPLEMENTATION SCHEDULE													
		2012				2013				2014			
Initiative	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4	14Q1	14Q2	14Q3	14Q4
<b>FD05</b>	<b>Federal HIX Release 1 Integration and Conversion</b>												
	<b>Release 1 Legacy Integration and Conversion</b>												
	Federal CMS integration with Federal HIX Integration			20%	20%	20%	20%	20%					
	Payment Processor in Federal HIX Integration			20%	20%	20%	20%	20%					
	State Department of Insurance(SDOI) integration with Federal HIX Integration			20%	20%	20%	20%	20%					
	Insurance companies integration with Federal HIX Integration			20%	20%	20%	20%	20%					
	Other Applicable State Health Subsidy Programs,e.g. In-State Medicaid, CHIP, or Basic Health Program integration with Federal HIX Integration			20%	20%	20%	20%	20%					
	Bureau of Indian Affairs integration with Federal HIX Integration			20%	20%	20%	20%	20%					
	Department of Homeland Security integration with Federal HIX Integration			20%	20%	20%	20%	20%					
	US Internal Revenue Service integration with Federal HIX Integration			20%	20%	20%	20%	20%					
	Other Federal Database integration with Federal HIX Integration			20%	20%	20%	20%	20%					
	Other State Databases integration with Federal HIX: Vital Statistics, Incarceration Status, tax Filing (Department of Revenue), unemployment insurance (Department of Labor), DMV Integration			20%	20%	20%	20%	20%					
	Social Security Administration integration with Federal HIX Integration			20%	20%	20%	20%	20%					
	To be determined integration with Federal HIX Integration			20%	20%	20%	20%	20%					
	NOTE: No data conversion or loading			20%	20%	20%	20%	20%					
<b>FD06</b>	<b>Federal HIX Release 1 Infrastructure</b>												

QUARTERLY IMPLEMENTATION SCHEDULE													
		2012				2013				2014			
Initiative	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4	14Q1	14Q2	14Q3	14Q4
	<b>Delivery</b>												
	<b>Release 1 Production Infrastructure Delivery</b>												
	Development / Test Environments Acquisition & Implementation		100%										
	UAT/Staging Environment Acquisition & Implementation			50%	50%								
	Servers Acquisition & Implementation					40%	40%	20%					
	Storage Acquisition & Implementation					40%	40%	20%					
	Network Infrastructure Acquisition & Implementation					40%	40%	20%					
	Load Balancer Acquisition & Implementation					40%	40%	20%					
	High Availability environment setup Acquisition & Implementation					40%	40%	20%					
<b>FD07</b>	<b>Federal HIX Release 1 Implementation</b>												
	<b>Release 1 Production Support Implementation</b>												
	Information Technology BB					50%	50%						
	Define System Support Organizational Requirements					100%							
	Acquire System Support Resources						100%						
	Run System Operation and Support Procurement Process						100%						
	Operations and Support Documentation and Training - Release 1							100%					
	<b>Release 1 Implementation</b>												
	Conversion of person data - manual portion							50%	50%				
	End User Documentation and Training - Release 1							25%	25%	25%	25%		
	<b>Ohio HIX Release 2</b>												

QUARTERLY IMPLEMENTATION SCHEDULE													
		2012				2013				2014			
Initiative	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4	14Q1	14Q2	14Q3	14Q4
FD11	<b>Federal HIX Release 2 Delivery - Mobilization and Requirements</b>												
	<b>Release 2 Mobilization</b>												
	Update Implementation Plan and Business Case - Start of Release 2						100%						
	<b>Release 2 Requirements and Logical Architecture Specification</b>												
	Asset Management-2 (Remaining)							50%	50%				
	Business Process Management-2 (Remaining)							50%	50%				
	Financial Management & Reporting-2 (Remaining)							50%	50%				
	Financial Transaction Processing-2 (Remaining)							50%	50%				
	Human Resource Management-2 (Remaining)							50%	50%				
	Information Management-2 (Remaining)							50%	50%				
	Knowledge Management-2 (Remaining)							50%	50%				
	Procurement Management-2 (Remaining)							50%	50%				
	Broker / Navigator Relationship Management-2 (Remaining)							50%	50%				
	Customer Service & Account Management-2 (Remaining)							50%	50%				
	Eligibility Assessment-2 (Remaining)							50%	50%				
	Marketing and Outreach-2 (Remaining)							50%	50%				
	Master Person Index-2 (None)							50%	50%				
	Plan Certification & Risk Management-2 (Remaining)							50%	50%				
	Premium & Tax Credit Processing-2 (None)							50%	50%				
	Unified Communications-2 (Remaining)							50%	50%				
	Enrollment Processing-2 (Remaining)							50%	50%				

QUARTERLY IMPLEMENTATION SCHEDULE													
		2012				2013				2014			
Initiative	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4	14Q1	14Q2	14Q3	14Q4
	Comparison Shopping-2 (Remaining)							50%	50%				
	Appeals Management-2 (All)							50%	50%				
<b>FD12</b>	<b>Federal HIX Release 2 Delivery - Back Office Configuration</b>												
	<b>Release 2 Application Delivery - Back Office Configuration</b>												
	Asset Management-2 (Remaining)									30%	30%	30%	10%
	Business Process Management-2 (Remaining)									30%	30%	30%	10%
	Financial Management & Reporting-2 (Remaining)									30%	30%	30%	10%
	Financial Transaction Processing-2 (Remaining)									30%	30%	30%	10%
	Human Resource Management-2 (Remaining)									30%	30%	30%	10%
	Information Management-2 (Remaining)									30%	30%	30%	10%
	Knowledge Management-2 (Remaining)									30%	30%	30%	10%
	Procurement Management-2 (Remaining)									30%	30%	30%	10%
	<b>Release 2 Production Infrastructure Delivery</b>												
	Release 2 Production Environment Upgrade Acquisition & Implementation										25%	75%	
<b>FD13</b>	<b>Federal HIX Release 2 Delivery - Service Delivery Configuration / Build</b>												
	<b>Release 2 Application Delivery - Service Delivery Configuration / Build</b>												
	Broker / Navigator Relationship Management-2 (Remaining)									30%	30%	30%	10%
	Customer Service & Account Management-2 (Remaining)									30%	30%	30%	10%
	Eligibility Assessment-2 (Remaining)									30%	30%	30%	10%
	Marketing and Outreach-2 (Remaining)									30%	30%	30%	10%

QUARTERLY IMPLEMENTATION SCHEDULE													
		2012				2013				2014			
Initiative	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4	14Q1	14Q2	14Q3	14Q4
	Master Person Index-2 (None)									30%	30%	30%	10%
	Plan Certification & Risk Management-2 (Remaining)									30%	30%	30%	10%
	Premium & Tax Credit Processing-2 (None)									30%	30%	30%	10%
	Unified Communications-2 (Remaining)									30%	30%	30%	10%
	Enrollment Processing-2 (Remaining)									30%	30%	30%	10%
	Comparison Shopping-2 (Remaining)									30%	30%	30%	10%
	Appeals Management-2 (All)									30%	30%	30%	10%
<b>FD14</b>	<b>Federal HIX Release 2 Implementation</b>												
	<b>Release 2 Production Support Implementation</b>												
	Operations and Support Documentation and Training - Release 2												100%
	<b>Release 2 Implementation</b>												
	End User Documentation and Training - Release 2												100%
	<b>Ohio HIX Program Management, Integration and Support</b>												
<b>FD21</b>	<b>Federal HIX Program Management</b>												
	<b>Program Management</b>												
	Program Management	10%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	10%
	Project Management Quality Assurance		10%	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%
	Architecture Integration		10%	9%	9%	9%	9%	9%	9%	9%	9%	9%	9%
<b>FD22</b>	<b>Federal HIX Program Infrastructure and Expenses</b>												
	<b>Hardware Lease and Software Maintenance during Delivery</b>												
	Project Team Facilities Provision	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%



QUARTERLY IMPLEMENTATION SCHEDULE													
		2012				2013				2014			
Initiative	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4	14Q1	14Q2	14Q3	14Q4
	Resource Travel	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%
	Supplies Provision	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%
	<b>Project Team Facilities and Travel Expenses</b>												
	SW Maintenance Costs During Delivery Phase					13%	13%	13%	13%	13%	13%	13%	13%

## Appendix C – Detailed Cost Estimates

Figure 16: State Exchange Option - Detailed Cost Estimates

TOTAL IMPLEMENTATION COSTS OVER 3 YEARS								
ID	NAME	External Resource Costs	Internal Resource Costs	Hardware	Software	Other Costs	TOTAL IMPLEMENTATION COST	Yearly Operations & Support Cost
	<b>STATE HIX Option</b>	\$ 44,387,744	\$ 7,083,125	\$ 1,397,400	\$ 5,154,296	\$ 5,402,100	\$ 63,424,665	\$ 8,646,948
<b>ST01</b>	<b>State HIX Release 1 Delivery - Mobilization, Requirements, Strategy and Procurement</b>	\$ 5,826,804	\$ 865,789	\$ 27,800	\$ 41,876	\$ 360,000	\$ 7,122,270	\$ 19,495
<b>ST01-P011</b>	<b>Mobilization</b>	\$517,800	\$67,034	\$27,800	\$41,876	\$360,000	\$1,014,510	\$19,495
EBU001	Mobilize Program	\$139,080	\$29,890	\$0	\$0	\$360,000	\$528,970	\$0
DIN009	Project Team Servers and Printers/Scanners Acquisition & Implementation	\$18,971	\$8,665	\$27,800	\$0	\$0	\$55,436	\$11,120
EBU008	Enterprise Architecture Capability Design and Implementation	\$239,280	\$14,783	\$0	\$0	\$0	\$254,063	\$0
DBB010	CASE Tool and Repository BB	\$120,469	\$13,696	\$0	\$41,876	\$0	\$176,040	\$8,375
<b>ST01-P013</b>	<b>Release 1 Requirements and Logical Architecture Specification</b>	\$2,788,042	\$495,120	\$0	\$0	\$0	\$3,283,161	\$0
DAA001-1	Asset Management-1 (Deferred)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA002-1	Business Process Management-1 (Initial)	\$109,330	\$20,040	\$0	\$0	\$0	\$129,370	\$0
DAA003-1	Financial Management & Reporting-1 (Initial)	\$32,437	\$5,985	\$0	\$0	\$0	\$38,421	\$0
DAA004-1	Financial Transaction Processing-1 (Initial)	\$65,623	\$12,058	\$0	\$0	\$0	\$77,681	\$0
DAA005-1	Human Resource Management-1 (Deferred)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA006-1	Information Management-1 (Initial)	\$88,891	\$16,082	\$0	\$0	\$0	\$104,973	\$0
DAA007-1	Knowledge Management-1 (Initial)	\$73,785	\$13,370	\$0	\$0	\$0	\$87,155	\$0
DAA008-1	Procurement Management-1 (Deferred)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA009-1	Broker / Navigator Relationship Management-1 (Initial)	\$159,098	\$29,297	\$0	\$0	\$0	\$188,395	\$0
DAA010-1	Customer Service & Account Management-1 (Initial)	\$80,729	\$14,771	\$0	\$0	\$0	\$95,499	\$0

TOTAL IMPLEMENTATION COSTS OVER 3 YEARS								
ID	NAME	External Resource Costs	Internal Resource Costs	Hardware	Software	Other Costs	TOTAL IMPLEMENTATION COST	Yearly Operations & Support Cost
DAA011-1	Eligibility Assessment-1 (Initial)	\$304,834	\$55,721	\$0	\$0	\$0	\$360,555	\$0
DAA012-1	Marketing and Outreach-1 (Initial)	\$37,021	\$7,141	\$0	\$0	\$0	\$44,162	\$0
DAA013-1	Master Person Index-1 (All)	\$25,493	\$4,584	\$0	\$0	\$0	\$30,077	\$0
DAA014-1	Plan Certification & Risk Management-1 (Initial)	\$235,242	\$42,911	\$0	\$0	\$0	\$278,153	\$0
DAA015-1	Premium & Tax Credit Processing-1 (All)	\$335,661	\$61,551	\$0	\$0	\$0	\$397,211	\$0
DAA016-1	Unified Communications-1 (Initial)	\$15,106	\$2,712	\$0	\$0	\$0	\$17,818	\$0
DAA017-1	Enrollment Processing-1 (Initial)	\$930,111	\$169,950	\$0	\$0	\$0	\$1,100,061	\$0
DAA018-1	Comparison Shopping-1 (Initial)	\$47,543	\$8,697	\$0	\$0	\$0	\$56,239	\$0
DAA019-1	Appeals Management-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EBU009	Design Customer Experience	\$247,140	\$30,250	\$0	\$0	\$0	\$277,390	\$0
<b>ST01-P012</b>	<b>Release 1 Implementation Strategy and Plan</b>	<b>\$731,275</b>	<b>\$80,247</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$811,522</b>	<b>\$0</b>
EBU002	Develop Options Evaluation and Procurement Strategy	\$215,370	\$24,650	\$0	\$0	\$0	\$240,020	\$0
EBU010	Develop Business Case for the HIX	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EIT002	Develop Interoperability Standards for Insurance Companies	\$119,290	\$17,301	\$0	\$0	\$0	\$136,591	\$0
EIT003	Develop Operations and Support Strategy	\$109,253	\$9,476	\$0	\$0	\$0	\$118,729	\$0
EIT006	Privacy Impact Assessment	\$75,270	\$3,016	\$0	\$0	\$0	\$78,286	\$0
EIT007	Threat Risk Assessment	\$120,285	\$7,455	\$0	\$0	\$0	\$127,740	\$0
EIT008	Update Implementation Plan and Business Case based on detailed requirements specification	\$91,808	\$18,348	\$0	\$0	\$0	\$110,156	\$0
<b>ST01-P014</b>	<b>Procurement Process</b>	<b>\$1,789,688</b>	<b>\$223,389</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,013,076</b>	<b>\$0</b>
EIT019	Run Building Blocks Software Procurement Process	\$402,495	\$48,196	\$0	\$0	\$0	\$450,691	\$0
EIT018	Run Service Delivery Software Procurement Process	\$434,490	\$55,950	\$0	\$0	\$0	\$490,440	\$0
EIT017	Run Back Office Software Procurement Process	\$374,535	\$51,086	\$0	\$0	\$0	\$425,621	\$0
EIT004	Run Solution Integrator Procurement Process	\$578,168	\$68,157	\$0	\$0	\$0	\$646,325	\$0
<b>ST02</b>	<b>State HIX Software Packages Deployment</b>	<b>\$834,496</b>	<b>\$98,722</b>	<b>\$-</b>	<b>\$4,912,420</b>	<b>\$-</b>	<b>\$5,845,638</b>	<b>\$852,484</b>

TOTAL IMPLEMENTATION COSTS OVER 3 YEARS								
ID	NAME	External Resource Costs	Internal Resource Costs	Hardware	Software	Other Costs	TOTAL IMPLEMENTATION COST	Yearly Operations & Support Cost
<b>ST02-P021</b>	<b>Building Block Packages Acquisition and Deployment</b>	<b>\$458,834</b>	<b>\$42,088</b>	<b>\$0</b>	<b>\$3,497,520</b>	<b>\$0</b>	<b>\$3,998,442</b>	<b>\$569,504</b>
DBB001	Data Management BB	\$57,354	\$5,261	\$0	\$81,470	\$0	\$144,085	\$16,294
DBB002	Privacy and Security BB	\$57,354	\$5,261	\$0	\$100,000	\$0	\$162,615	\$20,000
DBB003	Workflow Engine BB	\$57,354	\$5,261	\$0	\$800,000	\$0	\$862,615	\$160,000
DBB004	Rules Engine BB	\$57,354	\$5,261	\$0	\$800,000	\$0	\$862,615	\$30,000
DBB005	Service Management BB	\$57,354	\$5,261	\$0	\$336,000	\$0	\$398,615	\$67,200
DBB007	Exchange Portal BB	\$57,354	\$5,261	\$0	\$800,000	\$0	\$862,615	\$160,000
DBB008	B2B Gateway BB	\$57,354	\$5,261	\$0	\$560,000	\$0	\$622,615	\$112,000
DBB009	Unified Communications BB	\$57,354	\$5,261	\$0	\$20,050	\$0	\$82,665	\$4,010
<b>ST02-P022</b>	<b>Back Office Packages Acquisition and Deployment</b>	<b>\$250,441</b>	<b>\$37,756</b>	<b>\$0</b>	<b>\$964,900</b>	<b>\$0</b>	<b>\$1,253,097</b>	<b>\$192,980</b>
DCS001	Financial Management Package	\$62,610	\$9,439	\$0	\$289,800	\$0	\$361,849	\$57,960
DCS002	Human Resources Package	\$62,610	\$9,439	\$0	\$65,100	\$0	\$137,149	\$13,020
DCS004	IT Asset Management Package	\$0	\$0	\$0	\$10,000	\$0	\$10,000	\$2,000
DCS005	Knowledge Management Package	\$62,610	\$9,439	\$0	\$500,000	\$0	\$572,049	\$100,000
DCS006	Information Management Package	\$62,610	\$9,439	\$0	\$100,000	\$0	\$172,049	\$20,000
<b>ST02-P023</b>	<b>Service Delivery Packages Acquisition and Deployment</b>	<b>\$125,221</b>	<b>\$18,878</b>	<b>\$0</b>	<b>\$450,000</b>	<b>\$0</b>	<b>\$594,099</b>	<b>\$90,000</b>
DCS007	CRM / Case Mgmt Package	\$62,610	\$9,439	\$0	\$300,000	\$0	\$372,049	\$60,000
DCS003	Billing Package	\$62,610	\$9,439	\$0	\$150,000	\$0	\$222,049	\$30,000
<b>ST03</b>	<b>State HIX Release 1 Delivery - Back Office Configuration</b>	<b>\$1,835,060</b>	<b>\$288,421</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$2,123,482</b>	<b>\$364,233</b>
<b>ST03-P031</b>	<b>Release1 Delivery - Back Office Configuration</b>	<b>\$1,835,060</b>	<b>\$288,421</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,123,482</b>	<b>\$364,233</b>
DAB001-1	Asset Management-1 (Deferred)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB002-1	Business Process Management-1 (Initial)	\$546,980	\$85,950	\$0	\$0	\$0	\$632,930	\$101,868
DAB003-1	Financial Management & Reporting-1 (Initial)	\$160,837	\$25,389	\$0	\$0	\$0	\$186,226	\$25,176
DAB004-1	Financial Transaction Processing-1 (Initial)	\$326,215	\$51,365	\$0	\$0	\$0	\$377,580	\$82,326
DAB005-1	Human Resource Management-1 (Deferred)	\$0	\$0	\$0	\$0	\$0	\$0	\$0

TOTAL IMPLEMENTATION COSTS OVER 3 YEARS								
ID	NAME	External Resource Costs	Internal Resource Costs	Hardware	Software	Other Costs	TOTAL IMPLEMENTATION COST	Yearly Operations & Support Cost
DAB006-1	Information Management-1 (Initial)	\$435,657	\$68,173	\$0	\$0	\$0	\$503,830	\$97,893
DAB007-1	Knowledge Management-1 (Initial)	\$365,371	\$57,545	\$0	\$0	\$0	\$422,915	\$56,970
DAB008-1	Procurement Management-1 (Deferred)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>ST04</b>	<b>State HIX Release 1 Delivery - Service Delivery Configuration / Build</b>	<b>\$10,829,639</b>	<b>\$1,697,408</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$12,527,047</b>	<b>\$3,051,762</b>
<b>ST04-P041</b>	<b>Release 1 Application Delivery</b>	<b>\$10,829,639</b>	<b>\$1,697,408</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,527,047</b>	<b>\$3,051,762</b>
DAB009-1	Broker / Navigator Relationship Management-1 (Initial)	\$794,192	\$124,893	\$0	\$0	\$0	\$919,085	\$255,816
DAB010-1	Customer Service & Account Management-1 (Initial)	\$402,975	\$63,197	\$0	\$0	\$0	\$466,173	\$130,296
DAB011-1	Eligibility Assessment-1 (Initial)	\$1,526,150	\$239,219	\$0	\$0	\$0	\$1,765,369	\$647,691
DAB012-1	Marketing and Outreach-1 (Initial)	\$183,237	\$28,629	\$0	\$0	\$0	\$211,866	\$46,431
DAB013-1	Master Person Index-1 (All)	\$115,463	\$18,061	\$0	\$0	\$0	\$133,524	\$21,216
DAB014-1	Plan Certification & Risk Management-1 (Initial)	\$1,166,281	\$182,755	\$0	\$0	\$0	\$1,349,036	\$263,358
DAB015-1	Premium & Tax Credit Processing-1 (All)	\$1,676,705	\$262,872	\$0	\$0	\$0	\$1,939,578	\$425,805
DAB016-1	Unified Communications-1 (Initial)	\$80,232	\$12,456	\$0	\$0	\$0	\$92,688	\$19,794
DAB017-1	Enrollment Processing-1 (Initial)	\$4,645,959	\$728,020	\$0	\$0	\$0	\$5,373,979	\$1,181,538
DAB018-1	Comparison Shopping-1 (Initial)	\$238,443	\$37,305	\$0	\$0	\$0	\$275,748	\$59,817
DAB019-1	Appeals Management-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>ST05</b>	<b>State HIX Release 1 Integration and Conversion</b>	<b>\$1,114,359</b>	<b>\$151,714</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$1,266,073</b>	<b>\$52,206</b>
<b>ST05-P051</b>	<b>Release 1 Legacy Integration and Conversion</b>	<b>\$1,114,359</b>	<b>\$151,714</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,266,073</b>	<b>\$52,206</b>
DSI001	Federal CMS integration with State HIX Integration	\$203,034	\$27,516	\$0	\$0	\$0	\$230,549	\$0
DSI002	Payment Processor Integration	\$57,657	\$8,143	\$0	\$0	\$0	\$65,800	\$2,610
DSI003	State Department of Insurance(SDOI) integration with State HIX Integration	\$181,167	\$24,573	\$0	\$0	\$0	\$205,741	\$2,610
DSI004	Insurance companies integration with State HIX Integration	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DSI005	Other Applicable State Health Subsidy Programs,e.g. In-State Medicaid, CHIP, or Basic Health Program Integration	\$179,668	\$24,440	\$0	\$0	\$0	\$204,108	\$15,336
DSI006	Bureau of Indian Affairs Integration	\$17,893	\$2,294	\$0	\$0	\$0	\$20,187	\$978

TOTAL IMPLEMENTATION COSTS OVER 3 YEARS								
ID	NAME	External Resource Costs	Internal Resource Costs	Hardware	Software	Other Costs	TOTAL IMPLEMENTATION COST	Yearly Operations & Support Cost
DSI007	Department of Homeland Security Integration	\$35,450	\$4,802	\$0	\$0	\$0	\$40,252	\$0
DSI008	US Internal Revenue Service Integration	\$138,322	\$19,049	\$0	\$0	\$0	\$157,371	\$14,847
DSI009	Other Federal Database Integration	\$17,893	\$2,294	\$0	\$0	\$0	\$20,187	\$489
DSI010	Other State Databases: Vital Statistics, Incarceration Status, tax Filing (Department of Revenue), unemployment insurance (Department of Labor), DMV Integration	\$35,450	\$4,802	\$0	\$0	\$0	\$40,252	\$3,264
DSI011	Social Security Administration Integration	\$35,450	\$4,802	\$0	\$0	\$0	\$40,252	\$3,099
DSI012	To be determined Integration	\$212,374	\$29,000	\$0	\$0	\$0	\$241,373	\$8,973
CWP001	NOTE: No data conversion or loading	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>ST06</b>	<b>State HIX Release 1 Infrastructure Delivery</b>	<b>\$ 319,411</b>	<b>\$ 162,536</b>	<b>\$ 1,258,400</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,740,347</b>	<b>\$ 1,203,574</b>
<b>ST06-P061</b>	<b>Release 1 Production Infrastructure Delivery</b>	<b>\$319,411</b>	<b>\$162,536</b>	<b>\$1,258,400</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,740,347</b>	<b>\$1,203,574</b>
DIN007	Development / Test Environments Acquisition & Implementation	\$18,971	\$8,665	\$83,400	\$0	\$0	\$111,036	\$208,413
DIN006	UAT/Staging Environment Acquisition & Implementation	\$18,971	\$8,665	\$139,000	\$0	\$0	\$166,636	\$55,600
DIN001	Servers Acquisition & Implementation	\$64,528	\$31,629	\$556,000	\$0	\$0	\$652,157	\$747,560
DIN002	Storage Acquisition & Implementation	\$42,166	\$20,264	\$250,000	\$0	\$0	\$312,430	\$100,000
DIN003	Network Infrastructure Acquisition & Implementation	\$37,299	\$17,216	\$170,000	\$0	\$0	\$224,515	\$68,000
DIN004	Load Balancer Acquisition & Implementation	\$40,870	\$18,849	\$60,000	\$0	\$0	\$119,719	\$24,000
DIN005	High Availability environment setup Acquisition & Implementation	\$96,606	\$57,249	\$0	\$0	\$0	\$153,855	\$0
<b>ST07</b>	<b>State HIX Release 1 Implementation</b>	<b>\$ 903,871</b>	<b>\$ 320,180</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ 37,500</b>	<b>\$ 1,461,551</b>	<b>\$ 40,000</b>
<b>ST07-P071</b>	<b>Release 1 Production Support Implementation</b>	<b>\$449,365</b>	<b>\$164,608</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$37,500</b>	<b>\$851,473</b>	<b>\$40,000</b>
DBB006	Information Technology BB	\$148,347	\$16,264	\$0	\$200,000	\$0	\$364,611	\$40,000
EBU004	Define System Support Organizational Requirements	\$53,658	\$1,563	\$0	\$0	\$0	\$55,221	\$0
EBU005	Acquire System Support Resources	\$0	\$21,159	\$0	\$0	\$0	\$21,159	\$0
EIT005	Run System Operation and Support Procurement Process	\$185,845	\$32,423	\$0	\$0	\$0	\$218,268	\$0
EIT013	Operations and Support Documentation and Training - Release 1	\$61,515	\$93,199	\$0	\$0	\$37,500	\$192,214	\$0
<b>ST07-P072</b>	<b>Release 1 Implementation</b>	<b>\$454,506</b>	<b>\$155,572</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$610,078</b>	<b>\$0</b>

TOTAL IMPLEMENTATION COSTS OVER 3 YEARS								
ID	NAME	External Resource Costs	Internal Resource Costs	Hardware	Software	Other Costs	TOTAL IMPLEMENTATION COST	Yearly Operations & Support Cost
EBU003	Conversion of person data - manual portion	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EIT011	End User Documentation and Training - Release 1	\$454,506	\$155,572	\$0	\$0	\$0	\$610,078	\$0
<b>ST11</b>	<b>State HIX Release 2 Delivery - Mobilization and Requirements</b>	<b>\$ 2,578,738</b>	<b>\$ 474,946</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,053,684</b>	<b>\$ -</b>
<b>ST11-P111</b>	<b>Release 2 Mobilization</b>	<b>\$91,808</b>	<b>\$18,348</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$110,156</b>	<b>\$0</b>
EIT009	Update Implementation Plan and Business Case - Start of Release 2	\$91,808	\$18,348	\$0	\$0	\$0	\$110,156	\$0
<b>ST11-P112</b>	<b>Release 2 Requirements and Logical Architecture Specification</b>	<b>\$2,486,930</b>	<b>\$456,598</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,943,528</b>	<b>\$0</b>
DAA001-2	Asset Management-2 (All)	\$20,439	\$3,958	\$0	\$0	\$0	\$24,397	\$0
DAA002-2	Business Process Management-2 (Remaining)	\$58,679	\$10,658	\$0	\$0	\$0	\$69,337	\$0
DAA003-2	Financial Management & Reporting-2 (Remaining)	\$25,493	\$4,584	\$0	\$0	\$0	\$30,077	\$0
DAA004-2	Financial Transaction Processing-2 (Remaining)	\$32,437	\$5,985	\$0	\$0	\$0	\$38,421	\$0
DAA005-2	Human Resource Management-2 (All)	\$98,060	\$18,043	\$0	\$0	\$0	\$116,102	\$0
DAA006-2	Information Management-2 (Remaining)	\$408,227	\$75,009	\$0	\$0	\$0	\$483,236	\$0
DAA007-2	Knowledge Management-2 (Remaining)	\$37,021	\$7,141	\$0	\$0	\$0	\$44,162	\$0
DAA008-2	Procurement Management-2 (All)	\$32,437	\$5,985	\$0	\$0	\$0	\$38,421	\$0
DAA009-2	Broker / Navigator Relationship Management-2 (Remaining)	\$222,495	\$40,795	\$0	\$0	\$0	\$263,291	\$0
DAA010-2	Customer Service & Account Management-2 (Remaining)	\$52,876	\$9,943	\$0	\$0	\$0	\$62,819	\$0
DAA011-2	Eligibility Assessment-2 (Remaining)	\$176,563	\$32,253	\$0	\$0	\$0	\$208,816	\$0
DAA012-2	Marketing and Outreach-2 (Remaining)	\$48,292	\$8,786	\$0	\$0	\$0	\$57,078	\$0
DAA013-2	Master Person Index-2 (None)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA014-2	Plan Certification & Risk Management-2 (Remaining)	\$767,156	\$140,231	\$0	\$0	\$0	\$907,387	\$0
DAA015-2	Premium & Tax Credit Processing-2 (None)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA016-2	Unified Communications-2 (Remaining)	\$12,747	\$2,468	\$0	\$0	\$0	\$15,215	\$0
DAA017-2	Enrollment Processing-2 (Remaining)	\$383,203	\$70,247	\$0	\$0	\$0	\$453,451	\$0
DAA018-2	Comparison Shopping-2 (Remaining)	\$25,493	\$4,584	\$0	\$0	\$0	\$30,077	\$0

TOTAL IMPLEMENTATION COSTS OVER 3 YEARS								
ID	NAME	External Resource Costs	Internal Resource Costs	Hardware	Software	Other Costs	TOTAL IMPLEMENTATION COST	Yearly Operations & Support Cost
DAA019-2	Appeals Management-2 (Remaining)	\$85,313	\$15,927	\$0	\$0	\$0	\$101,240	\$0
<b>ST12</b>	<b>State HIX Release 2 Delivery - Back Office Configuration</b>	<b>\$ 3,574,746</b>	<b>\$ 566,096</b>	<b>\$ 111,200</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,252,042</b>	<b>\$ 747,893</b>
<b>ST12-P121</b>	<b>Release 2 Application Delivery - Back Office Configuration</b>	<b>\$3,555,775</b>	<b>\$557,431</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,113,206</b>	<b>\$703,413</b>
DAB001-2	Asset Management-2 (All)	\$108,448	\$17,237	\$0	\$0	\$0	\$125,684	\$9,633
DAB002-2	Business Process Management-2 (Remaining)	\$286,513	\$45,172	\$0	\$0	\$0	\$331,686	\$52,863
DAB003-2	Financial Management & Reporting-2 (Remaining)	\$115,463	\$18,061	\$0	\$0	\$0	\$133,524	\$18,582
DAB004-2	Financial Transaction Processing-2 (Remaining)	\$161,537	\$25,423	\$0	\$0	\$0	\$186,960	\$41,001
DAB005-2	Human Resource Management-2 (All)	\$491,526	\$76,905	\$0	\$0	\$0	\$568,431	\$76,800
DAB006-2	Information Management-2 (Remaining)	\$2,045,518	\$320,428	\$0	\$0	\$0	\$2,365,946	\$461,829
DAB007-2	Knowledge Management-2 (Remaining)	\$183,237	\$28,629	\$0	\$0	\$0	\$211,866	\$28,485
DAB008-2	Procurement Management-2 (All)	\$163,533	\$25,576	\$0	\$0	\$0	\$189,109	\$14,220
<b>ST12-P122</b>	<b>Release 2 Production Infrastructure Delivery</b>	<b>\$18,971</b>	<b>\$8,665</b>	<b>\$111,200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$138,836</b>	<b>\$44,480</b>
DIN008	Release 2 Production Environment Upgrade Acquisition & Implementation	\$18,971	\$8,665	\$111,200	\$0	\$0	\$138,836	\$44,480
<b>ST13</b>	<b>State HIX Release 2 Delivery - Service Delivery Configuration / Build</b>	<b>\$ 8,858,559</b>	<b>\$ 1,389,370</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,247,928</b>	<b>\$ 2,315,301</b>
<b>ST13-P131</b>	<b>Release 2 Application Delivery - Service Delivery Configuration / Build</b>	<b>\$8,858,559</b>	<b>\$1,389,370</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,247,928</b>	<b>\$2,315,301</b>
DAB009-2	Broker / Navigator Relationship Management-2 (Remaining)	\$1,111,493	\$174,570	\$0	\$0	\$0	\$1,286,063	\$357,828
DAB010-2	Customer Service & Account Management-2 (Remaining)	\$267,537	\$41,713	\$0	\$0	\$0	\$309,249	\$86,430
DAB011-2	Eligibility Assessment-2 (Remaining)	\$885,587	\$138,767	\$0	\$0	\$0	\$1,024,353	\$375,381
DAB012-2	Marketing and Outreach-2 (Remaining)	\$246,582	\$38,556	\$0	\$0	\$0	\$285,138	\$62,532
DAB013-2	Master Person Index-2 (None)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB014-2	Plan Certification & Risk Management-2 (Remaining)	\$3,832,219	\$600,513	\$0	\$0	\$0	\$4,432,732	\$865,206
DAB015-2	Premium & Tax Credit Processing-2 (None)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB016-2	Unified Communications-2 (Remaining)	\$56,085	\$9,080	\$0	\$0	\$0	\$65,164	\$13,875
DAB017-2	Enrollment Processing-2 (Remaining)	\$1,914,672	\$300,727	\$0	\$0	\$0	\$2,215,399	\$486,435



TOTAL IMPLEMENTATION COSTS OVER 3 YEARS								
ID	NAME	External Resource Costs	Internal Resource Costs	Hardware	Software	Other Costs	TOTAL IMPLEMENTATION COST	Yearly Operations & Support Cost
DAB018-2	Comparison Shopping-2 (Remaining)	\$117,162	\$18,412	\$0	\$0	\$0	\$135,574	\$29,841
DAB019-2	Appeals Management-2 (Remaining)	\$427,224	\$67,032	\$0	\$0	\$0	\$494,256	\$37,773
<b>ST14</b>	<b>State HIX Release 2 Implementation</b>	<b>\$251,388</b>	<b>\$57,577</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$308,965</b>	<b>\$-</b>
<b>ST14-P141</b>	<b>Release 2 Production Support Implementation</b>	<b>\$30,990</b>	<b>\$46,676</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$77,666</b>	<b>\$0</b>
EIT014	Operations and Support Documentation and Training - Release 2	\$30,990	\$46,676	\$0	\$0	\$0	\$77,666	\$0
<b>ST14-P142</b>	<b>Release 2 Implementation</b>	<b>\$220,398</b>	<b>\$10,901</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$231,299</b>	<b>\$0</b>
EIT012	End User Documentation and Training - Release 2	\$220,398	\$10,901	\$0	\$0	\$0	\$231,299	\$0
<b>ST21</b>	<b>State HIX Program Management</b>	<b>\$7,460,673</b>	<b>\$1,010,365</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$8,471,038</b>	<b>\$-</b>
<b>ST21-P211</b>	<b>Program Management</b>	<b>\$7,460,673</b>	<b>\$1,010,365</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,471,038</b>	<b>\$0</b>
EIT001	Program Management	\$1,407,675	\$503,772	\$0	\$0	\$0	\$1,911,447	\$0
EIT010	Project Management Quality Assurance	\$4,157,130	\$302,158	\$0	\$0	\$0	\$4,459,288	\$0
EIT015	Architecture Integration	\$1,895,868	\$204,435	\$0	\$0	\$0	\$2,100,303	\$0
<b>ST22</b>	<b>State HIX Program Infrastructure and Expenses</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$5,004,600</b>	<b>\$5,004,600</b>	<b>\$-</b>
<b>ST22-P221</b>	<b>Hardware Lease and Software Maintenance during Delivery</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$600,600</b>	<b>\$600,600</b>	<b>\$0</b>
EBU006	Project Team Facilities Provision	\$0	\$0	\$0	\$0	\$541,800	\$541,800	\$0
EBU007	Resource Travel	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EBU011	Supplies Provision	\$0	\$0	\$0	\$0	\$58,800	\$58,800	\$0
<b>ST22-P222</b>	<b>Project Team Facilities and Travel Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,404,000</b>	<b>\$4,404,000</b>	<b>\$0</b>
EIT016	SW Maintenance Costs During Delivery Phase	\$0	\$0	\$0	\$0	\$4,404,000	\$4,404,000	\$0

Figure 17: Federal Exchange Option - Detailed Cost Estimates

ID	NAME	External Resource Costs	Internal Resource Costs	Hardware	Software	Other Costs	TOTAL IMPLEMENT- ATION COST	Yearly Operations & Support Cost
	<b>FEDERAL HIX Option</b>	\$ 15,438,973	\$ 2,638,496	\$ 606,100	\$ 1,816,461	\$ 252,650	\$ 20,752,680	\$ 1,602,592
<b>FD01</b>	<b>Federal HIX Release 1 Delivery - Mobilization, Requirements, Strategy and Procurement</b>	\$ 1,471,362	\$ 197,955	\$ 11,700	\$ 41,876	\$ 90,000	\$ 1,812,893	\$ 13,055
<b>FD01-Q011</b>	<b>Mobilization</b>	<b>\$413,490</b>	<b>\$44,616</b>	<b>\$11,700</b>	<b>\$41,876</b>	<b>\$90,000</b>	<b>\$601,682</b>	<b>\$13,055</b>
EBU021	Mobilize Program	\$34,770	\$7,473	\$0	\$0	\$90,000	\$132,243	\$0
DIN029	Project Team Servers and Printers/Scanners Acquisition & Implementation	\$18,971	\$8,665	\$11,700	\$0	\$0	\$39,336	\$4,680
EBU028	Enterprise Architecture Capability Design and Implementation	\$239,280	\$14,783	\$0	\$0	\$0	\$254,063	\$0
DBB030	CASE Tool and Repository BB	\$120,469	\$13,696	\$0	\$41,876	\$0	\$176,040	\$8,375
<b>FD01-Q013</b>	<b>Release 1 Requirements and Logical Architecture Specification</b>	<b>\$429,996</b>	<b>\$79,208</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$509,205</b>	<b>\$0</b>
DAA021-1	Asset Management-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA022-1	Business Process Management-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA023-1	Financial Management &	\$32,437	\$5,985	\$0	\$0	\$0	\$38,421	\$0

ID	NAME	External Resource Costs	Internal Resource Costs	Hardware	Software	Other Costs	TOTAL IMPLEMENTATION COST	Yearly Operations & Support Cost
	Reporting-1 (Initial)							
DAA024-1	Financial Transaction Processing-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA025-1	Human Resource Management-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA026-1	Information Management-1 (Initial)	\$64,874	\$11,969	\$0	\$0	\$0	\$76,843	\$0
DAA027-1	Knowledge Management-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA028-1	Procurement Management-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA029-1	Broker / Navigator Relationship Management-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA030-1	Customer Service & Account Management-1 (Initial)	\$45,183	\$8,453	\$0	\$0	\$0	\$53,636	\$0
DAA031-1	Eligibility Assessment-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA032-1	Marketing and Outreach-1 (Initial)	\$28,602	\$5,270	\$0	\$0	\$0	\$33,871	\$0
DAA033-1	Master Person Index-1 (All)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA034-1	Plan Certification & Risk Management-1 (Initial)	\$243,795	\$44,819	\$0	\$0	\$0	\$288,615	\$0
DAA035-1	Premium & Tax Credit Processing-1 (All)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA036-1	Unified Communications-1 (Initial)	\$15,106	\$2,712	\$0	\$0	\$0	\$17,818	\$0
DAA037-1	Enrollment Processing-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA038-1	Comparison Shopping-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA039-1	Appeals Management-1 (Deferred)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EBU029	Design Customer Experience	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>FD01-Q012</b>	<b>Release 1 Implementation Strategy and Plan</b>	<b>\$195,608</b>	<b>\$22,074</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$217,682</b>	<b>\$0</b>
EBU022	Develop Options Evaluation and	\$53,843	\$6,163	\$0	\$0	\$0	\$60,005	\$0

ID	NAME	External Resource Costs	Internal Resource Costs	Hardware	Software	Other Costs	TOTAL IMPLEMENTATION COST	Yearly Operations & Support Cost
	Procurement Strategy							
EBU030	Develop Business Case for the HIX	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EIT022	Develop Interoperability Standards for Insurance Companies	\$42,031	\$6,147	\$0	\$0	\$0	\$48,178	\$0
EIT023	Develop Operations and Support Strategy	\$27,429	\$2,407	\$0	\$0	\$0	\$29,837	\$0
EIT026	Privacy Impact Assessment	\$19,050	\$830	\$0	\$0	\$0	\$19,880	\$0
EIT027	Threat Risk Assessment	\$30,188	\$1,902	\$0	\$0	\$0	\$32,089	\$0
EIT028	Update Implementation Plan and Business Case based on detailed requirements specification	\$23,068	\$4,625	\$0	\$0	\$0	\$27,693	\$0
<b>FD01-Q014</b>	<b>Procurement Process</b>	<b>\$432,268</b>	<b>\$52,057</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$484,325</b>	<b>\$0</b>
EIT039	Run Building Blocks Software Procurement Process	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EIT038	Run Service Delivery Software Procurement Process	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EIT037	Run Back Office Software Procurement Process	\$56,343	\$7,716	\$0	\$0	\$0	\$64,059	\$0
EIT024	Run Solution Integrator Procurement Process	\$375,925	\$44,340	\$0	\$0	\$0	\$420,265	\$0
<b>FD02</b>	<b>Federal HIX Software Packages Deployment</b>	<b>\$584,055</b>	<b>\$60,966</b>	<b>\$-</b>	<b>\$1,574,585</b>	<b>\$-</b>	<b>\$2,219,606</b>	<b>\$314,917</b>
<b>FD02-Q021</b>	<b>Building Block Packages Acquisition and Deployment</b>	<b>\$458,834</b>	<b>\$42,088</b>	<b>\$0</b>	<b>\$984,785</b>	<b>\$0</b>	<b>\$1,485,707</b>	<b>\$196,957</b>
DBB021	Data Management BB	\$57,354	\$5,261	\$0	\$40,735	\$0	\$103,350	\$8,147
DBB022	Privacy and Security BB	\$57,354	\$5,261	\$0	\$100,000	\$0	\$162,615	\$20,000
DBB023	Workflow Engine BB	\$57,354	\$5,261	\$0	\$200,000	\$0	\$262,615	\$40,000
DBB024	Rules Engine BB	\$57,354	\$5,261	\$0	\$200,000	\$0	\$262,615	\$40,000
DBB025	Service Management BB	\$57,354	\$5,261	\$0	\$84,000	\$0	\$146,615	\$16,800

