

**State of Texas**

**Department of Information Resources**



**Exhibit 4.1**

**Payment Services  
Pricing Structure**

**DIR-ESS-TGOV-PMNT-254**

# Pricing Bridge

Pricing Bridge - Fill out blue highlighted areas of worksheet with Original Proposal Charges and Revised Response adjustments to walk forward the Original Proposal to the Revised Response with descriptions explaining the changes. The Pricing Bridge must be provided separately for Payment Services and Transition.

						Option Years				
	Year 1 (FY19)	Year 2 (FY20)	Year 3 (FY21)	Year 4 (FY22)	4 Year Total	Year 5 (FY23)	Year 6 (FY24)	Year 7 (FY25)	Year 8 (FY26)	8 Year Total
<b>Charges</b>										
<b>Payment Services Original Proposal</b>	\$ 23,566,640	\$ 23,566,640	\$ 23,566,640	\$ 23,566,640	\$ 94,266,560	\$ 23,566,640	\$ 23,566,640	\$ 23,566,640	\$ 23,566,640	\$ 188,533,120
Revised Response Adjustments										
Credit Card Processing Fee	\$ (1,647,600)	\$ (1,647,600)	\$ (1,647,600)	\$ (1,647,600)	\$ (6,590,400)	\$ (1,647,600)	\$ (1,647,600)	\$ (1,647,600)	\$ (1,647,600)	\$ (13,180,800)
(Describe adjustment)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(Describe adjustment)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(Describe adjustment)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(Describe adjustment)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(Describe adjustment)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(Describe adjustment)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Payment Services Revised Response	\$ 21,919,040	\$ 21,919,040	\$ 21,919,040	\$ 21,919,040	\$ 87,676,160	\$ 21,919,040	\$ 21,919,040	\$ 21,919,040	\$ 21,919,040	\$ 175,352,320
<b>Payment Transition Original Proposal</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revised Response Adjustments										
Labor	\$ 547,393	\$ -	\$ -	\$ -	\$ 547,393	\$ -	\$ -	\$ -	\$ -	\$ 547,393
Consulting	\$ 213,000	\$ -	\$ -	\$ -	\$ 213,000	\$ -	\$ -	\$ -	\$ -	\$ 213,000
(Describe adjustment)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(Describe adjustment)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(Describe adjustment)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(Describe adjustment)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(Describe adjustment)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Payment Transition Revised Response	\$ 760,393	\$ -	\$ -	\$ -	\$ 760,393	\$ -	\$ -	\$ -	\$ -	\$ 760,393
Payment Services Revised Proposal	\$ 21,919,040	\$ 21,919,040	\$ 21,919,040	\$ 21,919,040	\$ 87,676,160	\$ 21,919,040	\$ 21,919,040	\$ 21,919,040	\$ 21,919,040	\$ 175,352,320
Revised Response Adjustments										
Credit Card Processing Fee	\$ 988,560	\$ 494,280	\$ 494,280	\$ 494,280	\$ 2,471,400	\$ 494,280	\$ 494,280	\$ 494,280	\$ 494,280	\$ 4,448,520
(Describe adjustment)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(Describe adjustment)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(Describe adjustment)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(Describe adjustment)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(Describe adjustment)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(Describe adjustment)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Payment Services Revised Response	\$ 22,907,600	\$ 22,413,320	\$ 22,413,320	\$ 22,413,320	\$ 90,147,560	\$ 22,413,320	\$ 22,413,320	\$ 22,413,320	\$ 22,413,320	\$ 179,800,840
Payment Transition Revised Proposal	\$ 760,393	\$ -	\$ -	\$ -	\$ 760,393	\$ -	\$ -	\$ -	\$ -	\$ 760,393
Revised Response Adjustments										
Federated Access for MGMW Payments	\$ 102,000	\$ -	\$ -	\$ -	\$ 102,000	\$ -	\$ -	\$ -	\$ -	\$ 102,000
(Describe adjustment)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(Describe adjustment)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(Describe adjustment)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(Describe adjustment)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(Describe adjustment)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(Describe adjustment)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Payment Transition Revised Response	\$ 862,393	\$ -	\$ -	\$ -	\$ 862,393	\$ -	\$ -	\$ -	\$ -	\$ 862,393
Payment Services Revised Proposal	\$ 22,907,600	\$ 22,413,320	\$ 22,413,320	\$ 22,413,320	\$ 90,147,560	\$ 22,413,320	\$ 22,413,320	\$ 22,413,320	\$ 22,413,320	\$ 179,800,840
Revised Response Adjustments										
Estimated Credit Card Volumes Adjusted	\$ 1,761,108	\$ 1,761,108	\$ 1,761,108	\$ 1,761,108	\$ 7,044,431	\$ 1,761,108	\$ 1,761,108	\$ 1,761,108	\$ 1,761,108	\$ 14,088,861
Rate Reduction back to \$0.10	\$ (988,560)	\$ (494,280)	\$ (494,280)	\$ (494,280)	\$ (2,471,400)	\$ (494,280)	\$ (494,280)	\$ (494,280)	\$ (494,280)	\$ (4,448,520)
Estimated Credit Card Volumes Projected Increase (1.6% per year)	\$ 763,827	\$ 1,154,930	\$ 1,552,292	\$ 1,956,011	\$ 5,427,060	\$ 2,366,189	\$ 2,782,931	\$ 3,206,340	\$ 3,636,524	\$ 17,419,043
(Describe adjustment)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(Describe adjustment)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(Describe adjustment)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
(Describe adjustment)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Payment Services Revised Response	\$ 24,443,974	\$ 24,835,078	\$ 25,232,439	\$ 25,636,158	\$100,147,650	\$ 26,046,337	\$ 26,463,078	\$ 26,886,488	\$ 27,316,671	\$ 206,860,224

