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1. Charges Summary

Total M&E One-Time Services Charges	SFY 2025/26	SFY 2026/27	SFY 2027/28	Total Charges	Total Charges (Change Order No. EIGHT)	Total Charges (Change Order No. ELEVEN)
M&E One-Time Services Charge	\$286,094.00	\$32,433.00	\$0.00	\$318,527.00	\$317,882.00	\$645.00
Recurring M&E One-Time Services Charge	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Hardware and Software Charges	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Hardware Charges	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Hardware Maintenance and Support Charges	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Software Charges	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Software Maintenance and Support Charges	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Production Operations Charges	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
One Time Charges	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Recurring Charges	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Charges - ABAWD Automation (ABAWDs Fiscal Responsibility Act of 2023)	\$286,094.00	\$32,433.00	\$0.00	\$318,527.00	\$317,882.00	\$645.00
	TRUE	TRUE	TRUE	TRUE		

Total M&E One-Time Services Charges (Change Order No. EIGHT)	SFY 2025/26	SFY 2026/27	SFY 2027/28	Total Charges
M&E One-Time Services Charge	\$286,094.00	\$31,788.00	\$0.00	\$317,882.00
Recurring M&E One-Time Services Charge	\$0.00	\$0.00	\$0.00	\$0.00
Hardware and Software Charges	\$0.00	\$0.00	\$0.00	\$0.00
Hardware Charges	\$0.00	\$0.00	\$0.00	\$0.00
Hardware Maintenance and Support Charges	\$0.00	\$0.00	\$0.00	\$0.00
Software Charges	\$0.00	\$0.00	\$0.00	\$0.00
Software Maintenance and Support Charges	\$0.00	\$0.00	\$0.00	\$0.00
Production Operations Charges	\$0.00	\$0.00	\$0.00	\$0.00
One Time Charges	\$0.00	\$0.00	\$0.00	\$0.00
Recurring Charges	\$0.00	\$0.00	\$0.00	\$0.00
Total Charges - ABAWD Automation (ABAWDs Fiscal Responsibility Act of 2023)	\$286,094.00	\$31,788.00	\$0.00	\$317,882.00

Total M&E One-Time Services Charges (Variance to Change Order No. EIGHT)	SFY 2025/26	SFY 2026/27	SFY 2027/28	Total Charges
M&E One-Time Services Charge	\$0.00	\$645.00	\$0.00	\$645.00
Recurring M&E One-Time Services Charge	\$0.00	\$0.00	\$0.00	\$0.00
Hardware and Software Charges	\$0.00	\$0.00	\$0.00	\$0.00
Hardware Charges	\$0.00	\$0.00	\$0.00	\$0.00
Hardware Maintenance and Support Charges	\$0.00	\$0.00	\$0.00	\$0.00
Software Charges	\$0.00	\$0.00	\$0.00	\$0.00
Software Maintenance and Support Charges	\$0.00	\$0.00	\$0.00	\$0.00
Production Operations Charges	\$0.00	\$0.00	\$0.00	\$0.00
One Time Charges	\$0.00	\$0.00	\$0.00	\$0.00
Recurring Charges	\$0.00	\$0.00	\$0.00	\$0.00
Total Charges - ABAWD Automation (ABAWDs Fiscal Responsibility Act of 2023)	\$0.00	\$645.00	\$0.00	\$645.00