ID	NAME	External Resource Costs	Internal Resource Costs	Hardware	Software	Other Costs	TOTAL IMPLEMENTATION COST	Yearly Operations & Support Cost
DBB027	Exchange Portal BB	\$57,354	\$5,261	\$0	\$200,000	\$0	\$262,615	\$40,000
DBB028	B2B Gateway BB	\$57,354	\$5,261	\$0	\$140,000	\$0	\$202,615	\$28,000
DBB029	Unified Communications BB	\$57,354	\$5,261	\$0	\$20,050	\$0	\$82,665	\$4,010
<b>FD02-Q022</b>	<b>Back Office Packages Acquisition and Deployment</b>	<b>\$62,610</b>	<b>\$9,439</b>	<b>\$0</b>	<b>\$289,800</b>	<b>\$0</b>	<b>\$361,849</b>	<b>\$57,960</b>
DCS021	Financial Management Package	\$62,610	\$9,439	\$0	\$289,800	\$0	\$361,849	\$57,960
DCS022	Human Resources Package	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DCS024	Asset Management Package	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DCS025	Knowledge Management Package	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DCS026	Information Management Package	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>FD02-Q023</b>	<b>Service Delivery Packages Acquisition and Deployment</b>	<b>\$62,610</b>	<b>\$9,439</b>	<b>\$0</b>	<b>\$300,000</b>	<b>\$0</b>	<b>\$372,049</b>	<b>\$60,000</b>
DCS027	CRM / Case Mgmt Package	\$62,610	\$9,439	\$0	\$300,000	\$0	\$372,049	\$60,000
DCS023	Billing Package	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>FD03</b>	<b>Federal HIX Release 1 Delivery - Back Office Configuration</b>	<b>\$481,133</b>	<b>\$75,535</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$556,668</b>	<b>\$32,028</b>
<b>FD03-Q031</b>	<b>Release1 Delivery - Back Office Configuration</b>	<b>\$481,133</b>	<b>\$75,535</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$556,668</b>	<b>\$32,028</b>
DAB021-1	Asset Management-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB022-1	Business Process Management-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB023-1	Financial Management & Reporting-1 (Initial)	\$160,837	\$25,389	\$0	\$0	\$0	\$186,226	\$25,176
DAB024-1	Financial Transaction Processing-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB025-1	Human Resource Management-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB026-1	Information Management-1 (Initial)	\$320,295	\$50,146	\$0	\$0	\$0	\$370,442	\$6,852

ID	NAME	External Resource Costs	Internal Resource Costs	Hardware	Software	Other Costs	TOTAL IMPLEMENTATION COST	Yearly Operations & Support Cost
DAB027-1	Knowledge Management-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB028-1	Procurement Management-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>FD04</b>	<b>Federal HIX Release 1 Delivery - Service Delivery Configuration / Build</b>	<b>\$ 1,660,617</b>	<b>\$ 259,875</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,920,492</b>	<b>\$ 77,823</b>
<b>FD04-Q041</b>	<b>Release 1 Application Delivery</b>	<b>\$1,660,617</b>	<b>\$259,875</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,920,492</b>	<b>\$77,823</b>
DAB029-1	Broker / Navigator Relationship Management-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB030-1	Customer Service & Account Management-1 (Initial)	\$214,296	\$33,504	\$0	\$0	\$0	\$247,800	\$25,452
DAB031-1	Eligibility Assessment-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB032-1	Marketing and Outreach-1 (Initial)	\$143,305	\$22,718	\$0	\$0	\$0	\$166,023	\$16,968
DAB033-1	Master Person Index-1 (All)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB034-1	Plan Certification & Risk Management-1 (Initial)	\$1,222,784	\$191,196	\$0	\$0	\$0	\$1,413,980	\$25,941
DAB035-1	Premium & Tax Credit Processing-1 (All)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB036-1	Unified Communications-1 (Initial)	\$80,232	\$12,456	\$0	\$0	\$0	\$92,688	\$9,462
DAB037-1	Enrollment Processing-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB038-1	Comparison Shopping-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB039-1	Appeals Management-1 (Deferred)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>FD05</b>	<b>Federal HIX Release 1 Integration and Conversion</b>	<b>\$ 608,660</b>	<b>\$ 82,815</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 691,474</b>	<b>\$ 5,874</b>
<b>FD05-Q051</b>	<b>Release 1 Legacy Integration and Conversion</b>	<b>\$608,660</b>	<b>\$82,815</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$691,474</b>	<b>\$5,874</b>
DSI021	Federal CMS integration with Federal HIX Integration	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DSI022	Payment Processor in Federal	\$0	\$0	\$0	\$0	\$0	\$0	\$0

ID	NAME	External Resource Costs	Internal Resource Costs	Hardware	Software	Other Costs	TOTAL IMPLEMENTATION COST	Yearly Operations & Support Cost
	HIX Integration							
DSI023	State Department of Insurance(SDOI) integration with Federal HIX Integration	\$181,167	\$24,573	\$0	\$0	\$0	\$205,741	\$3,264
DSI024	Insurance companies integration with Federal HIX Integration	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DSI025	Other Applicable State Health Subsidy Programs,e.g. In-State Medicaid, CHIP, or Basic Health Program integration with Federal HIX Integration	\$179,668	\$24,440	\$0	\$0	\$0	\$204,108	\$978
DSI026	Bureau of Indian Affairs integration with Federal HIX Integration	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DSI027	Department of Homeland Security integration with Federal HIX Integration	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DSI028	US Internal Revenue Service integration with Federal HIX Integration	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DSI029	Other Federal Database integration with Federal HIX Integration	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DSI030	Other State Databases integration with Federal HIX: Vital Statistics, Incarceration Status, tax Filing (Department of Revenue), unemployment insurance (Department of Labor), DMV Integration	\$35,450	\$4,802	\$0	\$0	\$0	\$40,252	\$489
DSI031	Social Security Administration integration with Federal HIX	\$0	\$0	\$0	\$0	\$0	\$0	\$0

ID	NAME	External Resource Costs	Internal Resource Costs	Hardware	Software	Other Costs	TOTAL IMPLEMENTATION COST	Yearly Operations & Support Cost
	Integration							
DSI032	To be determined integration with Federal HIX Integration	\$212,374	\$29,000	\$0	\$0	\$0	\$241,373	\$1,143
CWP021	NOTE: No data conversion or loading	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>FD06</b>	<b>Federal HIX Release 1 Infrastructure Delivery</b>	<b>\$278,541</b>	<b>\$143,687</b>	<b>\$547,600</b>	<b>\$-</b>	<b>\$-</b>	<b>\$969,828</b>	<b>\$919,254</b>
<b>FD06-Q061</b>	<b>Release 1 Production Infrastructure Delivery</b>	<b>\$278,541</b>	<b>\$143,687</b>	<b>\$547,600</b>	<b>\$0</b>	<b>\$0</b>	<b>\$969,828</b>	<b>\$919,254</b>
DIN027	Development / Test Environments Acquisition & Implementation	\$18,971	\$8,665	\$35,100	\$0	\$0	\$62,736	\$189,093
DIN026	UAT/Staging Environment Acquisition & Implementation	\$18,971	\$8,665	\$58,500	\$0	\$0	\$86,136	\$23,400
DIN021	Servers Acquisition & Implementation	\$64,528	\$31,629	\$234,000	\$0	\$0	\$330,157	\$618,760
DIN022	Storage Acquisition & Implementation	\$42,166	\$20,264	\$50,000	\$0	\$0	\$112,430	\$20,000
DIN023	Network Infrastructure Acquisition & Implementation	\$37,299	\$17,216	\$170,000	\$0	\$0	\$224,515	\$68,000
DIN024	Load Balancer Acquisition & Implementation	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DIN025	High Availability environment setup Acquisition & Implementation	\$96,606	\$57,249	\$0	\$0	\$0	\$153,855	\$0
<b>FD07</b>	<b>Federal HIX Release 1 Implementation</b>	<b>\$337,809</b>	<b>\$92,434</b>	<b>\$-</b>	<b>\$200,000</b>	<b>\$12,500</b>	<b>\$642,743</b>	<b>\$40,000</b>
<b>FD07-Q071</b>	<b>Release 1 Production Support Implementation</b>	<b>\$223,950</b>	<b>\$53,465</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$12,500</b>	<b>\$489,915</b>	<b>\$40,000</b>
DBB026	Information Technology BB	\$148,347	\$16,264	\$0	\$200,000	\$0	\$364,611	\$40,000
EBU024	Define System Support Organizational Requirements	\$13,415	\$391	\$0	\$0	\$0	\$13,805	\$0
EBU025	Acquire System Support	\$0	\$5,290	\$0	\$0	\$0	\$5,290	\$0



ID	NAME	External Resource Costs	Internal Resource Costs	Hardware	Software	Other Costs	TOTAL IMPLEMENTATION COST	Yearly Operations & Support Cost
	Resources							
EIT025	Run System Operation and Support Procurement Process	\$46,694	\$8,182	\$0	\$0	\$0	\$54,876	\$0
EIT033	Operations and Support Documentation and Training - Release 1	\$15,495	\$23,338	\$0	\$0	\$12,500	\$51,333	\$0
<b>FD07-Q072</b>	<b>Release 1 Implementation</b>	<b>\$113,859</b>	<b>\$38,969</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$152,828</b>	<b>\$0</b>
EBU023	Conversion of person data - manual portion	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EIT031	End User Documentation and Training - Release 1	\$113,859	\$38,969	\$0	\$0	\$0	\$152,828	\$0
<b>FD11</b>	<b>Federal HIX Release 2 Delivery - Mobilization and Requirements</b>	<b>\$1,238,658</b>	<b>\$227,271</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$1,465,929</b>	<b>\$-</b>
<b>FD11-Q111</b>	<b>Release 2 Mobilization</b>	<b>\$23,068</b>	<b>\$4,625</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$27,693</b>	<b>\$0</b>
EIT029	Update Implementation Plan and Business Case - Start of Release 2	\$23,068	\$4,625	\$0	\$0	\$0	\$27,693	\$0
<b>FD11-Q112</b>	<b>Release 2 Requirements and Logical Architecture Specification</b>	<b>\$1,215,590</b>	<b>\$222,646</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,438,236</b>	<b>\$0</b>
DAA021-2	Asset Management-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA022-2	Business Process Management-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA023-2	Financial Management & Reporting-2 (Remaining)	\$25,493	\$4,584	\$0	\$0	\$0	\$30,077	\$0
DAA024-2	Financial Transaction Processing-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA025-2	Human Resource Management-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0

ID	NAME	External Resource Costs	Internal Resource Costs	Hardware	Software	Other Costs	TOTAL IMPLEMENTATION COST	Yearly Operations & Support Cost
DAA026-2	Information Management-2 (Remaining)	\$303,224	\$55,566	\$0	\$0	\$0	\$358,790	\$0
DAA027-2	Knowledge Management-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA028-2	Procurement Management-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA029-2	Broker / Navigator Relationship Management-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA030-2	Customer Service & Account Management-2 (Remaining)	\$28,602	\$5,270	\$0	\$0	\$0	\$33,871	\$0
DAA031-2	Eligibility Assessment-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA032-2	Marketing and Outreach-2 (Remaining)	\$40,599	\$7,296	\$0	\$0	\$0	\$47,895	\$0
DAA033-2	Master Person Index-2 (None)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA034-2	Plan Certification & Risk Management-2 (Remaining)	\$804,926	\$147,461	\$0	\$0	\$0	\$952,387	\$0
DAA035-2	Premium & Tax Credit Processing-2 (None)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA036-2	Unified Communications-2 (Remaining)	\$12,747	\$2,468	\$0	\$0	\$0	\$15,215	\$0
DAA037-2	Enrollment Processing-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA038-2	Comparison Shopping-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA039-2	Appeals Management-2 (All)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>FD12</b>	<b>Federal HIX Release 2 Delivery - Back Office Configuration</b>	<b>\$1,650,302</b>	<b>\$264,562</b>	<b>\$46,800</b>	<b>\$-</b>	<b>\$-</b>	<b>\$1,961,664</b>	<b>\$69,117</b>
<b>FD12-Q121</b>	<b>Release 2 Application Delivery - Back Office Configuration</b>	<b>\$1,631,331</b>	<b>\$255,898</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,887,228</b>	<b>\$50,397</b>
DAB021-2	Asset Management-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0

ID	NAME	External Resource Costs	Internal Resource Costs	Hardware	Software	Other Costs	TOTAL IMPLEMENT- ATION COST	Yearly Operations & Support Cost
DAB022-2	Business Process Management-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB023-2	Financial Management & Reporting-2 (Remaining)	\$115,463	\$18,061	\$0	\$0	\$0	\$133,524	\$18,582
DAB024-2	Financial Transaction Processing- 2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB025-2	Human Resource Management-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB026-2	Information Management-2 (Remaining)	\$1,515,868	\$237,836	\$0	\$0	\$0	\$1,753,704	\$31,815
DAB027-2	Knowledge Management-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB028-2	Procurement Management-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>FD12-Q122</b>	<b>Release 2 Production Infrastructure Delivery</b>	<b>\$18,971</b>	<b>\$8,665</b>	<b>\$46,800</b>	<b>\$0</b>	<b>\$0</b>	<b>\$74,436</b>	<b>\$18,720</b>
DIN028	Release 2 Production Environment Upgrade Acquisition & Implementation	\$18,971	\$8,665	\$46,800	\$0	\$0	\$74,436	\$18,720
<b>FD13</b>	<b>Federal HIX Release 2 Delivery - Service Delivery Configuration / Build</b>	<b>\$ 4,418,132</b>	<b>\$ 693,187</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,111,319</b>	<b>\$ 130,524</b>
<b>FD13-Q131</b>	<b>Release 2 Application Delivery - Service Delivery Configuration / Build</b>	<b>\$4,418,132</b>	<b>\$693,187</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,111,319</b>	<b>\$130,524</b>
DAB029-2	Broker / Navigator Relationship Management-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB030-2	Customer Service & Account Management-2 (Remaining)	\$145,753	\$23,313	\$0	\$0	\$0	\$169,066	\$16,968
DAB031-2	Eligibility Assessment-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB032-2	Marketing and Outreach-2	\$198,143	\$31,112	\$0	\$0	\$0	\$229,255	\$22,842

ID	NAME	External Resource Costs	Internal Resource Costs	Hardware	Software	Other Costs	TOTAL IMPLEMENTATION COST	Yearly Operations & Support Cost
	(Remaining)							
DAB033-2	Master Person Index-2 (None)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB034-2	Plan Certification & Risk Management-2 (Remaining)	\$4,018,151	\$629,682	\$0	\$0	\$0	\$4,647,833	\$84,351
DAB035-2	Premium & Tax Credit Processing-2 (None)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB036-2	Unified Communications-2 (Remaining)	\$56,085	\$9,080	\$0	\$0	\$0	\$65,164	\$6,363
DAB037-2	Enrollment Processing-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB038-2	Comparison Shopping-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB039-2	Appeals Management-2 (All)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>FD14</b>	<b>Federal HIX Release 2 Implementation</b>	<b>\$63,312</b>	<b>\$14,547</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$77,859</b>	<b>\$-</b>
<b>FD14-Q141</b>	<b>Release 2 Production Support Implementation</b>	<b>\$7,980</b>	<b>\$11,745</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$19,725</b>	<b>\$0</b>
EIT034	Operations and Support Documentation and Training - Release 2	\$7,980	\$11,745	\$0	\$0	\$0	\$19,725	\$0
<b>FD14-Q142</b>	<b>Release 2 Implementation</b>	<b>\$55,332</b>	<b>\$2,802</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$58,134</b>	<b>\$0</b>
EIT032	End User Documentation and Training - Release 2	\$55,332	\$2,802	\$0	\$0	\$0	\$58,134	\$0
<b>FD21</b>	<b>Federal HIX Program Management</b>	<b>\$2,646,393</b>	<b>\$525,662</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$3,172,055</b>	<b>\$-</b>
<b>FD21-Q211</b>	<b>Program Management</b>	<b>\$2,646,393</b>	<b>\$525,662</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,172,055</b>	<b>\$0</b>
EIT021	Program Management	\$915,291	\$327,551	\$0	\$0	\$0	\$1,242,842	\$0
EIT030	Project Management Quality Assurance	\$1,039,515	\$75,616	\$0	\$0	\$0	\$1,115,131	\$0
EIT035	Architecture Integration	\$691,587	\$122,495	\$0	\$0	\$0	\$814,082	\$0

ID	NAME	External Resource Costs	Internal Resource Costs	Hardware	Software	Other Costs	TOTAL IMPLEMENT- ATION COST	Yearly Operations & Support Cost
FD22	Federal HIX Program Infrastructure and Expenses	\$ -	\$ -	\$ -	\$ -	\$ 150,150	\$ 150,150	\$ -
<b>FD22-Q221</b>	<b>Hardware Lease and Software Maintenance during Delivery</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150,150</b>	<b>\$150,150</b>	<b>\$0</b>
EBU026	Project Team Facilities Provision	\$0	\$0	\$0	\$0	\$135,450	\$135,450	\$0
EBU027	Resource Travel	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EBU031	Supplies Provision	\$0	\$0	\$0	\$0	\$14,700	\$14,700	\$0
<b>FD22-Q222</b>	<b>Project Team Facilities and Travel Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
EIT036	SW Maintenance Costs During Delivery Phase	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Figure 18: State Exchange Option - Total Implementation Costs by Quarter – Year 1, 2

TOTAL IMPLEMENTATION COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
	<b>STATE HIX Option</b>	\$ 1,577,022	\$ 2,987,760	\$ 11,617,180	\$ 5,753,362	\$ 6,217,977	\$ 5,346,750	\$ 6,276,462	\$ 2,968,113
ST01	State HIX Release 1 Delivery - Mobilization, Requirements, Strategy and Procurement	\$ 1,335,828	\$ 2,017,799	\$ 2,015,362	\$ 1,389,607	\$ 146,632	\$ 217,042	\$ -	\$ -
ST01-P011	Mobilization	\$1,014,510	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EBU001	Mobilize Program	528,970	-	-	-	-	-	-	-
DIN009	Project Team Servers and Printers/Scanners Acquisition & Implementation	55,436	-	-	-	-	-	-	-
EBU008	Enterprise Architecture Capability Design and Implementation	254,063	-	-	-	-	-	-	-
DBB010	CASE Tool and Repository BB	176,040	-	-	-	-	-	-	-
ST01-P013	Release 1 Requirements and Logical Architecture Specification	\$0	\$991,905	\$991,905	\$1,299,352	\$0	\$0	\$0	\$0
DAA001-1	Asset Management-1 (Deferred)	-	-	-	-	-	-	-	-
DAA002-1	Business Process Management-1 (Initial)	-	42,692	42,692	43,986	-	-	-	-
DAA003-1	Financial Management & Reporting-1 (Initial)	-	12,679	12,679	13,063	-	-	-	-
DAA004-1	Financial Transaction Processing-1 (Initial)	-	25,635	25,635	26,412	-	-	-	-
DAA005-1	Human Resource Management-1 (Deferred)	-	-	-	-	-	-	-	-
DAA006-1	Information Management-1 (Initial)	-	34,641	34,641	35,691	-	-	-	-
DAA007-1	Knowledge Management-1 (Initial)	-	28,761	28,761	29,633	-	-	-	-

TOTAL IMPLEMENTATION COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
DAA008-1	Procurement Management-1 (Deferred)	-	-	-	-	-	-	-	-
DAA009-1	Broker / Navigator Relationship Management-1 (Initial)	-	62,170	62,170	64,054	-	-	-	-
DAA010-1	Customer Service & Account Management-1 (Initial)	-	31,515	31,515	32,470	-	-	-	-
DAA011-1	Eligibility Assessment-1 (Initial)	-	118,983	118,983	122,589	-	-	-	-
DAA012-1	Marketing and Outreach-1 (Initial)	-	14,574	14,574	15,015	-	-	-	-
DAA013-1	Master Person Index-1 (All)	-	9,926	9,926	10,226	-	-	-	-
DAA014-1	Plan Certification & Risk Management-1 (Initial)	-	91,790	91,790	94,572	-	-	-	-
DAA015-1	Premium & Tax Credit Processing-1 (All)	-	131,080	131,080	135,052	-	-	-	-
DAA016-1	Unified Communications-1 (Initial)	-	5,880	5,880	6,058	-	-	-	-
DAA017-1	Enrollment Processing-1 (Initial)	-	363,020	363,020	374,021	-	-	-	-
DAA018-1	Comparison Shopping-1 (Initial)	-	18,559	18,559	19,121	-	-	-	-
DAA019-1	Appeals Management-1 (Initial)	-	-	-	-	-	-	-	-
EBU009	Design Customer Experience	-	-	-	277,390	-	-	-	-
<b>ST01-P012</b>	<b>Release 1 Implementation Strategy and Plan</b>	<b>\$120,010</b>	<b>\$120,010</b>	<b>\$117,573</b>	<b>\$90,255</b>	<b>\$146,632</b>	<b>\$217,042</b>	<b>\$0</b>	<b>\$0</b>
EBU002	Develop Options Evaluation and Procurement Strategy	120,010	120,010	-	-	-	-	-	-
EBU010	Develop Business Case for the HIX	-	-	-	-	-	-	-	-
EIT002	Develop Interoperability Standards for Insurance Companies	-	-	81,955	54,637	-	-	-	-
EIT003	Develop Operations and Support Strategy	-	-	35,619	35,619	47,491	-	-	-
EIT006	Privacy Impact Assessment	-	-	-	-	-	78,286	-	-
EIT007	Threat Risk Assessment	-	-	-	-	-	127,740	-	-

TOTAL IMPLEMENTATION COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
EIT008	Update Implementation Plan and Business Case based on detailed requirements specification	-	-	-	-	99,140	11,016	-	-
<b>ST01-P014</b>	<b>Procurement Process</b>	<b>\$201,308</b>	<b>\$905,884</b>	<b>\$905,884</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
EIT019	Run Building Blocks Software Procurement Process	45,069	202,811	202,811	-	-	-	-	-
EIT018	Run Service Delivery Software Procurement Process	49,044	220,698	220,698	-	-	-	-	-
EIT017	Run Back Office Software Procurement Process	42,562	191,529	191,529	-	-	-	-	-
EIT004	Run Solution Integrator Procurement Process	64,632	290,846	290,846	-	-	-	-	-
<b>ST02</b>	<b>State HIX Software Packages Deployment</b>	<b>\$-</b>	<b>\$-</b>	<b>\$5,472,351</b>	<b>\$373,287</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>ST02-P021</b>	<b>Building Block Packages Acquisition and Deployment</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,798,073</b>	<b>\$200,369</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DBB001	Data Management BB	-	-	119,039	25,046	-	-	-	-
DBB002	Privacy and Security BB	-	-	137,569	25,046	-	-	-	-
DBB003	Workflow Engine BB	-	-	837,569	25,046	-	-	-	-
DBB004	Rules Engine BB	-	-	837,569	25,046	-	-	-	-
DBB005	Service Management BB	-	-	373,569	25,046	-	-	-	-
DBB007	Exchange Portal BB	-	-	837,569	25,046	-	-	-	-
DBB008	B2B Gateway BB	-	-	597,569	25,046	-	-	-	-
DBB009	Unified Communications BB	-	-	57,619	25,046	-	-	-	-
<b>ST02-P022</b>	<b>Back Office Packages Acquisition and Deployment</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,137,818</b>	<b>\$115,279</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DCS001	Financial Management Package	-	-	333,030	28,820	-	-	-	-
DCS002	Human Resources Package	-	-	108,330	28,820	-	-	-	-
DCS004	IT Asset Management Package	-	-	-	-	-	-	-	-



TOTAL IMPLEMENTATION COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
		-	-	10,000	-	-	-	-	-
DCS005	Knowledge Management Package	-	-	543,230	28,820	-	-	-	-
DCS006	Information Management Package	-	-	143,230	28,820	-	-	-	-
<b>ST02-P023</b>	<b>Service Delivery Packages Acquisition and Deployment</b>	<b>\$0</b>	<b>\$0</b>	<b>\$536,459</b>	<b>\$57,639</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DCS007	CRM / Case Mgmt Package	-	-	343,230	28,820	-	-	-	-
DCS003	Billing Package	-	-	193,230	28,820	-	-	-	-
<b>ST03</b>	<b>State HIX Release 1 Delivery - Back Office Configuration</b>	<b>\$-</b>	<b>\$-</b>	<b>\$424,696</b>	<b>\$424,696</b>	<b>\$424,696</b>	<b>\$424,696</b>	<b>\$424,696</b>	<b>\$-</b>
<b>ST03-P031</b>	<b>Release1 Delivery - Back Office Configuration</b>	<b>\$0</b>	<b>\$0</b>	<b>\$424,696</b>	<b>\$424,696</b>	<b>\$424,696</b>	<b>\$424,696</b>	<b>\$424,696</b>	<b>\$0</b>
DAB001-1	Asset Management-1 (Deferred)	-	-	-	-	-	-	-	-
DAB002-1	Business Process Management-1 (Initial)	-	-	126,586	126,586	126,586	126,586	126,586	-
DAB003-1	Financial Management & Reporting-1 (Initial)	-	-	37,245	37,245	37,245	37,245	37,245	-
DAB004-1	Financial Transaction Processing-1 (Initial)	-	-	75,516	75,516	75,516	75,516	75,516	-
DAB005-1	Human Resource Management-1 (Deferred)	-	-	-	-	-	-	-	-
DAB006-1	Information Management-1 (Initial)	-	-	100,766	100,766	100,766	100,766	100,766	-
DAB007-1	Knowledge Management-1 (Initial)	-	-	84,583	84,583	84,583	84,583	84,583	-
DAB008-1	Procurement Management-1 (Deferred)	-	-	-	-	-	-	-	-
<b>ST04</b>	<b>State HIX Release 1 Delivery - Service Delivery Configuration / Build</b>	<b>\$-</b>	<b>\$-</b>	<b>\$2,505,409</b>	<b>\$2,505,409</b>	<b>\$2,505,409</b>	<b>\$2,505,409</b>	<b>\$2,505,409</b>	<b>\$-</b>
<b>ST04-P041</b>	<b>Release 1 Application Delivery</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,505,409</b>	<b>\$2,505,409</b>	<b>\$2,505,409</b>	<b>\$2,505,409</b>	<b>\$2,505,409</b>	<b>\$0</b>
DAB009-1	Broker / Navigator Relationship Management-1 (Initial)	-	-	183,817	183,817	183,817	183,817	183,817	-
DAB010-1	Customer Service & Account Management-1 (Initial)	-	-	93,235	93,235	93,235	93,235	93,235	-

TOTAL IMPLEMENTATION COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
DAB011-1	Eligibility Assessment-1 (Initial)	-	-	353,074	353,074	353,074	353,074	353,074	-
DAB012-1	Marketing and Outreach-1 (Initial)	-	-	42,373	42,373	42,373	42,373	42,373	-
DAB013-1	Master Person Index-1 (All)	-	-	26,705	26,705	26,705	26,705	26,705	-
DAB014-1	Plan Certification & Risk Management-1 (Initial)	-	-	269,807	269,807	269,807	269,807	269,807	-
DAB015-1	Premium & Tax Credit Processing-1 (All)	-	-	387,916	387,916	387,916	387,916	387,916	-
DAB016-1	Unified Communications-1 (Initial)	-	-	18,538	18,538	18,538	18,538	18,538	-
DAB017-1	Enrollment Processing-1 (Initial)	-	-	1,074,796	1,074,796	1,074,796	1,074,796	1,074,796	-
DAB018-1	Comparison Shopping-1 (Initial)	-	-	55,150	55,150	55,150	55,150	55,150	-
DAB019-1	Appeals Management-1 (Initial)	-	-	-	-	-	-	-	-
ST05	State HIX Release 1 Integration and Conversion	\$ -	\$ -	\$ 253,215	\$ 253,215	\$ 253,215	\$ 253,215	\$ 253,215	\$ -
ST05-P051	Release 1 Legacy Integration and Conversion	\$0	\$0	\$253,215	\$253,215	\$253,215	\$253,215	\$253,215	\$0
DSI001	Federal CMS integration with State HIX Integration	-	-	46,110	46,110	46,110	46,110	46,110	-
DSI002	Payment Processor Integration	-	-	13,160	13,160	13,160	13,160	13,160	-
DSI003	State Department of Insurance(SDOI) integration with State HIX Integration	-	-	41,148	41,148	41,148	41,148	41,148	-
DSI004	Insurance companies integration with State HIX Integration	-	-	-	-	-	-	-	-
DSI005	Other Applicable State Health Subsidy Programs,e.g. In-State Medicaid, CHIP, or Basic Health Program Integration	-	-	40,822	40,822	40,822	40,822	40,822	-
DSI006	Bureau of Indian Affairs Integration	-	-	4,037	4,037	4,037	4,037	4,037	-
DSI007	Department of Homeland Security Integration	-	-	8,050	8,050	8,050	8,050	8,050	-
DSI008	US Internal Revenue Service Integration	-	-	31,474	31,474	31,474	31,474	31,474	-

TOTAL IMPLEMENTATION COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
DSI009	Other Federal Database Integration	-	-	4,037	4,037	4,037	4,037	4,037	-
DSI010	Other State Databases: Vital Statistics, Incarceration Status, tax Filing (Department of Revenue), unemployment insurance (Department of Labor), DMV Integration	-	-	8,050	8,050	8,050	8,050	8,050	-
DSI011	Social Security Administration Integration	-	-	8,050	8,050	8,050	8,050	8,050	-
DSI012	To be determined Integration	-	-	48,275	48,275	48,275	48,275	48,275	-
CWP001	NOTE: No data conversion or loading	-	-	-	-	-	-	-	-
ST06	State HIX Release 1 Infrastructure Delivery	\$ -	\$ 111,036	\$ 152,818	\$ 13,818	\$ 1,206,670	\$ 170,670	\$ 85,335	\$ -
ST06-P061	Release 1 Production Infrastructure Delivery	\$0	\$111,036	\$152,818	\$13,818	\$1,206,670	\$170,670	\$85,335	\$0
DIN007	Development / Test Environments Acquisition & Implementation	-	111,036	-	-	-	-	-	-
DIN006	UAT/Staging Environment Acquisition & Implementation	-	-	152,818	13,818	-	-	-	-
DIN001	Servers Acquisition & Implementation	-	-	-	-	594,463	38,463	19,231	-
DIN002	Storage Acquisition & Implementation	-	-	-	-	274,972	24,972	12,486	-
DIN003	Network Infrastructure Acquisition & Implementation	-	-	-	-	191,806	21,806	10,903	-
DIN004	Load Balancer Acquisition & Implementation	-	-	-	-	83,887	23,887	11,944	-
DIN005	High Availability environment setup Acquisition & Implementation	-	-	-	-	61,542	61,542	30,771	-
ST07	State HIX Release 1 Implementation	\$ -	\$ -	\$ -	\$ -	\$ 337,526	\$ 321,733	\$ 192,214	\$ 152,519
ST07-P071	Release 1 Production Support Implementation	\$0	\$0	\$0	\$0	\$337,526	\$321,733	\$192,214	\$0
DBB006	Information Technology BB	-	-	-	-	282,306	82,306	-	-
EBU004	Define System Support Organizational Requirements	-	-	-	-	55,221	-	-	-
EBU005	Acquire System Support Resources	-	-	-	-	-	21,159	-	-

TOTAL IMPLEMENTATION COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
EIT005	Run System Operation and Support Procurement Process	-	-	-	-	-	218,268	-	-
EIT013	Operations and Support Documentation and Training - Release 1	-	-	-	-	-	-	192,214	-
<b>ST07-P072</b>	<b>Release 1 Implementation</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$152,519</b>
EBU003	Conversion of person data - manual portion	-	-	-	-	-	-	-	-
EIT011	End User Documentation and Training - Release 1	-	-	-	-	-	-	-	152,519
<b>ST11</b>	<b>State HIX Release 2 Delivery - Mobilization and Requirements</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 110,156</b>	<b>\$ 1,471,764</b>	<b>\$ 1,471,764</b>
<b>ST11-P111</b>	<b>Release 2 Mobilization</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$110,156</b>	<b>\$0</b>	<b>\$0</b>
EIT009	Update Implementation Plan and Business Case - Start of Release 2	-	-	-	-	-	110,156	-	-
<b>ST11-P112</b>	<b>Release 2 Requirements and Logical Architecture Specification</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,471,764</b>	<b>\$1,471,764</b>
DAA001-2	Asset Management-2 (All)	-	-	-	-	-	-	12,199	12,199
DAA002-2	Business Process Management-2 (Remaining)	-	-	-	-	-	-	34,668	34,668
DAA003-2	Financial Management & Reporting-2 (Remaining)	-	-	-	-	-	-	15,039	15,039
DAA004-2	Financial Transaction Processing-2 (Remaining)	-	-	-	-	-	-	19,211	19,211
DAA005-2	Human Resource Management-2 (All)	-	-	-	-	-	-	58,051	58,051
DAA006-2	Information Management-2 (Remaining)	-	-	-	-	-	-	241,618	241,618
DAA007-2	Knowledge Management-2 (Remaining)	-	-	-	-	-	-	22,081	22,081
DAA008-2	Procurement Management-2 (All)	-	-	-	-	-	-	19,211	19,211
DAA009-2	Broker / Navigator Relationship Management-2 (Remaining)	-	-	-	-	-	-	131,645	131,645
DAA010-2	Customer Service & Account Management-2 (Remaining)	-	-	-	-	-	-	31,409	31,409
DAA011-2	Eligibility Assessment-2 (Remaining)	-	-	-	-	-	-	104,408	104,408

TOTAL IMPLEMENTATION COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
DAA012-2	Marketing and Outreach-2 (Remaining)	-	-	-	-	-	-	28,539	28,539
DAA013-2	Master Person Index-2 (None)	-	-	-	-	-	-	-	-
DAA014-2	Plan Certification & Risk Management-2 (Remaining)	-	-	-	-	-	-	453,693	453,693
DAA015-2	Premium & Tax Credit Processing-2 (None)	-	-	-	-	-	-	-	-
DAA016-2	Unified Communications-2 (Remaining)	-	-	-	-	-	-	7,607	7,607
DAA017-2	Enrollment Processing-2 (Remaining)	-	-	-	-	-	-	226,725	226,725
DAA018-2	Comparison Shopping-2 (Remaining)	-	-	-	-	-	-	15,039	15,039
DAA019-2	Appeals Management-2 (Remaining)	-	-	-	-	-	-	50,620	50,620
ST12	State HIX Release 2 Delivery - Back Office Configuration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ST12-P121	Release 2 Application Delivery - Back Office Configuration	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB001-2	Asset Management-2 (All)	-	-	-	-	-	-	-	-
DAB002-2	Business Process Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB003-2	Financial Management & Reporting-2 (Remaining)	-	-	-	-	-	-	-	-
DAB004-2	Financial Transaction Processing-2 (Remaining)	-	-	-	-	-	-	-	-
DAB005-2	Human Resource Management-2 (All)	-	-	-	-	-	-	-	-
DAB006-2	Information Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB007-2	Knowledge Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB008-2	Procurement Management-2 (All)	-	-	-	-	-	-	-	-
ST12-P122	Release 2 Production Infrastructure Delivery	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DIN008	Release 2 Production Environment Upgrade Acquisition & Implementation	-	-	-	-	-	-	-	-

TOTAL IMPLEMENTATION COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
ST13	State HIX Release 2 Delivery - Service Delivery Configuration / Build	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ST13-P131	Release 2 Application Delivery - Service Delivery Configuration / Build	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB009-2	Broker / Navigator Relationship Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB010-2	Customer Service & Account Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB011-2	Eligibility Assessment-2 (Remaining)	-	-	-	-	-	-	-	-
DAB012-2	Marketing and Outreach-2 (Remaining)	-	-	-	-	-	-	-	-
DAB013-2	Master Person Index-2 (None)	-	-	-	-	-	-	-	-
DAB014-2	Plan Certification & Risk Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB015-2	Premium & Tax Credit Processing-2 (None)	-	-	-	-	-	-	-	-
DAB016-2	Unified Communications-2 (Remaining)	-	-	-	-	-	-	-	-
DAB017-2	Enrollment Processing-2 (Remaining)	-	-	-	-	-	-	-	-
DAB018-2	Comparison Shopping-2 (Remaining)	-	-	-	-	-	-	-	-
DAB019-2	Appeals Management-2 (Remaining)	-	-	-	-	-	-	-	-
ST14	State HIX Release 2 Implementation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ST14-P141	Release 2 Production Support Implementation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EIT014	Operations and Support Documentation and Training - Release 2	-	-	-	-	-	-	-	-
ST14-P142	Release 2 Implementation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EIT012	End User Documentation and Training - Release 2	-	-	-	-	-	-	-	-
ST21	State HIX Program Management	\$ 191,145	\$ 808,875	\$ 743,279	\$ 743,279	\$ 743,279	\$ 743,279	\$ 743,279	\$ 743,279
ST21-P211	Program Management	\$191,145	\$808,875	\$743,279	\$743,279	\$743,279	\$743,279	\$743,279	\$743,279

TOTAL IMPLEMENTATION COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
EIT001	Program Management	191,145	152,916	152,916	152,916	152,916	152,916	152,916	152,916
EIT010	Project Management Quality Assurance	-	445,929	401,336	401,336	401,336	401,336	401,336	401,336
EIT015	Architecture Integration	-	210,030	189,027	189,027	189,027	189,027	189,027	189,027
ST22	State HIX Program Infrastructure and Expenses	\$ 50,050	\$ 50,050	\$ 50,050	\$ 50,050	\$ 600,550	\$ 600,550	\$ 600,550	\$ 600,550
ST22-P221	Hardware Lease and Software Maintenance during Delivery	\$50,050	\$50,050	\$50,050	\$50,050	\$50,050	\$50,050	\$50,050	\$50,050
EBU006	Project Team Facilities Provision	45,150	45,150	45,150	45,150	45,150	45,150	45,150	45,150
EBU007	Resource Travel	-	-	-	-	-	-	-	-
EBU011	Supplies Provision	4,900	4,900	4,900	4,900	4,900	4,900	4,900	4,900
ST22-P222	Project Team Facilities and Travel Expenses	\$0	\$0	\$0	\$0	\$550,500	\$550,500	\$550,500	\$550,500
EIT016	SW Maintenance Costs During Delivery Phase	-	-	-	-	550,500	550,500	550,500	550,500

Figure 19: State Exchange Option - Total Implementation Costs by Quarter – Year 3

TOTAL IMPLEMENTATION COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
	<b>STATE HIX Option</b>	\$ 5,804,689	\$ 5,811,598	\$ 5,936,616	\$ 3,127,137
<b>ST01</b>	<b>State HIX Release 1 Delivery - Mobilization, Requirements, Strategy and Procurement</b>	\$ -	\$ -	\$ -	\$ -
<b>ST01-P011</b>	<b>Mobilization</b>	\$0	\$0	\$0	\$0
EBU001	Mobilize Program	-	-	-	-
DIN009	Project Team Servers and Printers/Scanners Acquisition & Implementation	-	-	-	-
EBU008	Enterprise Architecture Capability Design and Implementation	-	-	-	-
DBB010	CASE Tool and Repository BB	-	-	-	-
<b>ST01-P013</b>	<b>Release 1 Requirements and Logical Architecture Specification</b>	\$0	\$0	\$0	\$0
DAA001-1	Asset Management-1 (Deferred)	-	-	-	-
DAA002-1	Business Process Management-1 (Initial)	-	-	-	-
DAA003-1	Financial Management & Reporting-1 (Initial)	-	-	-	-
DAA004-1	Financial Transaction Processing-1 (Initial)	-	-	-	-
DAA005-1	Human Resource Management-1 (Deferred)	-	-	-	-
DAA006-1	Information Management-1 (Initial)	-	-	-	-
DAA007-1	Knowledge Management-1 (Initial)	-	-	-	-



TOTAL IMPLEMENTATION COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
DAA008-1	Procurement Management-1 (Deferred)	-	-	-	-
DAA009-1	Broker / Navigator Relationship Management-1 (Initial)	-	-	-	-
DAA010-1	Customer Service & Account Management-1 (Initial)	-	-	-	-
DAA011-1	Eligibility Assessment-1 (Initial)	-	-	-	-
DAA012-1	Marketing and Outreach-1 (Initial)	-	-	-	-
DAA013-1	Master Person Index-1 (All)	-	-	-	-
DAA014-1	Plan Certification & Risk Management-1 (Initial)	-	-	-	-
DAA015-1	Premium & Tax Credit Processing-1 (All)	-	-	-	-
DAA016-1	Unified Communications-1 (Initial)	-	-	-	-
DAA017-1	Enrollment Processing-1 (Initial)	-	-	-	-
DAA018-1	Comparison Shopping-1 (Initial)	-	-	-	-
DAA019-1	Appeals Management-1 (Initial)	-	-	-	-
EBU009	Design Customer Experience	-	-	-	-
<b>ST01-P012</b>	<b>Release 1 Implementation Strategy and Plan</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
EBU002	Develop Options Evaluation and Procurement Strategy	-	-	-	-
EBU010	Develop Business Case for the HIX	-	-	-	-
EIT002	Develop Interoperability Standards for Insurance Companies	-	-	-	-
EIT003	Develop Operations and Support Strategy	-	-	-	-
EIT006	Privacy Impact Assessment	-	-	-	-
EIT007	Threat Risk Assessment	-	-	-	-

TOTAL IMPLEMENTATION COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
EIT008	Update Implementation Plan and Business Case based on detailed requirements specification	-	-	-	-
<b>ST01-P014</b>	<b>Procurement Process</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
EIT019	Run Building Blocks Software Procurement Process	-	-	-	-
EIT018	Run Service Delivery Software Procurement Process	-	-	-	-
EIT017	Run Back Office Software Procurement Process	-	-	-	-
EIT004	Run Solution Integrator Procurement Process	-	-	-	-
<b>ST02</b>	<b>State HIX Software Packages Deployment</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>ST02-P021</b>	<b>Building Block Packages Acquisition and Deployment</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DBB001	Data Management BB	-	-	-	-
DBB002	Privacy and Security BB	-	-	-	-
DBB003	Workflow Engine BB	-	-	-	-
DBB004	Rules Engine BB	-	-	-	-
DBB005	Service Management BB	-	-	-	-
DBB007	Exchange Portal BB	-	-	-	-
DBB008	B2B Gateway BB	-	-	-	-
DBB009	Unified Communications BB	-	-	-	-
<b>ST02-P022</b>	<b>Back Office Packages Acquisition and Deployment</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DCS001	Financial Management Package	-	-	-	-
DCS002	Human Resources Package	-	-	-	-
DCS004	IT Asset Management Package	-	-	-	-

TOTAL IMPLEMENTATION COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
		-	-	-	-
DCS005	Knowledge Management Package	-	-	-	-
DCS006	Information Management Package	-	-	-	-
<b>ST02-P023</b>	<b><i>Service Delivery Packages Acquisition and Deployment</i></b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DCS007	CRM / Case Mgmt Package	-	-	-	-
DCS003	Billing Package	-	-	-	-
<b>ST03</b>	<b>State HIX Release 1 Delivery - Back Office Configuration</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>ST03-P031</b>	<b><i>Release1 Delivery - Back Office Configuration</i></b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DAB001-1	Asset Management-1 (Deferred)	-	-	-	-
DAB002-1	Business Process Management-1 (Initial)	-	-	-	-
DAB003-1	Financial Management & Reporting-1 (Initial)	-	-	-	-
DAB004-1	Financial Transaction Processing-1 (Initial)	-	-	-	-
DAB005-1	Human Resource Management-1 (Deferred)	-	-	-	-
DAB006-1	Information Management-1 (Initial)	-	-	-	-
DAB007-1	Knowledge Management-1 (Initial)	-	-	-	-
DAB008-1	Procurement Management-1 (Deferred)	-	-	-	-
<b>ST04</b>	<b>State HIX Release 1 Delivery - Service Delivery Configuration / Build</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>ST04-P041</b>	<b><i>Release 1 Application Delivery</i></b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DAB009-1	Broker / Navigator Relationship Management-1 (Initial)	-	-	-	-
DAB010-1	Customer Service & Account Management-1 (Initial)	-	-	-	-

