EXHIBIT B –
OPTIONS/PRICING

Exhibit B - Options List and Pricing

Instructions:

Suppliers have provided pricing as a menu of services according to category. Options/Pricing includes all associated offerings and all line item prices/fees/costs necessary for the Authorized User to build a Statement of Work (SOW) for services.

A SOW, in a format similar to that provided for in Exhibit D attached to this Contract, is required for any orders placed by an Authorized User. SOWs, in accordance with Contract section 17.F "Ordering" and 17.G "Statement of Work", will be of a fixed price type, with payment tied to defined deliverables, unless VITA issues a written authorization for a time and materials type SOW. The SOW shall include (a) a detailed description of each product or service proposed, including any applicable components, at the Exhibit B line item fee level; (b) the quantity of each line item; (c) the total contract price; (d) any additional percentage discount offered; (e) an extended price; (f) any optional or alternate pricing; (g) any pricing assumptions; and (h) this Contract number. The fixed price SOWs may, with the written approval of VITA, contain a cost-reimbursable line item(s) for pre-approved travel expenses pursuant to the provisions of Contract section 17.I "Reimbursement of Expenses". If a time and materials type SOW is authorized, Supplier Personnel shall maintain daily time records of hours and tasks performed that must be submitted or made available for inspection by the Authorized User upon 48 hours advance written notice.

Any change to an SOW must be described in a written change request, in the format provided in Exhibit E. Either Party to an SOW may issue a change request that will be subject to written approval of the other Party before it becomes part of this Contract. In no event will any SOW or any modification require the Supplier to provide any Products or Services that are beyond the scope of this Contract as such scope is defined in Exhibit A, which is attached to this Contract and incorporated by reference.

SOWs and Change Orders must be transparent, with pricing components that visibly correlate with the Exhibit B Options/Pricing line item fee level. If hourly labor defines a price component, the labor category, rate and unit of measure must be listed and correlate with the Exhibit B Options/Pricing line item labor description and fee level.
Subscription and transaction-based services and fees must be defined and correlate with Exhibit B Options/Pricing line item description and fee level. Convenience funding arrangements, paid through citizen convenience fees, must be defined in the SOW and describe the manner in which convenience fees will sunset once the fixed price of the SOW or applicable line item price is reached.

Table 1A: Labor Rates – Full Service Customers

Table 1A	Labor Rates	
Description	**Unit Cost**	**Unit of Measure (each/month/annual, etc)**
Account Manager	$234.84	Hourly
Director of Operations and Marketing	$164.80	Hourly
Director of Development	$164.80	Hourly
Business Strategists Junior	$107.12	Hourly
Business Strategists Mid	$143.38	Hourly
Business Strategists Senior	$169.74	Hourly
Transformation Lead Junior	$98.88	Hourly

Transformation Lead Mid	$137.61	Hourly
Transformation Senior	$151.62	Hourly
Program Manager Junior	$107.94	Hourly
Program Manager Mid	$123.60	Hourly
Program Manager Senior	$164.80	Hourly
Project Manager Junior	$78.28	Hourly
Project Manager Mid	$123.60	Hourly
Project Manager Senior	$156.56	Hourly
Business Systems Analyst Junior	$78.28	Hourly
Business Systems Analyst Mid	$111.24	Hourly
Business Systems Analyst Senior	$135.96	Hourly
Quality Assurance Junior	$69.22	Hourly
Quality Assurance Mid	$103.00	Hourly
Quality Assurance Senior	$152.44	Hourly
Org Change Management Junior	$82.40	Hourly
Org Change Management Mid	$123.60	Hourly
Org Change Management Senior	$181.28	Hourly
Architect Junior	$103.00	Hourly
Architect Mid	$140.08	Hourly
Architect Senior	$168.92	Hourly
Software Engineer / Programmer / Developer Junior	$78.28	Hourly
Software Engineer / Programmer / Developer Mid	$114.50	Hourly
Software Engineer / Programmer / Developer Senior	$177.60	Hourly
Data Architecture Junior	$98.88	Hourly
Data Architecture Mid	$135.96	Hourly
Data Architecture Senior	$164.80	Hourly
Data Analyst Junior	$78.28	Hourly
Data Analyst Mid	$115.36	Hourly
Data Analyst Senior	$148.32	Hourly
Data Engineer Junior	$86.52	Hourly
Data Engineer Mid	$123.60	Hourly
Data Engineer Senior	$148.32	Hourly
Data Visualization Junior	$78.28	Hourly
Data Visualization Mid	$131.84	Hourly
Data Visualization Senior	$164.80	Hourly
Data Scientist Junior	$103.00	Hourly

