

Amended and Restated Renewal Agreement 2015 - 2020 Amendment Tracking Log

Amendment Number and Name	Effective Date (yyyy-mm-dd)	Executed Date (yyyy-mm-dd)	Contract Reference	Impact Decision Reached
DR 034 Schedule 9.1 SOW 5 and Schedule 23 Updates				NOTE: DR is currently in progress and will be incorporated once finalized.
DR 033 Extend DR013 Access to Personal Information – US Personnel Remittance Data Extraction and Imaging Project				NOTE: DR is currently in progress and will be incorporated once finalized.
DR 032 Service Locations	2016-07-25	2016-07-25	Schedule 11	<ul style="list-style-type: none"> updates the Subcontractor Allstream's name to Zayo Canada Inc. confirms the postal code for InfoGrid Systems Inc. (formerly Target Connections Inc.) formatting change so that each Service Location is listed in a separate row
DR 031 MSP Email Billing	2016-06-03	2016-07-27	Schedule 23 s.2.1 Appendices A, B1, H2	<p>The purpose of this DR is to set forth the agreement of the Parties regarding the fee charged by HPAS to FIN for signing up an MSP Pay Direct account that is receiving paper invoices (MSP Pay Direct Active Account) to receive invoices electronically (MSP Pay Direct Email Billing Sign-up Fee) and amendments to:</p> <ul style="list-style-type: none"> Schedule 23, Section 2.1, (Overview) as Appendix A; Schedule 23, Appendix A (Definitions) as Appendix B; Schedule 23, Appendix B1 (Base Fees Schedule) as Appendix C; and Schedule 23, Appendix H2 (Fees Split For Inflation Purposes) as Appendix D.
DR 030 SCH 15.1 and 23 Updates				NOTE: DR is currently in progress and will be incorporated once finalized.
DR 029 Maintenance Services - ARM				NOTE: DR is currently in progress and will be incorporated once finalized.
DR 028 Managing Pre-default Student Loans Bankruptcy Settlement Services	2016-05-18	2016-05-19	Schedule 7 Schedule 23	The impact of this recommendation is that HPAS will provide Pre-default Student Loans Bankruptcy Settlement Services and FIN will pay Pre-default Student Loans Bankruptcy Settlement Services Fees as set out in this DR.

Amendment Number and Name	Effective Date (yyyy-mm-dd)	Executed Date (yyyy-mm-dd)	Contract Reference	Impact Decision Reached
DR 027 Revenue Services Account Volumes	2016-06-01	2016-05-19	Schedule 23 Appendices A,B,C	The impact of this recommendation is that FIN will pay HPAS. starting in June 2016, a Monthly MSP Pay Direct Active Account Inventory Premium Adjustment Fee of \$0.69 for each MSP Pay Direct Active Account above the baseline of 953,500 accounts, to assist HPAS in meeting the Revenue Realization Rate Service Level A agreement, improving on recovering billed receivables for the Province.
DR 026 Non-compensation Inflation Adjustment	2016-04-01	2016-04-27	Schedule 23 s.6.6 and 6.7	Note: No Renewal Agreement track changes required. The impact of this recommendation is the Non-compensation Inflation Adjustment of 1.6% will be applied to Fees as set out in Sections 6.6 (Exclusions) and 6.7 (Calculation) of Schedule 23 (Fees), effective April 11 2016.
DR 025 Recovery Time Objectives and Recovery Point Objectives				NOTE: DR is currently in progress and will be incorporated once finalized.
DR 024 Joint Strategic Plan				NOTE: DR is currently in progress and will be incorporated once finalized.
DR 023 Outbound Call Campaigns				NOTE: DR is currently in progress and will be incorporated once finalized.
DR 022 Amendment to Mail, Payment, and Document Processing Transaction Fees (BAPC)				NOTE: DR is currently in progress and will be incorporated once finalized.
DR 021 Data Warehouse - Date Change	2016-04-01	2016-04-27	Schedule 30 s.3 and s.4	The purpose of this DR is to set forth the agreement of the parties regarding an amendment to Schedule 30 (Reporting Requirements), Section 3 (Data Warehouse) and Section 4 (Reports Supporting Business and /IMIT Operations)...
DR 020 Schedule 7 Appendix D MOGR	n/a	n/a	n/a	Cancelled March 10, 2016
DR 019 Schedule 7 Appendix D GA Batch Imaging	n/a	n/a	n/a	Cancelled March 10, 2016
DR 018 Schedule 7 Appendix D CLMG	n/a	n/a	n/a	Cancelled March 10, 2016
DR 017 MFLNRO WMB Schedule 7 Appendix D	n/a	n/a	n/a	Cancelled March 10, 2016
DR 016 Maintenance Services Fees for Mineral Application	2016-01-01	2016-06-22	Schedule 23 - Appendix E	The purpose of this DR is to set forth the agreement of the parties regarding the Tier 3 Application Maintenance Services Fees for: <ul style="list-style-type: none"> Mine Health and Safety (MHS) Application

Amendment Number and Name	Effective Date (yyyy-mm-dd)	Executed Date (yyyy-mm-dd)	Contract Reference	Impact Decision Reached
				<ul style="list-style-type: none"> Mineral Land Tax System (MLTS) Application Mineral Land Tax System Read-only version (MLTSRO) Application Mineral Tax (MINTAX) Application Mineral Tax Application Authorizer (MinTaxAAS) Application Mineral Tax Read-only (MinTaxRO) Application
DR 015 Maintenance Services Revenue Income Taxation Branch	2016-07-16	2016-04-20	Schedule 23 - Appendix E	The purpose of this DR is to set forth the agreement of the parties regarding Tier 3 Application Maintenance Services Fees for the Revenue Income Taxation Branch (RITB) Application.
DR 014 Maintenance Services - RLP				NOTE: DR is currently in progress and will be incorporated once finalized.
DR 013 Access to Personal Information – US Personnel Remittance Data Extraction and Imaging Project	2016-03-31	2016-03-30	Schedule 25 s.23	<p>Note: No Renewal Agreement track changes required.</p> <p>The Province is authorizing access to PI by Ed Giallombardo and Amanda Hales-Filey under the terms of this DR until December 30, 2016.</p>
DR 012 Schedule 25, Section 2 - Acknowledgement				NOTE: DR is currently in progress and will be incorporated once finalized.
DR 011 Update to Key Positions (Schedule 17)	2016-03-07	2016-03-07	Schedule 17	The purpose of this DR is to set forth the agreement of the parties to update Schedule 17 - Key Positions.
DR 010 Recovery Point Objective Definition	2016-01-28	2016-01-28	Schedule 1	The purpose of this DR is to set forth the agreement of the parties regarding the replacement of the definition of Recovery Point Objective in Schedule 1 of the Renewal Agreement.
DR 009 Maintenance Services Fees for NTO Application	2016-01-01	2016-02-25	Schedule 23, Appendix E	The purpose of this DR is to set forth the agreement of the parties regarding the Tier 3 Application Maintenance Services Fees for the NON-TAX Operations (NTO) Application.
DR 008 IMIIT Tier 3 Application Maintenance Services for ARM Application	2015-10-01	2016-03-14	Schedule 23 - Appendix E	The purpose of this DR is to set forth the agreement of the parties regarding the Tier 3 Application Maintenance Services Fees for the Forests Accounts Receivable Management System (ARM) Application.
DR 007 Section 2.3 of Schedule 23 Fees (IM/IT- Tier 3 IM/IT Services)	2015-10-01	2016-02-12	Schedule 23 s. 2.3	The impact of this recommendation is to clarify the existing options and add further options to carry forward or convert IM/IT hours, as follows.

Amendment Number and Name	Effective Date (yyyy-mm-dd)	Executed Date (yyyy-mm-dd)	Contract Reference	Impact Decision Reached
				<ul style="list-style-type: none"> • HPAS will have the ability to have up to 450 additional hours for Tier 3 IM/IT Services, and a maximum of 150 additional hours carried into the next Contract Year, or converted into an hourly rate which may be invoiced by HPAS, or a combination of both. • If HPAS is unable to provide resources for Tier 3 I Milt Services, the Province may carry forward hours, convert the hours into an hourly rate which may be used by the Province to credit an HPAS invoice, or a combination of carrying forward and conversion. • The hourly rate calculation is provided .
DR 006 MT A Schedule 9 Contracts and Licenses	2015-10-09	2015-10-28	MTA Schedule 9	<p>Note: No Renewal Agreement track changes required.</p> <p>Deletion Schedule 9 Contracts and Licenses of the MT A in its entirety and replaced with the updated version attached as Appendix A to this DR.</p>
DR 005 FY15116 Compensation Inflation Adjustment- Economic Stability Dividend	2016-02-01	2016-02-11	Schedule 23 s.6.2	The purpose of this DR is to document the amount of the Economic Stability Dividend of .45%, effective February 1, 2016, for the purpose of the Compensation Inflation Adjustment, as set out in Schedule 23, Section 6.2 (Inflation Adjustments).
DR 004 Agreement on Mar 31, 2015 Revenues and Costs	2015-03-31	2015-10-30		<p>Note: No Renewal Agreement track changes required.</p> <p>The impact of this recommendation is that HPAS will invoice the Province with \$356,141.82 as an adjustment for the Benefits payments made by the Province up to March 31, 2015 to enable HPAS to achieve a final Net Margin of 12.41% on the Total Allowed Cost of \$558,272,732 at March 31, 2015.</p>
DR 003 BITT\Pentaho Decommission	2015-08-09	2016-03-04	Schedule 23, Appendix E	The purpose of this DR is to set forth the agreement of the Parties regarding Tier 3 Application Maintenance Services for the Business Information Transformation Tool (BITT) Application. The Ministry wishes to cancel the licenses for the Pentaho Business Analytics (Pentaho) Application and to decommission the BIIT Application, effective August 9, 2015, as requested by the Ministry on April 9, 2015.
DR 002 Invoices	2015-07-04	2015-07-14	Section 13.2	The impact of this recommendation is that HPAS will be required to provide the Province with electronic invoices and will only be required to provide hard copies if requested by the Province within

Amendment Number and Name	Effective Date (yyyy-mm-dd)	Executed Date (yyyy-mm-dd)	Contract Reference	Impact Decision Reached
				30 days of receipt of the electronic invoice, rather than having to provide hard copies with electronic copies upon request.
DR 001 Service Locations Changes	2015-04-01	2015-06-15	Schedule 11	The impact of this recommendation is that the above listed new location at 320-2 Place Laval, Laval QC H7N 5N may be used as a Service Location. The above-listed location at 1150 McKenzie Ave. Victoria BC V8P 5P5 is no longer an HPAS Service Location, and Schedule 11 is amended accordingly.

SCHEDULE 23

FEES

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1. OVERVIEW

1.1 Terms

Capitalized terms used in this Schedule without definition have the meanings attached to such terms in the Renewal Agreement. **Appendix A – (Definitions)** contains a list of definitions or terms not defined elsewhere in the Renewal Agreement.

1.2 Amendment

The agreement of the Province and HPAS concerning the compensation to be received by HPAS for the Services is set out in this Schedule and this Schedule may not be amended except by written agreement of the Parties.

2. MONTHLY FEES

2.1 Overview

Appendix B1 – (Base Fees Schedule) is the pricing summary developed by HPAS and the Province to compensate HPAS for the Services provided by HPAS under the Renewal Agreement. **Appendix B1 (Base Fees Schedule)** includes compensation for HPAS' costs, investments and corporate profit.

There are several fundamental elements involved in the calculation of the Monthly Fees including but not limited to:

REVENUE SERVICES (SOW 2)
Mail, Payment and Document Processing Services
Foundation
Revenue Management (excluding RMS)
Foundation
Bill Presentment and Early Stage AR Management
Late Stage Account Receivable Management
Account Inventory Adjustment Fees
IM/IT SERVICES (SOW 3) & RMS SERVICES (SOW 5)
IM/IT SERVICES - SOW 3
Infrastructure
Applications Services
IMIT Applications - Tier 1
IMIT Applications - Tier 2 - Foundation
IMIT Applications - Tier 2 - Operations
IMIT Applications - Tier 3 - Application
Maintenance Services
IMIT Applications - Tier 3 -IM/IT Services
Architecture & Engineering

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RMS SERVICES (SOW 5)
RMS Analytics
RMS HPAS Support & Management
RMS Infrastructure
RMS IT Support
Run / Operate
Tier 2
Tier 3
INNOVATION SOLUTION
Innovation Solution
Innovation - Call Centre

The Province has agreed to compensate HPAS the amounts set out in Appendix B1 – (*Base Fees Schedule*) in accordance with the terms in this Schedule 23. The Parties acknowledge and agree that the amounts set out in **Appendix B1** – (*Base Fees Schedule*) do not include:

- adjustments for Inflation;
- adjustments resulting from Change Orders;
- provisions for any cost increases related to volume growth with respect to the Services as contemplated by Section 2.6 of Schedule 19 (*Operational Planning and Change Management*);
- amounts for the RMS License Fee set out in Section 11 of this Schedule or the RMS 1.H matter set out in Section 12 of this Schedule;
- cost increases related to volume increases for MSP Pay Direct accounts; and
- cost savings and efficiencies related to the Innovation Fund initiatives.

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The Parties also agree that **Appendix B2** – (*Summary Service Description & Material Cost Elements*) provides an overview of the material cost elements for each of the type of Services that HPAS will provide. These Services are described more completely in each of the SOW Documents.

The amounts set out in **Appendix B1** – (*Base Fees Schedule*), will be paid on a semi-monthly basis as further described in **Appendix C1** (*Contract Year 1 - Monthly Fees*) and **Appendix C2** (*Contract Years 2 – 5 - Monthly Fees*).

The amounts for RMS Run/Operate Tier 2 & Tier 3 Fees for services provided by Deloitte do not include any costs for HPAS overhead or margin and represent the maximum annual amounts that HPAS may invoice the Province based on SOW 5 Services volumes. Invoices from Deloitte will be rendered for the lesser of the actual costs related to the Services provided by Deloitte or the maximum annual amount set out in **Appendix B1** -- (*Base Fees Schedule*).

2.2 IM/IT Applications – Tier 3 – APPLICATION MAINTENANCE SERVICES

The Parties anticipate that some of the Applications currently supported by HPAS will either be retired or moved to a platform which is not supported by HPAS during the term of this Renewal Agreement. The Application list as set out in **Appendix E** -- (*IM/IT Applications – Tier 3 - Application Maintenance Services*) is based on the Province's *Revenue Transformation Initiative plan*. HPAS will be compensated for the Tier 3 Application Maintenance Services of each Application over the Renewal Term, as set out in

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Appendix E -- (IM/IT Applications – Tier 3 Application Maintenance Services). **Appendix E -- (IM/IT Applications – Tier 3 Application Maintenance Services)** reflects changes to the Application inventory.