TOTAL IMPLEMENTATION COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
DAB011-1	Eligibility Assessment-1 (Initial)	-	-	-	-
DAB012-1	Marketing and Outreach-1 (Initial)	-	-	-	-
DAB013-1	Master Person Index-1 (All)	-	-	-	-
DAB014-1	Plan Certification & Risk Management-1 (Initial)	-	-	-	-
DAB015-1	Premium & Tax Credit Processing-1 (All)	-	-	-	-
DAB016-1	Unified Communications-1 (Initial)	-	-	-	-
DAB017-1	Enrollment Processing-1 (Initial)	-	-	-	-
DAB018-1	Comparison Shopping-1 (Initial)	-	-	-	-
DAB019-1	Appeals Management-1 (Initial)	-	-	-	-
<b>ST05</b>	<b>State HIX Release 1 Integration and Conversion</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>ST05-P051</b>	<b>Release 1 Legacy Integration and Conversion</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DSI001	Federal CMS integration with State HIX Integration	-	-	-	-
DSI002	Payment Processor Integration	-	-	-	-
DSI003	State Department of Insurance(SDOI) integration with State HIX Integration	-	-	-	-
DSI004	Insurance companies integration with State HIX Integration	-	-	-	-
DSI005	Other Applicable State Health Subsidy Programs,e.g. In-State Medicaid, CHIP, or Basic Health Program Integration	-	-	-	-
DSI006	Bureau of Indian Affairs Integration	-	-	-	-
DSI007	Department of Homeland Security Integration	-	-	-	-
DSI008	US Internal Revenue Service Integration	-	-	-	-

TOTAL IMPLEMENTATION COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
DSI009	Other Federal Database Integration	-	-	-	-
DSI010	Other State Databases: Vital Statistics, Incarceration Status, tax Filing (Department of Revenue), unemployment insurance (Department of Labor), DMV Integration	-	-	-	-
DSI011	Social Security Administration Integration	-	-	-	-
DSI012	To be determined Integration	-	-	-	-
CWP001	NOTE: No data conversion or loading	-	-	-	-
<b>ST06</b>	<b>State HIX Release 1 Infrastructure Delivery</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>ST06-P061</b>	<b>Release 1 Production Infrastructure Delivery</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DIN007	Development / Test Environments Acquisition & Implementation	-	-	-	-
DIN006	UAT/Staging Environment Acquisition & Implementation	-	-	-	-
DIN001	Servers Acquisition & Implementation	-	-	-	-
DIN002	Storage Acquisition & Implementation	-	-	-	-
DIN003	Network Infrastructure Acquisition & Implementation	-	-	-	-
DIN004	Load Balancer Acquisition & Implementation	-	-	-	-
DIN005	High Availability environment setup Acquisition & Implementation	-	-	-	-
<b>ST07</b>	<b>State HIX Release 1 Implementation</b>	<b>\$ 152,519</b>	<b>\$ 152,519</b>	<b>\$ 152,519</b>	<b>\$ -</b>
<b>ST07-P071</b>	<b>Release 1 Production Support Implementation</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DBB006	Information Technology BB	-	-	-	-
EBU004	Define System Support Organizational Requirements	-	-	-	-
EBU005	Acquire System Support Resources	-	-	-	-

TOTAL IMPLEMENTATION COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
EIT005	Run System Operation and Support Procurement Process	-	-	-	-
EIT013	Operations and Support Documentation and Training - Release 1	-	-	-	-
<b>ST07-P072</b>	<b>Release 1 Implementation</b>	<b>\$152,519</b>	<b>\$152,519</b>	<b>\$152,519</b>	<b>\$0</b>
EBU003	Conversion of person data - manual portion	-	-	-	-
EIT011	End User Documentation and Training - Release 1	<b>152,519</b>	<b>152,519</b>	<b>152,519</b>	-
<b>ST11</b>	<b>State HIX Release 2 Delivery - Mobilization and Requirements</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>ST11-P111</b>	<b>Release 2 Mobilization</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
EIT009	Update Implementation Plan and Business Case - Start of Release 2	-	-	-	-
<b>ST11-P112</b>	<b>Release 2 Requirements and Logical Architecture Specification</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DAA001-2	Asset Management-2 (All)	-	-	-	-
DAA002-2	Business Process Management-2 (Remaining)	-	-	-	-
DAA003-2	Financial Management & Reporting-2 (Remaining)	-	-	-	-
DAA004-2	Financial Transaction Processing-2 (Remaining)	-	-	-	-
DAA005-2	Human Resource Management-2 (All)	-	-	-	-
DAA006-2	Information Management-2 (Remaining)	-	-	-	-
DAA007-2	Knowledge Management-2 (Remaining)	-	-	-	-
DAA008-2	Procurement Management-2 (All)	-	-	-	-
DAA009-2	Broker / Navigator Relationship Management-2 (Remaining)	-	-	-	-
DAA010-2	Customer Service & Account Management-2 (Remaining)	-	-	-	-
DAA011-2	Eligibility Assessment-2 (Remaining)	-	-	-	-

TOTAL IMPLEMENTATION COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
DAA012-2	Marketing and Outreach-2 (Remaining)	-	-	-	-
DAA013-2	Master Person Index-2 (None)	-	-	-	-
DAA014-2	Plan Certification & Risk Management-2 (Remaining)	-	-	-	-
DAA015-2	Premium & Tax Credit Processing-2 (None)	-	-	-	-
DAA016-2	Unified Communications-2 (Remaining)	-	-	-	-
DAA017-2	Enrollment Processing-2 (Remaining)	-	-	-	-
DAA018-2	Comparison Shopping-2 (Remaining)	-	-	-	-
DAA019-2	Appeals Management-2 (Remaining)	-	-	-	-
<b>ST12</b>	<b>State HIX Release 2 Delivery - Back Office Configuration</b>	<b>\$ 1,233,962</b>	<b>\$ 1,240,871</b>	<b>\$ 1,365,889</b>	<b>\$ 411,321</b>
<b>ST12-P121</b>	<b>Release 2 Application Delivery - Back Office Configuration</b>	<b>\$1,233,962</b>	<b>\$1,233,962</b>	<b>\$1,233,962</b>	<b>\$411,321</b>
DAB001-2	Asset Management-2 (All)	<b>37,705</b>	<b>37,705</b>	<b>37,705</b>	<b>12,568</b>
DAB002-2	Business Process Management-2 (Remaining)	<b>99,506</b>	<b>99,506</b>	<b>99,506</b>	<b>33,169</b>
DAB003-2	Financial Management & Reporting-2 (Remaining)	<b>40,057</b>	<b>40,057</b>	<b>40,057</b>	<b>13,352</b>
DAB004-2	Financial Transaction Processing-2 (Remaining)	<b>56,088</b>	<b>56,088</b>	<b>56,088</b>	<b>18,696</b>
DAB005-2	Human Resource Management-2 (All)	<b>170,529</b>	<b>170,529</b>	<b>170,529</b>	<b>56,843</b>
DAB006-2	Information Management-2 (Remaining)	<b>709,784</b>	<b>709,784</b>	<b>709,784</b>	<b>236,595</b>
DAB007-2	Knowledge Management-2 (Remaining)	<b>63,560</b>	<b>63,560</b>	<b>63,560</b>	<b>21,187</b>
DAB008-2	Procurement Management-2 (All)	<b>56,733</b>	<b>56,733</b>	<b>56,733</b>	<b>18,911</b>
<b>ST12-P122</b>	<b>Release 2 Production Infrastructure Delivery</b>	<b>\$0</b>	<b>\$6,909</b>	<b>\$131,927</b>	<b>\$0</b>
DIN008	Release 2 Production Environment Upgrade Acquisition & Implementation	-	<b>6,909</b>	<b>131,927</b>	-

TOTAL IMPLEMENTATION COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
ST13	State HIX Release 2 Delivery - Service Delivery Configuration / Build	\$ 3,074,378	\$ 3,074,378	\$ 3,074,378	\$ 1,024,793
ST13-P131	Release 2 Application Delivery - Service Delivery Configuration / Build	\$3,074,378	\$3,074,378	\$3,074,378	\$1,024,793
DAB009-2	Broker / Navigator Relationship Management-2 (Remaining)	385,819	385,819	385,819	128,606
DAB010-2	Customer Service & Account Management-2 (Remaining)	92,775	92,775	92,775	30,925
DAB011-2	Eligibility Assessment-2 (Remaining)	307,306	307,306	307,306	102,435
DAB012-2	Marketing and Outreach-2 (Remaining)	85,541	85,541	85,541	28,514
DAB013-2	Master Person Index-2 (None)	-	-	-	-
DAB014-2	Plan Certification & Risk Management-2 (Remaining)	1,329,819	1,329,819	1,329,819	443,273
DAB015-2	Premium & Tax Credit Processing-2 (None)	-	-	-	-
DAB016-2	Unified Communications-2 (Remaining)	19,549	19,549	19,549	6,516
DAB017-2	Enrollment Processing-2 (Remaining)	664,620	664,620	664,620	221,540
DAB018-2	Comparison Shopping-2 (Remaining)	40,672	40,672	40,672	13,557
DAB019-2	Appeals Management-2 (Remaining)	148,277	148,277	148,277	49,426
ST14	State HIX Release 2 Implementation	\$ -	\$ -	\$ -	\$ 308,965
ST14-P141	Release 2 Production Support Implementation	\$0	\$0	\$0	\$77,666
EIT014	Operations and Support Documentation and Training - Release 2	-	-	-	77,666
ST14-P142	Release 2 Implementation	\$0	\$0	\$0	\$231,299
EIT012	End User Documentation and Training - Release 2	-	-	-	231,299
ST21	State HIX Program Management	\$ 743,279	\$ 743,279	\$ 743,279	\$ 781,508
ST21-P211	Program Management	\$743,279	\$743,279	\$743,279	\$781,508



TOTAL IMPLEMENTATION COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
EIT001	Program Management	152,916	152,916	152,916	191,145
EIT010	Project Management Quality Assurance	401,336	401,336	401,336	401,336
EIT015	Architecture Integration	189,027	189,027	189,027	189,027
ST22	State HIX Program Infrastructure and Expenses	\$ 600,550	\$ 600,550	\$ 600,550	\$ 600,550
ST22-P221	Hardware Lease and Software Maintenance during Delivery	\$50,050	\$50,050	\$50,050	\$50,050
EBU006	Project Team Facilities Provision	45,150	45,150	45,150	45,150
EBU007	Resource Travel	-	-	-	-
EBU011	Supplies Provision	4,900	4,900	4,900	4,900
ST22-P222	Project Team Facilities and Travel Expenses	\$550,500	\$550,500	\$550,500	\$550,500
EIT016	SW Maintenance Costs During Delivery Phase	550,500	550,500	550,500	550,500

Figure 20: State Exchange Option - External Resource Costs by Quarter - Years 1, 2

EXTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
	<b>STATE HIX Option</b>	\$ 945,221	\$ 2,488,427	\$ 5,671,586	\$ 4,948,018	\$ 3,779,942	\$ 4,082,345	\$ 4,774,469	\$ 2,014,475
ST01	<b>State HIX Release 1 Delivery - Mobilization, Requirements, Strategy and Procurement</b>	\$ 804,453	\$ 1,751,542	\$ 1,748,207	\$ 1,191,538	\$ 126,328	\$ 204,736	\$ -	\$ -
ST01-P011	<b>Mobilization</b>	\$517,800	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EBU001	Mobilize Program	139,080	-	-	-	-	-	-	-
DIN009	Project Team Servers and Printers/Scanners Acquisition & Implementation	18,971	-	-	-	-	-	-	-
EBU008	Enterprise Architecture Capability Design and Implementation	239,280	-	-	-	-	-	-	-
DBB010	CASE Tool and Repository BB	120,469	-	-	-	-	-	-	-
ST01-P013	<b>Release 1 Requirements and Logical Architecture Specification</b>	\$0	\$838,498	\$838,498	\$1,111,047	\$0	\$0	\$0	\$0
DAA001-1	Asset Management-1 (Deferred)	-	-	-	-	-	-	-	-
DAA002-1	Business Process Management-1 (Initial)	-	36,079	36,079	37,172	-	-	-	-
DAA003-1	Financial Management & Reporting-1 (Initial)	-	10,704	10,704	11,028	-	-	-	-
DAA004-1	Financial Transaction Processing-1 (Initial)	-	21,656	21,656	22,312	-	-	-	-
DAA005-1	Human Resource Management-1 (Deferred)	-	-	-	-	-	-	-	-
DAA006-1	Information Management-1 (Initial)	-	29,334	29,334	30,223	-	-	-	-
DAA007-1	Knowledge Management-1 (Initial)	-	24,349	24,349	25,087	-	-	-	-

EXTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
DAA008-1	Procurement Management-1 (Deferred)	-	-	-	-	-	-	-	-
DAA009-1	Broker / Navigator Relationship Management-1 (Initial)	-	52,502	52,502	54,093	-	-	-	-
DAA010-1	Customer Service & Account Management-1 (Initial)	-	26,640	26,640	27,448	-	-	-	-
DAA011-1	Eligibility Assessment-1 (Initial)	-	100,595	100,595	103,643	-	-	-	-
DAA012-1	Marketing and Outreach-1 (Initial)	-	12,217	12,217	12,587	-	-	-	-
DAA013-1	Master Person Index-1 (All)	-	8,413	8,413	8,668	-	-	-	-
DAA014-1	Plan Certification & Risk Management-1 (Initial)	-	77,630	77,630	79,982	-	-	-	-
DAA015-1	Premium & Tax Credit Processing-1 (All)	-	110,768	110,768	114,125	-	-	-	-
DAA016-1	Unified Communications-1 (Initial)	-	4,985	4,985	5,136	-	-	-	-
DAA017-1	Enrollment Processing-1 (Initial)	-	306,937	306,937	316,238	-	-	-	-
DAA018-1	Comparison Shopping-1 (Initial)	-	15,689	15,689	16,164	-	-	-	-
DAA019-1	Appeals Management-1 (Initial)	-	-	-	-	-	-	-	-
EBU009	Design Customer Experience	-	-	-	247,140	-	-	-	-
ST01-P012	<b>Release 1 Implementation Strategy and Plan</b>	\$107,685	\$107,685	\$104,350	\$80,492	\$126,328	\$204,736	\$0	\$0
EBU002	Develop Options Evaluation and Procurement Strategy	107,685	107,685	-	-	-	-	-	-
EBU010	Develop Business Case for the HIX	-	-	-	-	-	-	-	-
EIT002	Develop Interoperability Standards for Insurance Companies	-	-	71,574	47,716	-	-	-	-
EIT003	Develop Operations and Support Strategy	-	-	32,776	32,776	43,701	-	-	-
EIT006	Privacy Impact Assessment	-	-	-	-	-	75,270	-	-
EIT007	Threat Risk Assessment	-	-	-	-	-	120,285	-	-

EXTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
EIT008	Update Implementation Plan and Business Case based on detailed requirements specification	-	-	-	-	82,627	9,181	-	-
<b>ST01-P014</b>	<b>Procurement Process</b>	<b>\$178,969</b>	<b>\$805,359</b>	<b>\$805,359</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
EIT019	Run Building Blocks Software Procurement Process	40,250	181,123	181,123	-	-	-	-	-
EIT018	Run Service Delivery Software Procurement Process	43,449	195,521	195,521	-	-	-	-	-
EIT017	Run Back Office Software Procurement Process	37,454	168,541	168,541	-	-	-	-	-
EIT004	Run Solution Integrator Procurement Process	57,817	260,175	260,175	-	-	-	-	-
<b>ST02</b>	<b>State HIX Software Packages Deployment</b>	<b>\$-</b>	<b>\$-</b>	<b>\$500,698</b>	<b>\$333,798</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>ST02-P021</b>	<b>Building Block Packages Acquisition and Deployment</b>	<b>\$0</b>	<b>\$0</b>	<b>\$275,301</b>	<b>\$183,534</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DBB001	Data Management BB	-	-	34,413	22,942	-	-	-	-
DBB002	Privacy and Security BB	-	-	34,413	22,942	-	-	-	-
DBB003	Workflow Engine BB	-	-	34,413	22,942	-	-	-	-
DBB004	Rules Engine BB	-	-	34,413	22,942	-	-	-	-
DBB005	Service Management BB	-	-	34,413	22,942	-	-	-	-
DBB007	Exchange Portal BB	-	-	34,413	22,942	-	-	-	-
DBB008	B2B Gateway BB	-	-	34,413	22,942	-	-	-	-
DBB009	Unified Communications BB	-	-	34,413	22,942	-	-	-	-
<b>ST02-P022</b>	<b>Back Office Packages Acquisition and Deployment</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150,265</b>	<b>\$100,176</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DCS001	Financial Management Package	-	-	37,566	25,044	-	-	-	-
DCS002	Human Resources Package	-	-	37,566	25,044	-	-	-	-
DCS004	IT Asset Management Package	-	-	-	-	-	-	-	-

EXTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
DCS005	Knowledge Management Package	-	-	37,566	25,044	-	-	-	-
DCS006	Information Management Package	-	-	37,566	25,044	-	-	-	-
<b>ST02-P023</b>	<b>Service Delivery Packages Acquisition and Deployment</b>	<b>\$0</b>	<b>\$0</b>	<b>\$75,132</b>	<b>\$50,088</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DCS007	CRM / Case Mgmt Package	-	-	37,566	25,044	-	-	-	-
DCS003	Billing Package	-	-	37,566	25,044	-	-	-	-
<b>ST03</b>	<b>State HIX Release 1 Delivery - Back Office Configuration</b>	<b>\$-</b>	<b>\$-</b>	<b>\$367,012</b>	<b>\$367,012</b>	<b>\$367,012</b>	<b>\$367,012</b>	<b>\$367,012</b>	<b>\$-</b>
<b>ST03-P031</b>	<b>Release 1 Delivery - Back Office Configuration</b>	<b>\$0</b>	<b>\$0</b>	<b>\$367,012</b>	<b>\$367,012</b>	<b>\$367,012</b>	<b>\$367,012</b>	<b>\$367,012</b>	<b>\$0</b>
DAB001-1	Asset Management-1 (Deferred)	-	-	-	-	-	-	-	-
DAB002-1	Business Process Management-1 (Initial)	-	-	109,396	109,396	109,396	109,396	109,396	-
DAB003-1	Financial Management & Reporting-1 (Initial)	-	-	32,167	32,167	32,167	32,167	32,167	-
DAB004-1	Financial Transaction Processing-1 (Initial)	-	-	65,243	65,243	65,243	65,243	65,243	-
DAB005-1	Human Resource Management-1 (Deferred)	-	-	-	-	-	-	-	-
DAB006-1	Information Management-1 (Initial)	-	-	87,131	87,131	87,131	87,131	87,131	-
DAB007-1	Knowledge Management-1 (Initial)	-	-	73,074	73,074	73,074	73,074	73,074	-
DAB008-1	Procurement Management-1 (Deferred)	-	-	-	-	-	-	-	-
<b>ST04</b>	<b>State HIX Release 1 Delivery - Service Delivery Configuration / Build</b>	<b>\$-</b>	<b>\$-</b>	<b>\$2,165,928</b>	<b>\$2,165,928</b>	<b>\$2,165,928</b>	<b>\$2,165,928</b>	<b>\$2,165,928</b>	<b>\$-</b>
<b>ST04-P041</b>	<b>Release 1 Application Delivery</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,165,928</b>	<b>\$2,165,928</b>	<b>\$2,165,928</b>	<b>\$2,165,928</b>	<b>\$2,165,928</b>	<b>\$0</b>
DAB009-1	Broker / Navigator Relationship Management-1 (Initial)	-	-	158,838	158,838	158,838	158,838	158,838	-
DAB010-1	Customer Service & Account Management-1 (Initial)	-	-	80,595	80,595	80,595	80,595	80,595	-
DAB011-1	Eligibility Assessment-1 (Initial)	-	-	305,230	305,230	305,230	305,230	305,230	-

EXTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
DAB012-1	Marketing and Outreach-1 (Initial)	-	-	36,647	36,647	36,647	36,647	36,647	-
DAB013-1	Master Person Index-1 (All)	-	-	23,093	23,093	23,093	23,093	23,093	-
DAB014-1	Plan Certification & Risk Management-1 (Initial)	-	-	233,256	233,256	233,256	233,256	233,256	-
DAB015-1	Premium & Tax Credit Processing-1 (All)	-	-	335,341	335,341	335,341	335,341	335,341	-
DAB016-1	Unified Communications-1 (Initial)	-	-	16,046	16,046	16,046	16,046	16,046	-
DAB017-1	Enrollment Processing-1 (Initial)	-	-	929,192	929,192	929,192	929,192	929,192	-
DAB018-1	Comparison Shopping-1 (Initial)	-	-	47,689	47,689	47,689	47,689	47,689	-
DAB019-1	Appeals Management-1 (Initial)	-	-	-	-	-	-	-	-
ST05	State HIX Release 1 Integration and Conversion	\$ -	\$ -	\$ 222,872	\$ 222,872	\$ 222,872	\$ 222,872	\$ 222,872	\$ -
ST05-P051	Release 1 Legacy Integration and Conversion	\$0	\$0	\$222,872	\$222,872	\$222,872	\$222,872	\$222,872	\$0
DSI001	Federal CMS integration with State HIX Integration	-	-	40,607	40,607	40,607	40,607	40,607	-
DSI002	Payment Processor Integration	-	-	11,531	11,531	11,531	11,531	11,531	-
DSI003	State Department of Insurance(SDOI) integration with State HIX Integration	-	-	36,233	36,233	36,233	36,233	36,233	-
DSI004	Insurance companies integration with State HIX Integration	-	-	-	-	-	-	-	-
DSI005	Other Applicable State Health Subsidy Programs,e.g. In-State Medicaid, CHIP, or Basic Health Program Integration	-	-	35,934	35,934	35,934	35,934	35,934	-
DSI006	Bureau of Indian Affairs Integration	-	-	3,579	3,579	3,579	3,579	3,579	-
DSI007	Department of Homeland Security Integration	-	-	7,090	7,090	7,090	7,090	7,090	-
DSI008	US Internal Revenue Service Integration	-	-	27,664	27,664	27,664	27,664	27,664	-
DSI009	Other Federal Database Integration	-	-	3,579	3,579	3,579	3,579	3,579	-
DSI010	Other State Databases: Vital Statistics,								

EXTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
	Incarceration Status, tax Filing (Department of Revenue), unemployment insurance (Department of Labor), DMV Integration	-	-	7,090	7,090	7,090	7,090	7,090	-
DSI011	Social Security Administration Integration	-	-	7,090	7,090	7,090	7,090	7,090	-
DSI012	To be determined Integration	-	-	42,475	42,475	42,475	42,475	42,475	-
CWP001	NOTE: No data conversion or loading	-	-	-	-	-	-	-	-
<b>ST06</b>	<b>State HIX Release 1 Infrastructure Delivery</b>	\$ -	\$ 18,971	\$ 9,486	\$ 9,486	\$ 112,587	\$ 112,587	\$ 56,294	\$ -
<b>ST06-P061</b>	<b>Release 1 Production Infrastructure Delivery</b>	\$0	\$18,971	\$9,486	\$9,486	\$112,587	\$112,587	\$56,294	\$0
DIN007	Development / Test Environments Acquisition & Implementation	-	18,971	-	-	-	-	-	-
DIN006	UAT/Staging Environment Acquisition & Implementation	-	-	9,486	9,486	-	-	-	-
DIN001	Servers Acquisition & Implementation	-	-	-	-	25,811	25,811	12,906	-
DIN002	Storage Acquisition & Implementation	-	-	-	-	16,866	16,866	8,433	-
DIN003	Network Infrastructure Acquisition & Implementation	-	-	-	-	14,919	14,919	7,460	-
DIN004	Load Balancer Acquisition & Implementation	-	-	-	-	16,348	16,348	8,174	-
DIN005	High Availability environment setup Acquisition & Implementation	-	-	-	-	38,642	38,642	19,321	-
<b>ST07</b>	<b>State HIX Release 1 Implementation</b>	\$ -	\$ -	\$ -	\$ -	\$ 127,832	\$ 260,019	\$ 61,515	\$ 113,627
<b>ST07-P071</b>	<b>Release 1 Production Support Implementation</b>	\$0	\$0	\$0	\$0	\$127,832	\$260,019	\$61,515	\$0
DBB006	Information Technology BB	-	-	-	-	74,174	74,174	-	-
EBU004	Define System Support Organizational Requirements	-	-	-	-	53,658	-	-	-
EBU005	Acquire System Support Resources	-	-	-	-	-	-	-	-
EIT005	Run System Operation and Support Procurement Process	-	-	-	-	-	185,845	-	-

EXTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
EIT013	Operations and Support Documentation and Training - Release 1	-	-	-	-	-	-	61,515	-
<b>ST07-P072</b>	<b>Release 1 Implementation</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$113,627</b>
EBU003	Conversion of person data - manual portion	-	-	-	-	-	-	-	-
EIT011	End User Documentation and Training - Release 1	-	-	-	-	-	-	-	113,627
<b>ST11</b>	<b>State HIX Release 2 Delivery - Mobilization and Requirements</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$91,808</b>	<b>\$1,243,465</b>	<b>\$1,243,465</b>
<b>ST11-P111</b>	<b>Release 2 Mobilization</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$91,808</b>	<b>\$0</b>	<b>\$0</b>
EIT009	Update Implementation Plan and Business Case - Start of Release 2	-	-	-	-	-	91,808	-	-
<b>ST11-P112</b>	<b>Release 2 Requirements and Logical Architecture Specification</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,243,465</b>	<b>\$1,243,465</b>
DAA001-2	Asset Management-2 (All)	-	-	-	-	-	-	10,220	10,220
DAA002-2	Business Process Management-2 (Remaining)	-	-	-	-	-	-	29,340	29,340
DAA003-2	Financial Management & Reporting-2 (Remaining)	-	-	-	-	-	-	12,747	12,747
DAA004-2	Financial Transaction Processing-2 (Remaining)	-	-	-	-	-	-	16,218	16,218
DAA005-2	Human Resource Management-2 (All)	-	-	-	-	-	-	49,030	49,030
DAA006-2	Information Management-2 (Remaining)	-	-	-	-	-	-	204,113	204,113
DAA007-2	Knowledge Management-2 (Remaining)	-	-	-	-	-	-	18,511	18,511
DAA008-2	Procurement Management-2 (All)	-	-	-	-	-	-	16,218	16,218
DAA009-2	Broker / Navigator Relationship Management-2 (Remaining)	-	-	-	-	-	-	111,248	111,248
DAA010-2	Customer Service & Account Management-2 (Remaining)	-	-	-	-	-	-	26,438	26,438
DAA011-2	Eligibility Assessment-2 (Remaining)	-	-	-	-	-	-	88,281	88,281
DAA012-2	Marketing and Outreach-2 (Remaining)	-	-	-	-	-	-	24,146	24,146



EXTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
DAA013-2	Master Person Index-2 (None)	-	-	-	-	-	-	-	-
DAA014-2	Plan Certification & Risk Management-2 (Remaining)	-	-	-	-	-	-	383,578	383,578
DAA015-2	Premium & Tax Credit Processing-2 (None)	-	-	-	-	-	-	-	-
DAA016-2	Unified Communications-2 (Remaining)	-	-	-	-	-	-	6,373	6,373
DAA017-2	Enrollment Processing-2 (Remaining)	-	-	-	-	-	-	191,602	191,602
DAA018-2	Comparison Shopping-2 (Remaining)	-	-	-	-	-	-	12,747	12,747
DAA019-2	Appeals Management-2 (Remaining)	-	-	-	-	-	-	42,656	42,656
ST12	State HIX Release 2 Delivery - Back Office Configuration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ST12-P121	Release 2 Application Delivery - Back Office Configuration	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB001-2	Asset Management-2 (All)	-	-	-	-	-	-	-	-
DAB002-2	Business Process Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB003-2	Financial Management & Reporting-2 (Remaining)	-	-	-	-	-	-	-	-
DAB004-2	Financial Transaction Processing-2 (Remaining)	-	-	-	-	-	-	-	-
DAB005-2	Human Resource Management-2 (All)	-	-	-	-	-	-	-	-
DAB006-2	Information Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB007-2	Knowledge Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB008-2	Procurement Management-2 (All)	-	-	-	-	-	-	-	-
ST12-P122	Release 2 Production Infrastructure Delivery	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DIN008	Release 2 Production Environment Upgrade Acquisition & Implementation	-	-	-	-	-	-	-	-
ST13	State HIX Release 2 Delivery - Service Delivery Configuration / Build	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

EXTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
<b>ST13-P131</b>	<b>Release 2 Application Delivery - Service Delivery Configuration / Build</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB009-2	Broker / Navigator Relationship Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB010-2	Customer Service & Account Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB011-2	Eligibility Assessment-2 (Remaining)	-	-	-	-	-	-	-	-
DAB012-2	Marketing and Outreach-2 (Remaining)	-	-	-	-	-	-	-	-
DAB013-2	Master Person Index-2 (None)	-	-	-	-	-	-	-	-
DAB014-2	Plan Certification & Risk Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB015-2	Premium & Tax Credit Processing-2 (None)	-	-	-	-	-	-	-	-
DAB016-2	Unified Communications-2 (Remaining)	-	-	-	-	-	-	-	-
DAB017-2	Enrollment Processing-2 (Remaining)	-	-	-	-	-	-	-	-
DAB018-2	Comparison Shopping-2 (Remaining)	-	-	-	-	-	-	-	-
DAB019-2	Appeals Management-2 (Remaining)	-	-	-	-	-	-	-	-
<b>ST14</b>	<b>State HIX Release 2 Implementation</b>	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>ST14-P141</b>	<b>Release 2 Production Support Implementation</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EIT014	Operations and Support Documentation and Training - Release 2	-	-	-	-	-	-	-	-
<b>ST14-P142</b>	<b>Release 2 Implementation</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EIT012	End User Documentation and Training - Release 2	-	-	-	-	-	-	-	-
<b>ST21</b>	<b>State HIX Program Management</b>	\$140,768	\$717,914	\$657,384	\$657,384	\$657,384	\$657,384	\$657,384	\$657,384
<b>ST21-P211</b>	<b>Program Management</b>	\$140,768	\$717,914	\$657,384	\$657,384	\$657,384	\$657,384	\$657,384	\$657,384
EIT001	Program Management	140,768	112,614	112,614	112,614	112,614	112,614	112,614	112,614

EXTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
EIT010	Project Management Quality Assurance	-	415,713	374,142	374,142	374,142	374,142	374,142	374,142
EIT015	Architecture Integration	-	189,587	170,628	170,628	170,628	170,628	170,628	170,628
ST22	State HIX Program Infrastructure and Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ST22-P221	Hardware Lease and Software Maintenance during Delivery	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EBU006	Project Team Facilities Provision	-	-	-	-	-	-	-	-
EBU007	Resource Travel	-	-	-	-	-	-	-	-
EBU011	Supplies Provision	-	-	-	-	-	-	-	-
ST22-P222	Project Team Facilities and Travel Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EIT016	SW Maintenance Costs During Delivery Phase	-	-	-	-	-	-	-	-

Figure 21: State Exchange Option - External Resource Costs by Quarter - Years 3

EXTERNAL RESOURCE COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
	<b>STATE HIX Option</b>	\$ 4,495,310	\$ 4,500,053	\$ 4,509,539	\$ 2,178,359
<b>ST01</b>	<b>State HIX Release 1 Delivery - Mobilization, Requirements, Strategy and Procurement</b>	\$ -	\$ -	\$ -	\$ -
<b>ST01-P011</b>	<b>Mobilization</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
EBU001	Mobilize Program	-	-	-	-
DIN009	Project Team Servers and Printers/Scanners Acquisition & Implementation	-	-	-	-
EBU008	Enterprise Architecture Capability Design and Implementation	-	-	-	-
DBB010	CASE Tool and Repository BB	-	-	-	-
<b>ST01-P013</b>	<b>Release 1 Requirements and Logical Architecture Specification</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DAA001-1	Asset Management-1 (Deferred)	-	-	-	-
DAA002-1	Business Process Management-1 (Initial)	-	-	-	-
DAA003-1	Financial Management & Reporting-1 (Initial)	-	-	-	-
DAA004-1	Financial Transaction Processing-1 (Initial)	-	-	-	-
DAA005-1	Human Resource Management-1 (Deferred)	-	-	-	-
DAA006-1	Information Management-1 (Initial)	-	-	-	-
DAA007-1	Knowledge Management-1 (Initial)	-	-	-	-
DAA008-1	Procurement Management-1 (Deferred)				

EXTERNAL RESOURCE COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
		-	-	-	-
DAA009-1	Broker / Navigator Relationship Management-1 (Initial)	-	-	-	-
DAA010-1	Customer Service & Account Management-1 (Initial)	-	-	-	-
DAA011-1	Eligibility Assessment-1 (Initial)	-	-	-	-
DAA012-1	Marketing and Outreach-1 (Initial)	-	-	-	-
DAA013-1	Master Person Index-1 (All)	-	-	-	-
DAA014-1	Plan Certification & Risk Management-1 (Initial)	-	-	-	-
DAA015-1	Premium & Tax Credit Processing-1 (All)	-	-	-	-
DAA016-1	Unified Communications-1 (Initial)	-	-	-	-
DAA017-1	Enrollment Processing-1 (Initial)	-	-	-	-
DAA018-1	Comparison Shopping-1 (Initial)	-	-	-	-
DAA019-1	Appeals Management-1 (Initial)	-	-	-	-
EBU009	Design Customer Experience	-	-	-	-
<b>ST01-P012</b>	<b>Release 1 Implementation Strategy and Plan</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
EBU002	Develop Options Evaluation and Procurement Strategy	-	-	-	-
EBU010	Develop Business Case for the HIX	-	-	-	-
EIT002	Develop Interoperability Standards for Insurance Companies	-	-	-	-
EIT003	Develop Operations and Support Strategy	-	-	-	-
EIT006	Privacy Impact Assessment	-	-	-	-
EIT007	Threat Risk Assessment	-	-	-	-
EIT008	Update Implementation Plan and				

EXTERNAL RESOURCE COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
	Business Case based on detailed requirements specification	-	-	-	-
<b>ST01-P014</b>	<b>Procurement Process</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
EIT019	Run Building Blocks Software Procurement Process	-	-	-	-
EIT018	Run Service Delivery Software Procurement Process	-	-	-	-
EIT017	Run Back Office Software Procurement Process	-	-	-	-
EIT004	Run Solution Integrator Procurement Process	-	-	-	-
<b>ST02</b>	<b>State HIX Software Packages Deployment</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>ST02-P021</b>	<b>Building Block Packages Acquisition and Deployment</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DBB001	Data Management BB	-	-	-	-
DBB002	Privacy and Security BB	-	-	-	-
DBB003	Workflow Engine BB	-	-	-	-
DBB004	Rules Engine BB	-	-	-	-
DBB005	Service Management BB	-	-	-	-
DBB007	Exchange Portal BB	-	-	-	-
DBB008	B2B Gateway BB	-	-	-	-
DBB009	Unified Communications BB	-	-	-	-
<b>ST02-P022</b>	<b>Back Office Packages Acquisition and Deployment</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DCS001	Financial Management Package	-	-	-	-
DCS002	Human Resources Package	-	-	-	-
DCS004	IT Asset Management Package	-	-	-	-
DCS005	Knowledge Management Package	-	-	-	-

EXTERNAL RESOURCE COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
		-	-	-	-
DCS006	Information Management Package	-	-	-	-
<b>ST02-P023</b>	<b><i>Service Delivery Packages Acquisition and Deployment</i></b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DCS007	CRM / Case Mgmt Package	-	-	-	-
DCS003	Billing Package	-	-	-	-
<b>ST03</b>	<b>State HIX Release 1 Delivery - Back Office Configuration</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>ST03-P031</b>	<b><i>Release1 Delivery - Back Office Configuration</i></b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DAB001-1	Asset Management-1 (Deferred)	-	-	-	-
DAB002-1	Business Process Management-1 (Initial)	-	-	-	-
DAB003-1	Financial Management & Reporting-1 (Initial)	-	-	-	-
DAB004-1	Financial Transaction Processing-1 (Initial)	-	-	-	-
DAB005-1	Human Resource Management-1 (Deferred)	-	-	-	-
DAB006-1	Information Management-1 (Initial)	-	-	-	-
DAB007-1	Knowledge Management-1 (Initial)	-	-	-	-
DAB008-1	Procurement Management-1 (Deferred)	-	-	-	-
<b>ST04</b>	<b>State HIX Release 1 Delivery - Service Delivery Configuration / Build</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>ST04-P041</b>	<b><i>Release 1 Application Delivery</i></b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DAB009-1	Broker / Navigator Relationship Management-1 (Initial)	-	-	-	-
DAB010-1	Customer Service & Account Management-1 (Initial)	-	-	-	-
DAB011-1	Eligibility Assessment-1 (Initial)	-	-	-	-
DAB012-1	Marketing and Outreach-1 (Initial)	-	-	-	-

EXTERNAL RESOURCE COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
DAB013-1	Master Person Index-1 (All)	-	-	-	-
DAB014-1	Plan Certification & Risk Management-1 (Initial)	-	-	-	-
DAB015-1	Premium & Tax Credit Processing-1 (All)	-	-	-	-
DAB016-1	Unified Communications-1 (Initial)	-	-	-	-
DAB017-1	Enrollment Processing-1 (Initial)	-	-	-	-
DAB018-1	Comparison Shopping-1 (Initial)	-	-	-	-
DAB019-1	Appeals Management-1 (Initial)	-	-	-	-
<b>ST05</b>	<b>State HIX Release 1 Integration and Conversion</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>ST05-P051</b>	<b>Release 1 Legacy Integration and Conversion</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DSI001	Federal CMS integration with State HIX Integration	-	-	-	-
DSI002	Payment Processor Integration	-	-	-	-
DSI003	State Department of Insurance(SDOI) integration with State HIX Integration	-	-	-	-
DSI004	Insurance companies integration with State HIX Integration	-	-	-	-
DSI005	Other Applicable State Health Subsidy Programs,e.g. In-State Medicaid, CHIP, or Basic Health Program Integration	-	-	-	-
DSI006	Bureau of Indian Affairs Integration	-	-	-	-
DSI007	Department of Homeland Security Integration	-	-	-	-
DSI008	US Internal Revenue Service Integration	-	-	-	-
DSI009	Other Federal Database Integration	-	-	-	-
DSI010	Other State Databases: Vital Statistics, Incarceration Status, tax Filing (Department of Revenue), unemployment insurance (Department of Labor), DMV	-	-	-	-



EXTERNAL RESOURCE COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
	Integration				
DSI011	Social Security Administration Integration	-	-	-	-
DSI012	To be determined Integration	-	-	-	-
CWP001	NOTE: No data conversion or loading	-	-	-	-
<b>ST06</b>	<b>State HIX Release 1 Infrastructure Delivery</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>ST06-P061</b>	<b>Release 1 Production Infrastructure Delivery</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DIN007	Development / Test Environments Acquisition & Implementation	-	-	-	-
DIN006	UAT/Staging Environment Acquisition & Implementation	-	-	-	-
DIN001	Servers Acquisition & Implementation	-	-	-	-
DIN002	Storage Acquisition & Implementation	-	-	-	-
DIN003	Network Infrastructure Acquisition & Implementation	-	-	-	-
DIN004	Load Balancer Acquisition & Implementation	-	-	-	-
DIN005	High Availability environment setup Acquisition & Implementation	-	-	-	-
<b>ST07</b>	<b>State HIX Release 1 Implementation</b>	<b>\$ 113,627</b>	<b>\$ 113,627</b>	<b>\$ 113,627</b>	<b>\$ -</b>
<b>ST07-P071</b>	<b>Release 1 Production Support Implementation</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DBB006	Information Technology BB	-	-	-	-
EBU004	Define System Support Organizational Requirements	-	-	-	-
EBU005	Acquire System Support Resources	-	-	-	-
EIT005	Run System Operation and Support Procurement Process	-	-	-	-
EIT013	Operations and Support Documentation and Training - Release 1	-	-	-	-
<b>ST07-P072</b>	<b>Release 1 Implementation</b>	<b>\$113,627</b>	<b>\$113,627</b>	<b>\$113,627</b>	<b>\$0</b>

EXTERNAL RESOURCE COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
EBU003	Conversion of person data - manual portion	-	-	-	-
EIT011	End User Documentation and Training - Release 1	113,627	113,627	113,627	-
<b>ST11</b>	<b>State HIX Release 2 Delivery - Mobilization and Requirements</b>	\$ -	\$ -	\$ -	\$ -
<b>ST11-P111</b>	<b>Release 2 Mobilization</b>	\$0	\$0	\$0	\$0
EIT009	Update Implementation Plan and Business Case - Start of Release 2	-	-	-	-
<b>ST11-P112</b>	<b>Release 2 Requirements and Logical Architecture Specification</b>	\$0	\$0	\$0	\$0
DAA001-2	Asset Management-2 (All)	-	-	-	-
DAA002-2	Business Process Management-2 (Remaining)	-	-	-	-
DAA003-2	Financial Management & Reporting-2 (Remaining)	-	-	-	-
DAA004-2	Financial Transaction Processing-2 (Remaining)	-	-	-	-
DAA005-2	Human Resource Management-2 (All)	-	-	-	-
DAA006-2	Information Management-2 (Remaining)	-	-	-	-
DAA007-2	Knowledge Management-2 (Remaining)	-	-	-	-
DAA008-2	Procurement Management-2 (All)	-	-	-	-
DAA009-2	Broker / Navigator Relationship Management-2 (Remaining)	-	-	-	-
DAA010-2	Customer Service & Account Management-2 (Remaining)	-	-	-	-
DAA011-2	Eligibility Assessment-2 (Remaining)	-	-	-	-
DAA012-2	Marketing and Outreach-2 (Remaining)	-	-	-	-
DAA013-2	Master Person Index-2 (None)	-	-	-	-
DAA014-2	Plan Certification & Risk Management-2 (Remaining)	-	-	-	-
DAA015-2	Premium & Tax Credit Processing-2				