**Pricing Bridge Continued**

Payment Transition Revised Proposal

\$	862,393	\$	-	\$	-	\$	-	\$	862,393	\$	-	\$	-	\$	-	\$	-	\$	862,393
----	---------	----	---	----	---	----	---	----	---------	----	---	----	---	----	---	----	---	----	---------

Revised Response Adjustments

Revised estimate for integration/Federation of MGMW payments

\$	(18,000)	\$	-	\$	-	\$	-	\$	(18,000)	\$	-	\$	-	\$	-	\$	-	\$	(18,000)
----	----------	----	---	----	---	----	---	----	----------	----	---	----	---	----	---	----	---	----	----------

(Describe adjustment)

\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
----	---	----	---	----	---	----	---	----	---	----	---	----	---	----	---	----	---	----	---

(Describe adjustment)

\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
----	---	----	---	----	---	----	---	----	---	----	---	----	---	----	---	----	---	----	---

(Describe adjustment)

\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
----	---	----	---	----	---	----	---	----	---	----	---	----	---	----	---	----	---	----	---

(Describe adjustment)

\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
----	---	----	---	----	---	----	---	----	---	----	---	----	---	----	---	----	---	----	---

(Describe adjustment)

\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-
----	---	----	---	----	---	----	---	----	---	----	---	----	---	----	---	----	---	----	---

Payment Transition Revised Response

\$	844,393	\$	-	\$	-	\$	-	\$	844,393	\$	-	\$	-	\$	-	\$	-	\$	844,393
----	---------	----	---	----	---	----	---	----	---------	----	---	----	---	----	---	----	---	----	---------

**Total Charges (Annual Amounts in \$)**

No input required, formulas provided.