The compensation paid to HPAS in accordance with **Appendix E -- (IM/IT Applications – Tier 3 Application Maintenance Services)** for IM/IT Tier 3 Application Maintenance Services will be amended if the Applications are not retired or moved as described in **Appendix E -- (IM/IT Applications – Tier 3 Application Maintenance Services)**. Amendments will be documented in a Change Order. If necessary, the Parties will review the impact of the Change Order to the related Foundation Fees and Operation Fees.

2.3 IM/IT – Tier 3 IM/IT Services (excluding Application Maintenance Services) Fees

Monthly Tier 3 IM/IT Services Hours

The amounts payable for Tier 3 IM/IT Services, excluding Application Maintenance Services (**Tier 3 IM/IT Services**), allow for 14,735 hours of capacity for Tier 3 IM/IT Services. These 14,735 hours are allocated as 1,228 hours per month.

On a monthly basis, the Province will request which Tier 3 IM/IT Services it requires from HPAS. The hours required to complete the requested Tier 3 IM/IT Services should not exceed 1,228 hours per month.

HPAS is Unable to Provide Resources for Requested Hours

If HPAS is unable to provide resources to complete Tier 3 IM/IT Services that have been requested by the Province during a particular month, the Province may carry forward those hours. For example, if the Province requested 1,228 hours of Tier 3 IM/IT Services in the month of October and HPAS was only able to provide resources for 628 hours, 600 hours would be carried over for the remainder of the Contract Year until they have been utilized.

If the Province requested 14,735 hours' worth of Tier 3 IM/IT Services (1,228 hours per month) and HPAS was unable to provide the resources to complete the requested hours of Tier 3 IM/IT Services, the Province will have the option at the end of each Contract Year to:

- a) carry forward the uncompleted hours into the following Contract Year;
- b) convert the uncompleted hours using an hourly rate into a dollar value equivalent which may be used by the Province to credit an HPAS invoice; or
- c) combine a) and b) above by carrying forward some of the uncompleted hours into the following Contract Year and converting some of the uncompleted hours using an hourly rate into a dollar value equivalent which may be used by the Province to credit an HPAS invoice.

HPAS Provides More Than 1,228 Hours of Tier 3 IM/IT Services

HPAS may provide a maximum of 450 additional hours of Tier 3 IM/IT Services in a Contract Year (the **HPAS Additional Hours**). These HPAS Additional Hours may be used throughout the Contract Year to provide Tier 3 IM/IT Services; however by the end of each Contract Year, the **HPAS Additional Hours** for Tier 3 IM/IT Services must be less than 150 hours.

If 150 HPAS Additional Hours or less remain at the end of each Contract Year, the Province will have the option at the end of each Contract Year to:

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- a) carry over the excess hours into the following Contract Year for Tier 3 IM/IT Services;
- b) convert the excess hours using an hourly rate into a dollar value equivalent which will be invoiced to the Province by HPAS; or
- c) to combine a) and b) by carrying forward the excess hours and converting the excess hours using an hourly rate into a dollar value equivalent to be invoiced to the Province by HPAS.

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If more than 150 HPAS Additional Hours remain at the end of the Contract Year, those hours will not be converted using an hourly rate, or carried forward into the following Contract Year.

Province Requests Fewer than 1,228 hours

If the Province does not request 1,228 hours of Tier 3 IM/IT Services in a given month, the unrequested hours, up to a maximum of five percent of 1,228 hours (61.4 hours) may be carried forward for a period of no longer than one month and added to the following month's 1,228 hours, other than for the first six months of the Renewal Term. For example, if the Province requested 1,100 hours of work in the month of August and HPAS has provided resources for the 1,100 hours, 61.4 hours of capacity could be carried over into September, making September's total available hours = 1,289.4. The remainder of August hours cannot be carried over past September.

During the first six months of the Renewal Term, up to 400 unused monthly capacity hours may, at the Ministry's request, be converted using an hourly rate of \$114.87 into a dollar value equivalent to be used by the Ministry to purchase Tier 3 IM/IT Services during Contract Year 1.

Hourly Rate Conversion Calculation

The hourly rate used to convert the hours into dollar value equivalent will be calculated using the IM/IT Application – Tier 3 – IM/IT Services for the Contract Year Fee (Schedule 23 Appendix H4 – Example of Appendix B1 – Base Fees Schedule Adjusted for Inflation) divided by the Contract Year capacity hours for Tier 3 IM/IT Services. For example the hourly rate for Year 1 of the Renewal Agreement is \$1,692,671 divided by 14,735 hours to equal \$114.87.

Governance

The estimated hours of Tier 3 IM/IT Services required for a Project, ticket or any request will be agreed upon by both Parties through an agreed upon joint governance process.

2.4 IM/IT Architecture and Engineering Services Fees

The amounts payable for IM/IT Architecture and Engineering Services provided during the period of April 01, 2015 to September 30, 2015 will be allocated monthly as follows:

- one FTE for Data Architecture;
- .5 FTE for Application Architecture; and
- .5 FTE for Infrastructure Architecture

In the event that the Province requires HPAS to provide the IM/IT Architecture and Engineering Services after September 30, 2015, a Change Order will be issued to reflect changes to the Fees payable to HPAS.

These IM/IT Architecture and Engineering Services are described in **Schedule 8 (SOW 3)**.

Deleted: The amounts payable for Tier 3 IM/IT Services, excluding Application Maintenance Services (**Tier 3 IM/IT Services**), allow for 14,735 hours of capacity for Tier 3 IM/IT Services. These 14,735 hours are allocated as 1,228 hours per month. ¶
The Province will advise HPAS of each month's Tier 3 IM/IT Services to be completed, to a maximum of 1,228 hours per month. ¶
If HPAS is unable to provide resources for any Tier 3 IM/IT Services that have been requested by the Province, the Province may carry forward into the next month any hours for which HPAS was unable to provide resources to complete the requested work. For example, if the Province requested 1,228 hours of work in the month of August and HPAS was only able to provide 1,220 resource hours, eight hours would be carried over into September, to make September's total hours = 1,236.¶
If the Province does not request 1,228 hours of Tier 3 IM/IT Services in a given month, the unrequested hours, up to a maximum of five percent of 1,228 hours (61.4 hours) may be carried forward for a period of no further than one month and added to the following month's 1,228 hours, other than for the first 6 months of the Renewal Term. For example, if the Province requested 1,100 hours of work in the month of August and HPAS has provided resources for the 1,100 hours, 61.4 hours of capacity could be carried over into September, making September's total available hours = 1,289.4. The remainder of August hours cannot be carried over past September.¶
During the first 6 months of the Renewal Term, up to 400 unused monthly capacity hours may, at the Ministry's request, be converted using an hourly rate of \$113.73 into a dollar equivalent to be used to purchase Tier 3 IM/IT Services during Contract Year 1. ¶
The estimated hours required for a Project, ticket or any request will be agreed upon by both Parties through an agreed upon joint governance process.¶

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2.5 IM/IT Infrastructure Fees

The amounts payable for IM/IT Infrastructure, as set out in **Appendix B1 – (Base Fees Schedule)**, are included for the period of April 1, 2015 to March 31, 2017 at which time the Province will migrate these Services to be provided under the Strategic Transformation and Mainframe Services (STMS) Master Services Agreement of March 30, 2009, between HP Advanced Solutions Inc. and the Province's Ministry of Technology, Innovation and Citizens' Services. In the event that the timeline for the migration is delayed, the amounts payable for the extended time period will be based on the existing terms and conditions and implemented through the Change Order Process.

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3. MAIL, PAYMENT AND DOCUMENT PROCESSING TRANSACTION FEES

The Province will pay to HPAS amounts for Mail, Payment and Document Processing Services per Transaction, as set out in this section (**Transaction Fees**).

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HPAS will use the Transaction rates set out in the table below, to determine the amount payable to HPAS for Mail, Payment and Document Processing Services.

Transaction Type	Complexity	Pricing Method	Transaction Rate	Estimated Annual Transaction Volumes
Remittance				
	High	per payment	\$1.14	272,582
	Medium	per payment	\$0.89	235,293
	Low	per payment	\$0.68	763,203
	Digital	per payment	\$0.07	6,238,174
Image				
	High	per image	\$0.41	124,619
	Medium	per image		
	Low	per image	\$0.26	1,112,312
Data Capture				
	High	per form	\$5.72	48,349
	Medium	per form	\$4.45	41,423
	Low	per form	\$3.18	152,102
	Custom	per form		
	Digital	per form	\$0.07	137,000

The Transaction Fees will be invoiced monthly based on Transaction volumes, with the exception of Contract Year 1 where a fixed fee of \$2,803,245 will be invoiced in accordance with **Appendix C1 -- (Contract Year 1- Monthly Fees.)**

During the period April 1, 2015 to December 31, 2015, HPAS shall conduct a review to determine the actual Transaction volumes. The volumes obtained during this review will guide the Parties in adjusting or setting the rates per transaction that will be effective for the remainder of the Renewal Term as of April 1, 2016 unless amended by written agreement by the Parties.

4. PERFORMANCE PAY

The Province will pay to HPAS an amount per Performance Pay Program, as set out in **Appendix D1 -- (Performance Pay Amounts and Thresholds) (Performance Pay)** if the actual Annual Revenue Realization Percentage or Annual Cash Collections Percentage achieved for any Performance Pay Program equals or exceeds the Annual Revenue Realization Threshold Percentage or Annual Cash Collections Threshold Percentage as applicable for that Performance Pay Program as set out in **Appendix D1 -- (Performance Pay Amounts and Thresholds)**.

The Performance Pay calculation for each Performance Pay Program will be calculated in accordance with HPAS' Fiscal Year, or portion thereof, during the Renewal Term. For greater clarity, the Performance Pay calculation periods are set out in **Appendix D1 -- (Performance Pay Amounts and Thresholds)**.

Performance Pay amounts are incremental for each step achieved, as demonstrated in **Appendix D2 -- (Revenue Management - Performance Pay Threshold and Calculation)**

For example: if HPAS receives the step 2 Performance Pay for a Performance Pay Program, HPAS will also receive the step 1 Performance Pay for that Performance Pay Program. If HPAS receives the step 3 Performance Pay for a Performance Pay Program, HPAS will also receive the step 1 and step 2 Performance Pay amounts for that Performance Pay Program.

For example: if in HPAS Fiscal Year November 1, 2017 to October 31, 2018, for the MSP Pay Direct Program (Program 36), HPAS achieves an Annual Revenue Realization Percentage of 100%, then HPAS will earn a total Performance Pay of \$1,500,000 for that Program.

Performance Pay for each Performance Pay Program will be calculated as set out in this Section 4. **Appendix D2 -- (Revenue Management - Performance Pay Threshold and Calculation)** provides an example of the Performance Pay and the Annual Revenue Realization or Annual Cash Collections Percentage calculations for each Performance Pay Program. The Appendix also sets out the documentation that the Parties agree will support the Annual Revenue Realization or Annual Cash Collections Percentage calculations.

MSP Group

For the MSP Group Program (Program 34), the Revenue Realization Percentage means the Group Cash Collected (month n, for example, April) divided by the Group Net Billed Revenue (month n-1, for example March).

Group Net Billed Revenue is calculated as Group Gross Billed Revenue plus the adjustment for all premium adjustments identified by the Province's Ministry of Health plus credit adjustments for the following federal groups:

- Federal Government Employees;
- Canadian Armed Forces Pensions;
- Canada Post Corporation;

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- DND Canadian Forces Pay Allotment;
- Superannuation Division Federal;
- RCMP Pensions; and
- First Nations

and applied to RMS.

For clarity, the Province will pay HPAS an amount for Performance Pay if the Annual Revenue Realization Percentage calculation for the MSP Group Program (Program 34) equals or exceeds the Annual Revenue Realization Threshold Percentages as defined in Appendix D1 - (*Performance Pay Amounts*). For the MSP Group Program (Program 34), the Annual Revenue Realization Percentage is defined as:

Total Group Cash Collected / Total Group Net Billed Revenue = Annual Revenue Realization Percentage.

MSP Pay Direct

For the MSP Pay Direct Program (Program 36), the Revenue Realization Percentage means Pay Direct Cash Collected (month n) divided by Pay Direct Net Billed Revenue (month n).

Pay Direct Net Billed Revenue means the Pay Direct Gross Billed Revenue less Revenue Adjustments.

Refunds of MSP Premiums do not form part of Revenue Adjustments.

For clarity, the Province will pay an amount for Performance Pay if the Annual Revenue Realization Percentage calculation for the MSP Pay Direct Program (Program 36) equals or exceeds the Annual Revenue Realization Threshold Percentages as defined in Appendix D1 -- (*Performance Pay Amounts*). For the MSP Pay Direct Program (Program 36), the Annual Revenue Realization Percentage is defined as:

Total Pay Direct Cash Collected / Total Pay Direct Net Billed Revenue = Annual Revenue Realization Percentage.

Student Loans

For the Student Loans Program (Program 26), the Cash Collected Percentage is calculated as the Student Loans Program Cash Collected divided by the accounts receivable balance of the previous month for the Student Loans Program (Program 26).

For clarity, the Province will pay an amount for Performance Pay if the Annual Cash Collected Percentage calculation for the Student Loans Program (Program 26) equals or exceeds the Annual Cash Collected Percentages as defined in Appendix D1 -- (*Performance Pay Amounts*). For the Student Loans Program (Program 26), the Annual Cash Collected Percentage is defined as:

Student Loans Total Cash Collected / Average Student Loans Accounts Receivable = Annual Cash Collected Percentage.

5. SERVICE REQUEST RATES

5.1. Active Change Orders

Appendix F – (*Service Requests*) sets out the Change Orders that:

- are planned to be completed by March 31, 2015;
- are planned to be completed after March 31, 2015; and
- have a completion date of March 31, 2017 and will be cancelled effective April 1, 2015.

If the Change Orders are approved by March 31, 2015 and are not cancelled and not completed by April 1, 2015, the 2013/15 HPAS Service Request Rates will be used for a maximum period of three months.

An amendment to the Change Order will be required for any Service Requests that are required after June 30, 2015.