EXTERNAL RESOURCE COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
	(None)	-	-	-	-
DAA016-2	Unified Communications-2 (Remaining)	-	-	-	-
DAA017-2	Enrollment Processing-2 (Remaining)	-	-	-	-
DAA018-2	Comparison Shopping-2 (Remaining)	-	-	-	-
DAA019-2	Appeals Management-2 (Remaining)	-	-	-	-
<b>ST12</b>	<b>State HIX Release 2 Delivery - Back Office Configuration</b>	<b>\$ 1,066,733</b>	<b>\$ 1,071,475</b>	<b>\$ 1,080,961</b>	<b>\$ 355,578</b>
<b>ST12-P121</b>	<b>Release 2 Application Delivery - Back Office Configuration</b>	<b>\$1,066,733</b>	<b>\$1,066,733</b>	<b>\$1,066,733</b>	<b>\$355,578</b>
DAB001-2	Asset Management-2 (All)	<b>32,534</b>	<b>32,534</b>	<b>32,534</b>	<b>10,845</b>
DAB002-2	Business Process Management-2 (Remaining)	<b>85,954</b>	<b>85,954</b>	<b>85,954</b>	<b>28,651</b>
DAB003-2	Financial Management & Reporting-2 (Remaining)	<b>34,639</b>	<b>34,639</b>	<b>34,639</b>	<b>11,546</b>
DAB004-2	Financial Transaction Processing-2 (Remaining)	<b>48,461</b>	<b>48,461</b>	<b>48,461</b>	<b>16,154</b>
DAB005-2	Human Resource Management-2 (All)	<b>147,458</b>	<b>147,458</b>	<b>147,458</b>	<b>49,153</b>
DAB006-2	Information Management-2 (Remaining)	<b>613,655</b>	<b>613,655</b>	<b>613,655</b>	<b>204,552</b>
DAB007-2	Knowledge Management-2 (Remaining)	<b>54,971</b>	<b>54,971</b>	<b>54,971</b>	<b>18,324</b>
DAB008-2	Procurement Management-2 (All)	<b>49,060</b>	<b>49,060</b>	<b>49,060</b>	<b>16,353</b>
<b>ST12-P122</b>	<b>Release 2 Production Infrastructure Delivery</b>	<b>\$0</b>	<b>\$4,743</b>	<b>\$14,228</b>	<b>\$0</b>
DIN008	Release 2 Production Environment Upgrade Acquisition & Implementation	-	<b>4,743</b>	<b>14,228</b>	-
<b>ST13</b>	<b>State HIX Release 2 Delivery - Service Delivery Configuration / Build</b>	<b>\$ 2,657,568</b>	<b>\$ 2,657,568</b>	<b>\$ 2,657,568</b>	<b>\$ 885,856</b>
<b>ST13-P131</b>	<b>Release 2 Application Delivery - Service Delivery Configuration / Build</b>	<b>\$2,657,568</b>	<b>\$2,657,568</b>	<b>\$2,657,568</b>	<b>\$885,856</b>
DAB009-2	Broker / Navigator Relationship Management-2 (Remaining)	<b>333,448</b>	<b>333,448</b>	<b>333,448</b>	<b>111,149</b>
DAB010-2	Customer Service & Account				

EXTERNAL RESOURCE COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
	Management-2 (Remaining)	80,261	80,261	80,261	26,754
DAB011-2	Eligibility Assessment-2 (Remaining)	265,676	265,676	265,676	88,559
DAB012-2	Marketing and Outreach-2 (Remaining)	73,975	73,975	73,975	24,658
DAB013-2	Master Person Index-2 (None)	-	-	-	-
DAB014-2	Plan Certification & Risk Management-2 (Remaining)	1,149,666	1,149,666	1,149,666	383,222
DAB015-2	Premium & Tax Credit Processing-2 (None)	-	-	-	-
DAB016-2	Unified Communications-2 (Remaining)	16,825	16,825	16,825	5,608
DAB017-2	Enrollment Processing-2 (Remaining)	574,401	574,401	574,401	191,467
DAB018-2	Comparison Shopping-2 (Remaining)	35,149	35,149	35,149	11,716
DAB019-2	Appeals Management-2 (Remaining)	128,167	128,167	128,167	42,722
ST14	State HIX Release 2 Implementation	\$ -	\$ -	\$ -	\$ 251,388
ST14-P141	Release 2 Production Support Implementation	\$0	\$0	\$0	\$30,990
EIT014	Operations and Support Documentation and Training - Release 2	-	-	-	30,990
ST14-P142	Release 2 Implementation	\$0	\$0	\$0	\$220,398
EIT012	End User Documentation and Training - Release 2	-	-	-	220,398
ST21	State HIX Program Management	\$ 657,384	\$ 657,384	\$ 657,384	\$ 685,537
ST21-P211	Program Management	\$657,384	\$657,384	\$657,384	\$685,537
EIT001	Program Management	112,614	112,614	112,614	140,768
EIT010	Project Management Quality Assurance	374,142	374,142	374,142	374,142
EIT015	Architecture Integration	170,628	170,628	170,628	170,628
ST22	State HIX Program Infrastructure and Expenses	\$ -	\$ -	\$ -	\$ -

EXTERNAL RESOURCE COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
<b>ST22-P221</b>	<b><i>Hardware Lease and Software Maintenance during Delivery</i></b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
EBU006	Project Team Facilities Provision	-	-	-	-
EBU007	Resource Travel	-	-	-	-
EBU011	Supplies Provision	-	-	-	-
<b>ST22-P222</b>	<b><i>Project Team Facilities and Travel Expenses</i></b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
EIT016	SW Maintenance Costs During Delivery Phase	-	-	-	-

Figure 22: State Exchange Option - Internal Resource Costs by Quarter - Year 1, 2

INTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
	<b>STATE HIX Option</b>	\$ 152,075	\$ 365,883	\$ 844,125	\$ 755,294	\$ 601,485	\$ 663,855	\$ 863,943	\$ 353,087
<b>ST01</b>	<b>State HIX Release 1 Delivery - Mobilization, Requirements, Strategy and Procurement</b>	\$ 101,698	\$ 266,257	\$ 267,156	\$ 198,069	\$ 20,304	\$ 12,306	\$ -	\$ -
<b>ST01-P011</b>	<b>Mobilization</b>	\$67,034	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EBU001	Mobilize Program	29,890	-	-	-	-	-	-	-
DIN009	Project Team Servers and Printers/Scanners Acquisition & Implementation	8,665	-	-	-	-	-	-	-
EBU008	Enterprise Architecture Capability Design and Implementation	14,783	-	-	-	-	-	-	-
DBB010	CASE Tool and Repository BB	13,696	-	-	-	-	-	-	-
<b>ST01-P013</b>	<b>Release 1 Requirements and Logical Architecture Specification</b>	\$0	\$153,407	\$153,407	\$188,305	\$0	\$0	\$0	\$0
DAA001-1	Asset Management-1 (Deferred)	-	-	-	-	-	-	-	-
DAA002-1	Business Process Management-1 (Initial)	-	6,613	6,613	6,814	-	-	-	-
DAA003-1	Financial Management & Reporting-1 (Initial)	-	1,975	1,975	2,035	-	-	-	-
DAA004-1	Financial Transaction Processing-1 (Initial)	-	3,979	3,979	4,100	-	-	-	-
DAA005-1	Human Resource Management-1 (Deferred)	-	-	-	-	-	-	-	-
DAA006-1	Information Management-1 (Initial)	-	5,307	5,307	5,468	-	-	-	-
DAA007-1	Knowledge Management-1 (Initial)	-	4,412	4,412	4,546	-	-	-	-

INTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
DAA008-1	Procurement Management-1 (Deferred)	-	-	-	-	-	-	-	-
DAA009-1	Broker / Navigator Relationship Management-1 (Initial)	-	9,668	9,668	9,961	-	-	-	-
DAA010-1	Customer Service & Account Management-1 (Initial)	-	4,874	4,874	5,022	-	-	-	-
DAA011-1	Eligibility Assessment-1 (Initial)	-	18,388	18,388	18,945	-	-	-	-
DAA012-1	Marketing and Outreach-1 (Initial)	-	2,357	2,357	2,428	-	-	-	-
DAA013-1	Master Person Index-1 (All)	-	1,513	1,513	1,559	-	-	-	-
DAA014-1	Plan Certification & Risk Management-1 (Initial)	-	14,161	14,161	14,590	-	-	-	-
DAA015-1	Premium & Tax Credit Processing-1 (All)	-	20,312	20,312	20,927	-	-	-	-
DAA016-1	Unified Communications-1 (Initial)	-	895	895	922	-	-	-	-
DAA017-1	Enrollment Processing-1 (Initial)	-	56,084	56,084	57,783	-	-	-	-
DAA018-1	Comparison Shopping-1 (Initial)	-	2,870	2,870	2,957	-	-	-	-
DAA019-1	Appeals Management-1 (Initial)	-	-	-	-	-	-	-	-
EBU009	Design Customer Experience	-	-	-	30,250	-	-	-	-
<b>ST01-P012</b>	<b>Release 1 Implementation Strategy and Plan</b>	<b>\$12,325</b>	<b>\$12,325</b>	<b>\$13,224</b>	<b>\$9,763</b>	<b>\$20,304</b>	<b>\$12,306</b>	<b>\$0</b>	<b>\$0</b>
EBU002	Develop Options Evaluation and Procurement Strategy	12,325	12,325	-	-	-	-	-	-
EBU010	Develop Business Case for the HIX	-	-	-	-	-	-	-	-
EIT002	Develop Interoperability Standards for Insurance Companies	-	-	10,381	6,920	-	-	-	-
EIT003	Develop Operations and Support Strategy	-	-	2,843	2,843	3,790	-	-	-
EIT006	Privacy Impact Assessment	-	-	-	-	-	3,016	-	-
EIT007	Threat Risk Assessment	-	-	-	-	-	7,455	-	-

INTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
EIT008	Update Implementation Plan and Business Case based on detailed requirements specification	-	-	-	-	16,513	1,835	-	-
<b>ST01-P014</b>	<b>Procurement Process</b>	<b>\$22,339</b>	<b>\$100,525</b>	<b>\$100,525</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
EIT019	Run Building Blocks Software Procurement Process	4,820	21,688	21,688	-	-	-	-	-
EIT018	Run Service Delivery Software Procurement Process	5,595	25,178	25,178	-	-	-	-	-
EIT017	Run Back Office Software Procurement Process	5,109	22,989	22,989	-	-	-	-	-
EIT004	Run Solution Integrator Procurement Process	6,816	30,671	30,671	-	-	-	-	-
<b>ST02</b>	<b>State HIX Software Packages Deployment</b>	<b>\$-</b>	<b>\$-</b>	<b>\$59,233</b>	<b>\$39,489</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>ST02-P021</b>	<b>Building Block Packages Acquisition and Deployment</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,253</b>	<b>\$16,835</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DBB001	Data Management BB	-	-	3,157	2,104	-	-	-	-
DBB002	Privacy and Security BB	-	-	3,157	2,104	-	-	-	-
DBB003	Workflow Engine BB	-	-	3,157	2,104	-	-	-	-
DBB004	Rules Engine BB	-	-	3,157	2,104	-	-	-	-
DBB005	Service Management BB	-	-	3,157	2,104	-	-	-	-
DBB007	Exchange Portal BB	-	-	3,157	2,104	-	-	-	-
DBB008	B2B Gateway BB	-	-	3,157	2,104	-	-	-	-
DBB009	Unified Communications BB	-	-	3,157	2,104	-	-	-	-
<b>ST02-P022</b>	<b>Back Office Packages Acquisition and Deployment</b>	<b>\$0</b>	<b>\$0</b>	<b>\$22,654</b>	<b>\$15,102</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DCS001	Financial Management Package	-	-	5,663	3,776	-	-	-	-
DCS002	Human Resources Package	-	-	5,663	3,776	-	-	-	-
DCS004	IT Asset Management Package	-	-	-	-	-	-	-	-



INTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
DCS005	Knowledge Management Package	-	-	5,663	3,776	-	-	-	-
DCS006	Information Management Package	-	-	5,663	3,776	-	-	-	-
<b>ST02-P023</b>	<b>Service Delivery Packages Acquisition and Deployment</b>	<b>\$0</b>	<b>\$0</b>	<b>\$11,327</b>	<b>\$7,551</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DCS007	CRM / Case Mgmt Package	-	-	5,663	3,776	-	-	-	-
DCS003	Billing Package	-	-	5,663	3,776	-	-	-	-
<b>ST03</b>	<b>State HIX Release 1 Delivery - Back Office Configuration</b>	<b>\$-</b>	<b>\$-</b>	<b>\$57,684</b>	<b>\$57,684</b>	<b>\$57,684</b>	<b>\$57,684</b>	<b>\$57,684</b>	<b>\$-</b>
<b>ST03-P031</b>	<b>Release1 Delivery - Back Office Configuration</b>	<b>\$0</b>	<b>\$0</b>	<b>\$57,684</b>	<b>\$57,684</b>	<b>\$57,684</b>	<b>\$57,684</b>	<b>\$57,684</b>	<b>\$0</b>
DAB001-1	Asset Management-1 (Deferred)	-	-	-	-	-	-	-	-
DAB002-1	Business Process Management-1 (Initial)	-	-	17,190	17,190	17,190	17,190	17,190	-
DAB003-1	Financial Management & Reporting-1 (Initial)	-	-	5,078	5,078	5,078	5,078	5,078	-
DAB004-1	Financial Transaction Processing-1 (Initial)	-	-	10,273	10,273	10,273	10,273	10,273	-
DAB005-1	Human Resource Management-1 (Deferred)	-	-	-	-	-	-	-	-
DAB006-1	Information Management-1 (Initial)	-	-	13,635	13,635	13,635	13,635	13,635	-
DAB007-1	Knowledge Management-1 (Initial)	-	-	11,509	11,509	11,509	11,509	11,509	-
DAB008-1	Procurement Management-1 (Deferred)	-	-	-	-	-	-	-	-
<b>ST04</b>	<b>State HIX Release 1 Delivery - Service Delivery Configuration / Build</b>	<b>\$-</b>	<b>\$-</b>	<b>\$339,482</b>	<b>\$339,482</b>	<b>\$339,482</b>	<b>\$339,482</b>	<b>\$339,482</b>	<b>\$-</b>
<b>ST04-P041</b>	<b>Release 1 Application Delivery</b>	<b>\$0</b>	<b>\$0</b>	<b>\$339,482</b>	<b>\$339,482</b>	<b>\$339,482</b>	<b>\$339,482</b>	<b>\$339,482</b>	<b>\$0</b>
DAB009-1	Broker / Navigator Relationship Management-1 (Initial)	-	-	24,979	24,979	24,979	24,979	24,979	-
DAB010-1	Customer Service & Account Management-1 (Initial)	-	-	12,639	12,639	12,639	12,639	12,639	-
DAB011-1	Eligibility Assessment-1 (Initial)	-	-	47,844	47,844	47,844	47,844	47,844	-
DAB012-1	Marketing and Outreach-1 (Initial)	-	-	-	-	-	-	-	-

INTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
		-	-	5,726	5,726	5,726	5,726	5,726	-
DAB013-1	Master Person Index-1 (All)	-	-	3,612	3,612	3,612	3,612	3,612	-
DAB014-1	Plan Certification & Risk Management-1 (Initial)	-	-	36,551	36,551	36,551	36,551	36,551	-
DAB015-1	Premium & Tax Credit Processing-1 (All)	-	-	52,574	52,574	52,574	52,574	52,574	-
DAB016-1	Unified Communications-1 (Initial)	-	-	2,491	2,491	2,491	2,491	2,491	-
DAB017-1	Enrollment Processing-1 (Initial)	-	-	145,604	145,604	145,604	145,604	145,604	-
DAB018-1	Comparison Shopping-1 (Initial)	-	-	7,461	7,461	7,461	7,461	7,461	-
DAB019-1	Appeals Management-1 (Initial)	-	-	-	-	-	-	-	-
ST05	State HIX Release 1 Integration and Conversion	\$ -	\$ -	\$ 30,343	\$ 30,343	\$ 30,343	\$ 30,343	\$ 30,343	\$ -
ST05-P051	Release 1 Legacy Integration and Conversion	\$0	\$0	\$30,343	\$30,343	\$30,343	\$30,343	\$30,343	\$0
DSI001	Federal CMS integration with State HIX Integration	-	-	5,503	5,503	5,503	5,503	5,503	-
DSI002	Payment Processor Integration	-	-	1,629	1,629	1,629	1,629	1,629	-
DSI003	State Department of Insurance(SDOI) integration with State HIX Integration	-	-	4,915	4,915	4,915	4,915	4,915	-
DSI004	Insurance companies integration with State HIX Integration	-	-	-	-	-	-	-	-
DSI005	Other Applicable State Health Subsidy Programs,e.g. In-State Medicaid, CHIP, or Basic Health Program Integration	-	-	4,888	4,888	4,888	4,888	4,888	-
DSI006	Bureau of Indian Affairs Integration	-	-	459	459	459	459	459	-
DSI007	Department of Homeland Security Integration	-	-	960	960	960	960	960	-
DSI008	US Internal Revenue Service Integration	-	-	3,810	3,810	3,810	3,810	3,810	-
DSI009	Other Federal Database Integration	-	-	459	459	459	459	459	-
DSI010	Other State Databases: Vital Statistics, Incarceration Status, tax Filing	-	-	960	960	960	960	960	-

INTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
	(Department of Revenue), unemployment insurance (Department of Labor), DMV Integration								
DSI011	Social Security Administration Integration	-	-	960	960	960	960	960	-
DSI012	To be determined Integration	-	-	5,800	5,800	5,800	5,800	5,800	-
CWP001	NOTE: No data conversion or loading	-	-	-	-	-	-	-	-
ST06	State HIX Release 1 Infrastructure Delivery	\$ -	\$ 8,665	\$ 4,332	\$ 4,332	\$ 58,083	\$ 58,083	\$ 29,041	\$ -
ST06-P061	Release 1 Production Infrastructure Delivery	\$0	\$8,665	\$4,332	\$4,332	\$58,083	\$58,083	\$29,041	\$0
DIN007	Development / Test Environments Acquisition & Implementation	-	8,665	-	-	-	-	-	-
DIN006	UAT/Staging Environment Acquisition & Implementation	-	-	4,332	4,332	-	-	-	-
DIN001	Servers Acquisition & Implementation	-	-	-	-	12,652	12,652	6,326	-
DIN002	Storage Acquisition & Implementation	-	-	-	-	8,106	8,106	4,053	-
DIN003	Network Infrastructure Acquisition & Implementation	-	-	-	-	6,886	6,886	3,443	-
DIN004	Load Balancer Acquisition & Implementation	-	-	-	-	7,540	7,540	3,770	-
DIN005	High Availability environment setup Acquisition & Implementation	-	-	-	-	22,900	22,900	11,450	-
ST07	State HIX Release 1 Implementation	\$ -	\$ -	\$ -	\$ -	\$ 9,695	\$ 61,714	\$ 93,199	\$ 38,893
ST07-P071	Release 1 Production Support Implementation	\$0	\$0	\$0	\$0	\$9,695	\$61,714	\$93,199	\$0
DBB006	Information Technology BB	-	-	-	-	8,132	8,132	-	-
EBU004	Define System Support Organizational Requirements	-	-	-	-	1,563	-	-	-
EBU005	Acquire System Support Resources	-	-	-	-	-	21,159	-	-
EIT005	Run System Operation and Support Procurement Process	-	-	-	-	-	32,423	-	-
EIT013	Operations and Support Documentation and Training - Release 1	-	-	-	-	-	-	93,199	-

INTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
<b>ST07-P072</b>	<b>Release 1 Implementation</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$38,893
EBU003	Conversion of person data - manual portion	-	-	-	-	-	-	-	-
EIT011	End User Documentation and Training - Release 1	-	-	-	-	-	-	-	38,893
<b>ST11</b>	<b>State HIX Release 2 Delivery - Mobilization and Requirements</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 18,348	\$ 228,299	\$ 228,299
<b>ST11-P111</b>	<b>Release 2 Mobilization</b>	\$0	\$0	\$0	\$0	\$0	\$18,348	\$0	\$0
EIT009	Update Implementation Plan and Business Case - Start of Release 2	-	-	-	-	-	18,348	-	-
<b>ST11-P112</b>	<b>Release 2 Requirements and Logical Architecture Specification</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$228,299	\$228,299
DAA001-2	Asset Management-2 (All)	-	-	-	-	-	-	1,979	1,979
DAA002-2	Business Process Management-2 (Remaining)	-	-	-	-	-	-	5,329	5,329
DAA003-2	Financial Management & Reporting-2 (Remaining)	-	-	-	-	-	-	2,292	2,292
DAA004-2	Financial Transaction Processing-2 (Remaining)	-	-	-	-	-	-	2,992	2,992
DAA005-2	Human Resource Management-2 (All)	-	-	-	-	-	-	9,021	9,021
DAA006-2	Information Management-2 (Remaining)	-	-	-	-	-	-	37,505	37,505
DAA007-2	Knowledge Management-2 (Remaining)	-	-	-	-	-	-	3,571	3,571
DAA008-2	Procurement Management-2 (All)	-	-	-	-	-	-	2,992	2,992
DAA009-2	Broker / Navigator Relationship Management-2 (Remaining)	-	-	-	-	-	-	20,398	20,398
DAA010-2	Customer Service & Account Management-2 (Remaining)	-	-	-	-	-	-	4,971	4,971
DAA011-2	Eligibility Assessment-2 (Remaining)	-	-	-	-	-	-	16,127	16,127
DAA012-2	Marketing and Outreach-2 (Remaining)	-	-	-	-	-	-	4,393	4,393
DAA013-2	Master Person Index-2 (None)	-	-	-	-	-	-	-	-
DAA014-2	Plan Certification & Risk Management-2 (Remaining)	-	-	-	-	-	-	70,116	70,116

INTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
DAA015-2	Premium & Tax Credit Processing-2 (None)	-	-	-	-	-	-	-	-
DAA016-2	Unified Communications-2 (Remaining)	-	-	-	-	-	-	1,234	1,234
DAA017-2	Enrollment Processing-2 (Remaining)	-	-	-	-	-	-	35,124	35,124
DAA018-2	Comparison Shopping-2 (Remaining)	-	-	-	-	-	-	2,292	2,292
DAA019-2	Appeals Management-2 (Remaining)	-	-	-	-	-	-	7,964	7,964
ST12	State HIX Release 2 Delivery - Back Office Configuration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ST12-P121	Release 2 Application Delivery - Back Office Configuration	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB001-2	Asset Management-2 (All)	-	-	-	-	-	-	-	-
DAB002-2	Business Process Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB003-2	Financial Management & Reporting-2 (Remaining)	-	-	-	-	-	-	-	-
DAB004-2	Financial Transaction Processing-2 (Remaining)	-	-	-	-	-	-	-	-
DAB005-2	Human Resource Management-2 (All)	-	-	-	-	-	-	-	-
DAB006-2	Information Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB007-2	Knowledge Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB008-2	Procurement Management-2 (All)	-	-	-	-	-	-	-	-
ST12-P122	Release 2 Production Infrastructure Delivery	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DIN008	Release 2 Production Environment Upgrade Acquisition & Implementation	-	-	-	-	-	-	-	-
ST13	State HIX Release 2 Delivery - Service Delivery Configuration / Build	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ST13-P131	Release 2 Application Delivery - Service Delivery Configuration / Build	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB009-2	Broker / Navigator Relationship Management-2 (Remaining)	-	-	-	-	-	-	-	-

INTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
DAB010-2	Customer Service & Account Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB011-2	Eligibility Assessment-2 (Remaining)	-	-	-	-	-	-	-	-
DAB012-2	Marketing and Outreach-2 (Remaining)	-	-	-	-	-	-	-	-
DAB013-2	Master Person Index-2 (None)	-	-	-	-	-	-	-	-
DAB014-2	Plan Certification & Risk Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB015-2	Premium & Tax Credit Processing-2 (None)	-	-	-	-	-	-	-	-
DAB016-2	Unified Communications-2 (Remaining)	-	-	-	-	-	-	-	-
DAB017-2	Enrollment Processing-2 (Remaining)	-	-	-	-	-	-	-	-
DAB018-2	Comparison Shopping-2 (Remaining)	-	-	-	-	-	-	-	-
DAB019-2	Appeals Management-2 (Remaining)	-	-	-	-	-	-	-	-
ST14	State HIX Release 2 Implementation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ST14-P141	Release 2 Production Support Implementation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EIT014	Operations and Support Documentation and Training - Release 2	-	-	-	-	-	-	-	-
ST14-P142	Release 2 Implementation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EIT012	End User Documentation and Training - Release 2	-	-	-	-	-	-	-	-
ST21	State HIX Program Management	\$ 50,377	\$ 90,961	\$ 85,895	\$ 85,895	\$ 85,895	\$ 85,895	\$ 85,895	\$ 85,895
ST21-P211	Program Management	\$50,377	\$90,961	\$85,895	\$85,895	\$85,895	\$85,895	\$85,895	\$85,895
EIT001	Program Management	50,377	40,302	40,302	40,302	40,302	40,302	40,302	40,302
EIT010	Project Management Quality Assurance	-	30,216	27,194	27,194	27,194	27,194	27,194	27,194
EIT015	Architecture Integration	-	20,444	18,399	18,399	18,399	18,399	18,399	18,399
ST22	State HIX Program Infrastructure and Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

INTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
<b>ST22-P221</b>	<b>Hardware Lease and Software Maintenance during Delivery</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EBU006	Project Team Facilities Provision	-	-	-	-	-	-	-	-
EBU007	Resource Travel	-	-	-	-	-	-	-	-
EBU011	Supplies Provision	-	-	-	-	-	-	-	-
<b>ST22-P222</b>	<b>Project Team Facilities and Travel Expenses</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EIT016	SW Maintenance Costs During Delivery Phase	-	-	-	-	-	-	-	-

Figure 23: State Exchange Option - Internal Resource Costs by Quarter - Year 3

INTERNAL RESOURCE COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
	<b>STATE HIX Option</b>	\$ 708,828	\$ 710,995	\$ 715,327	\$ 348,228
<b>ST01</b>	<b>State HIX Release 1 Delivery - Mobilization, Requirements, Strategy and Procurement</b>	\$ -	\$ -	\$ -	\$ -
<b>ST01-P011</b>	<b>Mobilization</b>	\$0	\$0	\$0	\$0
EBU001	Mobilize Program	-	-	-	-
DIN009	Project Team Servers and Printers/Scanners Acquisition & Implementation	-	-	-	-
EBU008	Enterprise Architecture Capability Design and Implementation	-	-	-	-
DBB010	CASE Tool and Repository BB	-	-	-	-
<b>ST01-P013</b>	<b>Release 1 Requirements and Logical Architecture Specification</b>	\$0	\$0	\$0	\$0
DAA001-1	Asset Management-1 (Deferred)	-	-	-	-
DAA002-1	Business Process Management-1 (Initial)	-	-	-	-
DAA003-1	Financial Management & Reporting-1 (Initial)	-	-	-	-
DAA004-1	Financial Transaction Processing-1 (Initial)	-	-	-	-
DAA005-1	Human Resource Management-1 (Deferred)	-	-	-	-
DAA006-1	Information Management-1 (Initial)	-	-	-	-
DAA007-1	Knowledge Management-1 (Initial)	-	-	-	-



INTERNAL RESOURCE COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
DAA008-1	Procurement Management-1 (Deferred)	-	-	-	-
DAA009-1	Broker / Navigator Relationship Management-1 (Initial)	-	-	-	-
DAA010-1	Customer Service & Account Management-1 (Initial)	-	-	-	-
DAA011-1	Eligibility Assessment-1 (Initial)	-	-	-	-
DAA012-1	Marketing and Outreach-1 (Initial)	-	-	-	-
DAA013-1	Master Person Index-1 (All)	-	-	-	-
DAA014-1	Plan Certification & Risk Management-1 (Initial)	-	-	-	-
DAA015-1	Premium & Tax Credit Processing-1 (All)	-	-	-	-
DAA016-1	Unified Communications-1 (Initial)	-	-	-	-
DAA017-1	Enrollment Processing-1 (Initial)	-	-	-	-
DAA018-1	Comparison Shopping-1 (Initial)	-	-	-	-
DAA019-1	Appeals Management-1 (Initial)	-	-	-	-
EBU009	Design Customer Experience	-	-	-	-
<b>ST01-P012</b>	<b>Release 1 Implementation Strategy and Plan</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
EBU002	Develop Options Evaluation and Procurement Strategy	-	-	-	-
EBU010	Develop Business Case for the HIX	-	-	-	-
EIT002	Develop Interoperability Standards for Insurance Companies	-	-	-	-
EIT003	Develop Operations and Support Strategy	-	-	-	-
EIT006	Privacy Impact Assessment	-	-	-	-
EIT007	Threat Risk Assessment	-	-	-	-

INTERNAL RESOURCE COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
EIT008	Update Implementation Plan and Business Case based on detailed requirements specification	-	-	-	-
<b>ST01-P014</b>	<b>Procurement Process</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
EIT019	Run Building Blocks Software Procurement Process	-	-	-	-
EIT018	Run Service Delivery Software Procurement Process	-	-	-	-
EIT017	Run Back Office Software Procurement Process	-	-	-	-
EIT004	Run Solution Integrator Procurement Process	-	-	-	-
<b>ST02</b>	<b>State HIX Software Packages Deployment</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>ST02-P021</b>	<b>Building Block Packages Acquisition and Deployment</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DBB001	Data Management BB	-	-	-	-
DBB002	Privacy and Security BB	-	-	-	-
DBB003	Workflow Engine BB	-	-	-	-
DBB004	Rules Engine BB	-	-	-	-
DBB005	Service Management BB	-	-	-	-
DBB007	Exchange Portal BB	-	-	-	-
DBB008	B2B Gateway BB	-	-	-	-
DBB009	Unified Communications BB	-	-	-	-
<b>ST02-P022</b>	<b>Back Office Packages Acquisition and Deployment</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DCS001	Financial Management Package	-	-	-	-
DCS002	Human Resources Package	-	-	-	-
DCS004	IT Asset Management Package	-	-	-	-

INTERNAL RESOURCE COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
DCS005	Knowledge Management Package	-	-	-	-
DCS006	Information Management Package	-	-	-	-
<b>ST02-P023</b>	<b><i>Service Delivery Packages Acquisition and Deployment</i></b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DCS007	CRM / Case Mgmt Package	-	-	-	-
DCS003	Billing Package	-	-	-	-
<b>ST03</b>	<b>State HIX Release 1 Delivery - Back Office Configuration</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>ST03-P031</b>	<b><i>Release1 Delivery - Back Office Configuration</i></b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DAB001-1	Asset Management-1 (Deferred)	-	-	-	-
DAB002-1	Business Process Management-1 (Initial)	-	-	-	-
DAB003-1	Financial Management & Reporting-1 (Initial)	-	-	-	-
DAB004-1	Financial Transaction Processing-1 (Initial)	-	-	-	-
DAB005-1	Human Resource Management-1 (Deferred)	-	-	-	-
DAB006-1	Information Management-1 (Initial)	-	-	-	-
DAB007-1	Knowledge Management-1 (Initial)	-	-	-	-
DAB008-1	Procurement Management-1 (Deferred)	-	-	-	-
<b>ST04</b>	<b>State HIX Release 1 Delivery - Service Delivery Configuration / Build</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>ST04-P041</b>	<b><i>Release 1 Application Delivery</i></b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DAB009-1	Broker / Navigator Relationship Management-1 (Initial)	-	-	-	-
DAB010-1	Customer Service & Account Management-1 (Initial)	-	-	-	-
DAB011-1	Eligibility Assessment-1 (Initial)	-	-	-	-

INTERNAL RESOURCE COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
DAB012-1	Marketing and Outreach-1 (Initial)	-	-	-	-
DAB013-1	Master Person Index-1 (All)	-	-	-	-
DAB014-1	Plan Certification & Risk Management-1 (Initial)	-	-	-	-
DAB015-1	Premium & Tax Credit Processing-1 (All)	-	-	-	-
DAB016-1	Unified Communications-1 (Initial)	-	-	-	-
DAB017-1	Enrollment Processing-1 (Initial)	-	-	-	-
DAB018-1	Comparison Shopping-1 (Initial)	-	-	-	-
DAB019-1	Appeals Management-1 (Initial)	-	-	-	-
<b>ST05</b>	<b>State HIX Release 1 Integration and Conversion</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>ST05-P051</b>	<b>Release 1 Legacy Integration and Conversion</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DSI001	Federal CMS integration with State HIX Integration	-	-	-	-
DSI002	Payment Processor Integration	-	-	-	-
DSI003	State Department of Insurance(SDOI) integration with State HIX Integration	-	-	-	-
DSI004	Insurance companies integration with State HIX Integration	-	-	-	-
DSI005	Other Applicable State Health Subsidy Programs,e.g. In-State Medicaid, CHIP, or Basic Health Program Integration	-	-	-	-
DSI006	Bureau of Indian Affairs Integration	-	-	-	-
DSI007	Department of Homeland Security Integration	-	-	-	-
DSI008	US Internal Revenue Service Integration	-	-	-	-
DSI009	Other Federal Database Integration	-	-	-	-
DSI010	Other State Databases: Vital Statistics, Incarceration Status, tax Filing	-	-	-	-

INTERNAL RESOURCE COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
	(Department of Revenue), unemployment insurance (Department of Labor), DMV Integration				
DSI011	Social Security Administration Integration	-	-	-	-
DSI012	To be determined Integration	-	-	-	-
CWP001	NOTE: No data conversion or loading	-	-	-	-
<b>ST06</b>	<b>State HIX Release 1 Infrastructure Delivery</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>ST06-P061</b>	<b>Release 1 Production Infrastructure Delivery</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DIN007	Development / Test Environments Acquisition & Implementation	-	-	-	-
DIN006	UAT/Staging Environment Acquisition & Implementation	-	-	-	-
DIN001	Servers Acquisition & Implementation	-	-	-	-
DIN002	Storage Acquisition & Implementation	-	-	-	-
DIN003	Network Infrastructure Acquisition & Implementation	-	-	-	-
DIN004	Load Balancer Acquisition & Implementation	-	-	-	-
DIN005	High Availability environment setup Acquisition & Implementation	-	-	-	-
<b>ST07</b>	<b>State HIX Release 1 Implementation</b>	<b>\$ 38,893</b>	<b>\$ 38,893</b>	<b>\$ 38,893</b>	<b>\$ -</b>
<b>ST07-P071</b>	<b>Release 1 Production Support Implementation</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DBB006	Information Technology BB	-	-	-	-
EBU004	Define System Support Organizational Requirements	-	-	-	-
EBU005	Acquire System Support Resources	-	-	-	-
EIT005	Run System Operation and Support Procurement Process	-	-	-	-
EIT013	Operations and Support Documentation and Training - Release 1	-	-	-	-

INTERNAL RESOURCE COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
<b>ST07-P072</b>	<b>Release 1 Implementation</b>	<b>\$38,893</b>	<b>\$38,893</b>	<b>\$38,893</b>	<b>\$0</b>
EBU003	Conversion of person data - manual portion	-	-	-	-
EIT011	End User Documentation and Training - Release 1	<b>38,893</b>	<b>38,893</b>	<b>38,893</b>	-
<b>ST11</b>	<b>State HIX Release 2 Delivery - Mobilization and Requirements</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>ST11-P111</b>	<b>Release 2 Mobilization</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
EIT009	Update Implementation Plan and Business Case - Start of Release 2	-	-	-	-
<b>ST11-P112</b>	<b>Release 2 Requirements and Logical Architecture Specification</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DAA001-2	Asset Management-2 (All)	-	-	-	-
DAA002-2	Business Process Management-2 (Remaining)	-	-	-	-
DAA003-2	Financial Management & Reporting-2 (Remaining)	-	-	-	-
DAA004-2	Financial Transaction Processing-2 (Remaining)	-	-	-	-
DAA005-2	Human Resource Management-2 (All)	-	-	-	-
DAA006-2	Information Management-2 (Remaining)	-	-	-	-
DAA007-2	Knowledge Management-2 (Remaining)	-	-	-	-
DAA008-2	Procurement Management-2 (All)	-	-	-	-
DAA009-2	Broker / Navigator Relationship Management-2 (Remaining)	-	-	-	-
DAA010-2	Customer Service & Account Management-2 (Remaining)	-	-	-	-
DAA011-2	Eligibility Assessment-2 (Remaining)	-	-	-	-
DAA012-2	Marketing and Outreach-2 (Remaining)	-	-	-	-
DAA013-2	Master Person Index-2 (None)	-	-	-	-
DAA014-2	Plan Certification & Risk Management-2				

INTERNAL RESOURCE COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
	(Remaining)	-	-	-	-
DAA015-2	Premium & Tax Credit Processing-2 (None)	-	-	-	-
DAA016-2	Unified Communications-2 (Remaining)	-	-	-	-
DAA017-2	Enrollment Processing-2 (Remaining)	-	-	-	-
DAA018-2	Comparison Shopping-2 (Remaining)	-	-	-	-
DAA019-2	Appeals Management-2 (Remaining)	-	-	-	-
<b>ST12</b>	<b>State HIX Release 2 Delivery - Back Office Configuration</b>	<b>\$ 167,229</b>	<b>\$ 169,396</b>	<b>\$ 173,728</b>	<b>\$ 55,743</b>
<b>ST12-P121</b>	<b>Release 2 Application Delivery - Back Office Configuration</b>	<b>\$167,229</b>	<b>\$167,229</b>	<b>\$167,229</b>	<b>\$55,743</b>
DAB001-2	Asset Management-2 (All)	5,171	5,171	5,171	1,724
DAB002-2	Business Process Management-2 (Remaining)	13,552	13,552	13,552	4,517
DAB003-2	Financial Management & Reporting-2 (Remaining)	5,418	5,418	5,418	1,806
DAB004-2	Financial Transaction Processing-2 (Remaining)	7,627	7,627	7,627	2,542
DAB005-2	Human Resource Management-2 (All)	23,071	23,071	23,071	7,690
DAB006-2	Information Management-2 (Remaining)	96,128	96,128	96,128	32,043
DAB007-2	Knowledge Management-2 (Remaining)	8,589	8,589	8,589	2,863
DAB008-2	Procurement Management-2 (All)	7,673	7,673	7,673	2,558
<b>ST12-P122</b>	<b>Release 2 Production Infrastructure Delivery</b>	<b>\$0</b>	<b>\$2,166</b>	<b>\$6,499</b>	<b>\$0</b>
DIN008	Release 2 Production Environment Upgrade Acquisition & Implementation	-	2,166	6,499	-
<b>ST13</b>	<b>State HIX Release 2 Delivery - Service Delivery Configuration / Build</b>	<b>\$ 416,811</b>	<b>\$ 416,811</b>	<b>\$ 416,811</b>	<b>\$ 138,937</b>
<b>ST13-P131</b>	<b>Release 2 Application Delivery - Service Delivery Configuration / Build</b>	<b>\$416,811</b>	<b>\$416,811</b>	<b>\$416,811</b>	<b>\$138,937</b>

INTERNAL RESOURCE COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
DAB009-2	Broker / Navigator Relationship Management-2 (Remaining)	52,371	52,371	52,371	17,457
DAB010-2	Customer Service & Account Management-2 (Remaining)	12,514	12,514	12,514	4,171
DAB011-2	Eligibility Assessment-2 (Remaining)	41,630	41,630	41,630	13,877
DAB012-2	Marketing and Outreach-2 (Remaining)	11,567	11,567	11,567	3,856
DAB013-2	Master Person Index-2 (None)	-	-	-	-
DAB014-2	Plan Certification & Risk Management-2 (Remaining)	180,154	180,154	180,154	60,051
DAB015-2	Premium & Tax Credit Processing-2 (None)	-	-	-	-
DAB016-2	Unified Communications-2 (Remaining)	2,724	2,724	2,724	908
DAB017-2	Enrollment Processing-2 (Remaining)	90,218	90,218	90,218	30,073
DAB018-2	Comparison Shopping-2 (Remaining)	5,524	5,524	5,524	1,841
DAB019-2	Appeals Management-2 (Remaining)	20,110	20,110	20,110	6,703
ST14	State HIX Release 2 Implementation	\$ -	\$ -	\$ -	\$ 57,577
ST14-P141	Release 2 Production Support Implementation	\$0	\$0	\$0	\$46,676
EIT014	Operations and Support Documentation and Training - Release 2	-	-	-	46,676
ST14-P142	Release 2 Implementation	\$0	\$0	\$0	\$10,901
EIT012	End User Documentation and Training - Release 2	-	-	-	10,901
ST21	State HIX Program Management	\$ 85,895	\$ 85,895	\$ 85,895	\$ 95,971
ST21-P211	Program Management	\$85,895	\$85,895	\$85,895	\$95,971
EIT001	Program Management	40,302	40,302	40,302	50,377
EIT010	Project Management Quality Assurance	27,194	27,194	27,194	27,194
EIT015	Architecture Integration				



INTERNAL RESOURCE COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
		18,399	18,399	18,399	18,399
ST22	State HIX Program Infrastructure and Expenses	\$ -	\$ -	\$ -	\$ -
ST22-P221	Hardware Lease and Software Maintenance during Delivery	\$0	\$0	\$0	\$0
EBU006	Project Team Facilities Provision	-	-	-	-
EBU007	Resource Travel	-	-	-	-
EBU011	Supplies Provision	-	-	-	-
ST22-P222	Project Team Facilities and Travel Expenses	\$0	\$0	\$0	\$0
EIT016	SW Maintenance Costs During Delivery Phase	-	-	-	-

Figure 24: Federal Exchange Option - Total Implementation Costs Over 3 Years

TOTAL IMPLEMENTATION COSTS OVER 3 YEARS								
ID	NAME	External Resource Costs	Internal Resource Costs	Hardware	Software	Other Costs	TOTAL IMPLEMENTATION COST	Yearly Operations & Support Cost
	<b>FEDERAL HIX Option</b>	\$ 15,438,973	\$ 2,638,496	\$ 606,100	\$ 1,816,461	\$ 252,650	\$ 20,752,680	\$ 1,602,592
<b>FD01</b>	<b>Federal HIX Release 1 Delivery - Mobilization, Requirements, Strategy and Procurement</b>	\$ 1,471,362	\$ 197,955	\$ 11,700	\$ 41,876	\$ 90,000	\$ 1,812,893	\$ 13,055
<b>FD01-Q011</b>	<b>Mobilization</b>	\$413,490	\$44,616	\$11,700	\$41,876	\$90,000	\$601,682	\$13,055
EBU021	Mobilize Program	\$34,770	\$7,473	\$0	\$0	\$90,000	\$132,243	\$0
DIN029	Project Team Servers and Printers/Scanners Acquisition & Implementation	\$18,971	\$8,665	\$11,700	\$0	\$0	\$39,336	\$4,680
EBU028	Enterprise Architecture Capability Design and Implementation	\$239,280	\$14,783	\$0	\$0	\$0	\$254,063	\$0
DBB030	CASE Tool and Repository BB	\$120,469	\$13,696	\$0	\$41,876	\$0	\$176,040	\$8,375
<b>FD01-Q013</b>	<b>Release 1 Requirements and Logical Architecture Specification</b>	\$429,996	\$79,208	\$0	\$0	\$0	\$509,205	\$0
DAA021-1	Asset Management-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA022-1	Business Process Management-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA023-1	Financial Management & Reporting-1 (Initial)	\$32,437	\$5,985	\$0	\$0	\$0	\$38,421	\$0
DAA024-1	Financial Transaction Processing-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA025-1	Human Resource Management-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0