2. One-Time Services

Task	Description	Resource Category	Hours Breakdown															SPY 25/25 Hours	SPY 26/27 Hours	Total Hours	Hourly Rate	SPY 25/25 Charges	SPY 25/25 Holdback	SPY 25/25 Invoice Total	SPY 26/27 Charges	SPY 26/27 Holdback	SPY 26/27 Invoice Total	SPY 27/28 Invoice Total	Total Invoice Charges	
			Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	Dec-26	Jan-27	Feb-27	Mar-27	Apr-27	May-27			\$	\$	\$	\$	\$	\$			
Design	Overall general and technical design, including participation in design discussions with State sponsors, the Consortium, development of System Change Requests ("SCRs"), and review and approval of SCRs via Change Control Board process	Programmer Analyst-Offshore																	160	0	160	\$143.19	\$22,910.40	\$2,291.04	\$20,619.36	\$0.00	\$0.00	\$0.00	\$20,619.36	
		Programmer Analyst-Offshore			80	80														160	0	160	\$143.19	\$22,910.40	\$2,291.04	\$20,619.36	\$0.00	\$0.00	\$0.00	\$20,619.36
		Functional Lead-Offshore			32	32														64	0	64	\$143.19	\$9,164.16	\$916.42	\$8,247.74	\$0.00	\$0.00	\$0.00	\$8,247.74
		Functional Lead-Offshore			32	32														64	0	64	\$143.19	\$9,880.11	\$988.01	\$8,892.10	\$0.00	\$0.00	\$0.00	\$8,892.10
		Functional Lead-Offshore																		0	0	0	\$143.19	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Build	Develop Enhancements																		0	0	0	\$143.19	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
		Functional Lead-Offshore																		306	0	306	\$143.19	\$12,973.01	\$1,297.31	\$11,675.70	\$0.00	\$0.00	\$0.00	\$11,675.70
		Functional Lead-Offshore			20	20														40	0	40	\$143.19	\$5,727.60	\$572.76	\$5,154.84	\$0.00	\$0.00	\$0.00	\$5,154.84
		Functional Lead-Offshore			20	20														40	0	40	\$143.19	\$5,595.74	\$559.57	\$5,036.07	\$0.00	\$0.00	\$0.00	\$5,036.07
		Senior Programmer Analyst-Offshore																		240	0	240	\$143.19	\$34,365.60	\$3,436.56	\$30,929.04	\$0.00	\$0.00	\$0.00	\$30,929.04
		Senior Programmer Analyst-Offshore																		320	0	320	\$143.19	\$45,820.80	\$4,582.08	\$41,238.72	\$0.00	\$0.00	\$0.00	\$41,238.72
		Senior Programmer Analyst-Offshore																		104	0	104	\$143.19	\$14,891.76	\$1,489.18	\$13,402.58	\$0.00	\$0.00	\$0.00	\$13,402.58
		Senior Programmer Analyst-Offshore																		108	0	108	\$143.19	\$15,464.52	\$1,546.45	\$13,918.07	\$0.00	\$0.00	\$0.00	\$13,918.07
		DevOps Engineer-Offshore																		16	0	16	\$143.19	\$2,291.04	\$229.10	\$2,061.94	\$0.00	\$0.00	\$0.00	\$2,061.94
		Database Administrator-Offshore																		16	0	16	\$143.19	\$2,291.04	\$229.10	\$2,061.94	\$0.00	\$0.00	\$0.00	\$2,061.94
		MM&E Technical Manager-Offshore																		0	0	0	\$143.19	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
																				0	0	0	\$143.19	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
																				0	0	0	\$143.19	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
																				0	0	0	\$143.19	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
																				0	0	0	\$143.19	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
																				0	0	0	\$143.19	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
																				0	0	0	\$143.19	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
																				0	0	0	\$143.19	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
																				0	0	0	\$143.19	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
																		0	0	0	\$143.19	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
																		0	0	0	\$143.19	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
																		0	0	0	\$143.19	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
																		0	0	0	\$143.19	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
																		0	0	0	\$143.19	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
																		0	0	0	\$143.19	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
																		0	0	0	\$143.19	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
																		0	0	0	\$143.19	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
																		0	0	0	\$143.19	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
																		0	0	0	\$143.19	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
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																		0	0	0	\$143.19	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
																		0	0	0	\$143.19	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
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																		0	0	0	\$143.19	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
																		0	0	0	\$143.19	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		
																		0	0											

System Change Request ("SCR")	Description	Target Release	Total Hours	Charges
			2,265.00	\$ 318,527.00
CA-265253	Add Auto-Population for CF 886 via Template Repository	26.07	2,265.00	\$ 318,527.00

4. Hardware and Software Charge

Line	Item Description	SFY 25/26 Software and Support	SFY 25/26 Hardware and Support	Estimated Tax	Estimated Shipping/Handling	SFY 25/26 Charges	Total Charges
		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
1						\$0.00	\$0.00
2						\$0.00	

#	Assumptions			
1	The Work performed under this Change Order No. 08 and Change Order No. 11 will be added to and tracked in the work schedule.			
2	Work for this Change Order includes but is not limited to System Change Requests ("SCR") CA-265253. Work that is executed under SCRs will be approved by the Change Control Board.			
3	SCRs will be implemented in the CalSAWS System in accordance with the development lifecycle and the release management process as documented in the M&E Services Plan Deliverable.			
4	The Total Change Order Charges table set forth in the "1. Charges Summary" worksheet shows Deloitte's price for the Work performed under this Change Order. Any Work requested beyond the Total Change Order Charges will be mutually agreed to in writing via future Change Order.			
5	M&E One-Time Services Charges will be conducted and invoiced on a monthly basis according to the rates and charges in the pricing schedule up to the Total Change Order Charges.			
6	Consortium will holdback ten percent (10%) of each monthly invoice during the term of this Agreement, including any Extended Term. The ten percent (10%) holdback will be released annually to Contractor within thirty (30) days of the end of each calendar year or following acceptance of all Deliverables provided by Contractor during that calendar year, whichever is later.			
7	Holdback release is estimated for February following each calendar- year end, subject to invoice acceptance in accordance with contract terms. See holdback schedule table below for the detailed release timing.			
	Holdback Release	Service Month	Calendar End	Payment Month
	SFY25/26	June 2025 - December 2025	Dec-25	Feb-26
	SFY26/27	January 2026 - May 2026; June 2026 - December 2026	Dec-26	Feb-27
	SFY27/28	January 2027 - May 2027; June 2027 - December 2027	Dec-27	Feb-28