5.2. Rates

Appendix G1 – (*HPAS Service Request Rates*) sets out the HPAS rates that will be used to price Change Orders for the period April 1, 2015 – March 31, 2016 (**Service Request Rates**). These Service Request Rates include inflation for that year only. The Service Request Rates will be adjusted for inflation on April 1, 2016, April 1, 2017, April 1, 2018 and April 1, 2019. **Appendix G2** -- (*Service Request Margins & Markups*) sets out other Service Request margins and markups.

5.3. Travel and Living

For the purposes of this Subsection 5.3 (*Travel and Living*), expenses for travel and living include costs associated with travel (such as air, train or ferry expenses), living expenses (such as costs of accommodation, meals, car rental and parking) and other items including taxis, laundry, *per diems*, telephone charges and other incidentals (**T&L Expenses**). The Parties agree that:

- HPAS will use reasonable efforts to use hotels offering government rates to the Province;
- the Ministry will provide HPAS with letters of authorization, in accordance with the Province's standard practice then in effect for providing such letters, to enable HPAS to use provincial government rates;
- HPAS will provide its employees, and use reasonable efforts to require its Subcontractors to provide their employees, with a *per diem*, or an amount for meals and minor incidentals, in accordance with the Province's "Group 2" rates as set out in Province policy. The daily *per diem* amount for the Fiscal Year ending March 31, 2015 is \$49. The Parties will agree at the Joint Governance Committee on the *per diem* rate in respect of each Contract Year at least 90 days before the beginning of the Contract Year and will review such rates in connection with any changes to the Province's "Group 2" *per diem* rates as set out in Province policy;
- if a Subcontractor does not agree to charge T&L Expenses using the *per diem* rates for meals set out in or provided for in this Subsection 5.3, then HPAS will provide the Province with written notice in any Service Request in which HPAS proposes to use that Subcontractor; and
- employees of HPAS and its Subcontractors will not be required to provide receipts or supporting documentation for *per diems* charged by them in accordance with the foregoing.

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5.4. Confidentiality

The Province acknowledges that the Service Request Rates constitute HPAS Confidential Information and will be retained as confidential by the Province, subject to Applicable Laws. The Service Request Rates will not be disclosed by the Province other than:

- (a) to the Ministry's Deputy Minister and the Ministry's Senior Financial Officer (including such offices through any successor titles that may be given to them by the Ministry) in connection with their review, monitoring and management of the performance of HPAS under this Renewal Agreement;
- (b) the Ministry's Assistant Deputy Minister responsible for the Revenue Division, the Executive Director responsible for the Contract Management Office, the Director responsible for Contract Management, the Chief Information Officer, and employees of the Province, or contractors of the Province, as agreed to by HPAS, who are working in the Revenue Solutions portfolio (including such offices through any successor titles that may be given to them by the Ministry) and who have a need to know such information: (1) to evaluate proposed Service Requests submitted by HPAS; or (2) in connection with the payment of HPAS' invoices in respect of such Service Requests;
- (c) to the Ministry's legal counsel for the purpose of obtaining legal advice, but only when such legal advice is actually being obtained by the Ministry; and
- (d) except as required by Applicable Laws and as expressly set forth above in this Subsection 5.4 (Confidentiality), the Service Request Rates may not be disclosed, provided, or made available to any Person, or used for any purpose, without the prior written consent of HPAS.

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6. INFLATION

Inflation shall be calculated and applied by the Parties to the Fees, as set out in this Section 6 (*Inflation*).

6.1. Components

The Parties acknowledge that the Fees will be increased for inflation during the term of this Renewal Agreement on the basis of two separate components that make up the Fees:

- employee compensation (**Compensation Component**); and
- non-compensation (**Non-compensation Component**).

These two Components will be adjusted by way of:

- (i) an adjustment to reflect increases in employee compensation (**Compensation Inflation Adjustment**); and
- (ii) an adjustment to reflect increases in the non-compensation (**Non-compensation Inflation Adjustment**).

The **Compensation Inflation Adjustment** and the **Non-Compensation Inflation Adjustment** are both expressed as percentage amounts (e.g., 1.2 %). Each Fee, excluding Performance Pay and the Fee for

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RMS Run/Operate Tier 2 and Tier 3, will be adjusted for both the Compensation Inflation Adjustment and the Non-Compensation Inflation Adjustment based on the pro-rata breakdown between the Compensation Component and the Non-compensation Components of the price, as set out in **Appendix H2 – (Fee Split for Inflation Purposes)**. The Compensation Inflation Adjustments and the Non-Compensation Inflation Adjustments will be calculated by HPAS and agreed to by the Province with a Decision Request.

6.2. Inflation Adjustments

Compensation Inflation Adjustment

For the period April 1, 2015 to March 31, 2019, the actual negotiated compensation increases agreed to between the Province and the BCGEU under the Province's collective agreement with the BCGEU for that period, as set out in the table below, will be used for the Compensation Inflation Adjustment.

Date	General Wage Increase	Economic Stability Dividend ¹
April 5, 2015	1.0%	
February 7, 2016	0%	45%
April 3, 2016	0.5%	
February 5, 2017	1.0%	Yes
April 2, 2017	0.5%	
February 4, 2018	1.0%	Yes
April 1, 2018	0.5%	
February 3, 2019	1.0%	Yes

Note 1

A Yes under the Economic Stability Dividend column indicates that an additional wage increase may be given to Province BCGEU employees on that date.

For the period April 1, 2019 to March 31, 2020, the negotiated compensation increases agreed to between the Province and the BCGEU under the Province's collective agreement with the BCGEU shall be used. If the Compensation Inflation Adjustment is negative, then the Compensation Inflation Adjustment will be deemed to be zero percent for that Contract Year.

Increases that are effective on a date, other than the first day of the month, will be deemed to be effective on the first day of the month for purposes of applying the Compensation Inflation Adjustment; for example, a wage increase effective April 5, will be deemed to be effective on April 1.

Non-compensation Inflation Adjustment

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The Non-compensation Inflation Adjustment is the increase in the BC CPI as at February of the immediately preceding Contract Year expressed as the rate of increase from the BC CPI on February 2015. For reference purposes, the parties agree that the BC CPI on November 2014 was 118.8 and that at December 2013 was 117.0. **Appendix H1 – (Non-Compensation Inflation Factor)** sets out the calculation of the Non-Compensation Inflation Adjustment.

6.3. Application

The Parties acknowledge and agree with respect to the application of Inflation under this section as follows:

- the Monthly Fees set forth in Section 2 (*Monthly Fees*) do not include any provision for Inflation;
- the Transaction Fees set forth in Section 3 (*Mail, Payment and Document Processing Transaction Fees*) do not include any provision for Inflation; and
- the Service Request Rates set forth in Section 5 (*Service Request Rates*) include Inflation but only up to March 31, 2016.

6.4. Timing

Inflation will be applied on an annual basis, in accordance with the following:

- the Monthly Fees (excluding Fees for RMS Run/Operate Tier 2 and Tier 3) effective April 1, 2015;
- Transaction Fees (excluding Performance Pay) effective April 1, 2015; and
- Service Request Rates effective April 1, 2016.

6.5. Contract Year 1

Only the Compensation Inflation Adjustment will be added on April 1, 2015. For greater clarity, the Non-Compensation Inflation Adjustment will not be added to the Fees until April 1, 2016.

6.6. Exclusions

Inflation does not apply to the following:

- Performance Pay (Section 4);
- Amounts charged for RMS Run/Operate Tier 2 and Tier 3;
- The capital portion of the Call Centre Innovation. For greater clarity, the capital portion of the Call Centre Innovation as set out in **Appendix B1 – (Base Fees Schedule)** is 27%; and
- The Non-compensation Component for Contract Year 1.

6.7. Calculation

In accordance with the timing set out in Section 6.4 (*Timing*), the Fees will be adjusted for Inflation as set out below:

- Each Fee, excluding RMS Run/Operate Tier 2 and Tier 3, set out in **Appendix B1 – (Base Fees Schedule)** will be divided into its Compensation and Non-compensation Components as per **Appendix H2 – (Fees Split for Inflation Purposes)**.

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- Each rate set out in **Appendix G1** – (*HPAS Service Request Rates*) is divided into its Compensation and Non-compensation Components as per **Appendix G3** – (*SR Rate Split*).
- The Compensation Component of the Fee (excluding Performance Pay and RMS Run/Operate Tier 2 and Tier 3) and the Compensation Component of the Service Request Rate, will be multiplied by the applicable Compensation Inflation Adjustment for each applicable Contract Year. The Non-compensation Component of the Fee and the Non-compensation Component of the Service Request Rate will be multiplied by the Non-compensation Inflation Adjustment for each applicable Contract Year. **Appendix H3** – (*Inflation Calculation Examples*) and **Appendix H4** – (*Example of Appendix B1 Base Fees Schedule Adjusted for Inflation*) demonstrate how the Fees will be adjusted for Inflation in Contract Year 1 and how compound Inflation will be calculated.

6.8. Prorated Increases

If the increase in Compensation Costs agreed to between the Province and the BCGEU in their collective agreement is for a different period than a Contract Year, the increase will be prorated accordingly for purposes of determining the Percentage Increase. For example, if the increase is for 3% from July 1, 2018 to March 31, 2020, then the increase will be prorated as follows:

			Prorated increase between years
July 1, 2018 to March 31, 2019	9 months	43%	1.3%
April 1, 2019 to March 31, 2020	12 months	57%	1.7%
Total	21 months	100%	3.0%

6.9. Multiple Increases

If more than one wage increase occurs within a Contract Year under the Province's collective agreement with the BCGEU, HPAS will recalculate the Compensation Inflation Adjustment for the remainder of that applicable Contract Year. **Appendix H3** – (*Inflation Calculation Examples*) sets out an example of the calculation of multiple increases. For greater clarification, this section does not apply to the Non-Compensation Inflation Adjustment.

7. INNOVATION FUND

HPAS agrees to allocate \$1,000,000 per Contract Year, over the Renewal Term, to an innovation fund (the **Innovation Fund**) intended to fund specific initiatives that will increase overall receivable management performance and may include e-billing, robotics, portals and other similar initiatives. The Innovation Fund will be made available each Contract Year on April 1st with the exception of Contract Year 1 where the Innovation Fund will be made available at the rate of \$83,333.33 per month to October 31, 2015 and \$416,666.69 as of November 1, 2015 for the period of November 1, 2015 to March 31, 2016.

The Parties will work together through the AOPP to prioritize Innovation Fund initiatives that will be funded completely or partially from the Innovation Fund.

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If the Innovation Fund is not used in a specific Contract Year, the funding will be available for use in the following Contract Year. If the annual allocated amount of \$1,000,000, or any portion of it, is not used or committed through the AOPP in the specific Contract Year or the following Contract Year, HPAS will not be obligated to provide that specific Contract Year funding in the following Contract Year. For greater clarity, this provision only applies to Innovation Fund amounts initially provided in Contract Years 1, 2 or 3 of the Renewal Term. In the final Contract Year of the Renewal Term, the Province can apply any of the allocated amounts from Contract Years 4 and 5 that are not spent or committed at the end of Contract Year 5 to Transition Services through a signed Change Order.

The table below illustrates the calculation for expired amounts and the calculation for the allocated amounts for Contract Years 4 and 5 that are not spent or committed at the end of Contract Year 5, through a signed Change Order, and which may be used for Transition Services.

Innovation Fund Balance Example						
Contract Year		1	2	3	4	5
		Apr. 15 - Mar. 16	Apr. 16 - Mar. 17	Apr. 17 - Mar. 18	Apr. 18 - Mar. 19	Apr. 19 - Mar. 20
Opening Balance	(A)	0	500,000	1,000,000	1,000,000	1,000,000
Annual Investment	(B)	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
YR1 Amount Spent or Committed	(C)	500,000	250,000	0	0	0
YR2 Amount Spent or Committed	(D)			800,000	0	
YR3 Amount Spent or Committed	(E)				1,000,000	0
YR4 Amount Spent or Committed	(F)					600,000
YR5 Amount Spent or Committed	(G)					
Expired Amount	(H)		-250,000	-200,000	0	0
Closing Balance	(A)+(B)-(C)-(D)	500,000	1,000,000	1,000,000	1,000,000	1,400,000
Amount Available for Transition Services						\$1,400,000

8. INVOICING

8.1 Performance Pay

Appendix D2 – (*Revenue Management - Performance Pay Threshold and Calculation*) sets out the list of reports used to produce the Revenue Realization or Cash Collected Percentage calculation. These reports and the Revenue Realization or Cash Collected Percentage calculation set out in **Appendix D2** – (*Revenue Management - Performance Pay Threshold and Calculation*) will be provided by HPAS to the Province on a monthly basis. If HPAS earns Performance Pay as calculated in Section 4, it will be invoiced ten Business Days after the end of every Performance Pay Period as set out in **Appendix D1** – (*Performance Pay Amounts*) (the **Performance Pay Periods**).

8.2 Monthly Fees

Appendix C1 – (*Contract Year 1 Monthly Fees*) and **Appendix C2** – (*Contract Years 2 to 5 Monthly Fees*) set out the amounts, before any adjustments for Change Orders or Inflation (where applicable)

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occur, that HPAS will invoice the Province for on a semi-monthly basis. These invoices will be produced on the 15th and on the last day of each calendar month, unless the 15th or the last day of the month is not a Business Day, in which case the invoice will be produced on the next Business Day. HPAS shall provide supporting documentation of the Deloitte invoices for SOW 5 RMS Services as made available.

8.3 Transaction Fees and IM/IT Applications – Tier 3 Application Maintenance Services Monthly Fees

Transaction Fees and IM/IT Applications – Tier 3 Application Maintenance Services Monthly Fees will be invoiced ten Business Days after the last day of the calendar month. HPAS shall provide, as supporting documentation with the Transaction Fees invoice, the Transaction volumes and rates starting Contract Year 2. HPAS shall provide, as supporting documentation with the IM/IT Applications – Tier 3 Application Maintenance Services Monthly Fees invoice, the current list of Tier 3 Applications and the associated Fee.

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8.4 Change Orders

Change Orders will be invoiced by HPAS to the Province 15 days after the last day of the calendar month.

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9 GOVERNMENT RATES

If HPAS is not permitted to use the government rates for services or databases, as set out in **Appendix I – (Skip Trace Databases)**, provided by the Province or other government organizations in the support of the Services (which includes access at no charge), then there shall be an increase in the Fees through a Change Order.