						Option Years				
	Year 1 (FY19)	Year 2 (FY20)	Year 3 (FY21)	Year 4 (FY22)	4 Year Total	Year 5 (FY23)	Year 6 (FY24)	Year 7 (FY25)	Year 8 (FY26)	8 Year Total
<b>Texas.gov Base Case (Current Spend)</b>										
Base Case - Payment Processing	\$ 2,532,016	\$ 2,532,016	\$ 2,532,016	\$ 2,532,016	\$ 10,128,066	\$ 2,532,016	\$ 2,532,016	\$ 2,532,016	\$ 2,532,016	\$ 20,256,131
Base Case - Credit Card Charges	\$ 18,461,236	\$ 18,461,236	\$ 18,461,236	\$ 18,461,236	\$ 73,844,945	\$ 18,461,236	\$ 18,461,236	\$ 18,461,236	\$ 18,461,236	\$ 147,689,889
<b>Texas.gov Base Case (Current Spend)</b>	<b>\$ 20,993,253</b>	<b>\$ 20,993,253</b>	<b>\$ 20,993,253</b>	<b>\$ 20,993,253</b>	<b>\$ 83,973,010</b>	<b>\$ 20,993,253</b>	<b>\$ 20,993,253</b>	<b>\$ 20,993,253</b>	<b>\$ 20,993,253</b>	<b>\$ 167,946,021</b>
<b>Total Texas.gov Charges</b>										
Payment Services Charges	\$ 24,443,974	\$ 24,835,078	\$ 25,232,439	\$ 25,636,158	\$ 100,147,650	\$ 26,046,337	\$ 26,463,078	\$ 26,886,488	\$ 27,316,671	\$ 206,860,224
Pass-Through Charges	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Subtotal</b>	<b>\$ 24,443,974</b>	<b>\$ 24,835,078</b>	<b>\$ 25,232,439</b>	<b>\$ 25,636,158</b>	<b>\$ 100,147,650</b>	<b>\$ 26,046,337</b>	<b>\$ 26,463,078</b>	<b>\$ 26,886,488</b>	<b>\$ 27,316,671</b>	<b>\$ 206,860,224</b>
Transition Charges	\$ 844,393	\$ -	\$ -	\$ -	\$ 844,393	\$ -	\$ -	\$ -	\$ -	\$ 844,393
<b>Total Charges</b>	<b>\$ 25,288,367</b>	<b>\$ 24,835,078</b>	<b>\$ 25,232,439</b>	<b>\$ 25,636,158</b>	<b>\$ 100,992,043</b>	<b>\$ 26,046,337</b>	<b>\$ 26,463,078</b>	<b>\$ 26,886,488</b>	<b>\$ 27,316,671</b>	<b>\$ 207,704,617</b>
<b>Business Case Savings/(Costs)</b>	<b>\$ (4,295,115)</b>	<b>\$ (3,841,826)</b>	<b>\$ (4,239,187)</b>	<b>\$ (4,642,906)</b>	<b>\$ (17,019,033)</b>	<b>\$ (5,053,084)</b>	<b>\$ (5,469,826)</b>	<b>\$ (5,893,235)</b>	<b>\$ (6,323,419)</b>	<b>\$ (39,758,597)</b>

**Payment Services Charges (Annual Amounts in \$)**

Fill out blue highlighted areas of worksheet with fixed rates for each payment service.