Data Scientist Mid	$164.80	Hourly
Data Scientist Senior	$206.00	Hourly
Big Data Engineer Junior	$107.12	Hourly
Big Data Engineer Mid	$152.44	Hourly
Big Data Engineer Senior	$206.00	Hourly
Experience Insight Junior	$94.76	Hourly
Experience Insight Mid	$127.72	Hourly
Experience Insight Senior	$173.04	Hourly
Experience Design Junior	$94.76	Hourly
Experience Design Mid	$144.20	Hourly
Experience Design Senior	$173.04	Hourly
Visual Design Junior	$90.64	Hourly
Visual Design Mid	$144.20	Hourly
Visual Design Senior	$206.00	Hourly
Creative Director Junior	$82.40	Hourly
Creative Director Mid	$173.04	Hourly
Creative Director Senior	$214.24	Hourly
Digital Strategist Junior	$86.52	Hourly
Digital Strategist Mid	$144.20	Hourly
Digital Strategist Senior	$173.04	Hourly
CX Engagement Junior	$117.83	Hourly
CX Engagement Mid	$146.67	Hourly
CX Engagement Senior	$185.40	Hourly
Customer Service / Help Desk Junior	$45.32	Hourly
Customer Service / Help Desk Mid	$61.80	Hourly
Customer Service / Help Desk Senior	$78.28	Hourly
Trainer Junior	$57.68	Hourly
Trainer Mid	$73.34	Hourly
Trainer Senior	$123.60	Hourly
Database Administrator Junior	$78.28	Hourly
Database Administrator Mid	$133.49	Hourly
Database Administrator Senior	$173.04	Hourly
Security Analyst Junior	$78.28	Hourly
Security Analyst Mid	$138.43	Hourly
Security Analyst Senior	$212.59	Hourly
Systems Administrator Junior	$78.28	Hourly

Systems Administrator Mid	$119.48	Hourly
Systems Administrator Senior	$156.56	Hourly

Table 1B: Labor Rates – Web Remediation Buckets

Table 1B: Labor Rates - Web Remediation Buckets (Rates are limited to customers not hosted/serviced under VA-190906-VIPN)	Labor Rates	
Description	Unit Cost	UOM (Unite of Measure)
UX Designer	$3,555.50	20-Hour Block
Web Developer	$3,349.50	20-Hour Block
QA Testing	$2,737.50	20-Hour Block
Content Audit Specialist	$3,549.50	20-Hour Block
Focus Group Specialist	$3,755.50	20-Hour Block
Accessibility Specialist	$3,349.50	20-Hour Block
Sec Analyst / Audit and Remediation	$3,658.50	20-Hour Block

Table 2: Private Cloud (NIC Hosting)

Table 2: NIC Hosting	CATEGORY	
Description	Unit Cost	Unit of Measure (each/month/annual, etc)
PRIVATE CLOUD		
Production - SharePoint Servers (2 vCPU's, 8GB RAM)	$257.50	Monthly
Production - Linux Web Server - Standard Template (1 vCPU, 1GB)	$77.25	Monthly
Production - Linux App Server - Standard Template (1 vCPU, 4GB)	$77.25	Monthly
Production - Windows Web Server - Standard Template (1 vCPU, 4GB)	$154.50	Monthly
Production - Windows App Server - Standard Template (1 vCPU, 4GB)	$154.50	Monthly
Production - Linux Utility Server - Standard Template (1 vCPU, 1GB)	$77.25	Monthly
Production - Linux Database Server - Standard Template (1 vCPU, 4GB)	$77.25	Monthly
Production - Windows Utility Server - Standard Template (1 vCPU, 4GB)	$154.50	Monthly