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10 PROVINCE COSTS

The Province will be responsible for the following costs incurred by HPAS in the provision of the Services:

- postage;
- credit card fees;
- bank charges;
- Queen's Printer fees;
- BC Mail Plus fees;
- Canada Revenue Agency fees;
- the following Microsoft Licenses for HPAS' use:
 - 14 – Windows 2003 Server – Enterprise Edition;
 - 25 – Windows 2003 Server – Standard Edition;
 - 1 – SQL Server – Standard Edition;
 - 11 – SQL Server – Enterprise Edition;
 - 4 – SQL Processor – Enterprise Edition; and
 - 150 – SQL Client Access Licenses.

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The Province will pay these costs directly and HPAS agrees that the costs for the above are not and have not been included in HPAS' Fees.

11 RMS LICENSE FEE

Pursuant to Section 11.17 (*Province License To RMS*) of the Renewal Agreement, the Province will acquire the RMS License upon the earlier of the Termination of the Agreement or on April 1, 2017 for \$100,000. The RMS License Fee is payable by the Province to HPAS within 30 days of the Province acquiring the RMS Licence, and HPAS shall invoice the Province for the RMS License Fee.

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12 RMS 1.H

In consideration of costs incurred and work performed by HPAS during the RMS 1.H project, the Province shall pay HPAS the sum of \$5,200,000 on April 1, 2015 and \$5,200,000 on April 1, 2016, as previously agreed to between the Parties.

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APPENDIX A - DEFINITIONS

Annual Cash Collected Percentage means the quotient of Student Loans Total Cash Collected divided by the average Student Loans Program (Program 26) accounts receivable balance over the same HPAS Fiscal Year.

Annual Revenue Realization Percentage means total cash collections as a percentage of net billed revenue in an HPAS Fiscal Year.

Annual Revenue Realization Threshold Percentage and Annual Cash Collections Threshold Percentage means the percentages set out in **Appendix D1** – (*Performance Pay Amounts and Thresholds*).

Average Student Loans Accounts Receivable means the sum of the opening accounts receivable balance for an HPAS Fiscal Year divided by 12 as demonstrated in **Appendix D2** (*Revenue Management - Performance Pay Threshold and Calculation*).

BC CPI means the British Columbia Consumer Price Index as at a particular month in any Contract Year, as set forth on the Statistics Canada web site (as at June 2012: www.statcan.ca) or the BC Stats web site (as at June 2012: www.bcstats.gov.bc.ca). The BC Stats web site references Statistics Canada tables for BC CPI.

Cash Collected Percentage means for the Student Loans Program, the quotient of Student Loans cash collected divided by the accounts receivable balance at the end of the previous month for the Student Loans Program (Program 26). **Compensation Component** means the component of Fees that is comprised of employee compensation.

Compensation Inflation Adjustment means an increase in Fees to reflect inflationary increases in compensation costs.

Foundation Fees means an element of Fees that comprises part of the Monthly Fees, set out in **Appendices B1** – (*Base Fees Schedule*) and **B2** – (*Summary Service Description and Material Cost Elements*).

Group Gross Billed Revenue means the MSP Premium amount identified by the Ministry of Health in the billing process and applied to RMS.

Group Net Billed Revenue means Group Gross Billed Revenue plus the adjustment for all premium adjustments identified by the Ministry of Health plus the following credit adjustments for these Federal Government Employees;

- Canadian Armed Forces Pensions;
- Canada Post Corporation;
- DND Canadian Forces Pay Allotment;
- Superannuation Division Federal;
- RCMP Pensions; and
- First Nations.

and applied to RMS.

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HPAS Fiscal Year means November 1st to October 31st.

Inflation means the increased rate applied to the Monthly Fees (excluding the Fee for RMS Run/Operate Tier 2 and Tier 3), Transaction Fees, and Service Request Rates, consisting of the Compensation Adjustment and the Non-compensation Inflation Adjustment and applied annually as set out in Section 6 (*Inflation*).

Innovation Fund means a fund consisting of \$1,000,000 allocated by HPAS per Contract Year, for the Renewal Term. The Innovation Fund is intended to fund specific initiatives that will increase overall receivable management performance and may include e-billing, robotics, portals, and other similar initiatives.

Monthly Fees means the fees for Services provided by HPAS that are paid by the Province on either a monthly or semi-monthly basis, as set out in **Appendices C1** (*Contract Year 1 Monthly Fees*) and **C2** (*Contract Years 2-5 Monthly Fees*).

MSP means the Medical Services Plan of the Province of British Columbia, as governed by the *Medicare Protection Act* (*British Columbia*).

MSP Pay Direct Active Account means an active MSP Pay Direct (Program 36) account where an amount is prescribed a MSP premium under section 8 of the *Medicare Protection Act*, and a premium is accruing.

MSP Pay Direct Active Account Inventory Premium Adjustment Fee means the monthly fee per MSP Pay Direct Active Account above the 953,500 baseline accounts. It is an element of Fees that comprises part of the Monthly Fees, set out in **Appendix B1 – (Base Fees Schedule)**.

MSP Premium means an amount prescribed under section 8 of the *Medicare Protection Act* paid by beneficiaries in return for MSP services.

Non-compensation Component means the component of Fees that is comprised of items other than employee compensation.

Non-compensation Inflation Adjustment means the increase in the BC CPI, expressed as the percentage of the increase between the immediately preceding Contract Year and the BC CPI at February 2015.

Operation Fees means fees for certain Services that form an element of Monthly Fees, as set out in **Appendix B1 – (Base Fees Schedule)**.

Pay Direct Cash Collected means the value of the MSP Premium payments, processed in the HPAS Fiscal Year, tracked by the posting date in RMS, less:

- any dishonoured payments (Returns); and
- any Reversals of the MSP Premium payments and Returns.

Pay Direct Gross Billed Revenue means the monthly premium amount for MSP Pay Direct (Program 36) identified by the British Columbia Ministry of Health in the billing process and applied to RMS, less any reversals of these MSP Premium transactions.

Pay Direct Net Billed Revenue means the difference between the Pay Direct Gross Billed Revenue and Revenue Adjustment.

Performance Pay means an agreed upon sum of money, as set out in **Appendix D1 (Performance Pay Amounts and Thresholds)** to this Schedule, that may be earned by HPAS if the actual Annual Revenue Realization Percentage or Annual Cash Collections Percentage, as applicable, achieved for the Performance Pay Programs equals or exceeds the Annual Revenue Realization or Annual Cash Collections Threshold Rates set out in **Appendix D1 (Performance Pay Amounts and Thresholds)** of this Schedule.

Performance Pay Period means the period for which Performance Pay is calculated, aligning with HPAS' Fiscal Year, and set out in **Appendix D1 – (Performance Pay Amounts)**.

Performance Pay Program means each of the MSP Pay Direct Program (Program 36), MSP Group Program (Program 34) and Student Loans Program (Program 26), collectively, the **Performance Pay Programs**.

Revenue Adjustment means the MSP Premium adjustments identified by the British Columbia Ministry of Health and applied to RMS to revise the amount of the Pay Direct Gross Billed Revenue and Group Gross Billed Revenue. These adjustments will either increase or reduce the amount of the original premium. The Revenue Adjustments are net of any reversals of the MSP Premium adjustment transactions.

Seasonality Factor means the average Revenue Realization or Cash Collection Percentage of a five year period, as compared to the actual annual Revenue Realization Percentage or Cash Collection Percentage of a Performance Pay Program are set out in Appendix D1 - (Performance Pay Amounts & Thresholds).

Service Request Rates means the rates that HPAS shall use to provide Services under Service Requests. Service Request Rates are agreed to on an annual basis by the Parties. HPAS Service Request Rates are set out in **Appendix G1 -- (Service Request Rates)**.

Student Loans Cash Collected means all cash collected for Student Loans Program 26 in a month.

Student Loans Total Cash Collected means all cash collected annually for Student Loans Program 26 in the HPAS Fiscal Year.

Tier 3 IM/IT Services means the Services set out in Schedule 8, SOW 3, section 6 Tier 3 Enhancement Services, other than the section 6.1 Application Software Maintenance Services.

Total Group Cash Collected means the value of the Group premium payments processed in the HPAS Fiscal Year, tracked by the posting date in RMS, less:

- any Reversals of the MSP Premium payments and Returns.

Total Group Net Billed Revenue means the sum of the Group Net Billed Revenue amounts for the 12 months starting in the last month of the prior HPAS Fiscal Year; i.e., October 1st to September 30th.

Total Pay Direct Gross Billed Revenue means the total premium amount for MSP Pay Direct (Program 36) identified by the British Columbia Ministry of Health in the billing process and applied to RMS, less the total reversals of these MSP Premium transactions in the HPAS Fiscal Year.

Total Pay Direct Cash Collected means the cumulative Pay Direct Cash collected in an HPAS Fiscal Year.

Transaction means each Mail, Payment, and Document Processing Service, broken into discrete units, as set out in **Appendix C3** – (*Mail, Payment and Document Processing Transaction Fees Definitions and Transaction Type*).

Transaction Fees means the the rates paid per Transaction, as set out in Section 3 (*Mail, Payment and Document Processing Transaction Fees*).

Travel and Living Expenses or **T&L Expenses** means costs associated with travel (such as air, train or ferry expenses), living expenses (such as costs of accommodation, meals, car rental and parking) and other items including taxis, laundry, *per diems*, telephone charges and other incidentals.

APPENDIX B1 – BASE FEES SCHEDULE

Please see the attached Excel spreadsheet dated March 26, 2015.

APPENDIX B2 – SUMMARY SERVICE DESCRIPTION & MATERIAL COST ELEMENTS

Please see the attached Excel spreadsheet dated March 26, 2015.

APPENDIX C1 – CONTRACT YEAR 1 MONTHLY FEES

Please see the attached Excel spreadsheet dated March 26, 2015.

APPENDIX C2 – CONTRACT YEARS 2 - 5 MONTHLY FEES

Please see the attached Excel spreadsheet dated March 26, 2015.

APPENDIX C3 – MAIL, PAYMENT AND DOCUMENT PROCESSING TRANSACTION FEES DEFINITIONS AND TRANSACTION TYPE

This Appendix will be finalized through the review as described in Section 3 this Schedule 23 (*Fees*)

Transaction Type	Scope	Examples
Remittance	<p>Paper-based payments:</p> <ol style="list-style-type: none"> 1. Receive taxpayer payments through various channels. 2. Open and sort mail. 3. Image payment and/or coupon as required. 4. Record and allocate payments. 5. Deposit payment to bank. 6. Transmit image and data file to government system of record. <p>Electronic Payments:</p> <ol style="list-style-type: none"> 1. Receive Treasury payment (TDI) reports. 2. Receive taxpayer payment instructions through various channels. 3. Match payment to payment instruction. 4. Record and allocate payments. 5. Transmit data file to government system of record. <p>Note: Attachments, correspondence and any accompanying documentation will be imaged with the payment/coupon and charged separately as per image pricing.</p>	<p>High</p> <p>- process includes additional processing factors:</p> <p>Process payment through two systems</p> <ul style="list-style-type: none"> ○ Batching by three attributes (e.g. effective date, deposit date, form type etc.) ○ Creating Journal Vouchers (requires knowledge of ministry accounting practices) ○ Process payment through two systems ○ Manual Deposit <p>Medium</p> <p>- process includes additional processing factors:</p> <ul style="list-style-type: none"> ○ Batching by two attributes (e.g. effective date, deposit date, form type etc.) ○ Accessing taxpayer account in ministry system ○ Printing vouchers from government system ○ Posting payment in government system ○ Contacting ministry or taxpayer for additional processing instructions ○ Holding payments for matching to allocation instructions <p>Low</p> <p>- process includes no additional processing factors or one factor:</p> <ul style="list-style-type: none"> ○ Batching by one attributes (e.g. effective date, deposit date, form type etc.) ○ Balancing (batches to end list, coupons to end list, payments to control list, coupons to form etc.) ○ Creating barcodes ○ Printing TDI report ○ Logging of payments processed

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Transaction Type	Scope	Examples
	<p>Digital</p> <ol style="list-style-type: none"> 1. Receive taxpayer payments through system interface. 2. Extract data. 3. Record and allocate payments. 4. Transmit data file to government system. <p>Note: this process is fully automated and requires no human effort.</p>	Digital - no differentiation by complexity
Data Capture	<ol style="list-style-type: none"> 1. Receive taxpayer and ministry paper forms (tax returns, applications) through various channels. 2. Open and sort mail. 3. Image form. 4. Extract specific data. 5. Validate data to specified quality. 6. Transmit images and data file to government system. <p>Note: Attachments, correspondence and any accompanying documentation will be imaged with the form and charged separately as per image pricing.</p>	<p>High - 21 to 50 extraction fields.</p> <p>Medium - 11 to 20 extraction fields.</p> <p>Low - up to 10 extraction fields.</p> <p>Custom - TBD</p>
	<p>Digital</p> <ol style="list-style-type: none"> 1. Receive taxpayer and ministry electronic forms through system interface or on-line. 2. Extract data. 3. Transmit image and data file to government system. <p>Note: this process is fully automated and requires no human effort.</p>	Digital - no differentiation by complexity
Image	<p>An image is the digital representation of one side of a piece of paper. A double-sided page would produce 2 images when scanned.</p> <ol style="list-style-type: none"> 1. Receive taxpayer and ministry documents through various channels. 2. Open and sort mail. 3. Image and index documents. 4. Transmit to government system. 	<p>High</p> <ul style="list-style-type: none"> ○ Creation of custom separator sheets. ○ Imaging of non-standard paper formats (other than letter or legal) or envelopes. <p>Low</p> <ul style="list-style-type: none"> ○ Standard paper formats. ○ Insertion of generic separator sheets, if required.

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APPENDIX D1 – PERFORMANCE PAY AMOUNTS & THRESHOLDS

Please see the attached Excel spreadsheet dated March 26, 2015.

APPENDIX D2 – REVENUE MANAGEMENT – PERFORMANCE PAY THRESHOLD AND CALCULATION

Please see the attached Excel spreadsheet dated March 26, 2015.

APPENDIX E – IM/IT APPLICATIONS – TIER 3 APPLICATION MAINTENANCE SERVICES

Please see the attached Excel spreadsheet dated March 26, 2015.

APPENDIX F – SERVICE REQUESTS

Please see the attached Excel spreadsheet dated March 26, 2015.

APPENDIX G1 – HPAS SERVICE REQUESTS RATES

Please see the attached Excel spreadsheet dated March 26, 2015.

APPENDIX G2 – SERVICE REQUESTS MARGINS & MARK UPS

Description	Margin	Mark Up (Consumables)
HP Canada	28%	2.53%
Deloitte	28%	0.55%
Sub-Contractors	24%	2.53%
3 rd Party	22%	N/A
Travel and Living	10%	N/A

Note: Price is determined by cost plus the consumables markup at margin.