	R&A	Change Order Number
Total Baseline Allocation	\$70,000,000.00	
Exhibit C Allocation	\$70,000,000.00	
Amendment # Allocation	\$0.00	
Total Allocated Amounts (sum of items below)	\$69,999,905	
Remove Contact Center from Scope	(\$6,585,480)	AMEND 1
Update Bots from Scope	(\$6,254,399)	AMEND 1
Addition of Early Releases during Transition-in Period	\$15,779,943	AMEND 1
Additional Scope added to M&E Services for Security System Plan (June'25-Jan'26)	\$500,001	AMEND 1
Reporting Support for CDSS and DHCS	\$5,717,904	AMEND 1
CF Minimum Nutrition Benefit Pilot Program	\$727,835	ONE
Automation of CDCRs Incarceration Reporting CalSAWS Response	\$1,349,995	TWO
CalFresh Enhancement to Populate Income Page	\$419,690	THREE
CalSAWS Interface (CARES)	\$6,350,763	THREE
CalLearn Pregnancy or Parenting (SB 521)	\$224,952	FOUR
M&E Analytics Modernization	\$19,500,044	FIVE
Refugee Cash Assistance Eligibility Change	\$203,617	SIX
National Accuracy Clearinghouse (NAC) Automation	\$4,410,252	SIX
CFAP Expansion	\$774,372	SIX
M&E Application Maintenance	\$1,648,587	SIX
H.R. 1 Automation (One Big Beautiful Bill Act)	\$1,319,210	SEVEN
Return Mail Processing (Remaining Counties to opt into Automatic Return Mail Processing)	\$719,960	SEVEN
Medi-Cal Expansion Freeze for Adults 19 and older without SIS	\$1,276,253	SEVEN
CalSAWS Auditor Access Profile	\$184,859	SEVEN
CF SUA Standardization	\$17,613	EIGHT
HR 1 Medi-Cal Impacts (Medi-Cal Proposed Federal Reconciliation)	\$1,360,162	EIGHT
Tiered Rate Structure	\$474,604	EIGHT
ABAWD Automation (ABAWDs Fiscal Responsibility Act of 2023)	\$317,882	EIGHT
Monthly Premiums for UIS Population	\$258,745	EIGHT
BenefitsCal Income Verification Service	\$721,678	EIGHT
Integration of the Work Number (SFY25/26)	\$195,741	EIGHT
Request for Production Simulation Environment to Support FCED API Testing	\$465,654	EIGHT
H.R. 1 - ABAWD Impacts	\$1,099,986	TEN
Monthly Premiums for UIS Population	\$1,325,224	TEN
BenefitsCal Income Verification Service	\$473,100	TEN
H.R. 1 Automation (One Big Beautiful Bill Act) (Change Order SEVEN)	(\$22,324)	TEN
H.R. 1 Automation (One Big Beautiful Bill Act)	\$22,754	TEN
CFAP Expansion Automation Reappropriation Authority	\$7,353,093	TEN
Reinstatement of Asset Limit Test for Non-MAGI Medi-Cal	\$749,994	TEN
County Medical Services Program (CMSP)	\$374,999	TEN
Elimination of Comparable Disqualification Automation	\$122,930	ELEVEN
Integration of the Work Number (Change Order EIGHT)	(\$19,574)	ELEVEN
Integration of the Work Number (SFY26/27)	\$319,987	ELEVEN
ABAWD Automation (ABAWDs Fiscal Responsibility Act of 2023) (Change Order EIGHT)	(\$31,788)	ELEVEN
ABAWD Automation (ABAWDs Fiscal Responsibility Act of 2023) SFY26/27	\$32,433	ELEVEN
HR 1 Medi-Cal Impacts (Medi-Cal Proposed Federal Reconciliation) (Change Order EIGHT)	(\$16,195)	ELEVEN
HR 1 Medi-Cal Impacts (Medi-Cal Proposed Federal Reconciliation)	\$4,151,952	ELEVEN
Child Health and Disability Prevention (CHDP) Program	\$887,779	ELEVEN
ABAWD Waiver Activation/Deactivation	\$74,746	ELEVEN

Replace IAM solution from ForgeRock with Okta	\$1,020,372	ELEVEN
CF Minimum Nutrition Benefit Pilot Program (Change Order ONE)	(\$35,923)	ELEVEN
CF Minimum Nutrition Benefit Pilot Program (Change Order ELEVEN)	\$35,923	ELEVEN
Automation of CDCRs Incarceration Reporting CalSAWS Response (Change Order TWO)	(\$74,864)	ELEVEN
Automation of CDCRs Incarceration Reporting CalSAWS Response (Change Order ELEVEN)	\$74,864	ELEVEN
CalFresh Enhancement to Populate Income Page (Change Order THREE)	(\$41,965)	ELEVEN
CalFresh Enhancement to Populate Income Page (Change Order ELEVEN)	\$41,965	ELEVEN
CalSAWS Interface (CARES) (Change Order THREE)	(\$606,439)	N/A
CalSAWS Interface (CARES) (Change Order ELEVEN)	\$606,439	N/A
National Accuracy Clearinghouse (NAC) Automation (Change Order SIX)	(\$326,187)	ELEVEN
National Accuracy Clearinghouse (NAC) Automation (Change Order ELEVEN)	\$326,187	ELEVEN
CFAP Expansion (Change Order TEN)	(\$606,209)	ELEVEN
CFAP Expansion (Change Order ELEVEN)	\$606,209	ELEVEN
CalLearn Pregnancy or Parenting (SB 521) (Change Order FOUR)	(\$22,500)	TWELVE
CalLearn Pregnancy or Parenting (SB 521) (Change Order TWELVE)	\$22,500	TWELVE
Refugee Cash Assistance Eligibility Change (Change Order SIX)	(\$17,398)	TWELVE
Refugee Cash Assistance Eligibility Change (Change Order TWELVE)	\$17,398	TWELVE
CalSAWS Auditor Access Profile (Change Order SEVEN)	(\$72)	TWELVE
CalSAWS Auditor Access Profile (Change Order TWELVE)	\$72	TWELVE
Medi-Cal Expansion Freeze for Adults 19 and older without SIS (Change Order SEVEN)	(\$146,117)	TWELVE
Medi-Cal Expansion Freeze for Adults 19 and older without SIS (Change Order TWELVE)	\$146,117	TWELVE
Tiered Rate Structure (Change Order EIGHT)	(\$427,143)	TWELVE
Tiered Rate Structure (Change Order TWELVE)	\$427,143	TWELVE
Insert above this line		
Total Remaining Allocation (Row 2 less Row 3)	\$95.05	