TOTAL IMPLEMENTATION COSTS OVER 3 YEARS								
ID	NAME	External Resource Costs	Internal Resource Costs	Hardware	Software	Other Costs	TOTAL IMPLEMENT- ATION COST	Yearly Operations & Support Cost
DAA026-1	Information Management-1 (Initial)	\$64,874	\$11,969	\$0	\$0	\$0	\$76,843	\$0
DAA027-1	Knowledge Management-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA028-1	Procurement Management-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA029-1	Broker / Navigator Relationship Management-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA030-1	Customer Service & Account Management-1 (Initial)	\$45,183	\$8,453	\$0	\$0	\$0	\$53,636	\$0
DAA031-1	Eligibility Assessment-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA032-1	Marketing and Outreach-1 (Initial)	\$28,602	\$5,270	\$0	\$0	\$0	\$33,871	\$0
DAA033-1	Master Person Index-1 (All)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA034-1	Plan Certification & Risk Management-1 (Initial)	\$243,795	\$44,819	\$0	\$0	\$0	\$288,615	\$0
DAA035-1	Premium & Tax Credit Processing-1 (All)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA036-1	Unified Communications-1 (Initial)	\$15,106	\$2,712	\$0	\$0	\$0	\$17,818	\$0
DAA037-1	Enrollment Processing-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA038-1	Comparison Shopping-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA039-1	Appeals Management-1 (Deferred)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EBU029	Design Customer Experience	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>FD01- Q012</b>	<b>Release 1 Implementation Strategy and Plan</b>	<b>\$195,608</b>	<b>\$22,074</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$217,682</b>	<b>\$0</b>
EBU022	Develop Options Evaluation and Procurement Strategy	\$53,843	\$6,163	\$0	\$0	\$0	\$60,005	\$0
EBU030	Develop Business Case for the HIX	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EIT022	Develop Interoperability Standards for Insurance Companies	\$42,031	\$6,147	\$0	\$0	\$0	\$48,178	\$0
EIT023	Develop Operations and Support Strategy	\$27,429	\$2,407	\$0	\$0	\$0	\$29,837	\$0
EIT026	Privacy Impact Assessment	\$19,050	\$830	\$0	\$0	\$0	\$19,880	\$0
EIT027	Threat Risk Assessment	\$30,188	\$1,902	\$0	\$0	\$0	\$32,089	\$0

TOTAL IMPLEMENTATION COSTS OVER 3 YEARS								
ID	NAME	External Resource Costs	Internal Resource Costs	Hardware	Software	Other Costs	TOTAL IMPLEMENTATION COST	Yearly Operations & Support Cost
EIT028	Update Implementation Plan and Business Case based on detailed requirements specification	\$23,068	\$4,625	\$0	\$0	\$0	\$27,693	\$0
<b>FD01-Q014</b>	<b>Procurement Process</b>	<b>\$432,268</b>	<b>\$52,057</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$484,325</b>	<b>\$0</b>
EIT039	Run Building Blocks Software Procurement Process	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EIT038	Run Service Delivery Software Procurement Process	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EIT037	Run Back Office Software Procurement Process	\$56,343	\$7,716	\$0	\$0	\$0	\$64,059	\$0
EIT024	Run Solution Integrator Procurement Process	\$375,925	\$44,340	\$0	\$0	\$0	\$420,265	\$0
<b>FD02</b>	<b>Federal HIX Software Packages Deployment</b>	<b>\$ 584,055</b>	<b>\$ 60,966</b>	<b>\$ -</b>	<b>\$ 1,574,585</b>	<b>\$ -</b>	<b>\$ 2,219,606</b>	<b>\$ 314,917</b>
<b>FD02-Q021</b>	<b>Building Block Packages Acquisition and Deployment</b>	<b>\$458,834</b>	<b>\$42,088</b>	<b>\$0</b>	<b>\$984,785</b>	<b>\$0</b>	<b>\$1,485,707</b>	<b>\$196,957</b>
DBB021	Data Management BB	\$57,354	\$5,261	\$0	\$40,735	\$0	\$103,350	\$8,147
DBB022	Privacy and Security BB	\$57,354	\$5,261	\$0	\$100,000	\$0	\$162,615	\$20,000
DBB023	Workflow Engine BB	\$57,354	\$5,261	\$0	\$200,000	\$0	\$262,615	\$40,000
DBB024	Rules Engine BB	\$57,354	\$5,261	\$0	\$200,000	\$0	\$262,615	\$40,000
DBB025	Service Management BB	\$57,354	\$5,261	\$0	\$84,000	\$0	\$146,615	\$16,800
DBB027	Exchange Portal BB	\$57,354	\$5,261	\$0	\$200,000	\$0	\$262,615	\$40,000
DBB028	B2B Gateway BB	\$57,354	\$5,261	\$0	\$140,000	\$0	\$202,615	\$28,000
DBB029	Unified Communications BB	\$57,354	\$5,261	\$0	\$20,050	\$0	\$82,665	\$4,010
<b>FD02-Q022</b>	<b>Back Office Packages Acquisition and Deployment</b>	<b>\$62,610</b>	<b>\$9,439</b>	<b>\$0</b>	<b>\$289,800</b>	<b>\$0</b>	<b>\$361,849</b>	<b>\$57,960</b>
DCS021	Financial Management Package	\$62,610	\$9,439	\$0	\$289,800	\$0	\$361,849	\$57,960

TOTAL IMPLEMENTATION COSTS OVER 3 YEARS								
ID	NAME	External Resource Costs	Internal Resource Costs	Hardware	Software	Other Costs	TOTAL IMPLEMENTATION COST	Yearly Operations & Support Cost
DCS022	Human Resources Package	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DCS024	Asset Management Package	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DCS025	Knowledge Management Package	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DCS026	Information Management Package	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>FD02-Q023</b>	<b>Service Delivery Packages Acquisition and Deployment</b>	<b>\$62,610</b>	<b>\$9,439</b>	<b>\$0</b>	<b>\$300,000</b>	<b>\$0</b>	<b>\$372,049</b>	<b>\$60,000</b>
DCS027	CRM / Case Mgmt Package	\$62,610	\$9,439	\$0	\$300,000	\$0	\$372,049	\$60,000
DCS023	Billing Package	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>FD03</b>	<b>Federal HIX Release 1 Delivery - Back Office Configuration</b>	<b>\$ 481,133</b>	<b>\$ 75,535</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 556,668</b>	<b>\$ 32,028</b>
<b>FD03-Q031</b>	<b>Release1 Delivery - Back Office Configuration</b>	<b>\$481,133</b>	<b>\$75,535</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$556,668</b>	<b>\$32,028</b>
DAB021-1	Asset Management-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB022-1	Business Process Management-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB023-1	Financial Management & Reporting-1 (Initial)	\$160,837	\$25,389	\$0	\$0	\$0	\$186,226	\$25,176
DAB024-1	Financial Transaction Processing-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB025-1	Human Resource Management-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB026-1	Information Management-1 (Initial)	\$320,295	\$50,146	\$0	\$0	\$0	\$370,442	\$6,852
DAB027-1	Knowledge Management-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB028-1	Procurement Management-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>FD04</b>	<b>Federal HIX Release 1 Delivery - Service Delivery Configuration / Build</b>	<b>\$ 1,660,617</b>	<b>\$ 259,875</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,920,492</b>	<b>\$ 77,823</b>
<b>FD04-Q041</b>	<b>Release 1 Application Delivery</b>	<b>\$1,660,617</b>	<b>\$259,875</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,920,492</b>	<b>\$77,823</b>

TOTAL IMPLEMENTATION COSTS OVER 3 YEARS								
ID	NAME	External Resource Costs	Internal Resource Costs	Hardware	Software	Other Costs	TOTAL IMPLEMENTATION COST	Yearly Operations & Support Cost
DAB029-1	Broker / Navigator Relationship Management-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB030-1	Customer Service & Account Management-1 (Initial)	\$214,296	\$33,504	\$0	\$0	\$0	\$247,800	\$25,452
DAB031-1	Eligibility Assessment-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB032-1	Marketing and Outreach-1 (Initial)	\$143,305	\$22,718	\$0	\$0	\$0	\$166,023	\$16,968
DAB033-1	Master Person Index-1 (All)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB034-1	Plan Certification & Risk Management-1 (Initial)	\$1,222,784	\$191,196	\$0	\$0	\$0	\$1,413,980	\$25,941
DAB035-1	Premium & Tax Credit Processing-1 (All)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB036-1	Unified Communications-1 (Initial)	\$80,232	\$12,456	\$0	\$0	\$0	\$92,688	\$9,462
DAB037-1	Enrollment Processing-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB038-1	Comparison Shopping-1 (Initial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB039-1	Appeals Management-1 (Deferred)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>FD05</b>	<b>Federal HIX Release 1 Integration and Conversion</b>	<b>\$ 608,660</b>	<b>\$ 82,815</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 691,474</b>	<b>\$ 5,874</b>
<b>FD05-Q051</b>	<b>Release 1 Legacy Integration and Conversion</b>	<b>\$608,660</b>	<b>\$82,815</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$691,474</b>	<b>\$5,874</b>
DSI021	Federal CMS integration with Federal HIX Integration	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DSI022	Payment Processor in Federal HIX Integration	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DSI023	State Department of Insurance(SDOI) integration with Federal HIX Integration	\$181,167	\$24,573	\$0	\$0	\$0	\$205,741	\$3,264
DSI024	Insurance companies integration with Federal HIX Integration	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DSI025	Other Applicable State Health Subsidy Programs,e.g. In-State Medicaid, CHIP, or Basic Health Program integration with	\$179,668	\$24,440	\$0	\$0	\$0	\$204,108	\$978

TOTAL IMPLEMENTATION COSTS OVER 3 YEARS								
ID	NAME	External Resource Costs	Internal Resource Costs	Hardware	Software	Other Costs	TOTAL IMPLEMENTATION COST	Yearly Operations & Support Cost
	Federal HIX Integration							
DSI026	Bureau of Indian Affairs integration with Federal HIX Integration	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DSI027	Department of Homeland Security integration with Federal HIX Integration	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DSI028	US Internal Revenue Service integration with Federal HIX Integration	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DSI029	Other Federal Database integration with Federal HIX Integration	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DSI030	Other State Databases integration with Federal HIX: Vital Statistics, Incarceration Status, tax Filing (Department of Revenue), unemployment insurance (Department of Labor), DMV Integration	\$35,450	\$4,802	\$0	\$0	\$0	\$40,252	\$489
DSI031	Social Security Administration integration with Federal HIX Integration	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DSI032	To be determined integration with Federal HIX Integration	\$212,374	\$29,000	\$0	\$0	\$0	\$241,373	\$1,143
CWP021	NOTE: No data conversion or loading	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>FD06</b>	<b>Federal HIX Release 1 Infrastructure Delivery</b>	<b>\$ 278,541</b>	<b>\$ 143,687</b>	<b>\$ 547,600</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 969,828</b>	<b>\$ 919,254</b>
<b>FD06-Q061</b>	<b>Release 1 Production Infrastructure Delivery</b>	<b>\$278,541</b>	<b>\$143,687</b>	<b>\$547,600</b>	<b>\$0</b>	<b>\$0</b>	<b>\$969,828</b>	<b>\$919,254</b>
DIN027	Development / Test Environments Acquisition & Implementation	\$18,971	\$8,665	\$35,100	\$0	\$0	\$62,736	\$189,093
DIN026	UAT/Staging Environment Acquisition & Implementation	\$18,971	\$8,665	\$58,500	\$0	\$0	\$86,136	\$23,400
DIN021	Servers Acquisition & Implementation	\$64,528	\$31,629	\$234,000	\$0	\$0	\$330,157	\$618,760
DIN022	Storage Acquisition & Implementation	\$42,166	\$20,264	\$50,000	\$0	\$0	\$112,430	\$20,000

TOTAL IMPLEMENTATION COSTS OVER 3 YEARS								
ID	NAME	External Resource Costs	Internal Resource Costs	Hardware	Software	Other Costs	TOTAL IMPLEMENTATION COST	Yearly Operations & Support Cost
DIN023	Network Infrastructure Acquisition & Implementation	\$37,299	\$17,216	\$170,000	\$0	\$0	\$224,515	\$68,000
DIN024	Load Balancer Acquisition & Implementation	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DIN025	High Availability environment setup Acquisition & Implementation	\$96,606	\$57,249	\$0	\$0	\$0	\$153,855	\$0
<b>FD07</b>	<b>Federal HIX Release 1 Implementation</b>	<b>\$ 337,809</b>	<b>\$ 92,434</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ 12,500</b>	<b>\$ 642,743</b>	<b>\$ 40,000</b>
<b>FD07-Q071</b>	<b>Release 1 Production Support Implementation</b>	<b>\$223,950</b>	<b>\$53,465</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$12,500</b>	<b>\$489,915</b>	<b>\$40,000</b>
DBB026	Information Technology BB	\$148,347	\$16,264	\$0	\$200,000	\$0	\$364,611	\$40,000
EBU024	Define System Support Organizational Requirements	\$13,415	\$391	\$0	\$0	\$0	\$13,805	\$0
EBU025	Acquire System Support Resources	\$0	\$5,290	\$0	\$0	\$0	\$5,290	\$0
EIT025	Run System Operation and Support Procurement Process	\$46,694	\$8,182	\$0	\$0	\$0	\$54,876	\$0
EIT033	Operations and Support Documentation and Training - Release 1	\$15,495	\$23,338	\$0	\$0	\$12,500	\$51,333	\$0
<b>FD07-Q072</b>	<b>Release 1 Implementation</b>	<b>\$113,859</b>	<b>\$38,969</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$152,828</b>	<b>\$0</b>
EBU023	Conversion of person data - manual portion	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EIT031	End User Documentation and Training - Release 1	\$113,859	\$38,969	\$0	\$0	\$0	\$152,828	\$0
<b>FD11</b>	<b>Federal HIX Release 2 Delivery - Mobilization and Requirements</b>	<b>\$ 1,238,658</b>	<b>\$ 227,271</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,465,929</b>	<b>\$ -</b>
<b>FD11-Q111</b>	<b>Release 2 Mobilization</b>	<b>\$23,068</b>	<b>\$4,625</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$27,693</b>	<b>\$0</b>
EIT029	Update Implementation Plan and	\$23,068	\$4,625	\$0	\$0	\$0	\$27,693	\$0



TOTAL IMPLEMENTATION COSTS OVER 3 YEARS								
ID	NAME	External Resource Costs	Internal Resource Costs	Hardware	Software	Other Costs	TOTAL IMPLEMENT- ATION COST	Yearly Operations & Support Cost
	Business Case - Start of Release 2							
<b>FD11- Q112</b>	<b>Release 2 Requirements and Logical Architecture Specification</b>	<b>\$1,215,590</b>	<b>\$222,646</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,438,236</b>	<b>\$0</b>
DAA021-2	Asset Management-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA022-2	Business Process Management-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA023-2	Financial Management & Reporting-2 (Remaining)	\$25,493	\$4,584	\$0	\$0	\$0	\$30,077	\$0
DAA024-2	Financial Transaction Processing-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA025-2	Human Resource Management-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA026-2	Information Management-2 (Remaining)	\$303,224	\$55,566	\$0	\$0	\$0	\$358,790	\$0
DAA027-2	Knowledge Management-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA028-2	Procurement Management-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA029-2	Broker / Navigator Relationship Management-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA030-2	Customer Service & Account Management-2 (Remaining)	\$28,602	\$5,270	\$0	\$0	\$0	\$33,871	\$0
DAA031-2	Eligibility Assessment-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA032-2	Marketing and Outreach-2 (Remaining)	\$40,599	\$7,296	\$0	\$0	\$0	\$47,895	\$0
DAA033-2	Master Person Index-2 (None)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA034-2	Plan Certification & Risk Management-2 (Remaining)	\$804,926	\$147,461	\$0	\$0	\$0	\$952,387	\$0
DAA035-2	Premium & Tax Credit Processing-2 (None)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA036-2	Unified Communications-2 (Remaining)	\$12,747	\$2,468	\$0	\$0	\$0	\$15,215	\$0
DAA037-2	Enrollment Processing-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAA038-2	Comparison Shopping-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0

TOTAL IMPLEMENTATION COSTS OVER 3 YEARS								
ID	NAME	External Resource Costs	Internal Resource Costs	Hardware	Software	Other Costs	TOTAL IMPLEMENTATION COST	Yearly Operations & Support Cost
DAA039-2	Appeals Management-2 (All)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>FD12</b>	<b>Federal HIX Release 2 Delivery - Back Office Configuration</b>	<b>\$ 1,650,302</b>	<b>\$ 264,562</b>	<b>\$ 46,800</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,961,664</b>	<b>\$ 69,117</b>
<b>FD12-Q121</b>	<b>Release 2 Application Delivery - Back Office Configuration</b>	<b>\$1,631,331</b>	<b>\$255,898</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,887,228</b>	<b>\$50,397</b>
DAB021-2	Asset Management-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB022-2	Business Process Management-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB023-2	Financial Management & Reporting-2 (Remaining)	\$115,463	\$18,061	\$0	\$0	\$0	\$133,524	\$18,582
DAB024-2	Financial Transaction Processing-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB025-2	Human Resource Management-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB026-2	Information Management-2 (Remaining)	\$1,515,868	\$237,836	\$0	\$0	\$0	\$1,753,704	\$31,815
DAB027-2	Knowledge Management-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB028-2	Procurement Management-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>FD12-Q122</b>	<b>Release 2 Production Infrastructure Delivery</b>	<b>\$18,971</b>	<b>\$8,665</b>	<b>\$46,800</b>	<b>\$0</b>	<b>\$0</b>	<b>\$74,436</b>	<b>\$18,720</b>
DIN028	Release 2 Production Environment Upgrade Acquisition & Implementation	\$18,971	\$8,665	\$46,800	\$0	\$0	\$74,436	\$18,720
<b>FD13</b>	<b>Federal HIX Release 2 Delivery - Service Delivery Configuration / Build</b>	<b>\$ 4,418,132</b>	<b>\$ 693,187</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,111,319</b>	<b>\$ 130,524</b>
<b>FD13-Q131</b>	<b>Release 2 Application Delivery - Service Delivery Configuration / Build</b>	<b>\$4,418,132</b>	<b>\$693,187</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,111,319</b>	<b>\$130,524</b>
DAB029-2	Broker / Navigator Relationship	\$0	\$0	\$0	\$0	\$0	\$0	\$0

TOTAL IMPLEMENTATION COSTS OVER 3 YEARS								
ID	NAME	External Resource Costs	Internal Resource Costs	Hardware	Software	Other Costs	TOTAL IMPLEMENT- ATION COST	Yearly Operations & Support Cost
	Management-2 (Remaining)							
DAB030-2	Customer Service & Account Management-2 (Remaining)	\$145,753	\$23,313	\$0	\$0	\$0	\$169,066	\$16,968
DAB031-2	Eligibility Assessment-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB032-2	Marketing and Outreach-2 (Remaining)	\$198,143	\$31,112	\$0	\$0	\$0	\$229,255	\$22,842
DAB033-2	Master Person Index-2 (None)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB034-2	Plan Certification & Risk Management-2 (Remaining)	\$4,018,151	\$629,682	\$0	\$0	\$0	\$4,647,833	\$84,351
DAB035-2	Premium & Tax Credit Processing-2 (None)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB036-2	Unified Communications-2 (Remaining)	\$56,085	\$9,080	\$0	\$0	\$0	\$65,164	\$6,363
DAB037-2	Enrollment Processing-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB038-2	Comparison Shopping-2 (Remaining)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB039-2	Appeals Management-2 (All)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>FD14</b>	<b>Federal HIX Release 2 Implementation</b>	<b>\$ 63,312</b>	<b>\$ 14,547</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 77,859</b>	<b>\$ -</b>
<b>FD14- Q141</b>	<b>Release 2 Production Support Implementation</b>	<b>\$7,980</b>	<b>\$11,745</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$19,725</b>	<b>\$0</b>
EIT034	Operations and Support Documentation and Training - Release 2	\$7,980	\$11,745	\$0	\$0	\$0	\$19,725	\$0
<b>FD14- Q142</b>	<b>Release 2 Implementation</b>	<b>\$55,332</b>	<b>\$2,802</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$58,134</b>	<b>\$0</b>
EIT032	End User Documentation and Training - Release 2	\$55,332	\$2,802	\$0	\$0	\$0	\$58,134	\$0
<b>FD21</b>	<b>Federal HIX Program Management</b>	<b>\$ 2,646,393</b>	<b>\$ 525,662</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,172,055</b>	<b>\$ -</b>
<b>FD21- Q211</b>	<b>Program Management</b>	<b>\$2,646,393</b>	<b>\$525,662</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,172,055</b>	<b>\$0</b>

TOTAL IMPLEMENTATION COSTS OVER 3 YEARS								
ID	NAME	External Resource Costs	Internal Resource Costs	Hardware	Software	Other Costs	TOTAL IMPLEMENT- ATION COST	Yearly Operations & Support Cost
EIT021	Program Management	\$915,291	\$327,551	\$0	\$0	\$0	\$1,242,842	\$0
EIT030	Project Management Quality Assurance	\$1,039,515	\$75,616	\$0	\$0	\$0	\$1,115,131	\$0
EIT035	Architecture Integration	\$691,587	\$122,495	\$0	\$0	\$0	\$814,082	\$0
<b>FD22</b>	<b>Federal HIX Program Infrastructure and Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 150,150</b>	<b>\$ 150,150</b>	<b>\$ -</b>
<b>FD22- Q221</b>	<b>Hardware Lease and Software Maintenance during Delivery</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150,150</b>	<b>\$150,150</b>	<b>\$0</b>
EBU026	Project Team Facilities Provision	\$0	\$0	\$0	\$0	\$135,450	\$135,450	\$0
EBU027	Resource Travel	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EBU031	Supplies Provision	\$0	\$0	\$0	\$0	\$14,700	\$14,700	\$0
<b>FD22- Q222</b>	<b>Project Team Facilities and Travel Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
EIT036	SW Maintenance Costs During Delivery Phase	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Figure 25: Federal Exchange Option - Total Implementation Costs by Quarter - Year 1, 2

TOTAL IMPLEMENTATION COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
	<b>FEDERAL HIX Option</b>	\$ 816,914	\$ 783,583	\$ 3,377,052	\$ 1,392,473	\$ 1,853,048	\$ 1,290,982	\$ 1,801,345	\$ 1,042,894
<b>FD01</b>	<b>Federal HIX Release 1 Delivery - Mobilization, Requirements, Strategy and Procurement</b>	\$ 680,117	\$ 415,986	\$ 423,841	\$ 201,352	\$ 36,859	\$ 54,739	\$ -	\$ -
<b>FD01-Q011</b>	<b>Mobilization</b>	\$601,682	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EBU021	Mobilize Program	132,243	-	-	-	-	-	-	-
DIN029	Project Team Servers and Printers/Scanners Acquisition & Implementation	39,336	-	-	-	-	-	-	-
EBU028	Enterprise Architecture Capability Design and Implementation	254,063	-	-	-	-	-	-	-
DBB030	CASE Tool and Repository BB	176,040	-	-	-	-	-	-	-
<b>FD01-Q013</b>	<b>Release 1 Requirements and Logical Architecture Specification</b>	\$0	\$168,038	\$168,038	\$173,130	\$0	\$0	\$0	\$0
DAA021-1	Asset Management-1 (Initial)	-	-	-	-	-	-	-	-
DAA022-1	Business Process Management-1 (Initial)	-	-	-	-	-	-	-	-
DAA023-1	Financial Management & Reporting-1 (Initial)	-	12,679	12,679	13,063	-	-	-	-
DAA024-1	Financial Transaction Processing-1								

TOTAL IMPLEMENTATION COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
	(Initial)	-	-	-	-	-	-	-	-
DAA025-1	Human Resource Management-1 (Initial)	-	-	-	-	-	-	-	-
DAA026-1	Information Management-1 (Initial)	-	25,358	25,358	26,127	-	-	-	-
DAA027-1	Knowledge Management-1 (Initial)	-	-	-	-	-	-	-	-
DAA028-1	Procurement Management-1 (Initial)	-	-	-	-	-	-	-	-
DAA029-1	Broker / Navigator Relationship Management-1 (Initial)	-	-	-	-	-	-	-	-
DAA030-1	Customer Service & Account Management-1 (Initial)	-	17,700	17,700	18,236	-	-	-	-
DAA031-1	Eligibility Assessment-1 (Initial)	-	-	-	-	-	-	-	-
DAA032-1	Marketing and Outreach-1 (Initial)	-	11,177	11,177	11,516	-	-	-	-
DAA033-1	Master Person Index-1 (All)	-	-	-	-	-	-	-	-
DAA034-1	Plan Certification & Risk Management-1 (Initial)	-	95,243	95,243	98,129	-	-	-	-
DAA035-1	Premium & Tax Credit Processing-1 (All)	-	-	-	-	-	-	-	-
DAA036-1	Unified Communications-1 (Initial)	-	5,880	5,880	6,058	-	-	-	-
DAA037-1	Enrollment Processing-1 (Initial)	-	-	-	-	-	-	-	-
DAA038-1	Comparison Shopping-1 (Initial)	-	-	-	-	-	-	-	-
DAA039-1	Appeals Management-1 (Deferred)	-	-	-	-	-	-	-	-
EBU029	Design Customer Experience	-	-	-	-	-	-	-	-
<b>FD01-Q012</b>	<b>Release 1 Implementation Strategy and Plan</b>	<b>\$30,003</b>	<b>\$30,003</b>	<b>\$37,857</b>	<b>\$28,222</b>	<b>\$36,859</b>	<b>\$54,739</b>	<b>\$0</b>	<b>\$0</b>

TOTAL IMPLEMENTATION COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
EBU022	Develop Options Evaluation and Procurement Strategy	30,003	30,003	-	-	-	-	-	-
EBU030	Develop Business Case for the HIX	-	-	-	-	-	-	-	-
EIT022	Develop Interoperability Standards for Insurance Companies	-	-	28,907	19,271	-	-	-	-
EIT023	Develop Operations and Support Strategy	-	-	8,951	8,951	11,935	-	-	-
EIT026	Privacy Impact Assessment	-	-	-	-	-	19,880	-	-
EIT027	Threat Risk Assessment	-	-	-	-	-	32,089	-	-
EIT028	Update Implementation Plan and Business Case based on detailed requirements specification	-	-	-	-	24,924	2,769	-	-
<b>FD01-Q014</b>	<b>Procurement Process</b>	<b>\$48,432</b>	<b>\$217,946</b>	<b>\$217,946</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
EIT039	Run Building Blocks Software Procurement Process	-	-	-	-	-	-	-	-
EIT038	Run Service Delivery Software Procurement Process	-	-	-	-	-	-	-	-
EIT037	Run Back Office Software Procurement Process	6,406	28,827	28,827	-	-	-	-	-
EIT024	Run Solution Integrator Procurement Process	42,027	189,119	189,119	-	-	-	-	-
<b>FD02</b>	<b>Federal HIX Software Packages Deployment</b>	<b>\$-</b>	<b>\$-</b>	<b>\$1,961,597</b>	<b>\$258,008</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>FD02-Q021</b>	<b>Building Block Packages Acquisition and Deployment</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,285,338</b>	<b>\$200,369</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DBB021	Data Management BB	-	-	78,304	25,046	-	-	-	-
DBB022	Privacy and Security BB	-	-	137,569	25,046	-	-	-	-
DBB023	Workflow Engine BB	-	-	237,569	25,046	-	-	-	-

TOTAL IMPLEMENTATION COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
DBB024	Rules Engine BB	-	-	237,569	25,046	-	-	-	-
DBB025	Service Management BB	-	-	121,569	25,046	-	-	-	-
DBB027	Exchange Portal BB	-	-	237,569	25,046	-	-	-	-
DBB028	B2B Gateway BB	-	-	177,569	25,046	-	-	-	-
DBB029	Unified Communications BB	-	-	57,619	25,046	-	-	-	-
<b>FD02-Q022</b>	<b>Back Office Packages Acquisition and Deployment</b>	<b>\$0</b>	<b>\$0</b>	<b>\$333,030</b>	<b>\$28,820</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DCS021	Financial Management Package	-	-	333,030	28,820	-	-	-	-
DCS022	Human Resources Package	-	-	-	-	-	-	-	-
DCS024	Asset Management Package	-	-	-	-	-	-	-	-
DCS025	Knowledge Management Package	-	-	-	-	-	-	-	-
DCS026	Information Management Package	-	-	-	-	-	-	-	-
<b>FD02-Q023</b>	<b>Service Delivery Packages Acquisition and Deployment</b>	<b>\$0</b>	<b>\$0</b>	<b>\$343,230</b>	<b>\$28,820</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DCS027	CRM / Case Mgmt Package	-	-	343,230	28,820	-	-	-	-
DCS023	Billing Package	-	-	-	-	-	-	-	-
<b>FD03</b>	<b>Federal HIX Release 1 Delivery - Back Office Configuration</b>	<b>\$-</b>	<b>\$-</b>	<b>\$111,334</b>	<b>\$111,334</b>	<b>\$111,334</b>	<b>\$111,334</b>	<b>\$111,334</b>	<b>\$-</b>
<b>FD03-Q031</b>	<b>Release1 Delivery - Back Office Configuration</b>	<b>\$0</b>	<b>\$0</b>	<b>\$111,334</b>	<b>\$111,334</b>	<b>\$111,334</b>	<b>\$111,334</b>	<b>\$111,334</b>	<b>\$0</b>
DAB021-1	Asset Management-1 (Initial)	-	-	-	-	-	-	-	-
DAB022-1	Business Process Management-1	-	-	-	-	-	-	-	-



TOTAL IMPLEMENTATION COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
	(Initial)	-	-	-	-	-	-	-	-
DAB023-1	Financial Management & Reporting-1 (Initial)	-	-	37,245	37,245	37,245	37,245	37,245	-
DAB024-1	Financial Transaction Processing-1 (Initial)	-	-	-	-	-	-	-	-
DAB025-1	Human Resource Management-1 (Initial)	-	-	-	-	-	-	-	-
DAB026-1	Information Management-1 (Initial)	-	-	74,088	74,088	74,088	74,088	74,088	-
DAB027-1	Knowledge Management-1 (Initial)	-	-	-	-	-	-	-	-
DAB028-1	Procurement Management-1 (Initial)	-	-	-	-	-	-	-	-
FD04	<b>Federal HIX Release 1 Delivery - Service Delivery Configuration / Build</b>	\$ -	\$ -	\$ 384,098	\$ 384,098	\$ 384,098	\$ 384,098	\$ 384,098	\$ -
FD04-Q041	<b>Release 1 Application Delivery</b>	\$0	\$0	\$384,098	\$384,098	\$384,098	\$384,098	\$384,098	\$0
DAB029-1	Broker / Navigator Relationship Management-1 (Initial)	-	-	-	-	-	-	-	-
DAB030-1	Customer Service & Account Management-1 (Initial)	-	-	49,560	49,560	49,560	49,560	49,560	-
DAB031-1	Eligibility Assessment-1 (Initial)	-	-	-	-	-	-	-	-
DAB032-1	Marketing and Outreach-1 (Initial)	-	-	33,205	33,205	33,205	33,205	33,205	-
DAB033-1	Master Person Index-1 (All)	-	-	-	-	-	-	-	-
DAB034-1	Plan Certification & Risk Management-1 (Initial)	-	-	282,796	282,796	282,796	282,796	282,796	-
DAB035-1	Premium & Tax Credit Processing-1 (All)	-	-	-	-	-	-	-	-
DAB036-1	Unified Communications-1 (Initial)	-	-	18,538	18,538	18,538	18,538	18,538	-

TOTAL IMPLEMENTATION COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
DAB037-1	Enrollment Processing-1 (Initial)	-	-	-	-	-	-	-	-
DAB038-1	Comparison Shopping-1 (Initial)	-	-	-	-	-	-	-	-
DAB039-1	Appeals Management-1 (Deferred)	-	-	-	-	-	-	-	-
<b>FD05</b>	<b>Federal HIX Release 1 Integration and Conversion</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 138,295</b>	<b>\$ 138,295</b>	<b>\$ 138,295</b>	<b>\$ 138,295</b>	<b>\$ 138,295</b>	<b>\$ -</b>
<b>FD05-Q051</b>	<b>Release 1 Legacy Integration and Conversion</b>	<b>\$0</b>	<b>\$0</b>	<b>\$138,295</b>	<b>\$138,295</b>	<b>\$138,295</b>	<b>\$138,295</b>	<b>\$138,295</b>	<b>\$0</b>
DSI021	Federal CMS integration with Federal HIX Integration	-	-	-	-	-	-	-	-
DSI022	Payment Processor in Federal HIX Integration	-	-	-	-	-	-	-	-
DSI023	State Department of Insurance(SDOI) integration with Federal HIX Integration	-	-	<b>41,148</b>	<b>41,148</b>	<b>41,148</b>	<b>41,148</b>	<b>41,148</b>	-
DSI024	Insurance companies integration with Federal HIX Integration	-	-	-	-	-	-	-	-
DSI025	Other Applicable State Health Subsidy Programs,e.g. In-State Medicaid, CHIP, or Basic Health Program integration with Federal HIX Integration	-	-	<b>40,822</b>	<b>40,822</b>	<b>40,822</b>	<b>40,822</b>	<b>40,822</b>	-
DSI026	Bureau of Indian Affairs integration with Federal HIX Integration	-	-	-	-	-	-	-	-
DSI027	Department of Homeland Security integration with Federal HIX Integration	-	-	-	-	-	-	-	-
DSI028	US Internal Revenue Service integration with Federal HIX Integration	-	-	-	-	-	-	-	-
DSI029	Other Federal Database integration with Federal HIX Integration	-	-	-	-	-	-	-	-
DSI030	Other State Databases integration	-	-	-	-	-	-	-	-

TOTAL IMPLEMENTATION COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
	with Federal HIX: Vital Statistics, Incarceration Status, tax Filing (Department of Revenue), unemployment insurance (Department of Labor), DMV Integration	-	-	8,050	8,050	8,050	8,050	8,050	-
DSI031	Social Security Administration integration with Federal HIX Integration	-	-	-	-	-	-	-	-
DSI032	To be determined integration with Federal HIX Integration	-	-	48,275	48,275	48,275	48,275	48,275	-
CWP021	NOTE: No data conversion or loading	-	-	-	-	-	-	-	-
<b>FD06</b>	<b>Federal HIX Release 1 Infrastructure Delivery</b>	\$ -	\$ 62,736	\$ 72,318	\$ 13,818	\$ 600,783	\$ 146,783	\$ 73,391	\$ -
<b>FD06-Q061</b>	<b>Release 1 Production Infrastructure Delivery</b>	\$0	\$62,736	\$72,318	\$13,818	\$600,783	\$146,783	\$73,391	\$0
DIN027	Development / Test Environments Acquisition & Implementation	-	62,736	-	-	-	-	-	-
DIN026	UAT/Staging Environment Acquisition & Implementation	-	-	72,318	13,818	-	-	-	-
DIN021	Servers Acquisition & Implementation	-	-	-	-	272,463	38,463	19,231	-
DIN022	Storage Acquisition & Implementation	-	-	-	-	74,972	24,972	12,486	-
DIN023	Network Infrastructure Acquisition & Implementation	-	-	-	-	191,806	21,806	10,903	-
DIN024	Load Balancer Acquisition & Implementation	-	-	-	-	-	-	-	-
DIN025	High Availability environment setup Acquisition & Implementation	-	-	-	-	61,542	61,542	30,771	-
<b>FD07</b>	<b>Federal HIX Release 1 Implementation</b>	\$ -	\$ -	\$ -	\$ -	\$ 296,111	\$ 142,471	\$ 89,540	\$ 38,207
<b>FD07-Q071</b>	<b>Release 1 Production Support Implementation</b>	\$0	\$0	\$0	\$0	\$296,111	\$142,471	\$51,333	\$0

TOTAL IMPLEMENTATION COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
DBB026	Information Technology BB	-	-	-	-	282,306	82,306	-	-
EBU024	Define System Support Organizational Requirements	-	-	-	-	13,805	-	-	-
EBU025	Acquire System Support Resources	-	-	-	-	-	5,290	-	-
EIT025	Run System Operation and Support Procurement Process	-	-	-	-	-	54,876	-	-
EIT033	Operations and Support Documentation and Training - Release 1	-	-	-	-	-	-	51,333	-
<b>FD07-Q072</b>	<b>Release 1 Implementation</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$38,207</b>	<b>\$38,207</b>
EBU023	Conversion of person data - manual portion	-	-	-	-	-	-	-	-
EIT031	End User Documentation and Training - Release 1	-	-	-	-	-	-	38,207	38,207
<b>FD11</b>	<b>Federal HIX Release 2 Delivery - Mobilization and Requirements</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$27,693</b>	<b>\$719,118</b>	<b>\$719,118</b>
<b>FD11-Q111</b>	<b>Release 2 Mobilization</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$27,693</b>	<b>\$0</b>	<b>\$0</b>
EIT029	Update Implementation Plan and Business Case - Start of Release 2	-	-	-	-	-	27,693	-	-
<b>FD11-Q112</b>	<b>Release 2 Requirements and Logical Architecture Specification</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$719,118</b>	<b>\$719,118</b>
DAA021-2	Asset Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAA022-2	Business Process Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAA023-2	Financial Management & Reporting-2 (Remaining)	-	-	-	-	-	-	15,039	15,039
DAA024-2	Financial Transaction Processing-2 (Remaining)	-	-	-	-	-	-	-	-
DAA025-2	Human Resource Management-2 (Remaining)	-	-	-	-	-	-	-	-

TOTAL IMPLEMENTATION COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
DAA026-2	Information Management-2 (Remaining)	-	-	-	-	-	-	179,395	179,395
DAA027-2	Knowledge Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAA028-2	Procurement Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAA029-2	Broker / Navigator Relationship Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAA030-2	Customer Service & Account Management-2 (Remaining)	-	-	-	-	-	-	16,936	16,936
DAA031-2	Eligibility Assessment-2 (Remaining)	-	-	-	-	-	-	-	-
DAA032-2	Marketing and Outreach-2 (Remaining)	-	-	-	-	-	-	23,948	23,948
DAA033-2	Master Person Index-2 (None)	-	-	-	-	-	-	-	-
DAA034-2	Plan Certification & Risk Management-2 (Remaining)	-	-	-	-	-	-	476,194	476,194
DAA035-2	Premium & Tax Credit Processing-2 (None)	-	-	-	-	-	-	-	-
DAA036-2	Unified Communications-2 (Remaining)	-	-	-	-	-	-	7,607	7,607
DAA037-2	Enrollment Processing-2 (Remaining)	-	-	-	-	-	-	-	-
DAA038-2	Comparison Shopping-2 (Remaining)	-	-	-	-	-	-	-	-
DAA039-2	Appeals Management-2 (All)	-	-	-	-	-	-	-	-
<b>FD12</b>	<b>Federal HIX Release 2 Delivery - Back Office Configuration</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>FD12-Q121</b>	<b>Release 2 Application Delivery - Back Office Configuration</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DAB021-2	Asset Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB022-2	Business Process Management-2								

TOTAL IMPLEMENTATION COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
	(Remaining)	-	-	-	-	-	-	-	-
DAB023-2	Financial Management & Reporting-2 (Remaining)	-	-	-	-	-	-	-	-
DAB024-2	Financial Transaction Processing-2 (Remaining)	-	-	-	-	-	-	-	-
DAB025-2	Human Resource Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB026-2	Information Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB027-2	Knowledge Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB028-2	Procurement Management-2 (Remaining)	-	-	-	-	-	-	-	-
<b>FD12-Q122</b>	<b>Release 2 Production Infrastructure Delivery</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DIN028	Release 2 Production Environment Upgrade Acquisition & Implementation	-	-	-	-	-	-	-	-
<b>FD13</b>	<b>Federal HIX Release 2 Delivery - Service Delivery Configuration / Build</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FD13-Q131</b>	<b>Release 2 Application Delivery - Service Delivery Configuration / Build</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DAB029-2	Broker / Navigator Relationship Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB030-2	Customer Service & Account Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB031-2	Eligibility Assessment-2 (Remaining)	-	-	-	-	-	-	-	-
DAB032-2	Marketing and Outreach-2 (Remaining)	-	-	-	-	-	-	-	-
DAB033-2	Master Person Index-2 (None)	-	-	-	-	-	-	-	-

TOTAL IMPLEMENTATION COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
DAB034-2	Plan Certification & Risk Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB035-2	Premium & Tax Credit Processing-2 (None)	-	-	-	-	-	-	-	-
DAB036-2	Unified Communications-2 (Remaining)	-	-	-	-	-	-	-	-
DAB037-2	Enrollment Processing-2 (Remaining)	-	-	-	-	-	-	-	-
DAB038-2	Comparison Shopping-2 (Remaining)	-	-	-	-	-	-	-	-
DAB039-2	Appeals Management-2 (All)	-	-	-	-	-	-	-	-
<b>FD14</b>	<b>Federal HIX Release 2 Implementation</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>FD14-Q141</b>	<b>Release 2 Production Support Implementation</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EIT034	Operations and Support Documentation and Training - Release 2	-	-	-	-	-	-	-	-
<b>FD14-Q142</b>	<b>Release 2 Implementation</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EIT032	End User Documentation and Training - Release 2	-	-	-	-	-	-	-	-
<b>FD21</b>	<b>Federal HIX Program Management</b>	\$ 124,284	\$ 292,349	\$ 273,057	\$ 273,057	\$ 273,057	\$ 273,057	\$ 273,057	\$ 273,057
<b>FD21-Q211</b>	<b>Program Management</b>	\$124,284	\$292,349	\$273,057	\$273,057	\$273,057	\$273,057	\$273,057	\$273,057
EIT021	Program Management	124,284	99,427	99,427	99,427	99,427	99,427	99,427	99,427
EIT030	Project Management Quality Assurance	-	111,513	100,362	100,362	100,362	100,362	100,362	100,362
EIT035	Architecture Integration	-	81,408	73,267	73,267	73,267	73,267	73,267	73,267
<b>FD22</b>	<b>Federal HIX Program Infrastructure and Expenses</b>	\$ 12,513	\$ 12,513	\$ 12,513	\$ 12,513	\$ 12,513	\$ 12,513	\$ 12,513	\$ 12,513

TOTAL IMPLEMENTATION COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
<b>FD22-Q221</b>	<b>Hardware Lease and Software Maintenance during Delivery</b>	\$12,513	\$12,513	\$12,513	\$12,513	\$12,513	\$12,513	\$12,513	\$12,513
EBU026	Project Team Facilities Provision	11,288	11,288	11,288	11,288	11,288	11,288	11,288	11,288
EBU027	Resource Travel	-	-	-	-	-	-	-	-
EBU031	Supplies Provision	1,225	1,225	1,225	1,225	1,225	1,225	1,225	1,225
<b>FD22-Q222</b>	<b>Project Team Facilities and Travel Expenses</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EIT036	SW Maintenance Costs During Delivery Phase	-	-	-	-	-	-	-	-



Figure 26: Federal Exchange Option - Total Implementation Costs by Quarter - Year 3

TOTAL IMPLEMENTATION COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
	<b>FEDERAL HIX Option</b>	\$ 2,423,340	\$ 2,430,249	\$ 2,452,660	\$ 1,088,139
<b>FD01</b>	<b>Federal HIX Release 1 Delivery - Mobilization, Requirements, Strategy and Procurement</b>	\$ -	\$ -	\$ -	\$ -
<b>FD01-Q011</b>	<b>Mobilization</b>	\$0	\$0	\$0	\$0
EBU021	Mobilize Program	-	-	-	-
DIN029	Project Team Servers and Printers/Scanners Acquisition & Implementation	-	-	-	-
EBU028	Enterprise Architecture Capability Design and Implementation	-	-	-	-
DBB030	CASE Tool and Repository BB	-	-	-	-
<b>FD01-Q013</b>	<b>Release 1 Requirements and Logical Architecture Specification</b>	\$0	\$0	\$0	\$0
DAA021-1	Asset Management-1 (Initial)	-	-	-	-
DAA022-1	Business Process Management-1 (Initial)	-	-	-	-
DAA023-1	Financial Management & Reporting-1 (Initial)	-	-	-	-
DAA024-1	Financial Transaction Processing-1 (Initial)	-	-	-	-