APPENDIX G3 – SR RATE CALCULATION AND SPLIT FOR INFLATION

Please see the attached Excel spreadsheet dated March 26, 2015.

APPENDIX H1 – NON-COMPENSATION INFLATION FACTOR

Example				
	Forecast	Inflation Increase	Contract Year	
Feb-15	118.5	0.0%	Baseline	April 1, 2015 - March 31, 2016
Feb-16	120.0	1.3%	2	April 1, 2016 - March 31, 2017
Feb-17	122.0	3.0%	3	April 1, 2017 - March 31, 2018
Feb-18	123.7	4.4%	4	April 1, 2018 - March 31, 2019
Feb-19	126.0	6.3%	5	April 1, 2019 - March 31, 2020

Note 1: Non-Compensation Inflation is not added in Contract Year 1. Therefore deemed to be zero.

APPENDIX H2 – FEES SPLIT FOR INFLATION PURPOSES

	Price Breakdown		
	Compensation	Non-Compensation	Total
BAPC			
Foundation	71.0%	29.0%	100.0%
Transaction Base	100.0%	0.0%	100.0%
Revenue Management (excluding RMS)			
Foundation	71.0%	29.0%	100.0%
Full Lifecycle	74.0%	26.0%	100.0%
Late Stage Collections	60.5%	39.5%	100.0%
RMS & Analytics			
RMS Analytics	100.0%	0.0%	100.0%
RMS HPAS Support & Management	100.0%	0.0%	100.0%
RMS Infrastructure	0.0%	100.0%	100.0%
RMS IT Support	100.0%	0.0%	100.0%
Run / Operate			
Tier 2	0.0%	0.0%	0.0%
Tier 3	0.0%	0.0%	0.0%
IMIT			
Infrastructure	88.0%	12.0%	100.0%
Applications Services			
IMIT Applications - Tier 1	100.0%	0.0%	100.0%
IMIT Applications - Tier 2 - Foundation	75.0%	25.0%	100.0%
IMIT Applications - Tier 2 - Operations	100.0%	0.0%	100.0%
IMIT Applications - Tier 3 - Application Level	100.0%	0.0%	100.0%
IMIT Applications - Tier 3 - Enhancements	100.0%	0.0%	100.0%
Architecture & Engineering	100.0%	0.0%	100.0%
Innovation Solution			
Innovation - Call Centre As A Service (note 1)	11.5%	61.5%	73.0%

Note 1 : only 73 % of the total value of Innovation related to ongoing support and is therefore subject to inflation

APPENDIX H3 – INFLATION CALCULATION EXAMPLES

Example 1: 1st Year Fixed Fee Inflation (One Compensation Inflation Adjustment for the Year)				
Full Lifecycle Price - Year 1, Per Appendix A:		\$14,421,085		
Price Breakdown Percentages	Price Breakdown			
	Compensation	Non-Compensation	Total	
	74.0%	26.0%	100.0%	
Price Breakdown Amounts	\$10,671,603	\$3,749,482	\$14,421,085	
Contract Year 1:	Sample Inflation Percentages			
	Compensation	Non-Compensation		
	1.75%	0.00%		
Price Adjusted for Inflation (April 1, 2015)		10,858,356	3,749,482	14,607,838

Example 2: Compound Inflation Fixed Fee (Multiple Compensation Inflation Adjustments Per Year)				
Full Lifecycle Price - Year 3, Per Appendix A:		\$14,093,001		
Price Breakdown Percentages	Price Breakdown			
	Compensation	Non-Compensation	Total	
	74.0%	26.0%	100.0%	
Price Breakdown Amounts	\$10,428,821	\$3,664,180	\$14,093,001	
Contract Year 1 - April 1, 2015 Contract Year 1 - February 1, 2016 Contract Year 2 - April 1, 2016 Contract Year 2 - February 1, 2017 Contract Year 3 - April 1, 2017	Sample Inflation Percentages			
	Compensation	Non-Compensation		
	1.75%	N/A		
	0.25%	N/A		
	1.30%	N/A		
	0.15%	N/A		
	1.40%	3.00%		
Price Adjusted for Inflation (April 1, 2017)		10,943,402	3,774,106	14,717,508

APPENDIX H4 - EXAMPLE OF APPENDIX B1 – BASE FEES SCHEDULE ADJUSTED FOR INFLATION

Please see the attached Excel spreadsheet dated March 26, 2015.

APPENDIX I – SKIP TRACE DATABASES

				Search Type		
Database	Current Access	Access	Public Fee	Government Fee	Debtor Locate	Asset Locate
BC Court Services Online	Would benefit Government access/account	Government			X	X
BC Drivers	X	Government	N/A	0	X	X
ICBC	X	Government	N/A	0	X	X
BC Identification Display	X	Government	N/A	0	X	
Personal Property Registry	X	Public	\$8.61 - \$9.61	\$1.10	X	X
Client Registry System	X	Government	N/A	0	X	
Registration Premium & Billing	X	Government	N/A	0	X	
Home Owner Grant	X	Government	N/A	0	X	X
ABIS (Ambulance Billing)	X	Government	N/A	0	X	
Corporate Accounting Services		Government	N/A	0	X	X
Corporate Director's	X	Government	N/A	0	X	X
Alberta Online PPR		Public	\$6.35 - \$11.70	\$3.00	X	X
Alberta Online Corporate Reg		Public	\$8.50 - \$13.84	\$3.00	X	X
Alberta Online ALTA (Land Title)		Public	\$8.35 - \$10.49	\$3.00	X	X
BC Vital Stats	Would benefit Government access/account	Public	\$27.50	\$27.50	X	
Student Financial Assistance System	X	Government	N/A	0	X	X
Canada 411 (internet)	X	Public	N/A	0	X	
Telus.com	X	Public	N/A	0	X	
Infospace		Public	N/A	0	X	
Google		Public	N/A	0	X	X
Equifax Consumer		Public	\$14.00	\$2.80 - \$4.75	X	X
Equifax Commercial		Public	\$35.00	\$10.00	X	X
Trans Union	Would benefit Government access/account	Public	blank	\$2.00	X	X
BC Hydro	Would benefit Government access/account	Government	N/A	\$3.95	X	X
Alberta Drivers	Would benefit Government access/account	Government	N/A	\$14.42	X	
Saskatchewan Drivers	Would benefit Government access/account	Government	N/A	0	X	
Ontario Drivers	Would benefit Government access/account	Government	N/A	0	X	
Arizona DL	Would benefit Government access/account	Government	N/A	0	X	
California DL		Government	N/A	0	X	
Colorado DL		Government	N/A	\$2.20 US	X	
Florida DL		Government	N/A	0	X	
Idaho DL		Government	N/A	0	X	
Missouri DL		Government	N/A	0	X	
Nevada DL		Government	N/A	0	X	
New York DL		Government	N/A	\$4.00 US	X	
Oregon DL		Government	N/A	\$1.50 US	X	
Pennsylvania DL		Government	N/A	\$5.00 US	X	
Texas DL		Government	N/A	\$4.00 US	X	
Washington DC DL		Government	N/A	\$5.00 US	X	
Washington State DL		Government	N/A	\$4.00 US	X	
Canada Phone (CD ROM)		Public	N/A	\$716.00 / \$400 US	X	
UK Voters		Public	N/A	\$150.00	X	
BC Assessment Authority	X	Public	\$5.07 - \$10.07	\$1.10		X
Land Title Office	X	Public	\$3.61 - \$8.61	\$1.10		X
Corporate Registry	X	Public	\$8.61 - \$9.61	\$1.10		X

APPENDIX B1 - BASE FEES SCHEDULE (NOTE 1)						
CAD\$	TOTAL	Year 1	Year 2	Year 3	Year 4	Year 5
INVOICE 1 - REVENUE SERVICES (SOW 2)						
Mail, Payment and Document Processing Services						
Foundation	\$16,393,265	\$3,278,653	\$3,278,653	\$3,278,653	\$3,278,653	\$3,278,653
Transaction Base	\$14,016,225	\$2,803,245	\$2,803,245	\$2,803,245	\$2,803,245	\$2,803,245
Transaction Fees Total	\$30,409,490	\$6,081,898	\$6,081,898	\$6,081,898	\$6,081,898	\$6,081,898
Revenue Management (excluding RMS)						
Foundation	\$26,018,638	\$5,187,868	\$5,267,166	\$5,187,868	\$5,187,868	\$5,187,868
Bill Presentment and Early Stage AR Management	\$70,472,919	\$14,421,085	\$14,278,433	\$14,093,001	\$13,907,920	\$13,772,480
Late Stage Account Receivable Management	\$19,933,315	\$3,636,601	\$3,783,154	\$3,985,283	\$4,187,562	\$4,340,715
Account Inventory Adjustment Fees (Note 3)						
Revenue Management (excluding RMS) Total	\$116,424,872	\$23,245,554	\$23,328,753	\$23,266,152	\$23,283,350	\$23,301,063
INVOICE 1 - Sub-Total	\$146,834,362	\$29,327,452	\$29,410,651	\$29,348,050	\$29,365,248	\$29,382,961
INVOICE 2 - IM/IT SERVICES (SOW 3) & RMS SERVICES (SOW 5)						
IM/IT SERVICES - SOW 3						
Infrastructure	\$1,174,888	\$587,444	\$587,444	\$0	\$0	\$0
Applications Services						
IMIT Applications - Tier 1	\$121,086	\$121,086	\$0	\$0	\$0	\$0
IMIT Applications - Tier 2 - Foundation	\$16,428,402	\$3,392,183	\$3,376,376	\$3,205,053	\$3,224,012	\$3,230,778
IMIT Applications - Tier 2 - Operations	\$7,753,701	\$1,754,825	\$1,661,514	\$1,585,075	\$1,453,216	\$1,299,071
IMIT Applications - Tier 3 - Application Maintenance Services	\$25,806,105	\$6,191,543	\$5,808,432	\$5,077,940	\$4,821,127	\$3,907,063
IMIT Applications - Tier 3 - IM/IT Services	\$8,130,204	\$1,675,912	\$1,613,573	\$1,613,573	\$1,613,573	\$1,613,573
Architecture & Engineering	\$222,998	\$222,998	\$0	\$0	\$0	\$0
IM/IT SERVICES (SOW 3) Total	\$59,637,384	\$13,945,991	\$13,047,339	\$11,481,641	\$11,111,928	\$10,050,485
RMS SERVICES (SOW 5)						
RMS Analytics	\$3,292,770	\$658,554	\$658,554	\$658,554	\$658,554	\$658,554
RMS HPAS Support & Management	\$7,001,890	\$1,400,378	\$1,400,378	\$1,400,378	\$1,400,378	\$1,400,378
RMS Infrastructure	\$13,489,038	\$4,224,420	\$4,224,420	\$1,680,066	\$1,680,066	\$1,680,066
RMS IT Support	\$5,334,400	\$1,066,880	\$1,066,880	\$1,066,880	\$1,066,880	\$1,066,880
Run / Operate						
Tier 2	\$27,500,000	\$5,500,000	\$5,500,000	\$5,500,000	\$5,500,000	\$5,500,000
Tier 3	\$5,500,000	\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000
RMS SERVICES (SOW 5) Total	\$62,118,098	\$13,950,232	\$13,950,232	\$11,405,878	\$11,405,878	\$11,405,878
INVOICE 2 - Sub-Total	\$121,755,482	\$27,896,223	\$26,997,571	\$22,887,519	\$22,517,806	\$21,456,363
INVOICE 3 - INNOVATION SOLUTION						
Innovation Solution						
Innovation - Call Centre (Note 4)	\$11,098,935	\$2,219,787	\$2,219,787	\$2,219,787	\$2,219,787	\$2,219,787
Innovation Solution Total	\$11,098,935	\$2,219,787	\$2,219,787	\$2,219,787	\$2,219,787	\$2,219,787
INVOICE 3 - Sub-Total	\$11,098,935	\$2,219,787	\$2,219,787	\$2,219,787	\$2,219,787	\$2,219,787
TOTAL BASE SERVICES FEE	\$279,688,779	\$59,443,462	\$58,628,009	\$54,455,356	\$54,102,841	\$53,059,111

DR028 Effective
May 18, 2016 to
November 17, 2016

DR027 Effective
June 1, 2016

DR027 Effective June 1,
2016

Note 1: The Base Fees Schedule reflects the estimated forecasted Fees for the Services as of April 1, 2015, before the application of Inflation.

Note 2: The Call Centre Innovation Fees is an estimate. Resulting telecom cost savings that flow from this initiative will be to the benefit of the Province.

Note 3: The Account Inventory Adjustment Fee is \$0.69 for each MSP Pay Direct Active Account above the baseline of 953,500 accounts from May 1, 2016 to October 31, 2017.

Note 4: The Call Centre Innovation Fees is an estimate. Resulting telecom cost savings that flow from this initiative will be to the benefit of the Province.