Schedule 13
M&E Change Order Hourly Rate Card
California State Fiscal Year is July through June

#	Staff Position	Offshore (Y/N)	SFY 2024/25 Hourly Rate	SFY 2025/26 Hourly Rate	SFY 2026/27 Hourly Rate	SFY 2027/28 Hourly Rate	SFY 2028/29 Hourly Rate	SFY 2029/30 Hourly Rate	SFY 2030/31 Hourly Rate	SFY 2031/32 Hourly Rate	SFY 2032/33 Hourly Rate	SFY 2033/34 Hourly Rate	SFY 2034/35 Hourly Rate	SFY 2035/36 Hourly Rate
1	M&E Project Manager-Onshore	N	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 260.88	\$ 275.23	\$ 290.37	\$ 306.34	\$ 323.19
2	M&E Project Manager-Offshore	Y	\$ 138.03	\$ 138.03	\$ 138.03	\$ 138.03	\$ 138.03	\$ 138.03	\$ 138.03	\$ 145.62	\$ 153.63	\$ 162.08	\$ 170.99	\$ 180.39
3	M&E Project Management Office (PMO) Lead-Onshore	N	\$ 219.80	\$ 219.80	\$ 219.80	\$ 219.80	\$ 219.80	\$ 219.80	\$ 219.80	\$ 231.89	\$ 244.64	\$ 258.10	\$ 272.30	\$ 287.28
4	M&E Project Management Office (PMO) Lead-Offshore	Y	\$ 110.56	\$ 110.56	\$ 110.56	\$ 110.56	\$ 110.56	\$ 110.56	\$ 110.56	\$ 116.64	\$ 123.06	\$ 129.83	\$ 136.97	\$ 144.50
5	M&E Delivery Integration Office Manager-Onshore	N	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 260.88	\$ 275.23	\$ 290.37	\$ 306.34	\$ 323.19
6	M&E Delivery Integration Office Manager-Offshore	Y	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 122.43	\$ 129.16	\$ 136.26	\$ 143.75	\$ 151.66
7	M&E Transition Manager-Onshore	N	\$ 280.25	\$ 280.25	\$ 280.25	\$ 280.25	\$ 280.25	\$ 280.25	\$ 280.25	\$ 295.66	\$ 311.92	\$ 329.08	\$ 347.18	\$ 366.27
8	M&E Transition Manager-Offshore	Y	\$ 104.41	\$ 104.41	\$ 104.41	\$ 104.41	\$ 104.41	\$ 104.41	\$ 104.41	\$ 110.15	\$ 116.21	\$ 122.60	\$ 129.34	\$ 136.45
9	M&E innovation Lead-Onshore	N	\$ 263.76	\$ 263.76	\$ 263.76	\$ 263.76	\$ 263.76	\$ 263.76	\$ 263.76	\$ 278.27	\$ 293.57	\$ 309.72	\$ 326.75	\$ 344.72
10	M&E innovation Lead-Offshore	Y	\$ 121.55	\$ 121.55	\$ 121.55	\$ 121.55	\$ 121.55	\$ 121.55	\$ 121.55	\$ 128.24	\$ 135.29	\$ 142.73	\$ 150.58	\$ 158.86
11	M&E Enterprise Architect-Onshore	N	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 260.88	\$ 275.23	\$ 290.37	\$ 306.34	\$ 323.19
12	M&E Enterprise Architect-Offshore	Y	\$ 132.54	\$ 132.54	\$ 132.54	\$ 132.54	\$ 132.54	\$ 132.54	\$ 132.54	\$ 139.83	\$ 147.52	\$ 155.63	\$ 164.19	\$ 173.22
13	M&E Technical Manager-Onshore	N	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 260.88	\$ 275.23	\$ 290.37	\$ 306.34	\$ 323.19
14	M&E Technical Manager-Offshore	Y	\$ 132.54	\$ 132.54	\$ 132.54	\$ 132.54	\$ 132.54	\$ 132.54	\$ 132.54	\$ 139.83	\$ 147.52	\$ 155.63	\$ 164.19	\$ 173.22
15	M&E Security Manager-Onshore	N	\$ 285.74	\$ 285.74	\$ 285.74	\$ 285.74	\$ 285.74	\$ 285.74	\$ 285.74	\$ 301.46	\$ 318.04	\$ 335.53	\$ 353.98	\$ 373.45
16	M&E Security Manager-Offshore	Y	\$ 132.54	\$ 132.54	\$ 132.54	\$ 132.54	\$ 132.54	\$ 132.54	\$ 132.54	\$ 139.83	\$ 147.52	\$ 155.63	\$ 164.19	\$ 173.22
17	M&E Test Manager-Onshore	N	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 260.88	\$ 275.23	\$ 290.37	\$ 306.34	\$ 323.19
18	M&E Test Manager-Offshore	Y	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 122.43	\$ 129.16	\$ 136.26	\$ 143.75	\$ 151.66
19	M&E Release Manager-Onshore	N	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 260.88	\$ 275.23	\$ 290.37	\$ 306.34	\$ 323.19
20	M&E Release Manager-Offshore	Y	\$ 132.54	\$ 132.54	\$ 132.54	\$ 132.54	\$ 132.54	\$ 132.54	\$ 132.54	\$ 139.83	\$ 147.52	\$ 155.63	\$ 164.19	\$ 173.22