						Option Years														
						Year 5 (FY23)	Year 6 (FY24)	Year 7 (FY25)	Year 8 (FY26)	8 Year Total										
						Year 1 (FY19)	Year 2 (FY20)	Year 3 (FY21)	Year 4 (FY22)	4 Year Total										
<b>Estimated Payment Processing Monthly Volume and Rates</b>																				
Estimated Total Transaction Amounts	\$	1,455,756,168	\$	1,479,048,266	\$	1,502,713,039	\$	1,526,756,447		\$	1,551,184,550	\$	1,576,003,503	\$	1,601,219,559	\$	1,626,839,072			
Less: ACH Transaction Amounts	\$	323,470,126	\$	328,645,648	\$	333,903,978	\$	339,246,442		\$	344,674,385	\$	350,189,175	\$	355,792,202	\$	361,484,877			
Net CC Transaction Amount	\$	1,132,286,042	\$	1,150,402,619	\$	1,168,809,061	\$	1,187,510,006		\$	1,206,510,166	\$	1,225,814,328	\$	1,245,427,358	\$	1,265,354,195			
Payment Processing Fixed % Rate on Net CC Transaction Amount		2.000%		2.000%		2.000%		2.000%			2.000%		2.000%		2.000%		2.000%			
<b>Estimated Credit Card Service Monthly Volume and Rates</b>																				
Estimated Number of Credit Card Transactions		17,982,536		18,270,257		18,562,581		18,859,582			19,161,336		19,467,917		19,779,404		20,095,874			
Credit Card Processing Fixed \$ Rate per Transaction	\$	0.10	\$	0.10	\$	0.10	\$	0.10		\$	0.10	\$	0.10	\$	0.10	\$	0.10			
<b>Estimated Payment Services Service Charges</b>																				
Payment Processing Charges (PxQ formula provided)	\$	22,645,721	\$	23,008,052	\$	23,376,181	\$	23,750,200	\$	92,780,155	\$	24,130,203	\$	24,516,287	\$	24,908,547	\$	25,307,084	\$	191,642,275
Estimated Credit Card Service Charges (PxQ formula provided)	\$	1,798,254	\$	1,827,026	\$	1,856,258	\$	1,885,958	\$	7,367,496	\$	1,916,134	\$	1,946,792	\$	1,977,940	\$	2,009,587	\$	15,217,949
<b>Total</b>	\$	24,443,974	\$	24,835,078	\$	25,232,439	\$	25,636,158	\$	100,147,650	\$	26,046,337	\$	26,463,078	\$	26,886,488	\$	27,316,671	\$	206,860,224

Note: DIR anticipates combining the Payment Processing and Credit Card into a single percentage to fully compensate Successful Respondent for Payment Services.

For transparency purposes, DIR requires the Successful Respondent to provide separate percentages for Payment Processing and Credit Card Services as part of the response to the RFO.

## Pass-Through Expenses (\$)

Pass-Through Expenses - Fill out blue highlighted areas of worksheet with proposed Pass-Through Expenses.

	Option Years									
	Year 1 (FY19)	Year 2 (FY20)	Year 3 (FY21)	Year 4 (FY22)	4 Year Total	Year 5 (FY23)	Year 6 (FY24)	Year 7 (FY25)	Year 8 (FY26)	8 Year Total
<b>Texas.gov Services</b>										
Other (insert description)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (insert description)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (insert description)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (insert description)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (insert description)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (insert description)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (insert description)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (insert description)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (insert description)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**Optional Services**

Optional Services - Fill out blue highlighted areas of worksheet with one time unit rates for each service.

Optional Services Unit Rates	Option Years							
	Year 1 (FY19)	Year 2 (FY20)	Year 3 (FY21)	Year 4 (FY22)	Year 5 (FY23)	Year 6 (FY24)	Year 7 (FY25)	Year 8 (FY26)
<b>One Time Rate</b>								
FD-40 EMV Enabled Point of Sale Device	\$ 262	\$ 262	\$ 262	\$ 262	\$ 262	\$ 262	\$ 262	\$ 262
Magtek Swipe Only Point of Sale Device (not-EMV enabled)	\$ 78	\$ 78	\$ 78	\$ 78	\$ 78	\$ 78	\$ 78	\$ 78
Magtek Magstripe/Key Entry Point of Sale Device (not-EMV enabled)	\$ 90	\$ 90	\$ 90	\$ 90	\$ 90	\$ 90	\$ 90	\$ 90

## Rate Card Resources (\$)

Fill out blue highlighted cells with the applicable rates based on the categories below and inclusive of travel.

Resource Category	Units	Option Years							
		Year 1 (FY19)	Year 2 (FY20)	Year 3 (FY21)	Year 4 (FY22)	Year 5 (FY23)	Year 6 (FY24)	Year 7 (FY25)	Year 8 (FY26)
Developer II	Hourly	\$ 94.00	\$ 97.00	\$ 100.00	\$ 103.00	\$ 106.00	\$ 109.00	\$ 112.00	\$ 115.00
Project Manager	Hourly	\$ 91.00	\$ 94.00	\$ 97.00	\$ 100.00	\$ 103.00	\$ 106.00	\$ 109.00	\$ 112.00