DR027 Effective June
1, 2016

DR027 Effective June
1, 2016

Appendix B2 - Summary Service Description & Material Cost Elements (Note 1) Date: March 26, 2015

HPAS Business Function	Price Element	Description of Services
Mail, Payment and Document Processing Services	Transactions	Remittance Processing Imaging Data Capture / Data entry
	Foundation	Account Mgmt Account Reconciliation Architecture support BAPC Management Resources Data Extraction and Imaging Software - KTM Modules Elan - Data Entry Services Electronic Deposit Process - KTM Check 21 Module Electronic Document Intake Software - Kofax Import Connector/ Adobe Lifecycle Fujitsu Document Scanner IT Support Kofax Scanning - Maintenance NCR Data Image Capture Maintenance Oracle Captovation Software maintenance PCA & Complaint handling Scanning Hardware - OPEX Scanning Hardware - OPEX - Maintenance SHI Double Take Availability Standard Ed sup - software maintenance Software Maintenance Strategy Performance Quality SOW2 - Applications Support
Revenue Management	Foundation	Avaya licenses Avaya TN2501 Circuit Pack - Hardware Call Center Elite License GENESYS LABORATORIES Insolvency website searches (Receiver General for Canada) - Bankruptcy Check IT Services Telephony Support RSBC Management Resources Strategy Performance Quality Telus charges including Id Unity Telecomm Verint HW - Install & Support Witness / Verint Software Upgrade Unity- charge back to Hosting
	Bill Presentment and Early Stage Account Receivable Management Services	Account Mgmt Account Reconciliation BC On-line - account deposits Bill Presentment Collections calls Customer Service calls Equifax Service Fees InfoGrid Systems - Trace Vendor Legal PCA & Complaint handling PCA Fees

REVENUE SERVICES (SOW 2)

Appendix B2 - Summary Service Description & Material Cost Elements (Note 1) Date: March 26, 2015

HPAS Business Function	Price Element	Description of Services
		PCA Fees (Student Loans) Skip Trace
	Late Stage Collections Account Receivable Management Services	Account Mgmt Account Reconciliation BC On-line - account deposits Collections calls Collector Licenses Customer Service calls Equifax Service Fees InfoGrid Systems - Trace Vendor Legal PCA & Complaint handling PCA Fees PCA Fees (Student Loans) Skip Trace
IM/IT SERVICES (SOW 3)	IMIT Applications	A & E Architecture and Engineering Support for the Ministry
	Tier 1 - Service Desk	IM/IT Service Desk
	Tier 2 - Foundation	Best Practice Support Client University IM/IT Application Directors ITIL-Chg Mgmt ITIL-Incident Mgmt ITIL-Rel Mgmt Metrics SME Training IBM Elite Software Delphi Software Oracle Software Visual Server Software
	Tier 2 - Operations	Ongoing Production Support, Monitoring and Operations for overall Applications Portfolio
	Tier 3 - IM/IT Services	Annual pool of 14,735 hours for Tier 3 Services IMIT services other Application Maintenance Services
	Tier 3 - Application Maintenance Services	Maintenance Support for all in scope Applications listed in Application Maintenance Services Pricing. Appendix E
	IMIT Infrastructure	IM/IT Infrastructure IM/IT Infrastructure Hardware and Software Monthly STMS Pricing for support of IM/IT Infrastructure
RMS SERVICES (SOW 5)	RMS / HANA / BOBJ	RMS Analytics Datawarehouse Analytics
	RMS HPAS Support	Architecture support for RMS and HANA/BOBJ
	RMS Infrastructure	Infrastructure (Data Centre, Servers, Storage, Software) for the RMS and HANA/BOBJ environments, SAP licences to March 31, 2017.
	RMS ITO Support	HP / HPAS Support Services for the RMS and HANA/BOBJ infrastructure environments HP / HPAS Service Desk Services for the RMS and HANA/BOBJ infrastructure environments
	RMS Management	RMS Management Resources
	RMS Operate	RMS Operate - Tier 2 Support

Appendix B2 - Summary Service Description & Material Cost Elements (Note 1)			Date: March 26, 2015
HPAS Business Function		Price Element	Description of Services
OTHER			RMS Operate - Tier 3 Enhancements
	Innovation Solution	Innovation - Call Center	Implementation and ongoing management of a Multi-Channel Call Centre platform to enhance HPAS's ability to increase collections performance.

Note 1 - This is not a complete list of Services.

CAD\$	Nov-15		Dec-15		Jan-16		Feb-16		Mar-16	
INVOICE 1 - REVENUE SERVICES (SOW 2)										
Mail, Payment and Document Processing Services	Mid-Month	End Month	Mid-Month	End Month	Mid-Month	End Month	Mid-Month	End Month	Mid-Month	End Month
Foundation	\$136,610	\$136,610	\$136,610	\$136,610	\$136,610	\$136,610	\$136,610	\$136,610	\$136,610	\$136,623
Transaction Base										
Payment and Document Processing Total	\$136,610	\$136,610	\$136,610	\$136,610	\$136,610	\$136,610	\$136,610	\$136,610	\$136,610	\$136,623
Revenue Management (excluding RMS)										
Foundation	\$216,161	\$216,161	\$216,161	\$216,161	\$216,161	\$216,161	\$216,161	\$216,161	\$216,161	\$216,165
Bill Presentment and Early Stage AR Management	\$600,878	\$600,878	\$600,878	\$600,878	\$600,878	\$600,878	\$600,878	\$600,878	\$600,878	\$600,891
Late Stage Account Receivable Management	\$151,525	\$151,525	\$151,525	\$151,525	\$151,525	\$151,525	\$151,525	\$151,525	\$151,525	\$151,526
Revenue Management (excluding RMS) Total	\$968,564	\$968,564	\$968,564	\$968,564	\$968,564	\$968,564	\$968,564	\$968,564	\$968,564	\$968,582
INVOICE 1 - SUB-TOTAL	\$1,105,174	\$1,105,174	\$1,105,174	\$1,105,174	\$1,105,174	\$1,105,174	\$1,105,174	\$1,105,174	\$1,105,174	\$1,105,205
INVOICE 2 - IM/IT SERVICES (SOW 3) & RMS SERVICES										
IM/IT SERVICES - SOW 3										
Infrastructure (Note 1)	\$24,477	\$24,477	\$24,477	\$24,477	\$24,477	\$24,477	\$24,477	\$24,477	\$24,477	\$24,473
Applications Services										
IMIT Applications - Tier 1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
IMIT Applications - Tier 2 - Foundation	\$141,341	\$141,341	\$141,341	\$141,341	\$141,341	\$141,341	\$141,341	\$141,341	\$141,341	\$141,340
IMIT Applications - Tier 2 - Operations	\$73,118	\$73,118	\$73,118	\$73,118	\$73,118	\$73,118	\$73,118	\$73,118	\$73,118	\$73,111
IMIT Applications - Tier 3 - Application Maintenance										
IMIT Applications - Tier 3 - IM/IT Services	\$69,829	\$69,829	\$69,829	\$69,829	\$69,829	\$69,829	\$69,829	\$69,829	\$69,829	\$69,845
Architecture & Engineering	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
IM/IT SERVICES - SOW 3 Total	\$308,765	\$308,765	\$308,765	\$308,765	\$308,765	\$308,765	\$308,765	\$308,765	\$308,765	\$308,769
RMS SERVICES (SOW 5)										
RMS Analytics	\$27,440	\$27,440	\$27,440	\$27,440	\$27,440	\$27,440	\$27,440	\$27,440	\$27,440	\$27,434
RMS HPAS Support & Management	\$58,349	\$58,349	\$58,349	\$58,349	\$58,349	\$58,349	\$58,349	\$58,349	\$58,349	\$58,351
RMS Infrastructure	\$176,018	\$176,018	\$176,018	\$176,018	\$176,018	\$176,018	\$176,018	\$176,018	\$176,018	\$176,006
RMS IT Support	\$44,453	\$44,453	\$44,453	\$44,453	\$44,453	\$44,453	\$44,453	\$44,453	\$44,453	\$44,461
Run / Operate										
Tier 2	\$229,167	\$229,167	\$229,167	\$229,167	\$229,167	\$229,167	\$229,167	\$229,167	\$229,167	\$229,159
Tier 3	\$45,833	\$45,833	\$45,833	\$45,833	\$45,833	\$45,833	\$45,833	\$45,833	\$45,833	\$45,841
RMS SERVICES (SOW 5) Total	\$581,260	\$581,260	\$581,260	\$581,260	\$581,260	\$581,260	\$581,260	\$581,260	\$581,260	\$581,252
INVOICE 2 - SUB -TOTAL	\$890,025	\$890,025	\$890,025	\$890,025	\$890,025	\$890,025	\$890,025	\$890,025	\$890,025	\$890,021
INVOICE 3 INNOVATION SOLUTION										
Innovation Solution										
Innovation - Call Centre	\$92,491	\$92,491	\$92,491	\$92,491	\$92,491	\$92,491	\$92,491	\$92,491	\$92,491	\$92,494
Innovation Solution Total	\$92,491	\$92,491	\$92,491	\$92,491	\$92,491	\$92,491	\$92,491	\$92,491	\$92,491	\$92,494
INVOICE 3 - SUB -TOTAL	\$92,491	\$92,491	\$92,491	\$92,491	\$92,491	\$92,491	\$92,491	\$92,491	\$92,491	\$92,494
TOTAL BASE SERVICES FEE	\$2,087,690	\$2,087,690	\$2,087,690	\$2,087,690	\$2,087,690	\$2,087,690	\$2,087,690	\$2,087,690	\$2,087,690	\$2,087,720

Note 1: These Fees are based on STMS prices (The Ministry of Labour and Citizen Services and HPAS) as documented in Schedule 8 SOW 3 Appendix 5.

APPENDIX C2 - CONTRACT YEARS 2 - 5 MONTHLY FEES

CAD\$	Year 2		Year 3		Year 4		Year 5	
	Apr. 16 to mid- Mar. 17	Last invoice end- Mar.17	Apr. 17 to mid- Mar.18	Last invoice end- Mar.18	Apr. 18 to mid- Mar. 19	Last invoice end- Mar.19	Apr. 19 to mid- Mar. 20	Last invoice end- Mar.20
INVOICE 1 - REVENUE SERVICES (SOW 2)								
Mail, Payment and Document Processing Services								
Foundation Transaction Base	\$136,611 (Note 1)	\$136,600	\$136,611	\$136,600	\$136,611	\$136,600	\$136,611	\$136,600
Payment and Document Processing Total	\$136,611	\$136,600	\$136,611	\$136,600	\$136,611	\$136,600	\$136,611	\$136,600
Revenue Management (excluding RMS)								
Foundation	\$216,161	\$295,463	\$216,161	\$216,165	\$216,161	\$216,165	\$216,161	\$216,165
Bill Presentment and Early Stage AR Management	\$594,935	\$594,928	\$587,208	\$587,217	\$579,496	\$579,512	\$573,853	\$573,861
Late Stage Account Receivable Management	\$157,631	\$157,641	\$166,053	\$166,064	\$174,482	\$174,476	\$180,863	\$180,866
Revenue Management (excluding RMS) Total	\$968,727	\$1,048,032	\$969,422	\$969,446	\$970,139	\$970,153	\$970,877	\$970,892
INVOICE 1 - Sub-Total	\$1,105,338	\$1,184,632	\$1,106,033	\$1,106,046	\$1,106,750	\$1,106,753	\$1,107,488	\$1,107,492
INVOICE 2 - IM/IT SERVICES (SOW 3) & RMS SERVICES (SOW 5)								
IM/IT SERVICES - SOW 3								
Infrastructure (Note 2)	\$24,477	\$24,473	\$0	\$0	\$0	\$0	\$0	\$0
Applications Services								\$0
IM/IT Applications - Tier 1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
IM/IT Applications - Tier 2 - Foundation	\$140,682	\$140,690	\$133,544	\$133,541	\$134,334	\$134,330	\$134,616	\$134,610
IM/IT Applications - Tier 2 - Operations	\$69,230	\$69,224	\$66,045	\$66,040	\$60,551	\$60,543	\$54,128	\$54,127
IM/IT Applications - Tier 3 - Application Maintenance	(Note 3)							
IM/IT Applications - Tier 3 - IM/IT Services	\$67,232	\$67,237	\$67,232	\$67,237	\$67,232	\$67,237	\$67,232	\$67,237
Architecture & Engineering	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
IM/IT SERVICES - SOW 3 Total	\$301,621	\$301,624	\$266,821	\$266,818	\$262,117	\$262,110	\$255,976	\$255,974
RMS SERVICES (SOW 5)								
RMS Analytics	\$27,440	\$27,434	\$27,440	\$27,434	\$27,440	\$27,434	\$27,440	\$27,434
RMS HPAS Support & Management	\$58,349	\$58,351	\$58,349	\$58,351	\$58,349	\$58,351	\$58,349	\$58,351
RMS Infrastructure	\$176,017	\$176,029	\$70,003	\$69,997	\$70,003	\$69,997	\$70,003	\$69,997
RMS IT Support	\$44,453	\$44,461	\$44,453	\$44,461	\$44,453	\$44,461	\$44,453	\$44,461
Run / Operate								\$0
Tier 2	\$229,167	\$229,159	\$229,167	\$229,159	\$229,167	\$229,159	\$229,167	\$229,159
Tier 3	\$45,833	\$45,841	\$45,833	\$45,841	\$45,833	\$45,841	\$45,833	\$45,841
RMS SERVICES (SOW 5) Total	\$581,259	\$581,275	\$475,245	\$475,243	\$475,245	\$475,243	\$475,245	\$475,243
INVOICE 2 - Sub-Total	\$882,880	\$882,899	\$742,066	\$742,061	\$737,362	\$737,353	\$731,221	\$731,217
INVOICE 3 - INNOVATION SOLUTION								
Innovation Solution								
Innovation - Call Centre	\$92,491	\$92,494	\$92,491	\$92,494	\$92,491	\$92,494	\$92,491	\$92,494
Innovation Solution Total	\$92,491	\$92,494	\$92,491	\$92,494	\$92,491	\$92,494	\$92,491	\$92,494
INVOICE 3 - Sub-Total	\$92,491	\$92,494	\$92,491	\$92,494	\$92,491	\$92,494	\$92,491	\$92,494
TOTAL BASE SERVICES FEE	\$2,080,709	\$2,160,025	\$1,940,590	\$1,940,601	\$1,936,603	\$1,936,600	\$1,931,200	\$1,931,203

Note 1: These Services will be invoiced monthly based on transaction volumes. For Contract Year 1, a fixed fee of \$2,803,245 will be invoiced per subsection 3.

Note 2: These prices are based on STMS prices (The STMS prices are from Appendix C, Schedule 23 to the Master Services Agreement between the Ministry of Labour and Citizen Services and HPAS dated March 30, 2009) and are only for labour and services. The Infrastructure at April 1, 2015 is documented in Schedule 8 SOW 3 Appendix 5.

Note 3: These Services will be invoiced monthly based on volumes and Applications.