21	M&E Project Scheduler-Onshore	N	\$ 159.36	\$ 159.36	\$ 159.36	\$ 159.36	\$ 159.36	\$ 159.36	\$ 159.36	\$ 168.12	\$ 177.37	\$ 187.13	\$ 197.42	\$ 208.28
22	M&E Project Scheduler-Offshore	Y	\$ 94.07	\$ 94.07	\$ 94.07	\$ 94.07	\$ 94.07	\$ 94.07	\$ 94.07	\$ 99.24	\$ 104.70	\$ 110.46	\$ 116.54	\$ 122.95
23	Batch Operations Analyst-Onshore	N	\$ 153.86	\$ 153.86	\$ 153.86	\$ 153.86	\$ 153.86	\$ 153.86	\$ 153.86	\$ 162.32	\$ 171.25	\$ 180.67	\$ 190.61	\$ 201.09
24	Batch Operations Analyst-Offshore	Y	\$ 83.08	\$ 83.08	\$ 83.08	\$ 83.08	\$ 83.08	\$ 83.08	\$ 83.08	\$ 87.65	\$ 92.47	\$ 97.56	\$ 102.93	\$ 108.59
25	Business Analyst-Onshore	N	\$ 164.85	\$ 164.85	\$ 164.85	\$ 164.85	\$ 164.85	\$ 164.85	\$ 164.85	\$ 173.92	\$ 183.49	\$ 193.58	\$ 204.23	\$ 215.46
26	Business Analyst-Offshore	Y	\$ 94.07	\$ 94.07	\$ 94.07	\$ 94.07	\$ 94.07	\$ 94.07	\$ 94.07	\$ 99.24	\$ 104.70	\$ 110.46	\$ 116.54	\$ 122.95
27	Contact Center Lead-Onshore	N	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 260.88	\$ 275.23	\$ 290.37	\$ 306.34	\$ 323.19
28	Contact Center Lead-Offshore	Y	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 122.43	\$ 129.16	\$ 136.26	\$ 143.75	\$ 151.66
29	Data Analyst -Onshore	N	\$ 175.84	\$ 175.84	\$ 175.84	\$ 175.84	\$ 175.84	\$ 175.84	\$ 175.84	\$ 185.51	\$ 195.71	\$ 206.47	\$ 217.83	\$ 229.81
30	Data Analyst -Offshore	Y	\$ 94.07	\$ 94.07	\$ 94.07	\$ 94.07	\$ 94.07	\$ 94.07	\$ 94.07	\$ 99.24	\$ 104.70	\$ 110.46	\$ 116.54	\$ 122.95
31	Database Administrator-Onshore	N	\$ 197.82	\$ 197.82	\$ 197.82	\$ 197.82	\$ 197.82	\$ 197.82	\$ 197.82	\$ 208.70	\$ 220.18	\$ 232.29	\$ 245.07	\$ 258.55
32	Database Administrator-Offshore	Y	\$ 127.04	\$ 127.04	\$ 127.04	\$ 127.04	\$ 127.04	\$ 127.04	\$ 127.04	\$ 134.03	\$ 141.40	\$ 149.18	\$ 157.38	\$ 166.04
33	DB Migration Analyst-Onshore	N	\$ 148.37	\$ 148.37	\$ 148.37	\$ 148.37	\$ 148.37	\$ 148.37	\$ 148.37	\$ 156.53	\$ 165.14	\$ 174.22	\$ 183.80	\$ 193.91
34	DB Migration Analyst-Offshore	Y	\$ 94.07	\$ 94.07	\$ 94.07	\$ 94.07	\$ 94.07	\$ 94.07	\$ 94.07	\$ 99.24	\$ 104.70	\$ 110.46	\$ 116.54	\$ 122.95
35	DB Migration Project Manager-Onshore	N	\$ 274.75	\$ 274.75	\$ 274.75	\$ 274.75	\$ 274.75	\$ 274.75	\$ 274.75	\$ 289.86	\$ 305.80	\$ 322.62	\$ 340.36	\$ 359.08
36	DB Migration Project Manager-Offshore	Y	\$ 132.54	\$ 132.54	\$ 132.54	\$ 132.54	\$ 132.54	\$ 132.54	\$ 132.54	\$ 139.83	\$ 147.52	\$ 155.63	\$ 164.19	\$ 173.22
37	DB Migration SME-Onshore	N	\$ 181.34	\$ 181.34	\$ 181.34	\$ 181.34	\$ 181.34	\$ 181.34	\$ 181.34	\$ 191.31	\$ 201.83	\$ 212.93	\$ 224.64	\$ 237.00
38	DB Migration SME-Offshore	Y	\$ 109.90	\$ 109.90	\$ 109.90	\$ 109.90	\$ 109.90	\$ 109.90	\$ 109.90	\$ 115.94	\$ 122.32	\$ 129.05	\$ 136.15	\$ 143.64
39	DevOps Engineer-Onshore	N	\$ 159.36	\$ 159.36	\$ 159.36	\$ 159.36	\$ 159.36	\$ 159.36	\$ 159.36	\$ 168.12	\$ 177.37	\$ 187.13	\$ 197.42	\$ 208.28
40	DevOps Engineer-Offshore	Y	\$ 94.07	\$ 94.07	\$ 94.07	\$ 94.07	\$ 94.07	\$ 94.07	\$ 94.07	\$ 99.24	\$ 104.70	\$ 110.46	\$ 116.54	\$ 122.95
41	Framework Lead-Onshore	N	\$ 241.78	\$ 241.78	\$ 241.78	\$ 241.78	\$ 241.78	\$ 241.78	\$ 241.78	\$ 255.08	\$ 269.11	\$ 283.91	\$ 299.53	\$ 316.00
42	Framework Lead-Offshore	Y	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 122.43	\$ 129.16	\$ 136.26	\$ 143.75	\$ 151.66
43	Functional Lead-Onshore	N	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 260.88	\$ 275.23	\$ 290.37	\$ 306.34	\$ 323.19