## Rate Card Resource Categories

Resource Category	Description	Qualifications	Education and Experience
Developer II	Responsible for providing expertise within the analysis, design, and development of business applications. Familiar with software development lifecycle methodologies, functional and unit testing, relational database technologies and software security best practices.	Possesses and applies expertise on multiple complex work assignments. Assignments may be broad in nature, requiring originality and innovation in determining how to accomplish tasks. Operates with appreciable latitude in developing methodology and presenting solutions to problems. Contributes to deliverables and performance metrics where applicable.	Bachelor's degree and between 2 and 4 years of experience in role or a similar role.
Project Manager	Responsible for project planning, project tracking, scope management, change control management, risk management, and quality assurance. Specifies requirements, scope level of effort, assess team member strengths and give work assignments with delivery dates in mind	Possesses and applies a comprehensive knowledge across key tasks and high impact assignments. Plans and leads major technology assignments. Evaluates performance results and recommends major changes affecting short-term project growth and success. Functions as a technical expert across multiple project assignments. May supervise others.	Bachelor's degree and between 4 and 6 years of experience in role or a similar role.

## Transition Charges (\$)

See Expense Category definitions at bottom of table.

This form should be completed on a "cash basis, as incurred" and not on a milestone completion or service charge basis. The total in this form should equal the total in tab "Transition - Milestones".

	Pre-Commencement							Year 1 (FY19)					Total
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Total	1Q	2Q	3Q	4Q	Total Yr1	
<b>Texas.gov</b>													
Labor	\$ 68,424	\$ 68,424	\$ 68,424	\$ 68,424	\$ 68,424	\$ 68,424	\$ 410,545	\$ 68,424	\$ 68,424	\$ -	\$ -	\$ 136,848	\$ 547,393
Hardware	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Software	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Hires/M&Ls	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Consulting	\$ 55,500	\$ 65,500	\$ 59,500	\$ 45,500	\$ 35,500	\$ 35,500	\$ 297,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 297,000
Communications	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Data management	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (Specify)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 123,924</b>	<b>\$ 133,924</b>	<b>\$ 127,924</b>	<b>\$ 113,924</b>	<b>\$ 103,924</b>	<b>\$ 103,924</b>	<b>\$ 707,545</b>	<b>\$ 68,424</b>	<b>\$ 68,424</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 136,848</b>	<b>\$ 844,393</b>
Transition FTEs	7.10	8.10	7.10	6.50	6.10	6.10		1.60	2.00	-	-		

Category	Definition
Labor	Labor costs of transition team not captured in categories below
Hardware	Equipment investments to support services
Software	Includes access fees for system software and data movement software
Travel	Transition team travel expenses
Hires/M&Ls	Hiring expenses and Moving and Living for transitioned employees.
Consulting	Third-party consulting for systems implementation and integration, etc.
Communications	Transition bandwidth for data movement and cost to set-up communications
Data management	Data cleanse to ensure integrity of asset information

**Transition Charges Milestones  
(\$)**

Complete the blue highlighted areas with each recommended milestone, the reference document in the Agreement describing the milestone, completion date, and one-time charge payment associated with the milestone.

Transition Charges Milestones	Reference Document	Completion Criteria Ref	Completion Date	Amount Paid in Year 1
<b>Payment</b>				
Operating Agreements	Exhibit 3.7, OPAG - 1	Exhibit 3.7	5/7/18	\$ 180,941
Cross Functional Design Complete	Exhibit 3.7, CROSS-01	Exhibit 3.7	6/4/18	\$ 120,628
DPS OTC Payment System Test	Exhibit 3.7, DPS OTC-03	Exhibit 3.7	7/24/18	\$ 180,941
Cross Functional Test Complete	Exhibit 3.7, CROSS-02	Exhibit 3.7	8/2/18	\$ 60,314
Cross Functional Implementation Complete	Exhibit 3.7, CROSS-03	Exhibit 3.7	8/31/18	\$ 120,628
DPS OTC Payment Implementation	Exhibit 3.7, DPS OTC-04	Exhibit 3.7	9/1/18	\$ 180,941
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
<b>Total</b>				\$ 844,393