Appendix D1 - Performance Pay Amounts & Thresholds								
Program Name	Performance Pay Periods (Note 1)	Annual Performance Pay Steps	Annual Performance Pay Amounts	Annual Revenue Realization Threshold Percentage				
MSP Group (Program 34)	P1	1	58,333	99.5				
	P2	1	100,000		99.5			
	P3	1	100,000			99.5		
	P4	1	100,000				99.5	
	P5	1	100,000					99.5
	P6	1	41,667					99.0
MSP Pay Direct (Program 36)	P1	1	116,667	97.0				
		2	175,000	97.5				
		3	583,333	100.0				
	P2	1	200,000		97.5			
		2	300,000		98.0			
		3	1,000,000		100.0			
	P3	1	200,000			98.0		
		2	300,000			98.5		
		3	1,000,000			100.0		
	P4	1	200,000				98.0	
		2	300,000				98.5	
		3	1,000,000				100.0	
	P5	1	200,000					98.0
		2	300,000					98.5
		3	1,000,000					100.0
	P6	1	83,333					94.6
		2	125,000					95.0
		3	416,667					96.5
				Annual Cash Collection Threshold Percentage				
Student Loan (Program 26)	P1	1	58,333	Note3				
	P2	1	100,000		Note3			
	P3	1	100,000			Note3		
	P4	1	100,000				Note3	
	P5	1	100,000					Note3
	P6	1	41,667					Note 2

Note-2 Group

Note 2- Pay Direct

Note 2- Pay Direct

Note 2- Pay Direct

Note 2- Student Loans

Note 1: P1 means April 1, 2015 - October 31, 2015
P2 means November 1, 2015 - October 31, 2016
P3 means November 1, 2016 - October 31, 2017
P4 means November 1, 2017 - October 31, 2018
P5 means November 1, 2018 - October 31, 2019
P6 means November 1, 2019 - March 31, 2020

Note 2: The Annual Revenue Realization Threshold Percentage and the Annual Cash Collected Threshold Percentage for the period of November 1, 2019 to March 31, 2020 shall be adjusted based on a seasonality factor (SF). The seasonality factor for the period November 2019 to March 2020 has been calculated as the average Revenue Realization Percentage or Student Loans Annual Cash Collected for the November - March period for the last 5 years; as compared to the actual annual Revenue Realization Percentage or Student Loans Annual Cash Collected for each Performance Pay Program.

MSP Group:				MSP Pay Direct:				Student Loans (26)			
Rev Realization	Nov-Mar	Apr-Oct	Total	Rev Realiz	Nov-Mar	Apr-Oct	Total	Cash Collected	Nov-Mar	Apr-Oct	Total
2009/10	99.40%	100.11%	99.82%	2009/10	93.25%	99.13%	96.65%	2009/10	1.78%	3.50%	5.28%
2010/11	99.39%	99.34%	99.36%	2010/11	91.76%	96.30%	94.40%	2010/11	1.76%	3.54%	5.30%
2011/12	101.26%	99.66%	100.33%	2011/12	95.35%	98.50%	97.22%	2011/12	1.85%	4.13%	5.98%
2012/13	99.82%	100.12%	100.00%	2012/13	91.64%	100.60%	96.84%	2012/13	2.47%	5.56%	8.03%
2013/14	97.71%	102.57%	100.56%	2013/14	93.71%	100.30%	97.56%	2013/14	3.74%	6.34%	10.07%
Average	99.52%	100.40%	100.04%	Average	93.14%	98.97%	96.54%	Average	2.32%	4.61%	6.93%
Seasonality Factor	99.48%	100.36%			96.48%	102.52%			33.47%	66.53%	
Rounded factor	99.50%				96.50%				33.50%		

Note 2- Group 99.5 X 99.5% (SF) = 99.0%

Note 2- Pay Direct 98.0 X 96.5% (SF) = 94.6%
98.5 X 96.5% (SF) = 95.0%
100 X 96.5% (SF) = 96.5%

Note- 2 Student Loans
Prior year Cash Collections Percentage as described in Note 3 X 33.5% (SF)

Note 3: For the Student Loans Annual Cash Collection Percentage, the annual threshold percentage will be calculated as the average annual cash collected divided by the average annual accounts receivable for the three preceding years for programs 12, 19 & 26 plus 0.5% as demonstrated in Appendix D2.

Student Loans (#26) is the only Program included in the calculation to determine whether or not the annual target has been reached. This calculation is different from the Net Cash Collected SLA calculation and will be reviewed and any changes will be agreed to within the first Contract Year.

Appendix D2 - Revenue Management - Performance Pay Threshold and Calculation

			Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example
	Transaction	Backup file	Report name	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	<---HP FYE Oct15		Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	
Program	#34 Group																											
	Payments	Backup file #3b		n/a	100,731,743.23	92,414,562.28	109,068,151.46	97,831,344.17	103,972,929.76	104,969,745.39	120,474,089.46	90,950,617.90	112,485,047.39	111,792,461.04	100,514,649.44	106,885,824.67			100,731,743.23	92,414,562.28	109,068,151.46	97,831,344.17	103,972,929.76	104,969,745.39	120,474,089.46	90,950,617.90	112,485,047.39	
	Less reversals	Backup file #3b / O113		n/a	-120,858.54	-88,628.47	-539,584.03	-1,889,071.64	-431,651.79	-1,014,946.38	-179,962.06	-752,136.31	-534,850.33	-907,357.84	-125,659.87	-476,449.09			-120,858.54	-88,628.47	-539,584.03	-1,889,071.64	-431,651.79	-1,014,946.38	-179,962.06	-752,136.31	-534,850.33	
	Total Cash Collections				100,610,884.69	92,325,933.81	108,528,567.43	95,942,272.53	103,541,277.97	103,954,799.01	120,294,127.40	90,198,481.59	111,950,197.06	110,885,103.20	100,388,989.57	106,409,375.58			100,610,884.69	92,325,933.81	108,528,567.43	95,942,272.53	103,541,277.97	103,954,799.01	120,294,127.40	90,198,481.59	111,950,197.06	
	Gross Billed Revenue	Backup file #21		101,899,077.00	102,172,789.70	106,406,886.05	106,512,181.25	106,595,959.65	106,643,743.80	106,670,175.00	106,648,246.90	106,915,971.90	106,839,271.00	106,709,203.50	106,811,077.60	107,153,485.95			102,172,789.70	106,406,886.05	106,512,181.25	106,595,959.65	106,643,743.80	106,670,175.00	106,648,246.90	106,915,971.90	106,839,271.00	
	Premium adjustments	O113		718,566.00	679,570.00	463,786.00	723,279.00	519,539.00	493,315.00	608,796.00	542,731.00	469,429.00	476,303.00	507,546.00	590,153.00	888,859.00			679,570.00	463,786.00	723,279.00	519,539.00	493,315.00	608,796.00	542,731.00	469,429.00	476,303.00	
	Credit adjust Federal - First Nations	Backup file #5		-2,489,323.60	-2,476,670.10	-2,524,096.10	-2,632,217.60	-2,686,352.35	-2,756,419.15	-2,581,538.75	-2,672,250.45	-2,769,610.65	-2,712,514.10	-2,692,296.80	-2,515,779.30	-2,712,244.55			-2,476,670.10	-2,524,096.10	-2,632,217.60	-2,686,352.35	-2,756,419.15	-2,581,538.75	-2,672,250.45	-2,769,610.65	-2,712,514.10	
	Credit adjust Federal -Other	Backup file #5a		-489,557.50	-502,724.00	-474,950.00	-511,735.11	-532,760.53	-544,989.75	-516,687.13	-498,245.09	-527,609.60	-512,342.02	-513,352.66	-544,405.16	-554,448.38			-502,724.00	-474,950.00	-511,735.11	-532,760.53	-544,989.75	-516,687.13	-498,245.09	-527,609.60	-512,342.02	
	Total Net Billed Revenue			99,638,761.90	99,872,965.60	103,871,625.95	104,091,507.54	103,896,385.77	103,835,649.90	104,180,745.12	104,020,482.36	104,088,180.65	104,090,717.88	104,011,100.04	104,341,046.14	104,775,652.02			99,872,965.60	103,871,625.95	104,091,507.54	103,896,385.77	103,835,649.90	104,180,745.12	104,020,482.36	104,088,180.65	104,090,717.88	
		Current month net Revenue Realization				100.98%	92.44%	104.48%	92.17%	99.66%	100.11%	115.47%	86.71%	107.55%	106.53%	96.52%	101.98%			96.03%	92.44%	104.48%	92.17%	99.66%	100.11%	115.47%	86.71%	107.55%
	Yearly cumulative Revenue Realization				100.98%	96.70%	99.37%	97.53%	97.96%	98.33%	100.81%	99.03%	99.98%	100.64%	100.27%	100.41%			96.03%	94.28%	97.71%	96.32%	96.99%	97.51%	100.09%	98.41%	99.43%	
	Round down to nearest basis point				100.90%	96.70%	99.30%	97.50%	97.90%	98.30%	100.80%	99.00%	99.90%	100.60%	100.20%	100.40%			96.0%	94.2%	97.7%	96.3%	96.9%	97.5%	100.0%	98.4%	99.4%	

Performance Pay	%	Performance Pay
Revenue Realization threshold Percentage/Step 1	99.5%	100,000.00
		58,333.33
		*prorated 7 mths

#36 Pay Direct																									
In house Payments	Backup file #3b	O113 (RMS system)	60,517,321.15	71,693,286.93	69,360,824.32	65,963,376.82	75,314,021.50	72,505,278.59	68,574,738.58	80,097,582.75	70,950,529.61	67,141,489.44	75,710,046.88	72,418,238.81	60,517,321.15	71,693,286.93	69,360,824.32	65,963,376.82	75,314,021.50	72,505,278.59	68,574,738.58	80,097,582.75	70,950,529.61		
PCA payments	Backup file #3b	O113 (RMS system)	722,826.89	678,152.05	787,225.98	773,514.04	978,745.10	947,014.07	666,427.09	943,067.10	835,246.53	852,409.01	882,280.90	938,870.89	722,826.89	678,152.05	787,225.98	773,514.04	978,745.10	947,014.07	666,427.09	943,067.10	835,246.53		
CRA payments	Backup file #3b	O113 (RMS system)	1,272,453.94	1,183,973.03	2,441,102.77	1,680,824.72	6,772,846.45	7,955,691.29	7,972,574.62	2,947,044.07	2,884,068.22	2,301,700.78	1,832,160.73	2,615,951.06	1,272,453.94	1,183,973.03	2,441,102.77	1,680,824.72	6,772,846.45	7,955,691.29	7,972,574.62	2,947,044.07	2,884,068.22		
Less transaction posted by BRB	Backup file #4	ePayments (RMS)	0.00	0.00	-2,280.55	0.00	-3,547.00	-230.88	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-2,280.55	0.00	-3,547.00	-230.88	0.00	0.00	0.00		
Less returns (dishonored payments)	Backup file #3b	O113 (RMS system)	-27,154.37	-79,594.84	-140,461.22	-47,865.70	-94,165.24	-90,638.98	-93,206.86	-94,029.88	-149,530.97	-55,169.69	-83,925.20	-138,303.83	-27,154.37	-79,594.84	-140,461.22	-47,865.70	-94,165.24	-90,638.98	-93,206.86	-94,029.88	-149,530.97		
Less payments reversals	Backup file #3b / D113	O113 (RMS system)	-118,778.98	-97,856.72	-226,286.19	-167,482.89	-196,788.23	-269,570.39	-179,921.93	-231,216.47	-131,727.49	-109,896.58	-106,860.84	-142,660.48	-118,778.98	-97,856.72	-226,286.19	-167,482.89	-196,788.23	-269,570.39	-179,921.93	-231,216.47	-131,727.49		
Total Cash Collections			62,366,668.63	73,377,960.45	72,220,125.11	68,202,366.99	82,771,112.58	81,047,543.70	76,940,611.50	83,662,447.57	74,388,585.90	70,130,532.96	78,233,702.47	75,692,096.45	62,366,668.63	73,377,960.45	72,220,125.11	68,202,366.99	82,771,112.58	81,047,543.70	76,940,611.50	83,662,447.57	74,388,585.90		
Gross Billed Revenue	Backup file #21	RMS	78,722,765.20	81,753,543.05	81,459,154.80	82,172,554.66	81,954,455.35	81,768,105.90	81,470,467.50	86,415,948.91	85,395,503.82	84,925,776.05	84,935,965.30	84,705,694.00	78,722,765.20	81,753,543.05	81,459,154.80	82,172,554.66	81,954,455.35	81,768,105.90	81,470,467.50	86,415,948.91	85,395,503.82		
Current month Revenue Adjustments	Backup file #1a	RMS	-4,842,959.60	-4,785,073.85	-2,068,674.50	-5,492,984.35	-5,854,110.35	-7,781,386.20	-7,771,159.25	-8,361,586.94	-8,766,336.85	-3,944,100.85	-6,260,455.85	-8,263,779.10	-4,842,959.60	-4,785,073.85	-2,068,674.50	-5,492,984.35	-5,854,110.35	-7,781,386.20	-7,771,159.25	-8,361,586.94	-8,766,336.85		
Pay Direct Net Billed Revenue	Backup file #1a		73,879,805.60	76,968,469.20	79,390,480.30	76,679,570.31	76,100,345.00	73,986,719.70	73,699,308.25	78,054,361.97	76,629,166.97	80,981,675.20	78,675,509.45	76,441,914.90	73,879,805.60	76,968,469.20	79,390,480.30	76,679,570.31	76,100,345.00	73,986,719.70	73,699,308.25	78,054,361.97	76,629,166.97		
Current month net Revenue Realization Percentage			84.42%	95.34%	90.97%	88.94%	108.77%	109.54%	104.40%	107.18%	97.08%	86.60%	99.44%	99.02%	84.42%	95.34%	90.97%	88.94%	108.77%	109.54%	104.40%	107.18%	97.08%		
Yearly cumulative Revenue Realization Percentage			84.42%	89.99%	90.33%	89.98%	93.71%	96.28%	97.40%	98.66%	98.48%	97.23%	97.43%	97.56%	91.84%	89.99%	90.33%	89.98%	93.71%	96.28%	97.40%	98.66%	98.48%		

Performance Pay	%	Performance Pay
Revenue Realization threshold Percentage/Step 1	see each year	200,000.00
Revenue Realization threshold Percentage/Step 2	see each year	300,000.00
Revenue Realization threshold Percentage/Step 3	see each year	1,000,000.00
		1,500,000.00
		116,666.67
		175,000.00
		0.00
		291,666.67
		*prorated 7 mths