44	Functional Lead-Offshore	Y	\$ 118.25	\$ 118.25	\$ 118.25	\$ 118.25	\$ 118.25	\$ 118.25	\$ 118.25	\$ 124.75	\$ 131.61	\$ 138.85	\$ 146.49	\$ 154.55
45	Human Centric Design Analyst-Onshore	N	\$ 175.84	\$ 175.84	\$ 175.84	\$ 175.84	\$ 175.84	\$ 175.84	\$ 175.84	\$ 185.51	\$ 195.71	\$ 206.47	\$ 217.83	\$ 229.81
46	Human Centric Design Analyst-Offshore	Y	\$ 99.57	\$ 99.57	\$ 99.57	\$ 99.57	\$ 99.57	\$ 99.57	\$ 99.57	\$ 105.05	\$ 110.83	\$ 116.93	\$ 123.36	\$ 130.14
47	Human Centric Design Lead-Onshore	N	\$ 302.23	\$ 302.23	\$ 302.23	\$ 302.23	\$ 302.23	\$ 302.23	\$ 302.23	\$ 318.85	\$ 336.39	\$ 354.89	\$ 374.41	\$ 395.00
48	Human Centric Design Lead-Offshore	Y	\$ 132.54	\$ 132.54	\$ 132.54	\$ 132.54	\$ 132.54	\$ 132.54	\$ 132.54	\$ 139.83	\$ 147.52	\$ 155.63	\$ 164.19	\$ 173.22
49	Imaging Architect-Onshore	N	\$ 175.84	\$ 175.84	\$ 175.84	\$ 175.84	\$ 175.84	\$ 175.84	\$ 175.84	\$ 185.51	\$ 195.71	\$ 206.47	\$ 217.83	\$ 229.81
50	Imaging Architect-Offshore	Y	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 122.43	\$ 129.16	\$ 136.26	\$ 143.75	\$ 151.66
51	Imaging Programmer-Onshore	N	\$ 159.36	\$ 159.36	\$ 159.36	\$ 159.36	\$ 159.36	\$ 159.36	\$ 159.36	\$ 168.12	\$ 177.37	\$ 187.13	\$ 197.42	\$ 208.28
52	Imaging Programmer-Offshore	Y	\$ 105.06	\$ 105.06	\$ 105.06	\$ 105.06	\$ 105.06	\$ 105.06	\$ 105.06	\$ 110.84	\$ 116.94	\$ 123.37	\$ 130.16	\$ 137.32
53	Imaging Project Manager-Onshore	N	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 260.88	\$ 275.23	\$ 290.37	\$ 306.34	\$ 323.19
54	Imaging Project Manager-Offshore	Y	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 122.43	\$ 129.16	\$ 136.26	\$ 143.75	\$ 151.66
55	Imaging SME-Onshore	N	\$ 164.85	\$ 164.85	\$ 164.85	\$ 164.85	\$ 164.85	\$ 164.85	\$ 164.85	\$ 173.92	\$ 183.49	\$ 193.58	\$ 204.23	\$ 215.46
56	Imaging SME-Offshore	Y	\$ 105.06	\$ 105.06	\$ 105.06	\$ 105.06	\$ 105.06	\$ 105.06	\$ 105.06	\$ 110.84	\$ 116.94	\$ 123.37	\$ 130.16	\$ 137.32
57	M&E Application Manager-Onshore	N	\$ 307.72	\$ 307.72	\$ 307.72	\$ 307.72	\$ 307.72	\$ 307.72	\$ 307.72	\$ 324.64	\$ 342.50	\$ 361.34	\$ 381.21	\$ 402.18
58	M&E Application Manager-Offshore	Y	\$ 132.54	\$ 132.54	\$ 132.54	\$ 132.54	\$ 132.54	\$ 132.54	\$ 132.54	\$ 139.83	\$ 147.52	\$ 155.63	\$ 164.19	\$ 173.22
59	M&E Deputy Project Manager-Onshore	N	\$ 219.80	\$ 219.80	\$ 219.80	\$ 219.80	\$ 219.80	\$ 219.80	\$ 219.80	\$ 231.89	\$ 244.64	\$ 258.10	\$ 272.30	\$ 287.28
60	M&E Deputy Project Manager-Offshore	Y	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 122.43	\$ 129.16	\$ 136.26	\$ 143.75	\$ 151.66