		TOTAL IMPLEMENTATION COSTS BY QUARTER			
ID	NAME	14Q1	14Q2	14Q3	14Q4
DAA025-1	Human Resource Management-1 (Initial)	-	-	-	-
DAA026-1	Information Management-1 (Initial)	-	-	-	-
DAA027-1	Knowledge Management-1 (Initial)	-	-	-	-
DAA028-1	Procurement Management-1 (Initial)	-	-	-	-
DAA029-1	Broker / Navigator Relationship Management-1 (Initial)	-	-	-	-
DAA030-1	Customer Service & Account Management-1 (Initial)	-	-	-	-
DAA031-1	Eligibility Assessment-1 (Initial)	-	-	-	-
DAA032-1	Marketing and Outreach-1 (Initial)	-	-	-	-
DAA033-1	Master Person Index-1 (All)	-	-	-	-
DAA034-1	Plan Certification & Risk Management-1 (Initial)	-	-	-	-
DAA035-1	Premium & Tax Credit Processing-1 (All)	-	-	-	-
DAA036-1	Unified Communications-1 (Initial)	-	-	-	-
DAA037-1	Enrollment Processing-1 (Initial)	-	-	-	-
DAA038-1	Comparison Shopping-1 (Initial)	-	-	-	-
DAA039-1	Appeals Management-1 (Deferred)	-	-	-	-
EBU029	Design Customer Experience	-	-	-	-
<b>FD01-Q012</b>	<b>Release 1 Implementation Strategy and Plan</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
EBU022	Develop Options Evaluation and Procurement Strategy	-	-	-	-

		TOTAL IMPLEMENTATION COSTS BY QUARTER			
ID	NAME	14Q1	14Q2	14Q3	14Q4
EBU030	Develop Business Case for the HIX	-	-	-	-
EIT022	Develop Interoperability Standards for Insurance Companies	-	-	-	-
EIT023	Develop Operations and Support Strategy	-	-	-	-
EIT026	Privacy Impact Assessment	-	-	-	-
EIT027	Threat Risk Assessment	-	-	-	-
EIT028	Update Implementation Plan and Business Case based on detailed requirements specification	-	-	-	-
<b>FD01-Q014</b>	<b>Procurement Process</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
EIT039	Run Building Blocks Software Procurement Process	-	-	-	-
EIT038	Run Service Delivery Software Procurement Process	-	-	-	-
EIT037	Run Back Office Software Procurement Process	-	-	-	-
EIT024	Run Solution Integrator Procurement Process	-	-	-	-
<b>FD02</b>	<b>Federal HIX Software Packages Deployment</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>FD02-Q021</b>	<b>Building Block Packages Acquisition and Deployment</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DBB021	Data Management BB	-	-	-	-
DBB022	Privacy and Security BB	-	-	-	-
DBB023	Workflow Engine BB	-	-	-	-
DBB024	Rules Engine BB	-	-	-	-
DBB025	Service Management BB	-	-	-	-

		TOTAL IMPLEMENTATION COSTS BY QUARTER			
ID	NAME	14Q1	14Q2	14Q3	14Q4
		-	-	-	-
DBB027	Exchange Portal BB	-	-	-	-
DBB028	B2B Gateway BB	-	-	-	-
DBB029	Unified Communications BB	-	-	-	-
<b>FD02-Q022</b>	<b>Back Office Packages Acquisition and Deployment</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DCS021	Financial Management Package	-	-	-	-
DCS022	Human Resources Package	-	-	-	-
DCS024	Asset Management Package	-	-	-	-
DCS025	Knowledge Management Package	-	-	-	-
DCS026	Information Management Package	-	-	-	-
<b>FD02-Q023</b>	<b>Service Delivery Packages Acquisition and Deployment</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DCS027	CRM / Case Mgmt Package	-	-	-	-
DCS023	Billing Package	-	-	-	-
<b>FD03</b>	<b>Federal HIX Release 1 Delivery - Back Office Configuration</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>FD03-Q031</b>	<b>Release1 Delivery - Back Office Configuration</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DAB021-1	Asset Management-1 (Initial)	-	-	-	-
DAB022-1	Business Process Management-1 (Initial)	-	-	-	-
DAB023-1	Financial Management & Reporting-1 (Initial)	-	-	-	-

TOTAL IMPLEMENTATION COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
DAB024-1	Financial Transaction Processing-1 (Initial)	-	-	-	-
DAB025-1	Human Resource Management-1 (Initial)	-	-	-	-
DAB026-1	Information Management-1 (Initial)	-	-	-	-
DAB027-1	Knowledge Management-1 (Initial)	-	-	-	-
DAB028-1	Procurement Management-1 (Initial)	-	-	-	-
<b>FD04</b>	<b>Federal HIX Release 1 Delivery - Service Delivery Configuration / Build</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FD04-Q041</b>	<b>Release 1 Application Delivery</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DAB029-1	Broker / Navigator Relationship Management-1 (Initial)	-	-	-	-
DAB030-1	Customer Service & Account Management-1 (Initial)	-	-	-	-
DAB031-1	Eligibility Assessment-1 (Initial)	-	-	-	-
DAB032-1	Marketing and Outreach-1 (Initial)	-	-	-	-
DAB033-1	Master Person Index-1 (All)	-	-	-	-
DAB034-1	Plan Certification & Risk Management-1 (Initial)	-	-	-	-
DAB035-1	Premium & Tax Credit Processing-1 (All)	-	-	-	-
DAB036-1	Unified Communications-1 (Initial)	-	-	-	-
DAB037-1	Enrollment Processing-1 (Initial)	-	-	-	-
DAB038-1	Comparison Shopping-1 (Initial)	-	-	-	-
DAB039-1	Appeals Management-1 (Deferred)	-	-	-	-

		TOTAL IMPLEMENTATION COSTS BY QUARTER			
ID	NAME	14Q1	14Q2	14Q3	14Q4
FD05	Federal HIX Release 1 Integration and Conversion	\$ -	\$ -	\$ -	\$ -
FD05-Q051	Release 1 Legacy Integration and Conversion	\$0	\$0	\$0	\$0
DSI021	Federal CMS integration with Federal HIX Integration	-	-	-	-
DSI022	Payment Processor in Federal HIX Integration	-	-	-	-
DSI023	State Department of Insurance(SDOI) integration with Federal HIX Integration	-	-	-	-
DSI024	Insurance companies integration with Federal HIX Integration	-	-	-	-
DSI025	Other Applicable State Health Subsidy Programs,e.g. In-State Medicaid, CHIP, or Basic Health Program integration with Federal HIX Integration	-	-	-	-
DSI026	Bureau of Indian Affairs integration with Federal HIX Integration	-	-	-	-
DSI027	Department of Homeland Security integration with Federal HIX Integration	-	-	-	-
DSI028	US Internal Revenue Service integration with Federal HIX Integration	-	-	-	-
DSI029	Other Federal Database integration with Federal HIX Integration	-	-	-	-
DSI030	Other State Databases integration with Federal HIX: Vital Statistics, Incarceration Status, tax Filing (Department of Revenue), unemployment insurance (Department of Labor), DMV Integration	-	-	-	-
DSI031	Social Security Administration integration with Federal HIX Integration	-	-	-	-
DSI032	To be determined integration with Federal HIX Integration	-	-	-	-
CWP021	NOTE: No data conversion or loading	-	-	-	-

		TOTAL IMPLEMENTATION COSTS BY QUARTER			
ID	NAME	14Q1	14Q2	14Q3	14Q4
<b>FD06</b>	<b>Federal HIX Release 1 Infrastructure Delivery</b>	\$ -	\$ -	\$ -	\$ -
<b>FD06-Q061</b>	<b>Release 1 Production Infrastructure Delivery</b>	\$0	\$0	\$0	\$0
DIN027	Development / Test Environments Acquisition & Implementation	-	-	-	-
DIN026	UAT/Staging Environment Acquisition & Implementation	-	-	-	-
DIN021	Servers Acquisition & Implementation	-	-	-	-
DIN022	Storage Acquisition & Implementation	-	-	-	-
DIN023	Network Infrastructure Acquisition & Implementation	-	-	-	-
DIN024	Load Balancer Acquisition & Implementation	-	-	-	-
DIN025	High Availability environment setup Acquisition & Implementation	-	-	-	-
<b>FD07</b>	<b>Federal HIX Release 1 Implementation</b>	\$ 38,207	\$ 38,207	\$ -	\$ -
<b>FD07-Q071</b>	<b>Release 1 Production Support Implementation</b>	\$0	\$0	\$0	\$0
DBB026	Information Technology BB	-	-	-	-
EBU024	Define System Support Organizational Requirements	-	-	-	-
EBU025	Acquire System Support Resources	-	-	-	-
EIT025	Run System Operation and Support Procurement Process	-	-	-	-
EIT033	Operations and Support Documentation and Training - Release 1	-	-	-	-
<b>FD07-Q072</b>	<b>Release 1 Implementation</b>	\$38,207	\$38,207	\$0	\$0
EBU023	Conversion of person data - manual portion	-	-	-	-

		TOTAL IMPLEMENTATION COSTS BY QUARTER			
ID	NAME	14Q1	14Q2	14Q3	14Q4
EIT031	End User Documentation and Training - Release 1	38,207	38,207	-	-
<b>FD11</b>	<b>Federal HIX Release 2 Delivery - Mobilization and Requirements</b>	\$ -	\$ -	\$ -	\$ -
<b>FD11-Q111</b>	<b>Release 2 Mobilization</b>	\$0	\$0	\$0	\$0
EIT029	Update Implementation Plan and Business Case - Start of Release 2	-	-	-	-
<b>FD11-Q112</b>	<b>Release 2 Requirements and Logical Architecture Specification</b>	\$0	\$0	\$0	\$0
DAA021-2	Asset Management-2 (Remaining)	-	-	-	-
DAA022-2	Business Process Management-2 (Remaining)	-	-	-	-
DAA023-2	Financial Management & Reporting-2 (Remaining)	-	-	-	-
DAA024-2	Financial Transaction Processing-2 (Remaining)	-	-	-	-
DAA025-2	Human Resource Management-2 (Remaining)	-	-	-	-
DAA026-2	Information Management-2 (Remaining)	-	-	-	-
DAA027-2	Knowledge Management-2 (Remaining)	-	-	-	-
DAA028-2	Procurement Management-2 (Remaining)	-	-	-	-
DAA029-2	Broker / Navigator Relationship Management-2 (Remaining)	-	-	-	-
DAA030-2	Customer Service & Account Management-2 (Remaining)	-	-	-	-
DAA031-2	Eligibility Assessment-2 (Remaining)	-	-	-	-
DAA032-2	Marketing and Outreach-2 (Remaining)	-	-	-	-
DAA033-2	Master Person Index-2 (None)	-	-	-	-



		TOTAL IMPLEMENTATION COSTS BY QUARTER			
ID	NAME	14Q1	14Q2	14Q3	14Q4
DAA034-2	Plan Certification & Risk Management-2 (Remaining)	-	-	-	-
DAA035-2	Premium & Tax Credit Processing-2 (None)	-	-	-	-
DAA036-2	Unified Communications-2 (Remaining)	-	-	-	-
DAA037-2	Enrollment Processing-2 (Remaining)	-	-	-	-
DAA038-2	Comparison Shopping-2 (Remaining)	-	-	-	-
DAA039-2	Appeals Management-2 (All)	-	-	-	-
<b>FD12</b>	<b>Federal HIX Release 2 Delivery - Back Office Configuration</b>	<b>\$ 566,169</b>	<b>\$ 573,077</b>	<b>\$ 633,695</b>	<b>\$ 188,723</b>
<b>FD12-Q121</b>	<b>Release 2 Application Delivery - Back Office Configuration</b>	<b>\$566,169</b>	<b>\$566,169</b>	<b>\$566,169</b>	<b>\$188,723</b>
DAB021-2	Asset Management-2 (Remaining)	-	-	-	-
DAB022-2	Business Process Management-2 (Remaining)	-	-	-	-
DAB023-2	Financial Management & Reporting-2 (Remaining)	<b>40,057</b>	<b>40,057</b>	<b>40,057</b>	<b>13,352</b>
DAB024-2	Financial Transaction Processing-2 (Remaining)	-	-	-	-
DAB025-2	Human Resource Management-2 (Remaining)	-	-	-	-
DAB026-2	Information Management-2 (Remaining)	<b>526,111</b>	<b>526,111</b>	<b>526,111</b>	<b>175,370</b>
DAB027-2	Knowledge Management-2 (Remaining)	-	-	-	-
DAB028-2	Procurement Management-2 (Remaining)	-	-	-	-
<b>FD12-Q122</b>	<b>Release 2 Production Infrastructure Delivery</b>	<b>\$0</b>	<b>\$6,909</b>	<b>\$67,527</b>	<b>\$0</b>
DIN028	Release 2 Production Environment Upgrade Acquisition & Implementation	-	<b>6,909</b>	<b>67,527</b>	-

TOTAL IMPLEMENTATION COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
<b>FD13</b>	<b>Federal HIX Release 2 Delivery - Service Delivery Configuration / Build</b>	<b>\$ 1,533,396</b>	<b>\$ 1,533,396</b>	<b>\$ 1,533,396</b>	<b>\$ 511,132</b>
<b>FD13-Q131</b>	<b>Release 2 Application Delivery - Service Delivery Configuration / Build</b>	<b>\$1,533,396</b>	<b>\$1,533,396</b>	<b>\$1,533,396</b>	<b>\$511,132</b>
DAB029-2	Broker / Navigator Relationship Management-2 (Remaining)	-	-	-	-
DAB030-2	Customer Service & Account Management-2 (Remaining)	<b>50,720</b>	<b>50,720</b>	<b>50,720</b>	<b>16,907</b>
DAB031-2	Eligibility Assessment-2 (Remaining)	-	-	-	-
DAB032-2	Marketing and Outreach-2 (Remaining)	<b>68,777</b>	<b>68,777</b>	<b>68,777</b>	<b>22,926</b>
DAB033-2	Master Person Index-2 (None)	-	-	-	-
DAB034-2	Plan Certification & Risk Management-2 (Remaining)	<b>1,394,350</b>	<b>1,394,350</b>	<b>1,394,350</b>	<b>464,783</b>
DAB035-2	Premium & Tax Credit Processing-2 (None)	-	-	-	-
DAB036-2	Unified Communications-2 (Remaining)	<b>19,549</b>	<b>19,549</b>	<b>19,549</b>	<b>6,516</b>
DAB037-2	Enrollment Processing-2 (Remaining)	-	-	-	-
DAB038-2	Comparison Shopping-2 (Remaining)	-	-	-	-
DAB039-2	Appeals Management-2 (All)	-	-	-	-
<b>FD14</b>	<b>Federal HIX Release 2 Implementation</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 77,859</b>
<b>FD14-Q141</b>	<b>Release 2 Production Support Implementation</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$19,725</b>
EIT034	Operations and Support Documentation and Training - Release 2	-	-	-	<b>19,725</b>
<b>FD14-Q142</b>	<b>Release 2 Implementation</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$58,134</b>
EIT032	End User Documentation and Training - Release 2	-	-	-	<b>58,134</b>

TOTAL IMPLEMENTATION COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
<b>FD21</b>	<b>Federal HIX Program Management</b>	\$ 273,057	\$ 273,057	\$ 273,057	\$ 297,913
<b>FD21-Q211</b>	<b>Program Management</b>	\$273,057	\$273,057	\$273,057	\$297,913
EIT021	Program Management	99,427	99,427	99,427	124,284
EIT030	Project Management Quality Assurance	100,362	100,362	100,362	100,362
EIT035	Architecture Integration	73,267	73,267	73,267	73,267
<b>FD22</b>	<b>Federal HIX Program Infrastructure and Expenses</b>	\$ 12,513	\$ 12,513	\$ 12,513	\$ 12,513
<b>FD22-Q221</b>	<b>Hardware Lease and Software Maintenance during Delivery</b>	\$12,513	\$12,513	\$12,513	\$12,513
EBU026	Project Team Facilities Provision	11,288	11,288	11,288	11,288
EBU027	Resource Travel	-	-	-	-
EBU031	Supplies Provision	1,225	1,225	1,225	1,225
<b>FD22-Q222</b>	<b>Project Team Facilities and Travel Expenses</b>	\$0	\$0	\$0	\$0
EIT036	SW Maintenance Costs During Delivery Phase	-	-	-	-

Figure 27: Federal Exchange Option - External Resource Costs by Quarter - Year 1, 2

EXTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
	<b>FEDERAL HIX Option</b>	\$ 575,167	\$ 628,645	\$ 1,508,889	\$ 1,193,452	\$ 994,665	\$ 1,070,824	\$ 1,478,979	\$ 865,282
<b>FD01</b>	<b>Federal HIX Release 1 Delivery - Mobilization, Requirements, Strategy and Procurement</b>	\$ 483,638	\$ 363,341	\$ 369,867	\$ 171,240	\$ 31,733	\$ 51,544	\$ -	\$ -
<b>FD01-Q011</b>	<b>Mobilization</b>	\$413,490	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EBU021	Mobilize Program	34,770	-	-	-	-	-	-	-
DIN029	Project Team Servers and Printers/Scanners Acquisition & Implementation	18,971	-	-	-	-	-	-	-
EBU028	Enterprise Architecture Capability Design and Implementation	239,280	-	-	-	-	-	-	-
DBB030	CASE Tool and Repository BB	120,469	-	-	-	-	-	-	-
<b>FD01-Q013</b>	<b>Release 1 Requirements and Logical Architecture Specification</b>	\$0	\$141,899	\$141,899	\$146,199	\$0	\$0	\$0	\$0
DAA021-1	Asset Management-1 (Initial)	-	-	-	-	-	-	-	-
DAA022-1	Business Process Management-1 (Initial)	-	-	-	-	-	-	-	-
DAA023-1	Financial Management & Reporting-1 (Initial)	-	10,704	10,704	11,028	-	-	-	-
DAA024-1	Financial Transaction Processing-1 (Initial)	-	-	-	-	-	-	-	-
DAA025-1	Human Resource Management-1								

EXTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
	(Initial)	-	-	-	-	-	-	-	-
DAA026-1	Information Management-1 (Initial)	-	21,408	21,408	22,057	-	-	-	-
DAA027-1	Knowledge Management-1 (Initial)	-	-	-	-	-	-	-	-
DAA028-1	Procurement Management-1 (Initial)	-	-	-	-	-	-	-	-
DAA029-1	Broker / Navigator Relationship Management-1 (Initial)	-	-	-	-	-	-	-	-
DAA030-1	Customer Service & Account Management-1 (Initial)	-	14,911	14,911	15,362	-	-	-	-
DAA031-1	Eligibility Assessment-1 (Initial)	-	-	-	-	-	-	-	-
DAA032-1	Marketing and Outreach-1 (Initial)	-	9,439	9,439	9,725	-	-	-	-
DAA033-1	Master Person Index-1 (All)	-	-	-	-	-	-	-	-
DAA034-1	Plan Certification & Risk Management-1 (Initial)	-	80,452	80,452	82,890	-	-	-	-
DAA035-1	Premium & Tax Credit Processing-1 (All)	-	-	-	-	-	-	-	-
DAA036-1	Unified Communications-1 (Initial)	-	4,985	4,985	5,136	-	-	-	-
DAA037-1	Enrollment Processing-1 (Initial)	-	-	-	-	-	-	-	-
DAA038-1	Comparison Shopping-1 (Initial)	-	-	-	-	-	-	-	-
DAA039-1	Appeals Management-1 (Deferred)	-	-	-	-	-	-	-	-
EBU029	Design Customer Experience	-	-	-	-	-	-	-	-
<b>FD01-Q012</b>	<b>Release 1 Implementation Strategy and Plan</b>	<b>\$26,921</b>	<b>\$26,921</b>	<b>\$33,447</b>	<b>\$25,041</b>	<b>\$31,733</b>	<b>\$51,544</b>	<b>\$0</b>	<b>\$0</b>
EBU022	Develop Options Evaluation and Procurement Strategy	26,921	26,921	-	-	-	-	-	-
EBU030	Develop Business Case for the HIX								

EXTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
		-	-	-	-	-	-	-	-
EIT022	Develop Interoperability Standards for Insurance Companies	-	-	25,218	16,812	-	-	-	-
EIT023	Develop Operations and Support Strategy	-	-	8,229	8,229	10,972	-	-	-
EIT026	Privacy Impact Assessment	-	-	-	-	-	19,050	-	-
EIT027	Threat Risk Assessment	-	-	-	-	-	30,188	-	-
EIT028	Update Implementation Plan and Business Case based on detailed requirements specification	-	-	-	-	20,761	2,307	-	-
<b>FD01-Q014</b>	<b>Procurement Process</b>	<b>\$43,227</b>	<b>\$194,521</b>	<b>\$194,521</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
EIT039	Run Building Blocks Software Procurement Process	-	-	-	-	-	-	-	-
EIT038	Run Service Delivery Software Procurement Process	-	-	-	-	-	-	-	-
EIT037	Run Back Office Software Procurement Process	5,634	25,354	25,354	-	-	-	-	-
EIT024	Run Solution Integrator Procurement Process	37,593	169,166	169,166	-	-	-	-	-
<b>FD02</b>	<b>Federal HIX Software Packages Deployment</b>	<b>\$-</b>	<b>\$-</b>	<b>\$350,433</b>	<b>\$233,622</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>FD02-Q021</b>	<b>Building Block Packages Acquisition and Deployment</b>	<b>\$0</b>	<b>\$0</b>	<b>\$275,301</b>	<b>\$183,534</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DBB021	Data Management BB	-	-	34,413	22,942	-	-	-	-
DBB022	Privacy and Security BB	-	-	34,413	22,942	-	-	-	-
DBB023	Workflow Engine BB	-	-	34,413	22,942	-	-	-	-
DBB024	Rules Engine BB	-	-	34,413	22,942	-	-	-	-
DBB025	Service Management BB	-	-	34,413	22,942	-	-	-	-

EXTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
DBB027	Exchange Portal BB	-	-	34,413	22,942	-	-	-	-
DBB028	B2B Gateway BB	-	-	34,413	22,942	-	-	-	-
DBB029	Unified Communications BB	-	-	34,413	22,942	-	-	-	-
<b>FD02-Q022</b>	<b>Back Office Packages Acquisition and Deployment</b>	\$0	\$0	\$37,566	\$25,044	\$0	\$0	\$0	\$0
DCS021	Financial Management Package	-	-	37,566	25,044	-	-	-	-
DCS022	Human Resources Package	-	-	-	-	-	-	-	-
DCS024	Asset Management Package	-	-	-	-	-	-	-	-
DCS025	Knowledge Management Package	-	-	-	-	-	-	-	-
DCS026	Information Management Package	-	-	-	-	-	-	-	-
<b>FD02-Q023</b>	<b>Service Delivery Packages Acquisition and Deployment</b>	\$0	\$0	\$37,566	\$25,044	\$0	\$0	\$0	\$0
DCS027	CRM / Case Mgmt Package	-	-	37,566	25,044	-	-	-	-
DCS023	Billing Package	-	-	-	-	-	-	-	-
<b>FD03</b>	<b>Federal HIX Release 1 Delivery - Back Office Configuration</b>	\$ -	\$ -	\$ 96,227	\$ 96,227	\$ 96,227	\$ 96,227	\$ 96,227	\$ -
<b>FD03-Q031</b>	<b>Release1 Delivery - Back Office Configuration</b>	\$0	\$0	\$96,227	\$96,227	\$96,227	\$96,227	\$96,227	\$0
DAB021-1	Asset Management-1 (Initial)	-	-	-	-	-	-	-	-
DAB022-1	Business Process Management-1 (Initial)	-	-	-	-	-	-	-	-
DAB023-1	Financial Management & Reporting-1 (Initial)	-	-	32,167	32,167	32,167	32,167	32,167	-
DAB024-1	Financial Transaction Processing-1 (Initial)	-	-	-	-	-	-	-	-

EXTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
DAB025-1	Human Resource Management-1 (Initial)	-	-	-	-	-	-	-	-
DAB026-1	Information Management-1 (Initial)	-	-	64,059	64,059	64,059	64,059	64,059	-
DAB027-1	Knowledge Management-1 (Initial)	-	-	-	-	-	-	-	-
DAB028-1	Procurement Management-1 (Initial)	-	-	-	-	-	-	-	-
<b>FD04</b>	<b>Federal HIX Release 1 Delivery - Service Delivery Configuration / Build</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 332,123</b>	<b>\$ 332,123</b>	<b>\$ 332,123</b>	<b>\$ 332,123</b>	<b>\$ 332,123</b>	<b>\$ -</b>
<b>FD04-Q041</b>	<b>Release 1 Application Delivery</b>	<b>\$0</b>	<b>\$0</b>	<b>\$332,123</b>	<b>\$332,123</b>	<b>\$332,123</b>	<b>\$332,123</b>	<b>\$332,123</b>	<b>\$0</b>
DAB029-1	Broker / Navigator Relationship Management-1 (Initial)	-	-	-	-	-	-	-	-
DAB030-1	Customer Service & Account Management-1 (Initial)	-	-	42,859	42,859	42,859	42,859	42,859	-
DAB031-1	Eligibility Assessment-1 (Initial)	-	-	-	-	-	-	-	-
DAB032-1	Marketing and Outreach-1 (Initial)	-	-	28,661	28,661	28,661	28,661	28,661	-
DAB033-1	Master Person Index-1 (All)	-	-	-	-	-	-	-	-
DAB034-1	Plan Certification & Risk Management-1 (Initial)	-	-	244,557	244,557	244,557	244,557	244,557	-
DAB035-1	Premium & Tax Credit Processing-1 (All)	-	-	-	-	-	-	-	-
DAB036-1	Unified Communications-1 (Initial)	-	-	16,046	16,046	16,046	16,046	16,046	-
DAB037-1	Enrollment Processing-1 (Initial)	-	-	-	-	-	-	-	-
DAB038-1	Comparison Shopping-1 (Initial)	-	-	-	-	-	-	-	-
DAB039-1	Appeals Management-1 (Deferred)	-	-	-	-	-	-	-	-
<b>FD05</b>	<b>Federal HIX Release 1 Integration and Conversion</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 121,732</b>	<b>\$ 121,732</b>	<b>\$ 121,732</b>	<b>\$ 121,732</b>	<b>\$ 121,732</b>	<b>\$ -</b>



EXTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
<b>FD05-Q051</b>	<b><i>Release 1 Legacy Integration and Conversion</i></b>	<b>\$0</b>	<b>\$0</b>	<b>\$121,732</b>	<b>\$121,732</b>	<b>\$121,732</b>	<b>\$121,732</b>	<b>\$121,732</b>	<b>\$0</b>
DSI021	Federal CMS integration with Federal HIX Integration	-	-	-	-	-	-	-	-
DSI022	Payment Processor in Federal HIX Integration	-	-	-	-	-	-	-	-
DSI023	State Department of Insurance(SDOI) integration with Federal HIX Integration	-	-	<b>36,233</b>	<b>36,233</b>	<b>36,233</b>	<b>36,233</b>	<b>36,233</b>	-
DSI024	Insurance companies integration with Federal HIX Integration	-	-	-	-	-	-	-	-
DSI025	Other Applicable State Health Subsidy Programs,e.g. In-State Medicaid, CHIP, or Basic Health Program integration with Federal HIX Integration	-	-	<b>35,934</b>	<b>35,934</b>	<b>35,934</b>	<b>35,934</b>	<b>35,934</b>	-
DSI026	Bureau of Indian Affairs integration with Federal HIX Integration	-	-	-	-	-	-	-	-
DSI027	Department of Homeland Security integration with Federal HIX Integration	-	-	-	-	-	-	-	-
DSI028	US Internal Revenue Service integration with Federal HIX Integration	-	-	-	-	-	-	-	-
DSI029	Other Federal Database integration with Federal HIX Integration	-	-	-	-	-	-	-	-
DSI030	Other State Databases integration with Federal HIX: Vital Statistics, Incarceration Status, tax Filing (Department of Revenue), unemployment insurance (Department of Labor), DMV Integration	-	-	<b>7,090</b>	<b>7,090</b>	<b>7,090</b>	<b>7,090</b>	<b>7,090</b>	-
DSI031	Social Security Administration integration with Federal HIX Integration	-	-	-	-	-	-	-	-

EXTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
DSI032	To be determined integration with Federal HIX Integration	-	-	42,475	42,475	42,475	42,475	42,475	-
CWP021	NOTE: No data conversion or loading	-	-	-	-	-	-	-	-
<b>FD06</b>	<b>Federal HIX Release 1 Infrastructure Delivery</b>	\$ -	\$ 18,971	\$ 9,486	\$ 9,486	\$ 96,240	\$ 96,240	\$ 48,120	\$ -
<b>FD06-Q061</b>	<b>Release 1 Production Infrastructure Delivery</b>	\$0	\$18,971	\$9,486	\$9,486	\$96,240	\$96,240	\$48,120	\$0
DIN027	Development / Test Environments Acquisition & Implementation	-	18,971	-	-	-	-	-	-
DIN026	UAT/Staging Environment Acquisition & Implementation	-	-	9,486	9,486	-	-	-	-
DIN021	Servers Acquisition & Implementation	-	-	-	-	25,811	25,811	12,906	-
DIN022	Storage Acquisition & Implementation	-	-	-	-	16,866	16,866	8,433	-
DIN023	Network Infrastructure Acquisition & Implementation	-	-	-	-	14,919	14,919	7,460	-
DIN024	Load Balancer Acquisition & Implementation	-	-	-	-	-	-	-	-
DIN025	High Availability environment setup Acquisition & Implementation	-	-	-	-	38,642	38,642	19,321	-
<b>FD07</b>	<b>Federal HIX Release 1 Implementation</b>	\$ -	\$ -	\$ -	\$ -	\$ 87,588	\$ 120,867	\$ 43,960	\$ 28,465
<b>FD07-Q071</b>	<b>Release 1 Production Support Implementation</b>	\$0	\$0	\$0	\$0	\$87,588	\$120,867	\$15,495	\$0
DBB026	Information Technology BB	-	-	-	-	74,174	74,174	-	-
EBU024	Define System Support Organizational Requirements	-	-	-	-	13,415	-	-	-
EBU025	Acquire System Support Resources	-	-	-	-	-	-	-	-
EIT025	Run System Operation and Support Procurement Process	-	-	-	-	-	46,694	-	-
EIT033	Operations and Support Documentation and Training -	-	-	-	-	-	-	15,495	-

EXTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
	Release 1								
<b>FD07-Q072</b>	<b>Release 1 Implementation</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$28,465</b>	<b>\$28,465</b>
EBU023	Conversion of person data - manual portion	-	-	-	-	-	-	-	-
EIT031	End User Documentation and Training - Release 1	-	-	-	-	-	-	28,465	28,465
<b>FD11</b>	<b>Federal HIX Release 2 Delivery - Mobilization and Requirements</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 23,068</b>	<b>\$ 607,795</b>	<b>\$ 607,795</b>
<b>FD11-Q111</b>	<b>Release 2 Mobilization</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$23,068</b>	<b>\$0</b>	<b>\$0</b>
EIT029	Update Implementation Plan and Business Case - Start of Release 2	-	-	-	-	-	23,068	-	-
<b>FD11-Q112</b>	<b>Release 2 Requirements and Logical Architecture Specification</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$607,795</b>	<b>\$607,795</b>
DAA021-2	Asset Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAA022-2	Business Process Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAA023-2	Financial Management & Reporting-2 (Remaining)	-	-	-	-	-	-	12,747	12,747
DAA024-2	Financial Transaction Processing-2 (Remaining)	-	-	-	-	-	-	-	-
DAA025-2	Human Resource Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAA026-2	Information Management-2 (Remaining)	-	-	-	-	-	-	151,612	151,612
DAA027-2	Knowledge Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAA028-2	Procurement Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAA029-2	Broker / Navigator Relationship Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAA030-2	Customer Service & Account Management-2 (Remaining)	-	-	-	-	-	-	14,301	14,301
DAA031-2	Eligibility Assessment-2 (Remaining)	-	-	-	-	-	-	-	-

EXTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
DAA032-2	Marketing and Outreach-2 (Remaining)	-	-	-	-	-	-	20,300	20,300
DAA033-2	Master Person Index-2 (None)	-	-	-	-	-	-	-	-
DAA034-2	Plan Certification & Risk Management-2 (Remaining)	-	-	-	-	-	-	402,463	402,463
DAA035-2	Premium & Tax Credit Processing-2 (None)	-	-	-	-	-	-	-	-
DAA036-2	Unified Communications-2 (Remaining)	-	-	-	-	-	-	6,373	6,373
DAA037-2	Enrollment Processing-2 (Remaining)	-	-	-	-	-	-	-	-
DAA038-2	Comparison Shopping-2 (Remaining)	-	-	-	-	-	-	-	-
DAA039-2	Appeals Management-2 (All)	-	-	-	-	-	-	-	-
<b>FD12</b>	<b>Federal HIX Release 2 Delivery - Back Office Configuration</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FD12-Q121</b>	<b>Release 2 Application Delivery - Back Office Configuration</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DAB021-2	Asset Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB022-2	Business Process Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB023-2	Financial Management & Reporting-2 (Remaining)	-	-	-	-	-	-	-	-
DAB024-2	Financial Transaction Processing-2 (Remaining)	-	-	-	-	-	-	-	-
DAB025-2	Human Resource Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB026-2	Information Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB027-2	Knowledge Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB028-2	Procurement Management-2 (Remaining)	-	-	-	-	-	-	-	-

EXTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
<b>FD12-Q122</b>	<b>Release 2 Production Infrastructure Delivery</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DIN028	Release 2 Production Environment Upgrade Acquisition & Implementation	-	-	-	-	-	-	-	-
<b>FD13</b>	<b>Federal HIX Release 2 Delivery - Service Delivery Configuration / Build</b>	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>FD13-Q131</b>	<b>Release 2 Application Delivery - Service Delivery Configuration / Build</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB029-2	Broker / Navigator Relationship Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB030-2	Customer Service & Account Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB031-2	Eligibility Assessment-2 (Remaining)	-	-	-	-	-	-	-	-
DAB032-2	Marketing and Outreach-2 (Remaining)	-	-	-	-	-	-	-	-
DAB033-2	Master Person Index-2 (None)	-	-	-	-	-	-	-	-
DAB034-2	Plan Certification & Risk Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB035-2	Premium & Tax Credit Processing-2 (None)	-	-	-	-	-	-	-	-
DAB036-2	Unified Communications-2 (Remaining)	-	-	-	-	-	-	-	-
DAB037-2	Enrollment Processing-2 (Remaining)	-	-	-	-	-	-	-	-
DAB038-2	Comparison Shopping-2 (Remaining)	-	-	-	-	-	-	-	-
DAB039-2	Appeals Management-2 (All)	-	-	-	-	-	-	-	-
<b>FD14</b>	<b>Federal HIX Release 2 Implementation</b>	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>FD14-Q141</b>	<b>Release 2 Production Support</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

EXTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
	<b>Implementation</b>								
EIT034	Operations and Support Documentation and Training - Release 2	-	-	-	-	-	-	-	-
<b>FD14-Q142</b>	<b>Release 2 Implementation</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
EIT032	End User Documentation and Training - Release 2	-	-	-	-	-	-	-	-
<b>FD21</b>	<b>Federal HIX Program Management</b>	<b>\$91,529</b>	<b>\$246,333</b>	<b>\$229,022</b>	<b>\$229,022</b>	<b>\$229,022</b>	<b>\$229,022</b>	<b>\$229,022</b>	<b>\$229,022</b>
<b>FD21-Q211</b>	<b>Program Management</b>	<b>\$91,529</b>	<b>\$246,333</b>	<b>\$229,022</b>	<b>\$229,022</b>	<b>\$229,022</b>	<b>\$229,022</b>	<b>\$229,022</b>	<b>\$229,022</b>
EIT021	Program Management	91,529	73,223	73,223	73,223	73,223	73,223	73,223	73,223
EIT030	Project Management Quality Assurance	-	103,952	93,556	93,556	93,556	93,556	93,556	93,556
EIT035	Architecture Integration	-	69,159	62,243	62,243	62,243	62,243	62,243	62,243
<b>FD22</b>	<b>Federal HIX Program Infrastructure and Expenses</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>FD22-Q221</b>	<b>Hardware Lease and Software Maintenance during Delivery</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
EBU026	Project Team Facilities Provision	-	-	-	-	-	-	-	-
EBU027	Resource Travel	-	-	-	-	-	-	-	-
EBU031	Supplies Provision	-	-	-	-	-	-	-	-
<b>FD22-Q222</b>	<b>Project Team Facilities and Travel Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
EIT036	SW Maintenance Costs During Delivery Phase	-	-	-	-	-	-	-	-

Figure 28: Federal Exchange Option - External Resource Costs by Quarter - Year 3

EXTERNAL RESOURCE COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
	<b>FEDERAL HIX Option</b>	\$ 2,072,326	\$ 2,077,069	\$ 2,058,089	\$ 915,587
<b>FD01</b>	<b>Federal HIX Release 1 Delivery - Mobilization, Requirements, Strategy and Procurement</b>	\$ -	\$ -	\$ -	\$ -
<b>FD01-Q011</b>	<b>Mobilization</b>	\$0	\$0	\$0	\$0
EBU021	Mobilize Program	-	-	-	-
DIN029	Project Team Servers and Printers/Scanners Acquisition & Implementation	-	-	-	-
EBU028	Enterprise Architecture Capability Design and Implementation	-	-	-	-
DBB030	CASE Tool and Repository BB	-	-	-	-
<b>FD01-Q013</b>	<b>Release 1 Requirements and Logical Architecture Specification</b>	\$0	\$0	\$0	\$0
DAA021-1	Asset Management-1 (Initial)	-	-	-	-
DAA022-1	Business Process Management-1 (Initial)	-	-	-	-
DAA023-1	Financial Management & Reporting-1 (Initial)	-	-	-	-
DAA024-1	Financial Transaction Processing-1 (Initial)	-	-	-	-
DAA025-1	Human Resource Management-1 (Initial)				

		-	-	-	-
DAA026-1	Information Management-1 (Initial)	-	-	-	-
DAA027-1	Knowledge Management-1 (Initial)	-	-	-	-
DAA028-1	Procurement Management-1 (Initial)	-	-	-	-
DAA029-1	Broker / Navigator Relationship Management-1 (Initial)	-	-	-	-
DAA030-1	Customer Service & Account Management-1 (Initial)	-	-	-	-
DAA031-1	Eligibility Assessment-1 (Initial)	-	-	-	-
DAA032-1	Marketing and Outreach-1 (Initial)	-	-	-	-
DAA033-1	Master Person Index-1 (All)	-	-	-	-
DAA034-1	Plan Certification & Risk Management-1 (Initial)	-	-	-	-
DAA035-1	Premium & Tax Credit Processing-1 (All)	-	-	-	-
DAA036-1	Unified Communications-1 (Initial)	-	-	-	-
DAA037-1	Enrollment Processing-1 (Initial)	-	-	-	-
DAA038-1	Comparison Shopping-1 (Initial)	-	-	-	-
DAA039-1	Appeals Management-1 (Deferred)	-	-	-	-
EBU029	Design Customer Experience	-	-	-	-
<b>FD01-Q012</b>	<b>Release 1 Implementation Strategy and Plan</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
EBU022	Develop Options Evaluation and Procurement Strategy	-	-	-	-
EBU030	Develop Business Case for the HIX	-	-	-	-
EIT022	Develop Interoperability Standards for Insurance Companies	-	-	-	-
EIT023	Develop Operations and Support Strategy				



		-	-	-	-
EIT026	Privacy Impact Assessment	-	-	-	-
EIT027	Threat Risk Assessment	-	-	-	-
EIT028	Update Implementation Plan and Business Case based on detailed requirements specification	-	-	-	-
<b>FD01-Q014</b>	<b>Procurement Process</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
EIT039	Run Building Blocks Software Procurement Process	-	-	-	-
EIT038	Run Service Delivery Software Procurement Process	-	-	-	-
EIT037	Run Back Office Software Procurement Process	-	-	-	-
EIT024	Run Solution Integrator Procurement Process	-	-	-	-
<b>FD02</b>	<b>Federal HIX Software Packages Deployment</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>FD02-Q021</b>	<b>Building Block Packages Acquisition and Deployment</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DBB021	Data Management BB	-	-	-	-
DBB022	Privacy and Security BB	-	-	-	-
DBB023	Workflow Engine BB	-	-	-	-
DBB024	Rules Engine BB	-	-	-	-
DBB025	Service Management BB	-	-	-	-
DBB027	Exchange Portal BB	-	-	-	-
DBB028	B2B Gateway BB	-	-	-	-
DBB029	Unified Communications BB	-	-	-	-
<b>FD02-Q022</b>	<b>Back Office Packages Acquisition and Deployment</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

DCS021	Financial Management Package	-	-	-	-
DCS022	Human Resources Package	-	-	-	-
DCS024	Asset Management Package	-	-	-	-
DCS025	Knowledge Management Package	-	-	-	-
DCS026	Information Management Package	-	-	-	-
<b>FD02-Q023</b>	<b>Service Delivery Packages Acquisition and Deployment</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DCS027	CRM / Case Mgmt Package	-	-	-	-
DCS023	Billing Package	-	-	-	-
<b>FD03</b>	<b>Federal HIX Release 1 Delivery - Back Office Configuration</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FD03-Q031</b>	<b>Release1 Delivery - Back Office Configuration</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DAB021-1	Asset Management-1 (Initial)	-	-	-	-
DAB022-1	Business Process Management-1 (Initial)	-	-	-	-
DAB023-1	Financial Management & Reporting-1 (Initial)	-	-	-	-
DAB024-1	Financial Transaction Processing-1 (Initial)	-	-	-	-
DAB025-1	Human Resource Management-1 (Initial)	-	-	-	-
DAB026-1	Information Management-1 (Initial)	-	-	-	-
DAB027-1	Knowledge Management-1 (Initial)	-	-	-	-
DAB028-1	Procurement Management-1 (Initial)	-	-	-	-
<b>FD04</b>	<b>Federal HIX Release 1 Delivery - Service Delivery Configuration / Build</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FD04-Q041</b>	<b>Release 1 Application Delivery</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

DAB029-1	Broker / Navigator Relationship Management-1 (Initial)	-	-	-	-
DAB030-1	Customer Service & Account Management-1 (Initial)	-	-	-	-
DAB031-1	Eligibility Assessment-1 (Initial)	-	-	-	-
DAB032-1	Marketing and Outreach-1 (Initial)	-	-	-	-
DAB033-1	Master Person Index-1 (All)	-	-	-	-
DAB034-1	Plan Certification & Risk Management-1 (Initial)	-	-	-	-
DAB035-1	Premium & Tax Credit Processing-1 (All)	-	-	-	-
DAB036-1	Unified Communications-1 (Initial)	-	-	-	-
DAB037-1	Enrollment Processing-1 (Initial)	-	-	-	-
DAB038-1	Comparison Shopping-1 (Initial)	-	-	-	-
DAB039-1	Appeals Management-1 (Deferred)	-	-	-	-
<b>FD05</b>	<b>Federal HIX Release 1 Integration and Conversion</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FD05-Q051</b>	<b>Release 1 Legacy Integration and Conversion</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DSI021	Federal CMS integration with Federal HIX Integration	-	-	-	-
DSI022	Payment Processor in Federal HIX Integration	-	-	-	-
DSI023	State Department of Insurance(SDOI) integration with Federal HIX Integration	-	-	-	-
DSI024	Insurance companies integration with Federal HIX Integration	-	-	-	-
DSI025	Other Applicable State Health Subsidy Programs,e.g. In-State Medicaid, CHIP, or Basic Health Program integration with Federal HIX Integration	-	-	-	-
DSI026	Bureau of Indian Affairs integration with Federal HIX Integration	-	-	-	-