Production - Windows Database Server - Standard Template (1 vCPU, 4GB)	$154.50	Monthly
Production - 1 vCPU	$36.05	Monthly
Production - 1 GB RAM	$25.75	Monthly
Production - 10 GB Vblock Storage	$1.55	Monthly
Production - 10 GB Database Storage	$3.09	Monthly
Production - 10 GB Backup Storage	$1.55	Monthly
Production - Utility Services	$1,030.00	Monthly
SPLA - SharePoint licenses	$803.40	Monthly
SPLA - Windows Server Data Center	$66.95	Monthly
SPLA - SQL Server	$947.82	Monthly
Bandwidth CIR/per MB	$51.50	Monthly
VSX License / Support	$429.16	Monthly
Non-Production Application Server	$154.50	Monthly
Non-Production Web Server	$154.50	Monthly
Non-Production Database	$51.50	Monthly
Non-Production Database Server	$154.50	Monthly
Non-Production - SharePoint Servers (2 vCPU's, 8GB RAM)	$257.50	Monthly
Non-Production - Linux Web Server - Standard Template (1 vCPU, 1GB)	$77.25	Monthly
Non-Production - Linux App Server - Standard Template (1 vCPU, 1GB)	$77.25	Monthly
Non-Production - Windows Web Server - Standard Template (1 vCPU, 4GB)	$154.50	Monthly
Non-Production - Windows App Server - Standard Template (1 vCPU, 4GB)	$154.50	Monthly
Non-Production - Linux Utility Server - Standard Template (1 vCPU, 1GB)	$77.25	Monthly
Non-Production - Linux Database Server - Standard Template (1 vCPU, 1GB)	$77.25	Monthly
Non-Production - Windows Utility Server - Standard Template (1 vCPU, 4GB)	$154.50	Monthly
Non-Production - Windows Database Server - Standard Template (1 vCPU, 4GB)	$154.50	Monthly
Non-Production - 1 vCPU	$36.05	Monthly
Non-Production - 1 GB RAM	$25.75	Monthly
Non-Production - 10 GB Vblock Storage	$1.55	Monthly

Non-Production - 10 GB Database Storage	$3.09	Monthly
Non-Production - 10 GB Backup Storage	$1.55	Monthly
Non-Production - Utility Services	$618.00	Monthly

Table 3: Public Cloud (Microsoft Azure)

Table 3: Microsoft Azure	CATEGORY	
Description	Unit Cost	Unit of Measure (each/month/annual, etc)
PUBLIC CLOUD (AZURE)		
Compute		
Virtualized hosts - windows		
D2 v3: 2vCPU(s), 8 GB RAM, 50 GB Storage	$0.21	Hourly (monthly $173.09)
F4s v2 (4 vCPU(s), 8 GB RAM), 32 GB Storage	$0.33	Hourly (monthly $342.00)
E2 v3 (2 vCPU(s), 16 GB RAM, 50 GB Storage	$0.22	Hourly (monthly $236.95)
D2 v3: 2vCPU(s), 8 GB RAM, 50 GB Storage (Utility Server)	$0.21	Hourly (monthly $173.09)
Virtualized hosts - Linux		
D2 v3: 2vCPU(s), 8 GB RAM, 50 GB Storage	$0.18	Hourly (monthly $146.39)
F4s v2 (4 vCPU(s), 8 GB RAM), 32 GB Storage	$0.23	Hourly (monthly $246.88)
E2 v3 (2 vCPU(s), 16 GB RAM, 50 GB Storage	$0.19	Hourly (monthly $210.49)
D2 v3: 2vCPU(s), 8 GB RAM, 50 GB Storage (Utility Server)	$0.18	Hourly (monthly $146.39)
Azure App Service		
Standard Tier; 1 S1 (1 Core(s), 1.75 GB RAM, 50 GB Storage	$0.10	Hourly (monthly $82.71)
Azure Batch (Cloud Services)		
Cloud Services: 1 A1 (1 Cores, 1.75 GB RAM)	$95.61	Monthly
Azure Functions	$13.10	Monthly
Virtual Machine Scale Sets (HA)		
D1 (1 vCPU(s), 3.5 GB RAM)	$0.13	Hourly (monthly $115.79)
Storage		
Database Storage (DS V2, GRS) - Blob Storage 50 GB	$0.32	Per GB +Read/Write/Retrieval fees (monthly $39.40)
StorSimple- (SAN) Virtual Appliance Model 8010 devices - 10 job run, 25 data transformations	$111.54	Monthly $161.49 (per virtual appliance + job run +data transformation fees)
Backup Storage (DS V2, LRS) - Blob Storage - 50 GB	$0.01	Per GB +Read/Write/Retrieval fees (monthly $14.00)
Networking		
Virtual Networks (VNETS) - Data Transfer	$13.48	20 GB inbound and outbound data transfer
Application Gateway - with Web App Firewall	$88.58	Monthly
VPN Gateway - Basic VPN tier	$25.31	Monthly
Azure DDoS Protection -Protection for 100 resources, 10 GB Data	$2,835.26	Monthly