61	M&E Transition SME-Onshore	N	\$ 219.80	\$ 219.80	\$ 219.80	\$ 219.80	\$ 219.80	\$ 219.80	\$ 219.80	\$ 231.89	\$ 244.64	\$ 258.10	\$ 272.30	\$ 287.28
62	M&E Transition SME-Offshore	Y	\$ 98.91	\$ 98.91	\$ 98.91	\$ 98.91	\$ 98.91	\$ 98.91	\$ 98.91	\$ 104.35	\$ 110.09	\$ 116.14	\$ 122.53	\$ 129.27
63	Perf. Tester-Onshore	N	\$ 137.38	\$ 137.38	\$ 137.38	\$ 137.38	\$ 137.38	\$ 137.38	\$ 137.38	\$ 144.94	\$ 152.91	\$ 161.32	\$ 170.19	\$ 179.55
64	Perf. Tester-Offshore	Y	\$ 88.58	\$ 88.58	\$ 88.58	\$ 88.58	\$ 88.58	\$ 88.58	\$ 88.58	\$ 93.45	\$ 98.59	\$ 104.01	\$ 109.73	\$ 115.77
65	PMO Analyst-Onshore	N	\$ 98.91	\$ 98.91	\$ 98.91	\$ 98.91	\$ 98.91	\$ 98.91	\$ 98.91	\$ 104.35	\$ 110.09	\$ 116.14	\$ 122.53	\$ 129.27
66	PMO Analyst-Offshore	Y	\$ 77.59	\$ 77.59	\$ 77.59	\$ 77.59	\$ 77.59	\$ 77.59	\$ 77.59	\$ 81.86	\$ 86.36	\$ 91.11	\$ 96.12	\$ 101.41
67	Programmer Analyst-Onshore	N	\$ 153.86	\$ 153.86	\$ 153.86	\$ 153.86	\$ 153.86	\$ 153.86	\$ 153.86	\$ 162.32	\$ 171.25	\$ 180.67	\$ 190.61	\$ 201.09
68	Programmer Analyst-Offshore	Y	\$ 87.92	\$ 87.92	\$ 87.92	\$ 87.92	\$ 87.92	\$ 87.92	\$ 87.92	\$ 92.76	\$ 97.86	\$ 103.24	\$ 108.92	\$ 114.91
69	QA Analyst-Onshore	N	\$ 120.89	\$ 120.89	\$ 120.89	\$ 120.89	\$ 120.89	\$ 120.89	\$ 120.89	\$ 127.54	\$ 134.55	\$ 141.95	\$ 149.76	\$ 158.00
70	QA Analyst-Offshore	Y	\$ 77.59	\$ 77.59	\$ 77.59	\$ 77.59	\$ 77.59	\$ 77.59	\$ 77.59	\$ 81.86	\$ 86.36	\$ 91.11	\$ 96.12	\$ 101.41
71	Security Analyst-Onshore	N	\$ 148.37	\$ 148.37	\$ 148.37	\$ 148.37	\$ 148.37	\$ 148.37	\$ 148.37	\$ 156.53	\$ 165.14	\$ 174.22	\$ 183.80	\$ 193.91
72	Security Analyst-Offshore	Y	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 122.43	\$ 129.16	\$ 136.26	\$ 143.75	\$ 151.66
73	Security Tester-Onshore	N	\$ 131.88	\$ 131.88	\$ 131.88	\$ 131.88	\$ 131.88	\$ 131.88	\$ 131.88	\$ 139.13	\$ 146.78	\$ 154.85	\$ 163.37	\$ 172.36
74	Security Tester-Offshore	Y	\$ 94.07	\$ 94.07	\$ 94.07	\$ 94.07	\$ 94.07	\$ 94.07	\$ 94.07	\$ 99.24	\$ 104.70	\$ 110.46	\$ 116.54	\$ 122.95
75	Senior Programmer Analyst-Onshore	N	\$ 181.34	\$ 181.34	\$ 181.34	\$ 181.34	\$ 181.34	\$ 181.34	\$ 181.34	\$ 191.31	\$ 201.83	\$ 212.93	\$ 224.64	\$ 237.00
76	Senior Programmer Analyst-Offshore	Y	\$ 118.69	\$ 118.69	\$ 118.69	\$ 118.69	\$ 118.69	\$ 118.69	\$ 118.69	\$ 125.22	\$ 132.11	\$ 139.38	\$ 147.05	\$ 155.14
77	Senior QA Analyst-Onshore	N	\$ 126.39	\$ 126.39	\$ 126.39	\$ 126.39	\$ 126.39	\$ 126.39	\$ 126.39	\$ 133.34	\$ 140.67	\$ 148.41	\$ 156.57	\$ 165.18