DSI027	Department of Homeland Security integration with Federal HIX Integration	-	-	-	-
DSI028	US Internal Revenue Service integration with Federal HIX Integration	-	-	-	-
DSI029	Other Federal Database integration with Federal HIX Integration	-	-	-	-
DSI030	Other State Databases integration with Federal HIX: Vital Statistics, Incarceration Status, tax Filing (Department of Revenue), unemployment insurance (Department of Labor), DMV Integration	-	-	-	-
DSI031	Social Security Administration integration with Federal HIX Integration	-	-	-	-
DSI032	To be determined integration with Federal HIX Integration	-	-	-	-
CWP021	NOTE: No data conversion or loading	-	-	-	-
<b>FD06</b>	<b>Federal HIX Release 1 Infrastructure Delivery</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FD06-Q061</b>	<b>Release 1 Production Infrastructure Delivery</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DIN027	Development / Test Environments Acquisition & Implementation	-	-	-	-
DIN026	UAT/Staging Environment Acquisition & Implementation	-	-	-	-
DIN021	Servers Acquisition & Implementation	-	-	-	-
DIN022	Storage Acquisition & Implementation	-	-	-	-
DIN023	Network Infrastructure Acquisition & Implementation	-	-	-	-
DIN024	Load Balancer Acquisition & Implementation	-	-	-	-
DIN025	High Availability environment setup Acquisition & Implementation	-	-	-	-
<b>FD07</b>	<b>Federal HIX Release 1 Implementation</b>	<b>\$ 28,465</b>	<b>\$ 28,465</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FD07-Q071</b>	<b>Release 1 Production Support Implementation</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DBB026	Information Technology BB				

		-	-	-	-
EBU024	Define System Support Organizational Requirements	-	-	-	-
EBU025	Acquire System Support Resources	-	-	-	-
EIT025	Run System Operation and Support Procurement Process	-	-	-	-
EIT033	Operations and Support Documentation and Training - Release 1	-	-	-	-
<b>FD07-Q072</b>	<b>Release 1 Implementation</b>	<b>\$28,465</b>	<b>\$28,465</b>	<b>\$0</b>	<b>\$0</b>
EBU023	Conversion of person data - manual portion	-	-	-	-
EIT031	End User Documentation and Training - Release 1	<b>28,465</b>	<b>28,465</b>	-	-
<b>FD11</b>	<b>Federal HIX Release 2 Delivery - Mobilization and Requirements</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>FD11-Q111</b>	<b>Release 2 Mobilization</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
EIT029	Update Implementation Plan and Business Case - Start of Release 2	-	-	-	-
<b>FD11-Q112</b>	<b>Release 2 Requirements and Logical Architecture Specification</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DAA021-2	Asset Management-2 (Remaining)	-	-	-	-
DAA022-2	Business Process Management-2 (Remaining)	-	-	-	-
DAA023-2	Financial Management & Reporting-2 (Remaining)	-	-	-	-
DAA024-2	Financial Transaction Processing-2 (Remaining)	-	-	-	-
DAA025-2	Human Resource Management-2 (Remaining)	-	-	-	-
DAA026-2	Information Management-2 (Remaining)	-	-	-	-
DAA027-2	Knowledge Management-2 (Remaining)	-	-	-	-
DAA028-2	Procurement Management-2 (Remaining)	-	-	-	-
DAA029-2	Broker / Navigator Relationship				

	Management-2 (Remaining)	-	-	-	-
DAA030-2	Customer Service & Account Management-2 (Remaining)	-	-	-	-
DAA031-2	Eligibility Assessment-2 (Remaining)	-	-	-	-
DAA032-2	Marketing and Outreach-2 (Remaining)	-	-	-	-
DAA033-2	Master Person Index-2 (None)	-	-	-	-
DAA034-2	Plan Certification & Risk Management-2 (Remaining)	-	-	-	-
DAA035-2	Premium & Tax Credit Processing-2 (None)	-	-	-	-
DAA036-2	Unified Communications-2 (Remaining)	-	-	-	-
DAA037-2	Enrollment Processing-2 (Remaining)	-	-	-	-
DAA038-2	Comparison Shopping-2 (Remaining)	-	-	-	-
DAA039-2	Appeals Management-2 (All)	-	-	-	-
<b>FD12</b>	<b>Federal HIX Release 2 Delivery - Back Office Configuration</b>	<b>\$ 489,399</b>	<b>\$ 494,142</b>	<b>\$ 503,628</b>	<b>\$ 163,133</b>
<b>FD12-Q121</b>	<b>Release 2 Application Delivery - Back Office Configuration</b>	<b>\$489,399</b>	<b>\$489,399</b>	<b>\$489,399</b>	<b>\$163,133</b>
DAB021-2	Asset Management-2 (Remaining)	-	-	-	-
DAB022-2	Business Process Management-2 (Remaining)	-	-	-	-
DAB023-2	Financial Management & Reporting-2 (Remaining)	<b>34,639</b>	<b>34,639</b>	<b>34,639</b>	<b>11,546</b>
DAB024-2	Financial Transaction Processing-2 (Remaining)	-	-	-	-
DAB025-2	Human Resource Management-2 (Remaining)	-	-	-	-
DAB026-2	Information Management-2 (Remaining)	<b>454,760</b>	<b>454,760</b>	<b>454,760</b>	<b>151,587</b>
DAB027-2	Knowledge Management-2 (Remaining)	-	-	-	-
DAB028-2	Procurement Management-2 (Remaining)				

		-	-	-	-
<b>FD12-Q122</b>	<b>Release 2 Production Infrastructure Delivery</b>	<b>\$0</b>	<b>\$4,743</b>	<b>\$14,228</b>	<b>\$0</b>
DIN028	Release 2 Production Environment Upgrade Acquisition & Implementation	-	4,743	14,228	-
<b>FD13</b>	<b>Federal HIX Release 2 Delivery - Service Delivery Configuration / Build</b>	<b>\$1,325,439</b>	<b>\$1,325,439</b>	<b>\$1,325,439</b>	<b>\$441,813</b>
<b>FD13-Q131</b>	<b>Release 2 Application Delivery - Service Delivery Configuration / Build</b>	<b>\$1,325,439</b>	<b>\$1,325,439</b>	<b>\$1,325,439</b>	<b>\$441,813</b>
DAB029-2	Broker / Navigator Relationship Management-2 (Remaining)	-	-	-	-
DAB030-2	Customer Service & Account Management-2 (Remaining)	43,726	43,726	43,726	14,575
DAB031-2	Eligibility Assessment-2 (Remaining)	-	-	-	-
DAB032-2	Marketing and Outreach-2 (Remaining)	59,443	59,443	59,443	19,814
DAB033-2	Master Person Index-2 (None)	-	-	-	-
DAB034-2	Plan Certification & Risk Management-2 (Remaining)	1,205,445	1,205,445	1,205,445	401,815
DAB035-2	Premium & Tax Credit Processing-2 (None)	-	-	-	-
DAB036-2	Unified Communications-2 (Remaining)	16,825	16,825	16,825	5,608
DAB037-2	Enrollment Processing-2 (Remaining)	-	-	-	-
DAB038-2	Comparison Shopping-2 (Remaining)	-	-	-	-
DAB039-2	Appeals Management-2 (All)	-	-	-	-
<b>FD14</b>	<b>Federal HIX Release 2 Implementation</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$63,312</b>
<b>FD14-Q141</b>	<b>Release 2 Production Support Implementation</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,980</b>
EIT034	Operations and Support Documentation and Training - Release 2	-	-	-	7,980
<b>FD14-Q142</b>	<b>Release 2 Implementation</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$55,332</b>
EIT032	End User Documentation and Training -				

	Release 2	-	-	-	55,332
<b>FD21</b>	<b>Federal HIX Program Management</b>	<b>\$ 229,022</b>	<b>\$ 229,022</b>	<b>\$ 229,022</b>	<b>\$ 247,328</b>
<b>FD21- Q211</b>	<b>Program Management</b>	<b>\$229,022</b>	<b>\$229,022</b>	<b>\$229,022</b>	<b>\$247,328</b>
EIT021	Program Management	73,223	73,223	73,223	91,529
EIT030	Project Management Quality Assurance	93,556	93,556	93,556	93,556
EIT035	Architecture Integration	62,243	62,243	62,243	62,243
<b>FD22</b>	<b>Federal HIX Program Infrastructure and Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FD22- Q221</b>	<b>Hardware Lease and Software Maintenance during Delivery</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
EBU026	Project Team Facilities Provision	-	-	-	-
EBU027	Resource Travel	-	-	-	-
EBU031	Supplies Provision	-	-	-	-
<b>FD22- Q222</b>	<b>Project Team Facilities and Travel Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
EIT036	SW Maintenance Costs During Delivery Phase	-	-	-	-



Figure 29: Federal Exchange Option - Internal Resource Costs by Quarter - Year 1, 2

INTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
	<b>FEDERAL HIX Option</b>	\$ 85,658	\$ 107,325	\$ 222,565	\$ 186,509	\$ 191,871	\$ 207,646	\$ 297,354	\$ 165,099
<b>FD01</b>	<b>Federal HIX Release 1 Delivery - Mobilization, Requirements, Strategy and Procurement</b>	\$ 52,903	\$ 52,645	\$ 53,974	\$ 30,112	\$ 5,126	\$ 3,195	\$ -	\$ -
<b>FD01-Q011</b>	<b>Mobilization</b>	\$44,616	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EBU021	Mobilize Program	7,473	-	-	-	-	-	-	-
DIN029	Project Team Servers and Printers/Scanners Acquisition & Implementation	8,665	-	-	-	-	-	-	-
EBU028	Enterprise Architecture Capability Design and Implementation	14,783	-	-	-	-	-	-	-
DBB030	CASE Tool and Repository BB	13,696	-	-	-	-	-	-	-
<b>FD01-Q013</b>	<b>Release 1 Requirements and Logical Architecture Specification</b>	\$0	\$26,139	\$26,139	\$26,931	\$0	\$0	\$0	\$0
DAA021-1	Asset Management-1 (Initial)	-	-	-	-	-	-	-	-
DAA022-1	Business Process Management-1 (Initial)	-	-	-	-	-	-	-	-
DAA023-1	Financial Management & Reporting-1 (Initial)	-	1,975	1,975	2,035	-	-	-	-
DAA024-1	Financial Transaction Processing-1 (Initial)								

INTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
		-	-	-	-	-	-	-	-
DAA025-1	Human Resource Management-1 (Initial)	-	-	-	-	-	-	-	-
DAA026-1	Information Management-1 (Initial)	-	3,950	3,950	4,070	-	-	-	-
DAA027-1	Knowledge Management-1 (Initial)	-	-	-	-	-	-	-	-
DAA028-1	Procurement Management-1 (Initial)	-	-	-	-	-	-	-	-
DAA029-1	Broker / Navigator Relationship Management-1 (Initial)	-	-	-	-	-	-	-	-
DAA030-1	Customer Service & Account Management-1 (Initial)	-	2,790	2,790	2,874	-	-	-	-
DAA031-1	Eligibility Assessment-1 (Initial)	-	-	-	-	-	-	-	-
DAA032-1	Marketing and Outreach-1 (Initial)	-	1,739	1,739	1,792	-	-	-	-
DAA033-1	Master Person Index-1 (All)	-	-	-	-	-	-	-	-
DAA034-1	Plan Certification & Risk Management-1 (Initial)	-	14,790	14,790	15,239	-	-	-	-
DAA035-1	Premium & Tax Credit Processing-1 (All)	-	-	-	-	-	-	-	-
DAA036-1	Unified Communications-1 (Initial)	-	895	895	922	-	-	-	-
DAA037-1	Enrollment Processing-1 (Initial)	-	-	-	-	-	-	-	-
DAA038-1	Comparison Shopping-1 (Initial)	-	-	-	-	-	-	-	-
DAA039-1	Appeals Management-1 (Deferred)	-	-	-	-	-	-	-	-
EBU029	Design Customer Experience	-	-	-	-	-	-	-	-
<b>FD01-Q012</b>	<b>Release 1 Implementation Strategy and Plan</b>	<b>\$3,081</b>	<b>\$3,081</b>	<b>\$4,410</b>	<b>\$3,181</b>	<b>\$5,126</b>	<b>\$3,195</b>	<b>\$0</b>	<b>\$0</b>

INTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
EBU022	Develop Options Evaluation and Procurement Strategy	3,081	3,081	-	-	-	-	-	-
EBU030	Develop Business Case for the HIX	-	-	-	-	-	-	-	-
EIT022	Develop Interoperability Standards for Insurance Companies	-	-	3,688	2,459	-	-	-	-
EIT023	Develop Operations and Support Strategy	-	-	722	722	963	-	-	-
EIT026	Privacy Impact Assessment	-	-	-	-	-	830	-	-
EIT027	Threat Risk Assessment	-	-	-	-	-	1,902	-	-
EIT028	Update Implementation Plan and Business Case based on detailed requirements specification	-	-	-	-	4,163	463	-	-
<b>FD01-Q014</b>	<b>Procurement Process</b>	<b>\$5,206</b>	<b>\$23,425</b>	<b>\$23,425</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
EIT039	Run Building Blocks Software Procurement Process	-	-	-	-	-	-	-	-
EIT038	Run Service Delivery Software Procurement Process	-	-	-	-	-	-	-	-
EIT037	Run Back Office Software Procurement Process	772	3,472	3,472	-	-	-	-	-
EIT024	Run Solution Integrator Procurement Process	4,434	19,953	19,953	-	-	-	-	-
<b>FD02</b>	<b>Federal HIX Software Packages Deployment</b>	<b>\$-</b>	<b>\$-</b>	<b>\$36,579</b>	<b>\$24,386</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>FD02-Q021</b>	<b>Building Block Packages Acquisition and Deployment</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,253</b>	<b>\$16,835</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DBB021	Data Management BB	-	-	3,157	2,104	-	-	-	-
DBB022	Privacy and Security BB	-	-	3,157	2,104	-	-	-	-
DBB023	Workflow Engine BB	-	-	3,157	2,104	-	-	-	-

INTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
DBB024	Rules Engine BB	-	-	3,157	2,104	-	-	-	-
DBB025	Service Management BB	-	-	3,157	2,104	-	-	-	-
DBB027	Exchange Portal BB	-	-	3,157	2,104	-	-	-	-
DBB028	B2B Gateway BB	-	-	3,157	2,104	-	-	-	-
DBB029	Unified Communications BB	-	-	3,157	2,104	-	-	-	-
<b>FD02-Q022</b>	<b>Back Office Packages Acquisition and Deployment</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,663</b>	<b>\$3,776</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DCS021	Financial Management Package	-	-	5,663	3,776	-	-	-	-
DCS022	Human Resources Package	-	-	-	-	-	-	-	-
DCS024	Asset Management Package	-	-	-	-	-	-	-	-
DCS025	Knowledge Management Package	-	-	-	-	-	-	-	-
DCS026	Information Management Package	-	-	-	-	-	-	-	-
<b>FD02-Q023</b>	<b>Service Delivery Packages Acquisition and Deployment</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,663</b>	<b>\$3,776</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DCS027	CRM / Case Mgmt Package	-	-	5,663	3,776	-	-	-	-
DCS023	Billing Package	-	-	-	-	-	-	-	-
<b>FD03</b>	<b>Federal HIX Release 1 Delivery - Back Office Configuration</b>	<b>\$-</b>	<b>\$-</b>	<b>\$15,107</b>	<b>\$15,107</b>	<b>\$15,107</b>	<b>\$15,107</b>	<b>\$15,107</b>	<b>\$-</b>
<b>FD03-Q031</b>	<b>Release1 Delivery - Back Office Configuration</b>	<b>\$0</b>	<b>\$0</b>	<b>\$15,107</b>	<b>\$15,107</b>	<b>\$15,107</b>	<b>\$15,107</b>	<b>\$15,107</b>	<b>\$0</b>
DAB021-1	Asset Management-1 (Initial)	-	-	-	-	-	-	-	-
DAB022-1	Business Process Management-1 (Initial)	-	-	-	-	-	-	-	-

INTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
		-	-	-	-	-	-	-	-
DAB023-1	Financial Management & Reporting-1 (Initial)	-	-	5,078	5,078	5,078	5,078	5,078	-
DAB024-1	Financial Transaction Processing-1 (Initial)	-	-	-	-	-	-	-	-
DAB025-1	Human Resource Management-1 (Initial)	-	-	-	-	-	-	-	-
DAB026-1	Information Management-1 (Initial)	-	-	10,029	10,029	10,029	10,029	10,029	-
DAB027-1	Knowledge Management-1 (Initial)	-	-	-	-	-	-	-	-
DAB028-1	Procurement Management-1 (Initial)	-	-	-	-	-	-	-	-
<b>FD04</b>	<b>Federal HIX Release 1 Delivery - Service Delivery Configuration / Build</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 51,975</b>	<b>\$ 51,975</b>	<b>\$ 51,975</b>	<b>\$ 51,975</b>	<b>\$ 51,975</b>	<b>\$ -</b>
<b>FD04-Q041</b>	<b>Release 1 Application Delivery</b>	<b>\$0</b>	<b>\$0</b>	<b>\$51,975</b>	<b>\$51,975</b>	<b>\$51,975</b>	<b>\$51,975</b>	<b>\$51,975</b>	<b>\$0</b>
DAB029-1	Broker / Navigator Relationship Management-1 (Initial)	-	-	-	-	-	-	-	-
DAB030-1	Customer Service & Account Management-1 (Initial)	-	-	6,701	6,701	6,701	6,701	6,701	-
DAB031-1	Eligibility Assessment-1 (Initial)	-	-	-	-	-	-	-	-
DAB032-1	Marketing and Outreach-1 (Initial)	-	-	4,544	4,544	4,544	4,544	4,544	-
DAB033-1	Master Person Index-1 (All)	-	-	-	-	-	-	-	-
DAB034-1	Plan Certification & Risk Management-1 (Initial)	-	-	38,239	38,239	38,239	38,239	38,239	-
DAB035-1	Premium & Tax Credit Processing-1 (All)	-	-	-	-	-	-	-	-
DAB036-1	Unified Communications-1 (Initial)	-	-	2,491	2,491	2,491	2,491	2,491	-
DAB037-1	Enrollment Processing-1 (Initial)	-	-	-	-	-	-	-	-

INTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
DAB038-1	Comparison Shopping-1 (Initial)	-	-	-	-	-	-	-	-
DAB039-1	Appeals Management-1 (Deferred)	-	-	-	-	-	-	-	-
<b>FD05</b>	<b>Federal HIX Release 1 Integration and Conversion</b>	\$ -	\$ -	\$ 16,563	\$ 16,563	\$ 16,563	\$ 16,563	\$ 16,563	\$ -
<b>FD05-Q051</b>	<b>Release 1 Legacy Integration and Conversion</b>	\$0	\$0	\$16,563	\$16,563	\$16,563	\$16,563	\$16,563	\$0
DSI021	Federal CMS integration with Federal HIX Integration	-	-	-	-	-	-	-	-
DSI022	Payment Processor in Federal HIX Integration	-	-	-	-	-	-	-	-
DSI023	State Department of Insurance(SDOI) integration with Federal HIX Integration	-	-	4,915	4,915	4,915	4,915	4,915	-
DSI024	Insurance companies integration with Federal HIX Integration	-	-	-	-	-	-	-	-
DSI025	Other Applicable State Health Subsidy Programs,e.g. In-State Medicaid, CHIP, or Basic Health Program integration with Federal HIX Integration	-	-	4,888	4,888	4,888	4,888	4,888	-
DSI026	Bureau of Indian Affairs integration with Federal HIX Integration	-	-	-	-	-	-	-	-
DSI027	Department of Homeland Security integration with Federal HIX Integration	-	-	-	-	-	-	-	-
DSI028	US Internal Revenue Service integration with Federal HIX Integration	-	-	-	-	-	-	-	-
DSI029	Other Federal Database integration with Federal HIX Integration	-	-	-	-	-	-	-	-
DSI030	Other State Databases integration with Federal HIX: Vital Statistics, Incarceration Status, tax Filing (Department of Revenue), unemployment insurance (Department of Labor), DMV Integration	-	-	960	960	960	960	960	-
DSI031	Social Security Administration integration with Federal HIX Integration	-	-	-	-	-	-	-	-

INTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
DSI032	To be determined integration with Federal HIX Integration	-	-	5,800	5,800	5,800	5,800	5,800	-
CWP021	NOTE: No data conversion or loading	-	-	-	-	-	-	-	-
<b>FD06</b>	<b>Federal HIX Release 1 Infrastructure Delivery</b>	\$ -	\$ 8,665	\$ 4,332	\$ 4,332	\$ 50,543	\$ 50,543	\$ 25,272	\$ -
<b>FD06-Q061</b>	<b>Release 1 Production Infrastructure Delivery</b>	\$0	\$8,665	\$4,332	\$4,332	\$50,543	\$50,543	\$25,272	\$0
DIN027	Development / Test Environments Acquisition & Implementation	-	8,665	-	-	-	-	-	-
DIN026	UAT/Staging Environment Acquisition & Implementation	-	-	4,332	4,332	-	-	-	-
DIN021	Servers Acquisition & Implementation	-	-	-	-	12,652	12,652	6,326	-
DIN022	Storage Acquisition & Implementation	-	-	-	-	8,106	8,106	4,053	-
DIN023	Network Infrastructure Acquisition & Implementation	-	-	-	-	6,886	6,886	3,443	-
DIN024	Load Balancer Acquisition & Implementation	-	-	-	-	-	-	-	-
DIN025	High Availability environment setup Acquisition & Implementation	-	-	-	-	22,900	22,900	11,450	-
<b>FD07</b>	<b>Federal HIX Release 1 Implementation</b>	\$ -	\$ -	\$ -	\$ -	\$ 8,523	\$ 21,604	\$ 33,080	\$ 9,742
<b>FD07-Q071</b>	<b>Release 1 Production Support Implementation</b>	\$0	\$0	\$0	\$0	\$8,523	\$21,604	\$23,338	\$0
DBB026	Information Technology BB	-	-	-	-	8,132	8,132	-	-
EBU024	Define System Support Organizational Requirements	-	-	-	-	391	-	-	-
EBU025	Acquire System Support Resources	-	-	-	-	-	5,290	-	-
EIT025	Run System Operation and Support Procurement Process	-	-	-	-	-	8,182	-	-
EIT033	Operations and Support Documentation and								

INTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
	Training - Release 1	-	-	-	-	-	-	23,338	-
<b>FD07-Q072</b>	<b>Release 1 Implementation</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,742</b>	<b>\$9,742</b>
EBU023	Conversion of person data - manual portion	-	-	-	-	-	-	-	-
EIT031	End User Documentation and Training - Release 1	-	-	-	-	-	-	9,742	9,742
<b>FD11</b>	<b>Federal HIX Release 2 Delivery - Mobilization and Requirements</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$4,625</b>	<b>\$111,323</b>	<b>\$111,323</b>
<b>FD11-Q111</b>	<b>Release 2 Mobilization</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,625</b>	<b>\$0</b>	<b>\$0</b>
EIT029	Update Implementation Plan and Business Case - Start of Release 2	-	-	-	-	-	4,625	-	-
<b>FD11-Q112</b>	<b>Release 2 Requirements and Logical Architecture Specification</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$111,323</b>	<b>\$111,323</b>
DAA021-2	Asset Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAA022-2	Business Process Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAA023-2	Financial Management & Reporting-2 (Remaining)	-	-	-	-	-	-	2,292	2,292
DAA024-2	Financial Transaction Processing-2 (Remaining)	-	-	-	-	-	-	-	-
DAA025-2	Human Resource Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAA026-2	Information Management-2 (Remaining)	-	-	-	-	-	-	27,783	27,783
DAA027-2	Knowledge Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAA028-2	Procurement Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAA029-2	Broker / Navigator Relationship Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAA030-2	Customer Service & Account Management-2 (Remaining)	-	-	-	-	-	-	2,635	2,635



INTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
DAA031-2	Eligibility Assessment-2 (Remaining)	-	-	-	-	-	-	-	-
DAA032-2	Marketing and Outreach-2 (Remaining)	-	-	-	-	-	-	3,648	3,648
DAA033-2	Master Person Index-2 (None)	-	-	-	-	-	-	-	-
DAA034-2	Plan Certification & Risk Management-2 (Remaining)	-	-	-	-	-	-	73,731	73,731
DAA035-2	Premium & Tax Credit Processing-2 (None)	-	-	-	-	-	-	-	-
DAA036-2	Unified Communications-2 (Remaining)	-	-	-	-	-	-	1,234	1,234
DAA037-2	Enrollment Processing-2 (Remaining)	-	-	-	-	-	-	-	-
DAA038-2	Comparison Shopping-2 (Remaining)	-	-	-	-	-	-	-	-
DAA039-2	Appeals Management-2 (All)	-	-	-	-	-	-	-	-
<b>FD12</b>	<b>Federal HIX Release 2 Delivery - Back Office Configuration</b>	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>FD12-Q121</b>	<b>Release 2 Application Delivery - Back Office Configuration</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAB021-2	Asset Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB022-2	Business Process Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB023-2	Financial Management & Reporting-2 (Remaining)	-	-	-	-	-	-	-	-
DAB024-2	Financial Transaction Processing-2 (Remaining)	-	-	-	-	-	-	-	-
DAB025-2	Human Resource Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB026-2	Information Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB027-2	Knowledge Management-2 (Remaining)	-	-	-	-	-	-	-	-

INTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
		-	-	-	-	-	-	-	-
DAB028-2	Procurement Management-2 (Remaining)	-	-	-	-	-	-	-	-
<b>FD12-Q122</b>	<b>Release 2 Production Infrastructure Delivery</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DIN028	Release 2 Production Environment Upgrade Acquisition & Implementation	-	-	-	-	-	-	-	-
<b>FD13</b>	<b>Federal HIX Release 2 Delivery - Service Delivery Configuration / Build</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>FD13-Q131</b>	<b>Release 2 Application Delivery - Service Delivery Configuration / Build</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DAB029-2	Broker / Navigator Relationship Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB030-2	Customer Service & Account Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB031-2	Eligibility Assessment-2 (Remaining)	-	-	-	-	-	-	-	-
DAB032-2	Marketing and Outreach-2 (Remaining)	-	-	-	-	-	-	-	-
DAB033-2	Master Person Index-2 (None)	-	-	-	-	-	-	-	-
DAB034-2	Plan Certification & Risk Management-2 (Remaining)	-	-	-	-	-	-	-	-
DAB035-2	Premium & Tax Credit Processing-2 (None)	-	-	-	-	-	-	-	-
DAB036-2	Unified Communications-2 (Remaining)	-	-	-	-	-	-	-	-
DAB037-2	Enrollment Processing-2 (Remaining)	-	-	-	-	-	-	-	-
DAB038-2	Comparison Shopping-2 (Remaining)	-	-	-	-	-	-	-	-
DAB039-2	Appeals Management-2 (All)	-	-	-	-	-	-	-	-
<b>FD14</b>	<b>Federal HIX Release 2 Implementation</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

INTERNAL RESOURCE COSTS BY QUARTER									
ID	NAME	12Q1	12Q2	12Q3	12Q4	13Q1	13Q2	13Q3	13Q4
<b>FD14-Q141</b>	<b>Release 2 Production Support Implementation</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EIT034	Operations and Support Documentation and Training - Release 2	-	-	-	-	-	-	-	-
<b>FD14-Q142</b>	<b>Release 2 Implementation</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EIT032	End User Documentation and Training - Release 2	-	-	-	-	-	-	-	-
<b>FD21</b>	<b>Federal HIX Program Management</b>	\$32,755	\$46,015	\$44,034	\$44,034	\$44,034	\$44,034	\$44,034	\$44,034
<b>FD21-Q211</b>	<b>Program Management</b>	\$32,755	\$46,015	\$44,034	\$44,034	\$44,034	\$44,034	\$44,034	\$44,034
EIT021	Program Management	32,755	26,204	26,204	26,204	26,204	26,204	26,204	26,204
EIT030	Project Management Quality Assurance	-	7,562	6,805	6,805	6,805	6,805	6,805	6,805
EIT035	Architecture Integration	-	12,250	11,025	11,025	11,025	11,025	11,025	11,025
<b>FD22</b>	<b>Federal HIX Program Infrastructure and Expenses</b>	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>FD22-Q221</b>	<b>Hardware Lease and Software Maintenance during Delivery</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EBU026	Project Team Facilities Provision	-	-	-	-	-	-	-	-
EBU027	Resource Travel	-	-	-	-	-	-	-	-
EBU031	Supplies Provision	-	-	-	-	-	-	-	-
<b>FD22-Q222</b>	<b>Project Team Facilities and Travel Expenses</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EIT036	SW Maintenance Costs During Delivery Phase	-	-	-	-	-	-	-	-

Figure 30: Federal Exchange Option - Internal Resource Costs by Quarter - Year 3

INTERNAL RESOURCE COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
	<b>FEDERAL HIX Option</b>	\$ 338,502	\$ 340,668	\$ 335,258	\$ 160,040
<b>FD01</b>	<b>Federal HIX Release 1 Delivery - Mobilization, Requirements, Strategy and Procurement</b>	\$ -	\$ -	\$ -	\$ -
<b>FD01-Q011</b>	<b>Mobilization</b>	\$0	\$0	\$0	\$0
EBU021	Mobilize Program	-	-	-	-
DIN029	Project Team Servers and Printers/Scanners Acquisition & Implementation	-	-	-	-
EBU028	Enterprise Architecture Capability Design and Implementation	-	-	-	-
DBB030	CASE Tool and Repository BB	-	-	-	-
<b>FD01-Q013</b>	<b>Release 1 Requirements and Logical Architecture Specification</b>	\$0	\$0	\$0	\$0
DAA021-1	Asset Management-1 (Initial)	-	-	-	-
DAA022-1	Business Process Management-1 (Initial)	-	-	-	-
DAA023-1	Financial Management & Reporting-1 (Initial)	-	-	-	-
DAA024-1	Financial Transaction Processing-1 (Initial)	-	-	-	-
DAA025-1	Human Resource Management-1 (Initial)				

INTERNAL RESOURCE COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
		-	-	-	-
DAA026-1	Information Management-1 (Initial)	-	-	-	-
DAA027-1	Knowledge Management-1 (Initial)	-	-	-	-
DAA028-1	Procurement Management-1 (Initial)	-	-	-	-
DAA029-1	Broker / Navigator Relationship Management-1 (Initial)	-	-	-	-
DAA030-1	Customer Service & Account Management-1 (Initial)	-	-	-	-
DAA031-1	Eligibility Assessment-1 (Initial)	-	-	-	-
DAA032-1	Marketing and Outreach-1 (Initial)	-	-	-	-
DAA033-1	Master Person Index-1 (All)	-	-	-	-
DAA034-1	Plan Certification & Risk Management-1 (Initial)	-	-	-	-
DAA035-1	Premium & Tax Credit Processing-1 (All)	-	-	-	-
DAA036-1	Unified Communications-1 (Initial)	-	-	-	-
DAA037-1	Enrollment Processing-1 (Initial)	-	-	-	-
DAA038-1	Comparison Shopping-1 (Initial)	-	-	-	-
DAA039-1	Appeals Management-1 (Deferred)	-	-	-	-
EBU029	Design Customer Experience	-	-	-	-
<b>FD01-Q012</b>	<b>Release 1 Implementation Strategy and Plan</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
EBU022	Develop Options Evaluation and Procurement Strategy	-	-	-	-
EBU030	Develop Business Case for the HIX				

INTERNAL RESOURCE COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
		-	-	-	-
EIT022	Develop Interoperability Standards for Insurance Companies	-	-	-	-
EIT023	Develop Operations and Support Strategy	-	-	-	-
EIT026	Privacy Impact Assessment	-	-	-	-
EIT027	Threat Risk Assessment	-	-	-	-
EIT028	Update Implementation Plan and Business Case based on detailed requirements specification	-	-	-	-
<b>FD01-Q014</b>	<b>Procurement Process</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
EIT039	Run Building Blocks Software Procurement Process	-	-	-	-
EIT038	Run Service Delivery Software Procurement Process	-	-	-	-
EIT037	Run Back Office Software Procurement Process	-	-	-	-
EIT024	Run Solution Integrator Procurement Process	-	-	-	-
<b>FD02</b>	<b>Federal HIX Software Packages Deployment</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>FD02-Q021</b>	<b>Building Block Packages Acquisition and Deployment</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DBB021	Data Management BB	-	-	-	-
DBB022	Privacy and Security BB	-	-	-	-
DBB023	Workflow Engine BB	-	-	-	-
DBB024	Rules Engine BB	-	-	-	-
DBB025	Service Management BB	-	-	-	-

INTERNAL RESOURCE COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
DBB027	Exchange Portal BB	-	-	-	-
DBB028	B2B Gateway BB	-	-	-	-
DBB029	Unified Communications BB	-	-	-	-
<b>FD02-Q022</b>	<b>Back Office Packages Acquisition and Deployment</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DCS021	Financial Management Package	-	-	-	-
DCS022	Human Resources Package	-	-	-	-
DCS024	Asset Management Package	-	-	-	-
DCS025	Knowledge Management Package	-	-	-	-
DCS026	Information Management Package	-	-	-	-
<b>FD02-Q023</b>	<b>Service Delivery Packages Acquisition and Deployment</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DCS027	CRM / Case Mgmt Package	-	-	-	-
DCS023	Billing Package	-	-	-	-
<b>FD03</b>	<b>Federal HIX Release 1 Delivery - Back Office Configuration</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>FD03-Q031</b>	<b>Release1 Delivery - Back Office Configuration</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DAB021-1	Asset Management-1 (Initial)	-	-	-	-
DAB022-1	Business Process Management-1 (Initial)	-	-	-	-
DAB023-1	Financial Management & Reporting-1 (Initial)	-	-	-	-
DAB024-1	Financial Transaction Processing-1 (Initial)	-	-	-	-

INTERNAL RESOURCE COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
DAB025-1	Human Resource Management-1 (Initial)	-	-	-	-
DAB026-1	Information Management-1 (Initial)	-	-	-	-
DAB027-1	Knowledge Management-1 (Initial)	-	-	-	-
DAB028-1	Procurement Management-1 (Initial)	-	-	-	-
<b>FD04</b>	<b>Federal HIX Release 1 Delivery - Service Delivery Configuration / Build</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FD04-Q041</b>	<b>Release 1 Application Delivery</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DAB029-1	Broker / Navigator Relationship Management-1 (Initial)	-	-	-	-
DAB030-1	Customer Service & Account Management-1 (Initial)	-	-	-	-
DAB031-1	Eligibility Assessment-1 (Initial)	-	-	-	-
DAB032-1	Marketing and Outreach-1 (Initial)	-	-	-	-
DAB033-1	Master Person Index-1 (All)	-	-	-	-
DAB034-1	Plan Certification & Risk Management-1 (Initial)	-	-	-	-
DAB035-1	Premium & Tax Credit Processing-1 (All)	-	-	-	-
DAB036-1	Unified Communications-1 (Initial)	-	-	-	-
DAB037-1	Enrollment Processing-1 (Initial)	-	-	-	-
DAB038-1	Comparison Shopping-1 (Initial)	-	-	-	-
DAB039-1	Appeals Management-1 (Deferred)	-	-	-	-
<b>FD05</b>	<b>Federal HIX Release 1 Integration and Conversion</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



INTERNAL RESOURCE COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
<b>FD05-Q051</b>	<b>Release 1 Legacy Integration and Conversion</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DSI021	Federal CMS integration with Federal HIX Integration	-	-	-	-
DSI022	Payment Processor in Federal HIX Integration	-	-	-	-
DSI023	State Department of Insurance(SDOI) integration with Federal HIX Integration	-	-	-	-
DSI024	Insurance companies integration with Federal HIX Integration	-	-	-	-
DSI025	Other Applicable State Health Subsidy Programs,e.g. In-State Medicaid, CHIP, or Basic Health Program integration with Federal HIX Integration	-	-	-	-
DSI026	Bureau of Indian Affairs integration with Federal HIX Integration	-	-	-	-
DSI027	Department of Homeland Security integration with Federal HIX Integration	-	-	-	-
DSI028	US Internal Revenue Service integration with Federal HIX Integration	-	-	-	-
DSI029	Other Federal Database integration with Federal HIX Integration	-	-	-	-
DSI030	Other State Databases integration with Federal HIX: Vital Statistics, Incarceration Status, tax Filing (Department of Revenue), unemployment insurance (Department of Labor), DMV Integration	-	-	-	-
DSI031	Social Security Administration integration with Federal HIX Integration	-	-	-	-
DSI032	To be determined integration with Federal HIX Integration	-	-	-	-
CWP021	NOTE: No data conversion or loading	-	-	-	-
<b>FD06</b>	<b>Federal HIX Release 1 Infrastructure Delivery</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FD06-Q061</b>	<b>Release 1 Production Infrastructure Delivery</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

INTERNAL RESOURCE COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
DIN027	Development / Test Environments Acquisition & Implementation	-	-	-	-
DIN026	UAT/Staging Environment Acquisition & Implementation	-	-	-	-
DIN021	Servers Acquisition & Implementation	-	-	-	-
DIN022	Storage Acquisition & Implementation	-	-	-	-
DIN023	Network Infrastructure Acquisition & Implementation	-	-	-	-
DIN024	Load Balancer Acquisition & Implementation	-	-	-	-
DIN025	High Availability environment setup Acquisition & Implementation	-	-	-	-
<b>FD07</b>	<b>Federal HIX Release 1 Implementation</b>	<b>\$ 9,742</b>	<b>\$ 9,742</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FD07-Q071</b>	<b>Release 1 Production Support Implementation</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DBB026	Information Technology BB	-	-	-	-
EBU024	Define System Support Organizational Requirements	-	-	-	-
EBU025	Acquire System Support Resources	-	-	-	-
EIT025	Run System Operation and Support Procurement Process	-	-	-	-
EIT033	Operations and Support Documentation and Training - Release 1	-	-	-	-
<b>FD07-Q072</b>	<b>Release 1 Implementation</b>	<b>\$9,742</b>	<b>\$9,742</b>	<b>\$0</b>	<b>\$0</b>
EBU023	Conversion of person data - manual portion	-	-	-	-
EIT031	End User Documentation and Training - Release 1	<b>9,742</b>	<b>9,742</b>	-	-
<b>FD11</b>	<b>Federal HIX Release 2 Delivery - Mobilization and Requirements</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

INTERNAL RESOURCE COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
<b>FD11-Q111</b>	<b>Release 2 Mobilization</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
EIT029	Update Implementation Plan and Business Case - Start of Release 2	-	-	-	-
<b>FD11-Q112</b>	<b>Release 2 Requirements and Logical Architecture Specification</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
DAA021-2	Asset Management-2 (Remaining)	-	-	-	-
DAA022-2	Business Process Management-2 (Remaining)	-	-	-	-
DAA023-2	Financial Management & Reporting-2 (Remaining)	-	-	-	-
DAA024-2	Financial Transaction Processing-2 (Remaining)	-	-	-	-
DAA025-2	Human Resource Management-2 (Remaining)	-	-	-	-
DAA026-2	Information Management-2 (Remaining)	-	-	-	-
DAA027-2	Knowledge Management-2 (Remaining)	-	-	-	-
DAA028-2	Procurement Management-2 (Remaining)	-	-	-	-
DAA029-2	Broker / Navigator Relationship Management-2 (Remaining)	-	-	-	-
DAA030-2	Customer Service & Account Management-2 (Remaining)	-	-	-	-
DAA031-2	Eligibility Assessment-2 (Remaining)	-	-	-	-
DAA032-2	Marketing and Outreach-2 (Remaining)	-	-	-	-
DAA033-2	Master Person Index-2 (None)	-	-	-	-
DAA034-2	Plan Certification & Risk Management-2 (Remaining)	-	-	-	-
DAA035-2	Premium & Tax Credit Processing-2 (None)	-	-	-	-

INTERNAL RESOURCE COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
DAA036-2	Unified Communications-2 (Remaining)	-	-	-	-
DAA037-2	Enrollment Processing-2 (Remaining)	-	-	-	-
DAA038-2	Comparison Shopping-2 (Remaining)	-	-	-	-
DAA039-2	Appeals Management-2 (All)	-	-	-	-
<b>FD12</b>	<b>Federal HIX Release 2 Delivery - Back Office Configuration</b>	<b>\$ 76,769</b>	<b>\$ 78,935</b>	<b>\$ 83,268</b>	<b>\$ 25,590</b>
<b>FD12-Q121</b>	<b>Release 2 Application Delivery - Back Office Configuration</b>	<b>\$76,769</b>	<b>\$76,769</b>	<b>\$76,769</b>	<b>\$25,590</b>
DAB021-2	Asset Management-2 (Remaining)	-	-	-	-
DAB022-2	Business Process Management-2 (Remaining)	-	-	-	-
DAB023-2	Financial Management & Reporting-2 (Remaining)	<b>5,418</b>	<b>5,418</b>	<b>5,418</b>	<b>1,806</b>
DAB024-2	Financial Transaction Processing-2 (Remaining)	-	-	-	-
DAB025-2	Human Resource Management-2 (Remaining)	-	-	-	-
DAB026-2	Information Management-2 (Remaining)	<b>71,351</b>	<b>71,351</b>	<b>71,351</b>	<b>23,784</b>
DAB027-2	Knowledge Management-2 (Remaining)	-	-	-	-
DAB028-2	Procurement Management-2 (Remaining)	-	-	-	-
<b>FD12-Q122</b>	<b>Release 2 Production Infrastructure Delivery</b>	<b>\$0</b>	<b>\$2,166</b>	<b>\$6,499</b>	<b>\$0</b>
DIN028	Release 2 Production Environment Upgrade Acquisition & Implementation	-	<b>2,166</b>	<b>6,499</b>	-
<b>FD13</b>	<b>Federal HIX Release 2 Delivery - Service Delivery Configuration / Build</b>	<b>\$ 207,956</b>	<b>\$ 207,956</b>	<b>\$ 207,956</b>	<b>\$ 69,319</b>
<b>FD13-Q131</b>	<b>Release 2 Application Delivery - Service Delivery Configuration / Build</b>	<b>\$207,956</b>	<b>\$207,956</b>	<b>\$207,956</b>	<b>\$69,319</b>