Azure Traffic Manager- 10 million DNS queries/mo, 50 Azure endp	$48.53	Monthly
Azure Load Balancer - Standard Tier: 5 Rules, 1,000 GB Data Proce	$22.39	Monthly
Azure firewall, 500 GB Inbound/500 outbound data transfer	$907.68	Monthly
Azure Express Route - Metered/50 mbps	$52.97	Monthly
Databases		
Azure SQL Database - PaaS /8 core	$1,418.33	Monthly
Azure Database Migration Service	$2.97	Monthly
Azure Database MySQL	$143.54	Monthly
Security		
Azure Active Directory	$48.15	$1.03 per user
Azure Security Center - Standard tier, 50 nodes	$703.03	Monthly
Azure Key Vault- 1M operation/month, 5 sec cert renewal	$17.33	Monthly
Analytics		
Azure Machine Learning = Model learning & deployment	$273.48	Monthly
Azure PowerBI Embedded	$708.71	Monthly
Azure Data Factory	$28.55	hourly per entity/execution hours
Azure Bot Service - per 10,000 messages	$0.48	per thousand message
Web		
Azure Search - Standard	$0.32	Hourly
API Management - Basic tier	$0.20	Hourly (Monthly $166.75)
Mobile		
Azure Notification Hub - Basic	$9.63	Monthly
Cognitive Services		
Azure QnA service - standard	$9.63	Monthly
DevOps		
Azure DevOps	$28.89	Monthly
Monitoring		
Azure Monitor - Metrics & Alerts	$81.38	Per VM and # of notifications
Azure Network Watcher	$112.20	Monthly
Azure Application Insights	$55.38	Monthly
Logging		
Azure Log Analytics	$99.68	Monthly
Business Continuity		
Azure Site Recovery	$78.97	Monthly
Azure Backup	$245.16	Monthly
Governance		
Azure Policy	$0.00	
Azure Automation - Update Management	$15.03	Monthly

Azure Blueprint	$0.00	
Azure Advisor	$0.00	
Integration		
Azure Service Bus - Standard	$56.61	Monthly per 1000 connections
Azure Logic Apps	$292.89	Monthly
Virtualized hosts - windows		
web server VM	$169.95	Monthly
App Server VM	$169.95	Monthly
Database VM	$169.95	Monthly
Virtualized hosts - Linux		
web server VM	$84.98	Monthly
App Server VM	$84.98	Monthly
Database VM	$84.98	Monthly
Storage		
Database Storage	$3.40	Monthly/per 10 GB
Block Storage (For Web tier & App tier)	$3.40	Monthly/per 10 GB
Backup Storage	$1.70	Monthly/per 10 GB
Networking		
Env. Setup services	$1,133.00	Each

Table 4: Operations and Maintenance (Excluding SaaS Services)

Table 4: Operations and Maintenance (Excluding SaaS and Subscription Services)	Fees	
Description	**Unit Cost**	**Unit of Measure (each/month/annual, etc)**
O&M Support	Up to 11.5% of the site/application build cost (i.e. Discovery, Design, Development, Implementation, etc.) defined in the SOW. Note: "Up to 11.5%" pricing shall apply only to existing SOWs (Executed prior to 12/1/2024). All new (executed after 12/1/2024) SOWs shall be priced with an O&M rate of "up to 10%" of final build cost.	Annual
General Site Maintenance	Included	
Production Bug Fixes	Included	
Deployment Oversight	Included	
Software Releases	Included	
Patch Management	Included	
Backup and Restore Technology Process	Included	

Escrow Process and Support	Included	
Configuration Management	Included	
Archiving Data	Included	
Security Vulnerability Testing / Scanning and Results / Review	Included	

Table 5: Software-as-a-Service (SaaS) Services, Subscription Services

Operations and Maintenance are included in the line items of this table. This support includes General Site Maintenance, Production Bug Fixes, Deployment Oversight, Software Releases, Patching, Backup and Restore Technology Process, Escrow Process and Support, Configuration Management, Archiving Data, Security Vulnerability Testing / Scanning and Results / Review.