78	Senior QA Analyst-Offshore	Y	\$ 88.58	\$ 88.58	\$ 88.58	\$ 88.58	\$ 88.58	\$ 88.58	\$ 88.58	\$ 93.45	\$ 98.59	\$ 104.01	\$ 109.73	\$ 115.77
79	Task Management Lead-Onshore	N	\$ 302.23	\$ 302.23	\$ 302.23	\$ 302.23	\$ 302.23	\$ 302.23	\$ 302.23	\$ 318.85	\$ 336.39	\$ 354.89	\$ 374.41	\$ 395.00
80	Task Management Lead-Offshore	Y	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 122.43	\$ 129.16	\$ 136.26	\$ 143.75	\$ 151.66
81	Task Management SME-Onshore	N	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 247.28	\$ 260.88	\$ 275.23	\$ 290.37	\$ 306.34	\$ 323.19
82	Task Management SME-Offshore	Y	\$ 94.07	\$ 94.07	\$ 94.07	\$ 94.07	\$ 94.07	\$ 94.07	\$ 94.07	\$ 99.24	\$ 104.70	\$ 110.46	\$ 116.54	\$ 122.95
83	Trainer-Onshore	N	\$ 208.81	\$ 208.81	\$ 208.81	\$ 208.81	\$ 208.81	\$ 208.81	\$ 208.81	\$ 220.29	\$ 232.41	\$ 245.19	\$ 258.68	\$ 272.91
84	Trainer-Offshore	Y	\$ 94.07	\$ 94.07	\$ 94.07	\$ 94.07	\$ 94.07	\$ 94.07	\$ 94.07	\$ 99.24	\$ 104.70	\$ 110.46	\$ 116.54	\$ 122.95
85	Training Developer-Onshore	N	\$ 175.84	\$ 175.84	\$ 175.84	\$ 175.84	\$ 175.84	\$ 175.84	\$ 175.84	\$ 185.51	\$ 195.71	\$ 206.47	\$ 217.83	\$ 229.81
86	Training Developer-Offshore	Y	\$ 83.08	\$ 83.08	\$ 83.08	\$ 83.08	\$ 83.08	\$ 83.08	\$ 83.08	\$ 87.65	\$ 92.47	\$ 97.56	\$ 102.93	\$ 108.59
87	Training Manager-Onshore	N	\$ 230.79	\$ 230.79	\$ 230.79	\$ 230.79	\$ 230.79	\$ 230.79	\$ 230.79	\$ 243.48	\$ 256.87	\$ 271.00	\$ 285.91	\$ 301.64
88	Training Manager-Offshore	Y	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 116.05	\$ 122.43	\$ 129.16	\$ 136.26	\$ 143.75	\$ 151.66
89	WDTIP SME-Onshore	N	\$ 174.19	\$ 174.19	\$ 174.19	\$ 174.19	\$ 174.19	\$ 174.19	\$ 174.19	\$ 183.77	\$ 193.88	\$ 204.54	\$ 215.79	\$ 227.66
90	WDTIP SME-Offshore	Y	\$ 96.71	\$ 96.71	\$ 96.71	\$ 96.71	\$ 96.71	\$ 96.71	\$ 96.71	\$ 102.03	\$ 107.64	\$ 113.56	\$ 119.81	\$ 126.40
91	Bot SME-Onshore	N	\$ 174.19	\$ 174.19	\$ 174.19	\$ 174.19	\$ 174.19	\$ 174.19	\$ 174.19	\$ 183.77	\$ 193.88	\$ 204.54	\$ 215.79	\$ 227.66
92	Bot SME-Offshore	Y	\$ 96.71	\$ 96.71	\$ 96.71	\$ 96.71	\$ 96.71	\$ 96.71	\$ 96.71	\$ 102.03	\$ 107.64	\$ 113.56	\$ 119.81	\$ 126.40
93	Workload Assignment SME-Onshore	N	\$ 174.19	\$ 174.19	\$ 174.19	\$ 174.19	\$ 174.19	\$ 174.19	\$ 174.19	\$ 183.77	\$ 193.88	\$ 204.54	\$ 215.79	\$ 227.66
94	Workload Assignment SME-Offshore	Y	\$ 96.71	\$ 96.71	\$ 96.71	\$ 96.71	\$ 96.71	\$ 96.71	\$ 96.71	\$ 102.03	\$ 107.64	\$ 113.56	\$ 119.81	\$ 126.40

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	Assumptions
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