INTERNAL RESOURCE COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
DAB029-2	Broker / Navigator Relationship Management-2 (Remaining)	-	-	-	-
DAB030-2	Customer Service & Account Management-2 (Remaining)	6,994	6,994	6,994	2,331
DAB031-2	Eligibility Assessment-2 (Remaining)	-	-	-	-
DAB032-2	Marketing and Outreach-2 (Remaining)	9,334	9,334	9,334	3,111
DAB033-2	Master Person Index-2 (None)	-	-	-	-
DAB034-2	Plan Certification & Risk Management-2 (Remaining)	188,905	188,905	188,905	62,968
DAB035-2	Premium & Tax Credit Processing-2 (None)	-	-	-	-
DAB036-2	Unified Communications-2 (Remaining)	2,724	2,724	2,724	908
DAB037-2	Enrollment Processing-2 (Remaining)	-	-	-	-
DAB038-2	Comparison Shopping-2 (Remaining)	-	-	-	-
DAB039-2	Appeals Management-2 (All)	-	-	-	-
<b>FD14</b>	<b>Federal HIX Release 2 Implementation</b>	\$ -	\$ -	\$ -	\$ 14,547
<b>FD14-Q141</b>	<b>Release 2 Production Support Implementation</b>	\$0	\$0	\$0	\$11,745
EIT034	Operations and Support Documentation and Training - Release 2	-	-	-	11,745
<b>FD14-Q142</b>	<b>Release 2 Implementation</b>	\$0	\$0	\$0	\$2,802
EIT032	End User Documentation and Training - Release 2	-	-	-	2,802
<b>FD21</b>	<b>Federal HIX Program Management</b>	\$ 44,034	\$ 44,034	\$ 44,034	\$ 50,585
<b>FD21-Q211</b>	<b>Program Management</b>	\$44,034	\$44,034	\$44,034	\$50,585

INTERNAL RESOURCE COSTS BY QUARTER					
ID	NAME	14Q1	14Q2	14Q3	14Q4
EIT021	Program Management	26,204	26,204	26,204	32,755
EIT030	Project Management Quality Assurance	6,805	6,805	6,805	6,805
EIT035	Architecture Integration	11,025	11,025	11,025	11,025
<b>FD22</b>	<b>Federal HIX Program Infrastructure and Expenses</b>	\$ -	\$ -	\$ -	\$ -
<b>FD22-Q221</b>	<b>Hardware Lease and Software Maintenance during Delivery</b>	\$0	\$0	\$0	\$0
EBU026	Project Team Facilities Provision	-	-	-	-
EBU027	Resource Travel	-	-	-	-
EBU031	Supplies Provision	-	-	-	-
<b>FD22-Q222</b>	<b>Project Team Facilities and Travel Expenses</b>	\$0	\$0	\$0	\$0
EIT036	SW Maintenance Costs During Delivery Phase	-	-	-	-

## Appendix D – Detailed Resource Requirements

Table 7 State Exchange Option - Detailed Resource Requirements

ID	NAME	Total External Resource Days	Total Internal Resource Days	Internal Business Resource Days	Internal IT Resource Days	TOTAL IMPLEMENT-ATION Work Days	Yearly Operations & Support Work Days
	<i>STATE HIX Option</i>	30,511	18,621	9,686	8,935	49,132	12,763
ST01	State HIX Release 1 Delivery - Mobilization, Requirements, Strategy and Procurement	3,542	2,176	1,256	920	5,717	-
<i>ST01-P011</i>	<i>Mobilization</i>	277	167	89	78	445	-
EBU001	Mobilize Program	74	66	66	-	140	-
DIN009	Project Team Servers and Printers/Scanners Acquisition & Implementation	11	26	-	26	37	-
EBU008	Enterprise Architecture Capability Design and Implementation	126	44	14	30	170	-
DBB010	CASE Tool and Repository BB	66	31	9	22	97	-
<i>ST01-P013</i>	<i>Release 1 Requirements and Logical Architecture Specification</i>	1,777	1,274	750	524	3,052	-
DAA001-1	Asset Management-1 (Deferred)	-	-	-	-	-	-
DAA002-1	Business Process Management-1 (Initial)	71	51	30	21	122	-
DAA003-1	Financial Management & Reporting-1 (Initial)	21	15	9	6	36	-

ID	NAME	Total External Resource Days	Total Internal Resource Days	Internal Business Resource Days	Internal IT Resource Days	TOTAL IMPLEMENTATION Work Days	Yearly Operations & Support Work Days
DAA004-1	Financial Transaction Processing-1 (Initial)	42	31	18	13	73	-
DAA005-1	Human Resource Management-1 (Deferred)	-	-	-	-	-	-
DAA006-1	Information Management-1 (Initial)	57	41	24	17	99	-
DAA007-1	Knowledge Management-1 (Initial)	48	34	20	14	82	-
DAA008-1	Procurement Management-1 (Deferred)	-	-	-	-	-	-
DAA009-1	Broker / Navigator Relationship Management-1 (Initial)	103	75	44	31	178	-
DAA010-1	Customer Service & Account Management-1 (Initial)	52	38	22	16	90	-
DAA011-1	Eligibility Assessment-1 (Initial)	197	142	83	59	340	-
DAA012-1	Marketing and Outreach-1 (Initial)	24	18	11	7	42	-
DAA013-1	Master Person Index-1 (All)	16	12	7	5	28	-
DAA014-1	Plan Certification & Risk Management-1 (Initial)	152	110	64	46	262	-
DAA015-1	Premium & Tax Credit Processing-1 (All)	217	157	92	65	375	-
DAA016-1	Unified Communications-1 (Initial)	10	7	4	3	17	-
DAA017-1	Enrollment Processing-1 (Initial)	602	434	253	181	1,036	-
DAA018-1	Comparison Shopping-1 (Initial)	31	22	13	9	53	-
DAA019-1	Appeals Management-1 (Initial)	-	-	-	-	-	-



ID	NAME	Total External Resource Days	Total Internal Resource Days	Internal Business Resource Days	Internal IT Resource Days	TOTAL IMPLEMENTATION Work Days	Yearly Operations & Support Work Days
EBU009	Design Customer Experience	134	86	56	30	220	-
ST01-P012	<i>Release 1 Implementation Strategy and Plan</i>	415	197	118	79	612	-
EBU002	Develop Options Evaluation and Procurement Strategy	118	62	47	15	180	-
EBU010	Develop Business Case for the HIX	-	-	-	-	-	-
EIT002	Develop Interoperability Standards for Insurance Companies	69	42	20	22	111	-
EIT003	Develop Operations and Support Strategy	58	25	17	8	83	-
EIT006	Privacy Impact Assessment	45	7	-	7	52	-
EIT007	Threat Risk Assessment	72	17	-	17	88	-
EIT008	Update Implementation Plan and Business Case based on detailed requirements specification	54	44	34	10	98	-
ST01-P014	<i>Procurement Process</i>	1,072	537	299	238	1,609	-
EIT019	Run Building Blocks Software Procurement Process	249	112	55	57	361	-
EIT018	Run Service Delivery Software Procurement Process	259	138	78	60	397	-
EIT017	Run Back Office Software Procurement Process	221	125	78	47	346	-
EIT004	Run Solution Integrator Procurement Process	342	163	88	75	505	-
ST02	State HIX Software Packages Deployment	479	224	70	155	703	-
ST02-P021	<i>Building Block Packages Acquisition and Deployment</i>	265	88	-	88	354	-
DBB001	Data Management BB	33	11	-	11	44	-

ID	NAME	Total External Resource Days	Total Internal Resource Days	Internal Business Resource Days	Internal IT Resource Days	TOTAL IMPLEMENT-ATION Work Days	Yearly Operations & Support Work Days
DBB002	Privacy and Security BB	33	11	-	11	44	-
DBB003	Workflow Engine BB	33	11	-	11	44	-
DBB004	Rules Engine BB	33	11	-	11	44	-
DBB005	Service Management BB	33	11	-	11	44	-
DBB007	Exchange Portal BB	33	11	-	11	44	-
DBB008	B2B Gateway BB	33	11	-	11	44	-
DBB009	Unified Communications BB	33	11	-	11	44	-
<i>ST02-P022</i>	<i>Back Office Packages Acquisition and Deployment</i>	142	91	46	44	233	-
DCS001	Financial Management Package	36	23	12	11	58	-
DCS002	Human Resources Package	36	23	12	11	58	-
DCS004	IT Asset Management Package	-	-	-	-	-	-
DCS005	Knowledge Management Package	36	23	12	11	58	-
DCS006	Information Management Package	36	23	12	11	58	-
<i>ST02-P023</i>	<i>Service Delivery Packages Acquisition and Deployment</i>	71	45	23	22	116	-
DCS007	CRM / Case Mgmt Package	36	23	12	11	58	-
DCS003	Billing Package	36	23	12	11	58	-
ST03	State HIX Release 1 Delivery - Back Office Configuration	1,366	754	430	325	2,120	640

ID	NAME	Total External Resource Days	Total Internal Resource Days	Internal Business Resource Days	Internal IT Resource Days	TOTAL IMPLEMENTATION Work Days	Yearly Operations & Support Work Days
ST03-P031	Release1 Delivery - Back Office Configuration	1,366	754	430	325	2,120	640
DAB001-1	Asset Management-1 (Deferred)	-	-	-	-	-	-
DAB002-1	Business Process Management-1 (Initial)	407	225	128	97	632	207
DAB003-1	Financial Management & Reporting-1 (Initial)	120	66	38	29	186	39
DAB004-1	Financial Transaction Processing-1 (Initial)	243	134	77	58	377	154
DAB005-1	Human Resource Management-1 (Deferred)	-	-	-	-	-	-
DAB006-1	Information Management-1 (Initial)	324	178	101	77	503	150
DAB007-1	Knowledge Management-1 (Initial)	272	150	86	65	423	89
DAB008-1	Procurement Management-1 (Deferred)	-	-	-	-	-	-
ST04	State HIX Release 1 Delivery - Service Delivery Configuration / Build	8,062	4,440	2,524	1,915	12,502	5,482
ST04-P041	Release 1 Application Delivery	8,062	4,440	2,524	1,915	12,502	5,482
DAB009-1	Broker / Navigator Relationship Management-1 (Initial)	591	327	186	141	918	456
DAB010-1	Customer Service & Account Management-1 (Initial)	300	165	94	71	465	232
DAB011-1	Eligibility Assessment-1 (Initial)	1,137	626	356	270	1,763	1,103
DAB012-1	Marketing and Outreach-1 (Initial)	136	75	42	32	211	87
DAB013-1	Master Person Index-1 (All)	86	47	27	20	133	43

ID	NAME	Total External Resource Days	Total Internal Resource Days	Internal Business Resource Days	Internal IT Resource Days	TOTAL IMPLEMENTATION Work Days	Yearly Operations & Support Work Days
DAB014-1	Plan Certification & Risk Management-1 (Initial)	868	478	272	206	1,346	404
DAB015-1	Premium & Tax Credit Processing-1 (All)	1,248	687	391	297	1,936	797
DAB016-1	Unified Communications-1 (Initial)	59	33	18	14	92	37
DAB017-1	Enrollment Processing-1 (Initial)	3,460	1,905	1,083	822	5,364	2,211
DAB018-1	Comparison Shopping-1 (Initial)	177	97	55	42	275	112
DAB019-1	Appeals Management-1 (Initial)	-	-	-	-	-	-
ST05	State HIX Release 1 Integration and Conversion	824	364	167	197	1,187	123
ST05-P051	<i>Release 1 Legacy Integration and Conversion</i>	824	364	167	197	1,187	123
DSI001	Federal CMS integration with State HIX Integration	150	66	30	36	216	-
DSI002	Payment Processor Integration	43	20	9	10	62	6
DSI003	State Department of Insurance(SDOI) integration with State HIX Integration	134	59	27	32	193	6
DSI004	Insurance companies integration with State HIX Integration	-	-	-	-	-	-
DSI005	Other Applicable State Health Subsidy Programs,e.g. In-State Medicaid, CHIP, or Basic Health Program Integration	133	59	27	32	192	36
DSI006	Bureau of Indian Affairs Integration	13	5	2	3	19	2
DSI007	Department of Homeland Security Integration	26	12	5	6	38	-
DSI008	US Internal Revenue Service Integration	102	46	21	25	148	35

ID	NAME	Total External Resource Days	Total Internal Resource Days	Internal Business Resource Days	Internal IT Resource Days	TOTAL IMPLEMENT-ATION Work Days	Yearly Operations & Support Work Days
DSI009	Other Federal Database Integration	13	5	2	3	19	1
DSI010	Other State Databases: Vital Statistics, Incarceration Status, tax Filing (Department of Revenue), unemployment insurance (Department of Labor), DMV Integration	26	12	5	6	38	8
DSI011	Social Security Administration Integration	26	12	5	6	38	7
DSI012	To be determined Integration	157	70	32	38	227	21
CWP001	NOTE: No data conversion or loading	-	-	-	-	-	-
ST06	State HIX Release 1 Infrastructure Delivery	185	498	2	495	682	1,460
ST06-P061	Release 1 Production Infrastructure Delivery	185	498	2	495	682	1,460
DIN007	Development / Test Environments Acquisition & Implementation	11	26	-	26	37	365
DIN006	UAT/Staging Environment Acquisition & Implementation	11	26	-	26	37	-
DIN001	Servers Acquisition & Implementation	37	97	0	96	134	1,095
DIN002	Storage Acquisition & Implementation	24	62	0	61	86	-
DIN003	Network Infrastructure Acquisition & Implementation	21	52	0	52	74	-
DIN004	Load Balancer Acquisition & Implementation	24	57	0	57	81	-
DIN005	High Availability environment setup Acquisition & Implementation	57	177	1	176	234	-
ST07	State HIX Release 1 Implementation	623	909	515	394	1,532	-
ST07-P071	Release 1 Production Support Implementation	281	481	120	361	762	-

ID	NAME	Total External Resource Days	Total Internal Resource Days	Internal Business Resource Days	Internal IT Resource Days	TOTAL IMPLEMENT-ATION Work Days	Yearly Operations & Support Work Days
DBB006	Information Technology BB	83	37	9	28	119	-
EBU004	Define System Support Organizational Requirements	24	3	3	-	27	-
EBU005	Acquire System Support Resources	-	60	60	-	60	-
EIT005	Run System Operation and Support Procurement Process	129	76	48	28	205	-
EIT013	Operations and Support Documentation and Training - Release 1	46	306	-	306	351	-
<i>ST07-P072</i>	<i>Release 1 Implementation</i>	342	428	395	33	770	-
EBU003	Conversion of person data - manual portion	-	-	-	-	-	-
EIT011	End User Documentation and Training - Release 1	342	428	395	33	770	-
<b>ST11</b>	<b>State HIX Release 2 Delivery - Mobilization and Requirements</b>	<b>1,663</b>	<b>1,211</b>	<b>717</b>	<b>495</b>	<b>2,874</b>	<b>-</b>
<i>ST11-P111</i>	<i>Release 2 Mobilization</i>	54	44	34	10	98	-
EIT009	Update Implementation Plan and Business Case - Start of Release 2	54	44	34	10	98	-
<i>ST11-P112</i>	<i>Release 2 Requirements and Logical Architecture Specification</i>	1,609	1,168	683	485	2,776	-
DAA001-2	Asset Management-2 (All)	13	10	6	4	24	-
DAA002-2	Business Process Management-2 (Remaining)	38	27	16	11	65	-
DAA003-2	Financial Management & Reporting-2 (Remaining)	16	12	7	5	28	-
DAA004-2	Financial Transaction Processing-2 (Remaining)	21	15	9	6	36	-

ID	NAME	Total External Resource Days	Total Internal Resource Days	Internal Business Resource Days	Internal IT Resource Days	TOTAL IMPLEMENTATION Work Days	Yearly Operations & Support Work Days
DAA005-2	Human Resource Management-2 (All)	63	46	27	19	110	-
DAA006-2	Information Management-2 (Remaining)	264	192	112	80	456	-
DAA007-2	Knowledge Management-2 (Remaining)	24	18	11	7	42	-
DAA008-2	Procurement Management-2 (All)	21	15	9	6	36	-
DAA009-2	Broker / Navigator Relationship Management-2 (Remaining)	144	104	61	43	248	-
DAA010-2	Customer Service & Account Management-2 (Remaining)	34	25	15	10	60	-
DAA011-2	Eligibility Assessment-2 (Remaining)	114	82	48	34	197	-
DAA012-2	Marketing and Outreach-2 (Remaining)	31	22	13	9	54	-
DAA013-2	Master Person Index-2 (None)	-	-	-	-	-	-
DAA014-2	Plan Certification & Risk Management-2 (Remaining)	496	358	209	149	855	-
DAA015-2	Premium & Tax Credit Processing-2 (None)	-	-	-	-	-	-
DAA016-2	Unified Communications-2 (Remaining)	8	6	4	2	15	-
DAA017-2	Enrollment Processing-2 (Remaining)	248	180	105	75	428	-
DAA018-2	Comparison Shopping-2 (Remaining)	16	12	7	5	28	-
DAA019-2	Appeals Management-2 (Remaining)	55	41	24	17	96	-
ST12	State HIX Release 2 Delivery - Back Office Configuration	2,657	1,484	829	655	4,141	1,127

ID	NAME	Total External Resource Days	Total Internal Resource Days	Internal Business Resource Days	Internal IT Resource Days	TOTAL IMPLEMENT-ATION Work Days	Yearly Operations & Support Work Days
ST12-P121	<i>Release 2 Application Delivery - Back Office Configuration</i>	2,646	1,458	829	629	4,104	1,127
DAB001-2	Asset Management-2 (All)	81	45	26	19	126	16
DAB002-2	Business Process Management-2 (Remaining)	213	118	67	51	331	107
DAB003-2	Financial Management & Reporting-2 (Remaining)	86	47	27	20	133	30
DAB004-2	Financial Transaction Processing-2 (Remaining)	120	66	38	29	187	77
DAB005-2	Human Resource Management-2 (All)	365	201	114	87	567	120
DAB006-2	Information Management-2 (Remaining)	1,523	838	476	362	2,361	710
DAB007-2	Knowledge Management-2 (Remaining)	136	75	42	32	211	45
DAB008-2	Procurement Management-2 (All)	122	67	38	29	189	23
ST12-P122	<i>Release 2 Production Infrastructure Delivery</i>	11	26	-	26	37	-
DIN008	Release 2 Production Environment Upgrade Acquisition & Implementation	11	26	-	26	37	-
ST13	<b>State HIX Release 2 Delivery - Service Delivery Configuration / Build</b>	6,596	3,634	2,067	1,567	10,230	3,932
ST13-P131	<i>Release 2 Application Delivery - Service Delivery Configuration / Build</i>	6,596	3,634	2,067	1,567	10,230	3,932
DAB009-2	Broker / Navigator Relationship Management-2 (Remaining)	827	457	260	197	1,284	638
DAB010-2	Customer Service & Account Management-2 (Remaining)	199	109	62	47	308	154
DAB011-2	Eligibility Assessment-2 (Remaining)	659	363	206	157	1,022	639



ID	NAME	Total External Resource Days	Total Internal Resource Days	Internal Business Resource Days	Internal IT Resource Days	TOTAL IMPLEMENTATION Work Days	Yearly Operations & Support Work Days
DAB012-2	Marketing and Outreach-2 (Remaining)	184	101	57	44	285	117
DAB013-2	Master Person Index-2 (None)	-	-	-	-	-	-
DAB014-2	Plan Certification & Risk Management-2 (Remaining)	2,854	1,571	893	678	4,424	1,329
DAB015-2	Premium & Tax Credit Processing-2 (None)	-	-	-	-	-	-
DAB016-2	Unified Communications-2 (Remaining)	42	24	14	10	65	26
DAB017-2	Enrollment Processing-2 (Remaining)	1,426	787	448	339	2,212	910
DAB018-2	Comparison Shopping-2 (Remaining)	88	48	28	21	136	56
DAB019-2	Appeals Management-2 (Remaining)	318	175	100	76	493	63
ST14	State HIX Release 2 Implementation	189	177	10	167	366	-
ST14-P141	Release 2 Production Support Implementation	23	153	-	153	176	-
EIT014	Operations and Support Documentation and Training - Release 2	23	153	-	153	176	-
ST14-P142	Release 2 Implementation	166	24	10	14	190	-
EIT012	End User Documentation and Training - Release 2	166	24	10	14	190	-
ST21	State HIX Program Management	4,327	2,751	1,100	1,651	7,077	-
ST21-P211	Program Management	4,327	2,751	1,100	1,651	7,077	-
EIT001	Program Management	678	1,346	1,100	246	2,023	-

ID	NAME	Total External Resource Days	Total Internal Resource Days	Internal Business Resource Days	Internal IT Resource Days	TOTAL IMPLEMENT-ATION Work Days	Yearly Operations & Support Work Days
EIT010	Project Management Quality Assurance	2,479	859	-	859	3,338	-
EIT015	Architecture Integration	1,170	546	-	546	1,716	-
ST22	State HIX Program Infrastructure and Expenses	-	-	-	-	-	-
ST22-P221	Hardware Lease and Software Maintenance during Delivery	-	-	-	-	-	-
EBU006	Project Team Facilities Provision	-	-	-	-	-	-
EBU007	Resource Travel	-	-	-	-	-	-
EBU011	Supplies Provision	-	-	-	-	-	-
ST22-P222	Project Team Facilities and Travel Expenses	-	-	-	-	-	-
EIT016	SW Maintenance Costs During Delivery Phase	-	-	-	-	-	-

Table 8 Federal Exchange Option - Detailed Resource Requirements

ID	NAME	Total External Resource Days	Total Internal Resource Days	Internal Business Resource Days	Internal IT Resource Days	TOTAL IMPLEMENT-ATION Work Days	Yearly Operations & Support Work Days
	<i>FEDERAL HIX Option</i>	10,577	6,999	3,480	3,519	17,576	2,125
FD01	Federal HIX Release 1 Delivery - Mobilization, Requirements, Strategy and Procurement	867	500	259	241	1,367	-
<i>FD01-Q011</i>	<i>Mobilization</i>	222	118	40	78	340	-
EBU021	Mobilize Program	19	17	17	-	35	-
DIN029	Project Team Servers and Printers/Scanners Acquisition & Implementation	11	26	-	26	37	-
EBU028	Enterprise Architecture Capability Design and Implementation	126	44	14	30	170	-
DBB030	CASE Tool and Repository BB	66	31	9	22	97	-
<i>FD01-Q013</i>	<i>Release 1 Requirements and Logical Architecture Specification</i>	278	203	119	84	481	-
DAA021-1	Asset Management-1 (Initial)	-	-	-	-	-	-
DAA022-1	Business Process Management-1 (Initial)	-	-	-	-	-	-
DAA023-1	Financial Management & Reporting-1 (Initial)	21	15	9	6	36	-
DAA024-1	Financial Transaction Processing-1 (Initial)	-	-	-	-	-	-
DAA025-1	Human Resource Management-1 (Initial)						

ID	NAME	Total External Resource Days	Total Internal Resource Days	Internal Business Resource Days	Internal IT Resource Days	TOTAL IMPLEMENT-ATION Work Days	Yearly Operations & Support Work Days
		-	-	-	-	-	-
DAA026-1	Information Management-1 (Initial)	42	31	18	13	73	-
DAA027-1	Knowledge Management-1 (Initial)	-	-	-	-	-	-
DAA028-1	Procurement Management-1 (Initial)	-	-	-	-	-	-
DAA029-1	Broker / Navigator Relationship Management-1 (Initial)	-	-	-	-	-	-
DAA030-1	Customer Service & Account Management-1 (Initial)	29	22	13	9	51	-
DAA031-1	Eligibility Assessment-1 (Initial)	-	-	-	-	-	-
DAA032-1	Marketing and Outreach-1 (Initial)	19	14	8	6	32	-
DAA033-1	Master Person Index-1 (All)	-	-	-	-	-	-
DAA034-1	Plan Certification & Risk Management-1 (Initial)	158	115	67	48	273	-
DAA035-1	Premium & Tax Credit Processing-1 (All)	-	-	-	-	-	-
DAA036-1	Unified Communications-1 (Initial)	10	7	4	3	17	-
DAA037-1	Enrollment Processing-1 (Initial)	-	-	-	-	-	-
DAA038-1	Comparison Shopping-1 (Initial)	-	-	-	-	-	-
DAA039-1	Appeals Management-1 (Deferred)	-	-	-	-	-	-
EBU029	Design Customer Experience	-	-	-	-	-	-
<i>FD01-Q012</i>	<i>Release 1 Implementation Strategy and Plan</i>	112	54	31	23	166	-
EBU022	Develop Options Evaluation and Procurement Strategy	30	16	12	4	45	-

ID	NAME	Total External Resource Days	Total Internal Resource Days	Internal Business Resource Days	Internal IT Resource Days	TOTAL IMPLEMENT-ATION Work Days	Yearly Operations & Support Work Days
EBU030	Develop Business Case for the HIX	-	-	-	-	-	-
EIT022	Develop Interoperability Standards for Insurance Companies	24	15	7	8	39	-
EIT023	Develop Operations and Support Strategy	15	6	4	2	21	-
EIT026	Privacy Impact Assessment	11	2	-	2	14	-
EIT027	Threat Risk Assessment	18	4	-	4	22	-
EIT028	Update Implementation Plan and Business Case based on detailed requirements specification	14	11	8	3	25	-
<i>FD01-Q014</i>	<i>Procurement Process</i>	256	125	69	56	381	-
EIT039	Run Building Blocks Software Procurement Process	-	-	-	-	-	-
EIT038	Run Service Delivery Software Procurement Process	-	-	-	-	-	-
EIT037	Run Back Office Software Procurement Process	33	19	12	7	52	-
EIT024	Run Solution Integrator Procurement Process	222	106	57	49	329	-
<b>FD02</b>	<b>Federal HIX Software Packages Deployment</b>	<b>336</b>	<b>134</b>	<b>23</b>	<b>111</b>	<b>470</b>	<b>-</b>
<i>FD02-Q021</i>	<i>Building Block Packages Acquisition and Deployment</i>	265	88	-	88	354	-
DBB021	Data Management BB	33	11	-	11	44	-
DBB022	Privacy and Security BB	33	11	-	11	44	-
DBB023	Workflow Engine BB	33	11	-	11	44	-
DBB024	Rules Engine BB	33	11	-	11	44	-

ID	NAME	Total External Resource Days	Total Internal Resource Days	Internal Business Resource Days	Internal IT Resource Days	TOTAL IMPLEMENT-ATION Work Days	Yearly Operations & Support Work Days
DBB025	Service Management BB	33	11	-	11	44	-
DBB027	Exchange Portal BB	33	11	-	11	44	-
DBB028	B2B Gateway BB	33	11	-	11	44	-
DBB029	Unified Communications BB	33	11	-	11	44	-
FD02-Q022	<i>Back Office Packages Acquisition and Deployment</i>	36	23	12	11	58	-
DCS021	Financial Management Package	36	23	12	11	58	-
DCS022	Human Resources Package	-	-	-	-	-	-
DCS024	Asset Management Package	-	-	-	-	-	-
DCS025	Knowledge Management Package	-	-	-	-	-	-
DCS026	Information Management Package	-	-	-	-	-	-
FD02-Q023	<i>Service Delivery Packages Acquisition and Deployment</i>	36	23	12	11	58	-
DCS027	CRM / Case Mgmt Package	36	23	12	11	58	-
DCS023	Billing Package	-	-	-	-	-	-
FD03	Federal HIX Release 1 Delivery - Back Office Configuration	358	198	112	85	556	55
FD03-Q031	<i>Release1 Delivery - Back Office Configuration</i>	358	198	112	85	556	55
DAB021-1	Asset Management-1 (Initial)	-	-	-	-	-	-
DAB022-1	Business Process Management-1 (Initial)	-	-	-	-	-	-

ID	NAME	Total External Resource Days	Total Internal Resource Days	Internal Business Resource Days	Internal IT Resource Days	TOTAL IMPLEMENT-ATION Work Days	Yearly Operations & Support Work Days
DAB023-1	Financial Management & Reporting-1 (Initial)	120	66	38	29	186	39
DAB024-1	Financial Transaction Processing-1 (Initial)	-	-	-	-	-	-
DAB025-1	Human Resource Management-1 (Initial)	-	-	-	-	-	-
DAB026-1	Information Management-1 (Initial)	239	131	75	57	370	16
DAB027-1	Knowledge Management-1 (Initial)	-	-	-	-	-	-
DAB028-1	Procurement Management-1 (Initial)	-	-	-	-	-	-
FD04	Federal HIX Release 1 Delivery - Service Delivery Configuration / Build	1,236	680	386	294	1,916	184
FD04-Q041	Release 1 Application Delivery	1,236	680	386	294	1,916	184
DAB029-1	Broker / Navigator Relationship Management-1 (Initial)	-	-	-	-	-	-
DAB030-1	Customer Service & Account Management-1 (Initial)	160	88	50	38	248	60
DAB031-1	Eligibility Assessment-1 (Initial)	-	-	-	-	-	-
DAB032-1	Marketing and Outreach-1 (Initial)	107	59	34	25	166	40
DAB033-1	Master Person Index-1 (All)	-	-	-	-	-	-
DAB034-1	Plan Certification & Risk Management-1 (Initial)	911	500	284	216	1,411	61
DAB035-1	Premium & Tax Credit Processing-1 (All)	-	-	-	-	-	-
DAB036-1	Unified Communications-1 (Initial)	59	33	18	14	92	22
DAB037-1	Enrollment Processing-1 (Initial)	-	-	-	-	-	-

ID	NAME	Total External Resource Days	Total Internal Resource Days	Internal Business Resource Days	Internal IT Resource Days	TOTAL IMPLEMENT-ATION Work Days	Yearly Operations & Support Work Days
DAB038-1	Comparison Shopping-1 (Initial)	-	-	-	-	-	-
DAB039-1	Appeals Management-1 (Deferred)	-	-	-	-	-	-
FD05	Federal HIX Release 1 Integration and Conversion	450	198	91	108	649	14
FD05-Q051	<i>Release 1 Legacy Integration and Conversion</i>	450	198	91	108	649	14
DSI021	Federal CMS integration with Federal HIX Integration	-	-	-	-	-	-
DSI022	Payment Processor in Federal HIX Integration	-	-	-	-	-	-
DSI023	State Department of Insurance(SDOI) integration with Federal HIX Integration	134	59	27	32	193	8
DSI024	Insurance companies integration with Federal HIX Integration	-	-	-	-	-	-
DSI025	Other Applicable State Health Subsidy Programs,e.g. In-State Medicaid, CHIP, or Basic Health Program integration with Federal HIX Integration	133	59	27	32	192	2
DSI026	Bureau of Indian Affairs integration with Federal HIX Integration	-	-	-	-	-	-
DSI027	Department of Homeland Security integration with Federal HIX Integration	-	-	-	-	-	-
DSI028	US Internal Revenue Service integration with Federal HIX Integration	-	-	-	-	-	-
DSI029	Other Federal Database integration with Federal HIX Integration	-	-	-	-	-	-
DSI030	Other State Databases integration with Federal HIX: Vital Statistics, Incarceration Status, tax Filing (Department of Revenue), unemployment insurance (Department of Labor), DMV Integration	26	12	5	6	38	1



ID	NAME	Total External Resource Days	Total Internal Resource Days	Internal Business Resource Days	Internal IT Resource Days	TOTAL IMPLEMENT-ATION Work Days	Yearly Operations & Support Work Days
DSI031	Social Security Administration integration with Federal HIX Integration	-	-	-	-	-	-
DSI032	To be determined integration with Federal HIX Integration	157	70	32	38	227	3
CWP021	NOTE: No data conversion or loading	-	-	-	-	-	-
FD06	Federal HIX Release 1 Infrastructure Delivery	161	440	2	438	602	1,460
FD06-Q061	Release 1 Production Infrastructure Delivery	161	440	2	438	602	1,460
DIN027	Development / Test Environments Acquisition & Implementation	11	26	-	26	37	365
DIN026	UAT/Staging Environment Acquisition & Implementation	11	26	-	26	37	-
DIN021	Servers Acquisition & Implementation	37	97	0	96	134	1,095
DIN022	Storage Acquisition & Implementation	24	62	0	61	86	-
DIN023	Network Infrastructure Acquisition & Implementation	21	52	0	52	74	-
DIN024	Load Balancer Acquisition & Implementation	-	-	-	-	-	-
DIN025	High Availability environment setup Acquisition & Implementation	57	177	1	176	234	-
FD07	Federal HIX Release 1 Implementation	218	255	136	120	474	-
FD07-Q071	Release 1 Production Support Implementation	133	148	37	111	281	-
DBB026	Information Technology BB	83	37	9	28	119	-
EBU024	Define System Support Organizational Requirements	6	1	1	-	7	-
EBU025	Acquire System Support Resources						

ID	NAME	Total External Resource Days	Total Internal Resource Days	Internal Business Resource Days	Internal IT Resource Days	TOTAL IMPLEMENT-ATION Work Days	Yearly Operations & Support Work Days
		-	15	15	-	15	-
EIT025	Run System Operation and Support Procurement Process	33	19	12	7	52	-
EIT033	Operations and Support Documentation and Training - Release 1	12	77	-	77	88	-
<i>FD07-Q072</i>	<i>Release 1 Implementation</i>	86	107	99	9	193	-
EBU023	Conversion of person data - manual portion	-	-	-	-	-	-
EIT031	End User Documentation and Training - Release 1	86	107	99	9	193	-
<b>FD11</b>	<b>Federal HIX Release 2 Delivery - Mobilization and Requirements</b>	<b>800</b>	<b>580</b>	<b>341</b>	<b>239</b>	<b>1,380</b>	<b>-</b>
<i>FD11-Q111</i>	<i>Release 2 Mobilization</i>	14	11	8	3	25	-
EIT029	Update Implementation Plan and Business Case - Start of Release 2	14	11	8	3	25	-
<i>FD11-Q112</i>	<i>Release 2 Requirements and Logical Architecture Specification</i>	786	569	333	236	1,355	-
DAA021-2	Asset Management-2 (Remaining)	-	-	-	-	-	-
DAA022-2	Business Process Management-2 (Remaining)	-	-	-	-	-	-
DAA023-2	Financial Management & Reporting-2 (Remaining)	16	12	7	5	28	-
DAA024-2	Financial Transaction Processing-2 (Remaining)	-	-	-	-	-	-
DAA025-2	Human Resource Management-2 (Remaining)	-	-	-	-	-	-
DAA026-2	Information Management-2 (Remaining)	196	142	83	59	338	-
DAA027-2	Knowledge Management-2 (Remaining)	-	-	-	-	-	-

ID	NAME	Total External Resource Days	Total Internal Resource Days	Internal Business Resource Days	Internal IT Resource Days	TOTAL IMPLEMENT-ATION Work Days	Yearly Operations & Support Work Days
DAA028-2	Procurement Management-2 (Remaining)	-	-	-	-	-	-
DAA029-2	Broker / Navigator Relationship Management-2 (Remaining)	-	-	-	-	-	-
DAA030-2	Customer Service & Account Management-2 (Remaining)	19	14	8	6	32	-
DAA031-2	Eligibility Assessment-2 (Remaining)	-	-	-	-	-	-
DAA032-2	Marketing and Outreach-2 (Remaining)	26	19	11	8	45	-
DAA033-2	Master Person Index-2 (None)	-	-	-	-	-	-
DAA034-2	Plan Certification & Risk Management-2 (Remaining)	521	377	220	157	898	-
DAA035-2	Premium & Tax Credit Processing-2 (None)	-	-	-	-	-	-
DAA036-2	Unified Communications-2 (Remaining)	8	6	4	2	15	-
DAA037-2	Enrollment Processing-2 (Remaining)	-	-	-	-	-	-
DAA038-2	Comparison Shopping-2 (Remaining)	-	-	-	-	-	-
DAA039-2	Appeals Management-2 (All)	-	-	-	-	-	-
FD12	Federal HIX Release 2 Delivery - Back Office Configuration	1,226	696	381	315	1,921	105
FD12-Q121	Release 2 Application Delivery - Back Office Configuration	1,215	669	381	288	1,884	105
DAB021-2	Asset Management-2 (Remaining)	-	-	-	-	-	-
DAB022-2	Business Process Management-2 (Remaining)	-	-	-	-	-	-
DAB023-2	Financial Management & Reporting-2 (Remaining)	86	47	27	20	133	30

ID	NAME	Total External Resource Days	Total Internal Resource Days	Internal Business Resource Days	Internal IT Resource Days	TOTAL IMPLEMENT-ATION Work Days	Yearly Operations & Support Work Days
DAB024-2	Financial Transaction Processing-2 (Remaining)	-	-	-	-	-	-
DAB025-2	Human Resource Management-2 (Remaining)	-	-	-	-	-	-
DAB026-2	Information Management-2 (Remaining)	1,129	622	354	268	1,751	75
DAB027-2	Knowledge Management-2 (Remaining)	-	-	-	-	-	-
DAB028-2	Procurement Management-2 (Remaining)	-	-	-	-	-	-
FD12-Q122	<i>Release 2 Production Infrastructure Delivery</i>	11	26	-	26	37	-
DIN028	Release 2 Production Environment Upgrade Acquisition & Implementation	11	26	-	26	37	-
FD13	<b>Federal HIX Release 2 Delivery - Service Delivery Configuration / Build</b>	3,289	1,813	1,032	781	5,102	308
FD13-Q131	<i>Release 2 Application Delivery - Service Delivery Configuration / Build</i>	3,289	1,813	1,032	781	5,102	308
DAB029-2	Broker / Navigator Relationship Management-2 (Remaining)	-	-	-	-	-	-
DAB030-2	Customer Service & Account Management-2 (Remaining)	109	61	35	26	170	40
DAB031-2	Eligibility Assessment-2 (Remaining)	-	-	-	-	-	-
DAB032-2	Marketing and Outreach-2 (Remaining)	147	81	46	35	229	54
DAB033-2	Master Person Index-2 (None)	-	-	-	-	-	-
DAB034-2	Plan Certification & Risk Management-2 (Remaining)	2,991	1,647	936	711	4,639	199
DAB035-2	Premium & Tax Credit Processing-2 (None)	-	-	-	-	-	-
DAB036-2	Unified Communications-2 (Remaining)	42	24	14	10	65	15

ID	NAME	Total External Resource Days	Total Internal Resource Days	Internal Business Resource Days	Internal IT Resource Days	TOTAL IMPLEMENT-ATION Work Days	Yearly Operations & Support Work Days
DAB037-2	Enrollment Processing-2 (Remaining)	-	-	-	-	-	-
DAB038-2	Comparison Shopping-2 (Remaining)	-	-	-	-	-	-
DAB039-2	Appeals Management-2 (All)	-	-	-	-	-	-
FD14	Federal HIX Release 2 Implementation	48	45	3	42	93	-
FD14-Q141	Release 2 Production Support Implementation	6	39	-	39	45	-
EIT034	Operations and Support Documentation and Training - Release 2	6	39	-	39	45	-
FD14-Q142	Release 2 Implementation	42	6	3	4	48	-
EIT032	End User Documentation and Training - Release 2	42	6	3	4	48	-
FD21	Federal HIX Program Management	1,587	1,460	715	745	3,048	-
FD21-Q211	Program Management	1,587	1,460	715	745	3,048	-
EIT021	Program Management	441	875	715	160	1,316	-
EIT030	Project Management Quality Assurance	620	215	-	215	835	-
EIT035	Architecture Integration	527	371	-	371	897	-
FD22	Federal HIX Program Infrastructure and Expenses	-	-	-	-	-	-
FD22-Q221	Hardware Lease and Software Maintenance during Delivery	-	-	-	-	-	-
EBU026	Project Team Facilities Provision	-	-	-	-	-	-
EBU027	Resource Travel	-	-	-	-	-	-

ID	NAME	Total External Resource Days	Total Internal Resource Days	Internal Business Resource Days	Internal IT Resource Days	TOTAL IMPLEMENT- ATION Work Days	Yearly Operations & Support Work Days
		-	-	-	-	-	-
EBU031	Supplies Provision	-	-	-	-	-	-
<i>FD22- Q222</i>	<i>Project Team Facilities and Travel Expenses</i>	-	-	-	-	-	-
EIT036	SW Maintenance Costs During Delivery Phase	-	-	-	-	-	-

## Appendix E – Function Point Estimation Results

### Introduction

The term “Function Point” represents a generic unit of measure for end-user functionality. The process for measuring a function point is agnostic of technology, code language, and the number of code lines. The output value (points) is later converted into effort and is based on the implementation methodology (buy, build, or re-use). Regardless of implementation methodology, the higher the function points, the higher the cost.

Function point analysis is the most widely accepted, and generic measure for estimating the size and complexity of an application. There two prominent methods for function point analysis:

- *International Function Point User Group (IFPUG)*. Recommended where a full specification exists, or where an existing system is being measured. Ideal for bottom-up analysis.
- *COSMIC-FPP*. An ISO standard function point measurement method (ISO/IEC 19761:2003), that is generally within +/- 20% of IFPUG results. Ideal for top-down analysis.

For this assignment, KPMG has applied a top-down approach for design, build, and deploy. As such, we have adopted the COSMIC-FPP method as it lends itself well to architectural designing and planning activities.

### The Method

Using the CRUD matrix, we calculated the function points for each business process by reviewing the count and complexity related to Data Storage, User Interfaces, Reports, Interfaces, and Business Rules. The function point formula is summarized as  $A+B+C+D+E$  and is supported by the following assumptions:

- A. Data Storage:
  - (3 points per CRU) x (number of related tables)
  - (2 points per RD) x (number of related tables)
  - (1 point per R) x (number of related tables)
  
- B. User Interface
  - 1 point per I/O dialogue. Assume each table represents 1 step in the dialogue
  
- C. Reports
  - 1 point per report
  
- D. Interfaces

- $(\# \text{ of interfaces} \times \text{complexity}^*) \times (\# \text{ of C, R, U, and Ds})$  \*Note: Interface complexity / multiplier = 1-Low, 1.5-Med, 2-High

E. Business Rules

- 1 point for simple complexity
- 1.5 points for medium complexity
- 2 points for high complexity

## Detailed Application Component Function Point Count and Release Assumptions

The following tables show the assumptions of the percentage of functionality included in release 1 vs. release 2. Note that, where a component is delivered in two releases, the percentage is greater than 100%. This represents the relative effort and cost to implement multiple releases is greater than the effort required for a single release. This is required because there is additional overhead for iterative releases that is the cost incurred to achieve a shorter implementation cycle (faster time to market) and reduced implementation risk.

**Table 9 Application Component Release Percentage Assumptions**

Application Component Name	Release 1 Percentage	Release 2 Percentage
Asset Management	100%	0%
Business Process Management	100%	0%
Financial Management & Reporting	80%	40%
Financial Transaction Processing	80%	40%
Human Resource Management	100%	0%
Information Management	40%	80%
Knowledge Management	100%	0%
Procurement Management	100%	0%
Unified Communications	70%	50%



<b>Application Component Name</b>	<b>Release 1 Percentage</b>	<b>Release 2 Percentage</b>
Broker / Navigator Relationship Management	80%	40%
Customer Service & Account Management	80%	40%
Marketing and Outreach	90%	30%
Master Person Index	100%	0%
Plan Certification & Risk Management	70%	50%
Premium & Tax Credit Processing	60%	60%
Eligibility Assessment	60%	60%
Comparison Shopping	60%	60%
Enrollment Processing	60%	60%
Appeals Management	60%	60%
Exchange Portal	100%	0%
B2B Gateway	100%	0%
Privacy and Security	100%	0%
Rules Engine	100%	0%
Workflow Engine	100%	0%
Data Management	100%	0%
Service Management	100%	0%