Table 5: SaaS Services, Subscription Services	License Fees	
Description	Unit Cost	Unit of Measure (each/month/annual, etc)
Enterprise SaaS Solutions		
Digital Identity Platform	$1,000,000.00	Annual
My Civic powered by Gov2Go (previously Gov2Go)		
Citizen-paid transaction fee (Includes O&M)	Up to $3	Each (per transaction)
AppEngine Solution		
Citizen-paid transaction fee (Includes O&M)	Up to $3	Each (per transaction)
Event and Community Sports Registrations		
Citizen-paid transaction fee (Includes O&M)	Up to $3	Each (per transaction)
OneOutdoor Platform for Retail and Online Hunting and Fishing Licenses, Permits, Privileges, Passes and Reservations		
Citizen-paid transaction fee (Includes O&M)	Up to $3	Each (per transaction)
Subscription Services		
Citizen-paid transaction fees (Includes O&M)		
Annual Fee	up to $125.00	Annual
Download 1st Record Fee	up to $125.00	Each (per transaction)
Download Each additional 1000 records	$25.00	Each (per transaction)
Notifications Level 1	$200.00	Annual
Notifications Level 2	$595.00	Annual

Table 6: Payment Processing (Citizen-Paid/Agency-Absorbed Fee)

Operations and Maintenance are included in the Payment Processing Gateway Fee of this table. This support includes Customer Service, General Site Maintenance, Production Bug Fixes, Deployment Oversight, Software Releases, Patching, Backup and Restore Technology Process, Escrow Process and Support, Configuration Management, Archiving Data, Security Vulnerability Testing / Scanning and Results / Review.

Table 6: Payment Processing Services	Fees	
Description	Unit Cost	Unit of Measure (each/month/annual, etc)
Payment Processing - <u>COV listed as Merchant of Record</u>		
Payment Processing Gateway Fee (Includes O&M) for all card brands (Visa, Discover, Mastercard, American Express)	$1.00	Each (per transaction)
Merchant Processing and ACH /eCheck Processing Fee for all card brands (Visa, Discover, Mastercard, American Express)	Fees are defined by Commonwealth of Virginia's Department of the Treasury Electronic Payment Processing Services contract(s).	of transaction amount processed
Payment Processing - <u>VI listed as Merchant of Record</u>		
Payment Processing Gateway Fee (Includes O&M) for all card brands (Visa, Discover, Mastercard, American Express)	$1.00	Each (per transaction)
Merchant Processing Fee for all card brands (Visa, Discover, Mastercard, American Express)	2.214%	of transaction amount processed
ACH /eCheck Processing Fee	$1.00	Each (per transaction)

Table 7: Convenience Funding/Fees

Convenience Funding/Fees (Citizen/User-funded) - In some instances, convenience fees are approved by the government to fund delivery of services. Convenience funding/fee arrangements are agreed to by the Authorized User and Supplier, defined in the SOW, collected directly from citizens during payment processing; and then are   applied by the supplier to the total cost of an Authorized User's SOW, a line item of the SOW (such as monthly O&M), or to a specific transaction service.

Convenience-funded models (also described as a self-funded, transaction-funded or hybrid-funded model) are usually reliant on services that include a high-volume of citizen   transactions but may alleviate the need for government-appropriated funding to fund part or all of the costs associated with an SOW. Under this Contract, convenience funding arrangements (paid through citizen convenience fees) must be defined in the SOW and describe the manner in which convenience fees will sunset once the fixed price of the SOW or applicable line item price is reached unless the fee is for a transaction based service (i.e. event registration fee, etc.)

Table 7: Convenience Funding/Fees		
Description	Unit Cost	Unit of Measure (each/month/annual, etc)
Citizen-paid Convenience Fee	up to $3.00	Each (per transaction)

Table 8: Third Party Escrow Services

Table 8: Third Party Escrow Services		
Description	Fees	Unit of Measure (each/month/annual, etc)
Initiation Fee	$2250.00	Annual (per Authorized User)
Renewal Fee	$1750.00	Annual (per Authorized User)
Standard Beneficiary Fee	$250.00	Annual (per Authorized User)
Registered Beneficiary Fee	$750.00	Annual (per Authorized User)
Additional Deposit Accounts	$750.00	Annual (per Authorized User)
Full Verification and Validation	$30,000.00 (or as negotiated)	Annual (per Authorized User)

Table 9: Assumptions

Pricing assumptions made by the Supplier are listed below.

Table 9: Assumptions	
Pricing Proposal Global	All proposed fees across all categories are considered the maximum fees to be charged under this contract for the first two (2) years of the Contract. Discounts may apply in individual Statements of Work.
Pricing Proposal Global	As VI adds new innovative solutions and professional services expertise, VI will coordinate with the Commonwealth to add those solutions and pricing to our Category Pricing Menu via the contract modification process.
Pricing Proposal Global	All final fees and total price will be based on the Exhibit B - Options Pricing Menu and Citizen-paid Fees and ultimately approved by the Commonwealth within individual Statements of Work.
Exhibit B - Options/Pricing	The proposed labor rates in Table 1 are considered the maximum hourly rates for the first two (2) years of the contract. Rates may be discounted on a case-by-case basis through the Statement of Work process.
Exhibit B - Options/Pricing	The SaaS and Subscription fees included in Table 5 are quoted on an annual basis and are considered maximum fees for the first two (2) years of the contract. For certain SaaS and Subscription services, a transaction-fee model covers the fee for the service. Individual fees in Table 5 will be negotiated on a case- by-case basis through the SOW process. Depending upon the level of configuration, set-up and customization for each individual project, there may be a separate implementation fee outlined in the SOW for some SaaS or Subscription solution based on the labor categories in VI's pricing menu.
Exhibit B - Options/Pricing	VI offers private-cloud via our Class IV data center (Table 2) and public-cloud pricing offered by Microsoft Azure (Table 3) for future Statements of Work. All final project fees will be finalized during the SOW process, but will correlate with fees listed in Exhibit B Options/Pricing.

Payment Processing	The Citizen-paid/Agency-absorbed fees described in Table 6 outline the per-transaction fees exclusively for payment processing for credit cards and ACH. The first option provides the proposed fee when the Commonwealth is the Merchant of Record and the Commonwealth is responsible for third-party fees to process transactions charged by credit card companies. The second option outlines the payment processing fees when VI is the Merchant of Record. The last item is the proposed fee to process ACH/eChecks.
SaaS and Subscription Services	In some cases, VI may provide complex transaction-based digital government services that have requirements beyond basic payment processing. For example, VI has proposed several SaaS solutions (Table 5) that may be funded by citizen-paid fees – Gov2Go digital government assistant, event registration, hunting and fishing licenses, park passes, and campground reservations – that have requirements that extend beyond payment processing and can be funded by citizen-paid fees. VI is confident that in the majority of future SOWs, the citizen paid convenience fee will be the fee listed in Exhibit B or less as negotiated in the SOW based on our experience in setting fees for similar citizen-facing services. For some solutions, there may be special requirements or complex specifications that require a higher fee. In those instances, VI will use the SOW process to reach agreement on final citizen paid convenience fees. Convenience funding arrangements, paid through citizen convenience fees, will be defined in the SOW and describe the manner in which convenience fees will sunset once the fixed price of the SOW or applicable line item price is reached.
SaaS and Subscription Services	VI priced several SaaS solutions – Gov2Go digital government assistant, AppEngine, event registration, hunting and fishing licenses, park passes, and campground reservations – to be funded using citizen-paid fees. Some agencies may want to fund these services via monthly or annual subscription fees. At the option of the Authorized User, VI will use the SOW process to reach agreement on final SaaS fees.
SaaS and Subscription Services	As described in Exhibit B Table 5, VI offers several subscription-based premium services for authorized business users who conduct business across multiple agencies. The Annual Fee, which is charged to the business user, covers administrative tasks to manage their accounts and ensure that they have signed and maintained proper documentation to authorize access to government records. In some cases, business users are charged a monthly transaction fee on total transactions, which would be charged in accordance with the listed citizen-paid fee. In other cases, the business user may be eligible to download certain government records in accordance with commonwealth law. Download fees are charged to the business user to download eligible databases. For example, a marine repair business may want to download a database of registered boaters.

	VI has proposed a variety of flexible funding models to address all of the business model needs for an enterprise digital government program across the commonwealth for all public bodies as defined in the Contract. Based on our vast experience funding similar enterprise digital government programs, the commonwealth will likely use all of the cost models proposed for individual SOWs or a combination of these proposed models (hybrid funding) to fund enterprise services. In some cases, for example, citizen- paid convenience funding/fees may cover ongoing support, hosting and maintenance costs. Convenience funding arrangements, paid through citizen convenience fees, will be defined in the SOW and describe the manner in which convenience fees will sunset once the fixed price of the SOW or applicable line item price is reached.
Pricing and Funding Models	