Program	#26 Student Loans- Direct Lend																									
	Opening A/R Balance (previous month's closing balance)			185,146,023.22	186,332,457.82	187,457,006.42	189,080,435.82	189,041,833.24	185,491,598.28	185,939,320.18	186,267,517.25	182,548,722.08	183,764,777.39	183,481,958.11	185,644,141.90			185,146,023.22	186,332,457.82	187,457,006.42	189,080,435.82	189,041,833.24	185,491,598.28	185,939,320.18	186,267,517.25	182,548,722.08
In house payments		Backup file #3b		696,514.09	651,693.83	899,922.99	773,407.65	926,831.37	853,580.39	732,387.23	884,963.73	898,915.24	747,470.07	694,437.90	834,454.78			696,514.09	651,693.83	899,922.99	773,407.65	926,831.37	853,580.39	732,387.23	884,963.73	898,915.24
PCA payments		Backup file #3b		324,982.34	323,764.23	303,505.81	296,086.55	363,760.80	331,676.03	249,932.90	345,694.17	294,566.65	330,932.32	327,487.87	354,376.28			324,982.34	323,764.23	303,505.81	296,086.55	363,760.80	331,676.03	249,932.90	345,694.17	294,566.65
CRA payments		Backup file #3b		153,811.44	126,747.05	200,848.17	146,535.65	851,391.17	1,077,005.83	1,309,753.51	465,352.15	498,709.43	350,518.81	259,935.76	238,672.28			153,811.44	126,747.05	200,848.17	146,535.65	851,391.17	1,077,005.83	1,309,753.51	465,352.15	498,709.43
Less Returns		Backup file #3b		-4,627.95	-4,587.39	-9,271.26	-6,267.36	-7,577.69	-6,235.83	-8,641.77	-25,326.97	-8,957.04	-6,068.06	-5,191.49	-6,548.61			-4,627.95	-4,587.39	-9,271.26	-6,267.36	-7,577.69	-6,235.83	-8,641.77	-25,326.97	-8,957.04
Less Refunds		Backup file #3b		-7,904.45	-7,605.53	-9,087.65	-4,793.80	-6,311.38	-20,573.10	-44,322.00	-27,812.49	-11,189.65	-10,667.73	-10,307.70	-9,290.31			-7,904.45	-7,605.53	-9,087.65	-4,793.80	-6,311.38	-20,573.10	-44,322.00	-27,812.49	-11,189.65
Less Reversals		Backup file #3b		-7,413.82	-1,609.99	-8,049.37	-4,987.29	-7,429.80	-34,568.47	-26,298.20	-21,591.45	-8,075.72	-12,583.60	-8,123.77	-7,610.28			-7,413.82	-1,609.99	-8,049.37	-4,987.29	-7,429.80	-34,568.47	-26,298.20	-21,591.45	-8,075.72
Total Cash Collections				1,155,361.65	1,088,402.20	1,377,868.69	1,199,981.40	2,120,664.47	2,200,884.85	2,212,811.67	1,621,279.14	1,663,968.91	1,399,602.81	1,258,238.57	1,404,054.14			1,155,361.65	1,088,402.20	1,377,868.69	1,199,981.40	2,120,664.47	2,200,884.85	2,212,811.67	1,621,279.14	1,663,968.91
Total Cash Collections for the year															18,703,118.50											
Cash Collected Percentage				0.62%	0.58%	0.74%	0.63%	1.12%	1.19%	1.19%	0.87%	0.91%	0.76%	0.69%	0.76%			0.62%	0.58%	0.74%	0.63%	1.12%	1.19%	1.19%	0.87%	0.91%
Yearly cumulative Cash Collections Percentage				0.62%	1.21%	1.94%	2.58%	3.70%	4.89%	6.08%	6.95%	7.86%	8.62%	9.31%	10.06%			0.62%	1.21%	1.94%	2.58%	3.70%	4.89%	6.08%	6.95%	7.86%
															10.1%											

Appendix D2 - Revenue Management - Performance Pay Threshold and Calculation

			Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example
			<---HP FYE												<---HP FYE											
			Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18			
Program	Transaction	Backup file	Report name																							
#34 Group	Payments	Backup file #3b		111,792,461.04	100,514,649.44	106,885,824.67	100,731,743.23	92,414,562.28	109,068,151.46	97,831,344.17	103,972,929.76	104,969,745.39	120,474,089.46	90,950,617.90	112,485,047.39	111,792,461.04	100,514,649.44	106,885,824.67	100,731,743.23	92,414,562.28	109,068,151.46	97,831,344.17	103,972,929.76	104,969,745.39		
	Less reversals	Backup file #3b / O113		-907,357.84	-125,659.87	-476,449.09	-120,858.54	-88,628.47	-539,584.03	-1,889,071.64	-431,651.79	-1,014,946.38	-179,962.06	-752,136.31	-534,850.33	-907,357.84	-125,659.87	-476,449.09	-120,858.54	-88,628.47	-539,584.03	-1,889,071.64	-431,651.79	-1,014,946.38		
	Total Cash Collections			110,885,103.20	100,388,989.57	106,409,375.58	100,610,884.69	92,325,933.81	108,528,567.43	95,942,272.53	103,541,277.97	103,954,799.01	120,294,127.40	90,198,481.59	111,950,197.06	110,885,103.20	100,388,989.57	106,409,375.58	100,610,884.69	92,325,933.81	108,528,567.43	95,942,272.53	103,541,277.97	103,954,799.01		
	Gross Billed Revenue	Backup file #21		106,709,203.50	106,811,077.60	107,153,485.95	102,172,789.70	106,406,886.05	106,512,181.25	106,595,959.65	106,643,743.80	106,670,175.00	106,648,246.90	106,915,971.90	106,839,271.00	106,709,203.50	106,811,077.60	107,153,485.95	102,172,789.70	106,406,886.05	106,512,181.25	106,595,959.65	106,643,743.80	106,670,175.00		
	Premium adjustments	O113		507,546.00	590,153.00	888,859.00	679,570.00	463,786.00	723,279.00	519,539.00	493,315.00	542,731.00	469,429.00	507,546.00	590,153.00	888,859.00	679,570.00	463,786.00	723,279.00	519,539.00	493,315.00	542,731.00	469,429.00			
	Credit adjust Federal - First Nations	Backup file #5		-2,692,296.80	-2,515,779.30	-2,712,244.55	-2,476,670.10	-2,524,096.10	-2,632,217.60	-2,686,352.35	-2,756,419.15	-2,581,538.75	-2,672,250.45	-2,769,610.65	-2,712,514.10	-2,692,296.80	-2,515,779.30	-2,712,244.55	-2,476,670.10	-2,524,096.10	-2,632,217.60	-2,686,352.35	-2,756,419.15	-2,581,538.75		
	Credit adjust Federal - Other	Backup file #5a		-513,352.66	-544,405.16	-554,448.38	-502,724.00	-474,950.00	-511,735.11	-532,760.53	-544,989.75	-516,687.13	-498,245.09	-527,609.60	-512,342.02	-513,352.66	-544,405.16	-554,448.38	-502,724.00	-474,950.00	-511,735.11	-532,760.53	-544,989.75	-516,687.13		
	Total Net Billed Revenue			104,011,100.04	104,341,046.14	104,775,652.02	99,872,965.60	103,871,625.95	104,091,507.54	103,896,385.77	103,835,649.90	104,180,745.12	104,020,482.36	104,088,180.65	104,091,100.04	104,341,046.14	104,775,652.02	99,872,965.60	103,871,625.95	104,091,507.54	103,896,385.77	103,835,649.90	104,180,745.12			
	Current month net Revenue Realization			106.53%	96.52%	101.98%	96.03%	92.44%	104.48%	92.17%	99.66%	100.11%	115.47%	86.71%	107.55%	106.53%	96.52%	101.98%	96.03%	92.44%	104.48%	92.17%	99.66%	100.11%		
	Yearly cumulative Revenue Realization			100.15%	99.81%	100.00%	96.03%	94.28%	97.71%	96.32%	96.99%	97.51%	100.09%	98.41%	99.43%	100.15%	99.81%	100.00%	96.03%	94.28%	97.71%	96.32%	96.99%	97.51%		
	Round down to nearest basis point			100.1%	99.8%	99.9%	96.0%	94.2%	97.7%	96.3%	96.9%	97.5%	100.0%	98.4%	99.4%	100.1%	99.8%	99.9%	96.0%	94.2%	97.7%	96.3%	96.9%	97.5%		
Performance Pay				%	Performance Pay																					
Revenue Realization threshold Percentage/Step 1				99.5%	100,000.00																					
					100,000.00																					

#36 Pay Direct																							
In house Payments	Backup file #3b	O113 (RMS system)	67,141,489.44	75,710,046.88	72,418,238.81	60,517,321.15	71,693,286.93	69,360,824.32	65,963,376.82	75,314,021.50	72,505,278.59	68,574,738.58	80,097,582.75	70,950,529.61	67,141,489.44	75,710,046.88	72,418,238.81	60,517,321.15	71,693,286.93	69,360,824.32	65,963,376.82	75,314,021.50	72,505,278.59
PCA payments	Backup file #3b	O113 (RMS system)	852,409.01	882,280.90	938,870.89	722,826.89	678,152.05	787,225.98	773,514.04	978,745.10	947,014.07	666,427.09	943,067.10	835,246.53	852,409.01	882,280.90	938,870.89	722,826.89	678,152.05	787,225.98	773,514.04	978,745.10	947,014.07
CRA payments	Backup file #3b	O113 (RMS system)	2,301,700.78	1,832,160.73	2,615,951.06	1,272,453.94	1,183,973.03	2,441,102.77	1,680,824.72	6,772,846.45	7,955,691.29	7,972,574.62	2,947,044.07	2,884,068.22	2,301,700.78	1,832,160.73	2,615,951.06	1,272,453.94	1,183,973.03	2,441,102.77	1,680,824.72	6,772,846.45	7,955,691.29
Less transaction posted by BRB	Backup file #4	ePayments (RMS)	0.00	0.00	0.00	0.00	0.00	-2,280.55	0.00	-3,547.00	-230.88	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-2,280.55	0.00	-3,547.00	-230.88
Less returns (dishonored payments)	Backup file #3b	O113 (RMS system)	-55,169.69	-83,925.20	-138,303.83	-27,154.37	-79,594.84	-140,461.22	-47,865.70	-94,165.24	-90,638.98	-93,206.86	-94,029.88	-149,530.97	-55,169.69	-83,925.20	-138,303.83	-27,154.37	-79,594.84	-140,461.22	-47,865.70	-94,165.24	-90,638.98
Less payments reversals	Backup file #3b / D113	O113 (RMS system)	-109,896.58	-106,860.84	-142,660.48	-118,778.98	-97,856.72	-226,286.19	-167,482.89	-196,788.23	-269,570.39	-179,921.93	-231,216.47	-131,727.49	-109,896.58	-106,860.84	-142,660.48	-118,778.98	-97,856.72	-226,286.19	-167,482.89	-196,788.23	-269,570.39
Total Cash Collections			70,130,532.96	78,233,702.47	75,692,096.45	62,366,668.63	73,377,960.45	72,220,125.11	68,202,366.99	82,771,112.58	81,047,543.70	76,940,611.50	83,662,447.57	74,388,585.90	70,130,532.96	78,233,702.47	75,692,096.45	62,366,668.63	73,377,960.45	72,220,125.11	68,202,366.99	82,771,112.58	81,047,543.70
Gross Billed Revenue	Backup file #21a	RMS	84,925,776.05	84,935,965.30	84,705,694.00	78,722,765.20	81,753,543.05	81,459,154.80	82,172,554.66	81,954,455.35	81,768,105.90	81,470,467.50	86,415,948.91	85,395,503.82	84,925,776.05	84,935,965.30	84,705,694.00	78,722,765.20	81,753,543.05	81,459,154.80	82,172,554.66	81,954,455.35	81,768,105.90
Current month Revenue Adjustments	Backup file #11a	RMS	-3,944,100.85	-6,260,455.85	-8,263,779.10	-4,842,959.60	-4,785,073.85	-2,068,674.50	-5,492,984.35	-5,854,110.35	-7,781,386.20	-7,771,159.25	-8,361,586.94	-8,766,336.85	-3,944,100.85	-6,260,455.85	-8,263,779.10	-4,842,959.60	-4,785,073.85	-2,068,674.50	-5,492,984.35	-5,854,110.35	-7,781,386.20
Pay Direct Net Billed Revenue	Backup file #1a		80,981,675.20	78,675,509.45	76,441,914.90	73,879,805.60	76,968,469.20	79,390,480.30	76,679,570.31	76,100,345.00	73,986,719.70	73,699,308.25	78,054,361.97	76,629,166.97	80,981,675.20	78,675,509.45	76,441,914.90	73,879,805.60	76,968,469.20	79,390,480.30	76,679,570.31	76,100,345.00	73,986,719.70
Current month net Revenue Realization Percentage			86.60%	99.44%	99.02%	84.42%	95.34%	90.97%	88.94%	108.77%	109.54%	104.40%	107.18%	97.08%	86.60%	99.44%	99.02%	84.42%	95.34%	90.97%	88.94%	108.77%	109.54%
Yearly cumulative Revenue Realization Percentage			97.23%	97.43%	97.60%	84.42%	89.99%	90.33%	89.98%	93.71%	96.28%	97.40%	98.66%	98.48%	97.23%	97.43%	97.6%	84.42%	89.99%	90.33%	89.98%	93.71%	96.28%
Performance Pay	%	Performance Pay		%											%								
Revenue Realization threshold Percentage/Step 1	see each year	200,000.00		97.5%	200,000.00											98.0%	0.00						
Revenue Realization threshold Percentage/Step 2	see each year	300,000.00		98.0%	0.00											98.5%	0.00						
Revenue Realization threshold Percentage/Step 3	see each year	1,000,000.00		100.0%	0.00											100.0%	0.00						
		200,000.00			200,000.00																		0.00

Program		#26 Student Loans- Direct Lend																					
Opening A/R Balance (previous month's closing balance)		183,764,777.39	183,481,958.11	185,644,141.90	185,146,023.22	186,332,457.82	187,457,006.42	189,080,435.82	189,041,833.24	185,491,598.28	185,939,320.18	186,267,517.25	182,548,722.08	183,764,777.39	183,481,958.11	185,644,141.90	185,146,023.22	186,332,457.82	187,457,006.42	189,080,435.82	189,041,833.24	185,491,598.28	
In house payments	Backup file #3b	747,470.07	694,437.90	834,454.78	696,514.09	651,693.83	899,922.99	773,407.65	926,831.37	853,580.39	732,387.23	884,963.73	898,915.24	747,470.07	694,437.90	834,454.78	696,514.09	651,693.83	899,922.99	773,407.65	926,831.37	853,580.39	
PCA payments	Backup file #3b	330,933.32	327,487.87	354,376.28	324,982.34	323,764.23	303,505.81	296,086.55	363,760.80	331,676.03	249,932.90	345,694.17	294,566.65	330,933.32	327,487.87	354,376.28	324,982.34	323,764.23	303,505.81	296,086.55	363,760.80	331,676.03	
CRA payments	Backup file #3b	350,518.81	259,935.76	238,672.28	153,811.44	126,747.05	200,848.17	146,535.65	851,391.17	1,077,005.83	1,309,753.51	465,352.15	498,709.43	350,518.81	259,935.76	238,672.28	153,811.44	126,747.05	200,848.17	146,535.65	851,391.17	1,077,005.83	
Less Returns	Backup file #3b	-6,068.06	-5,191.49	-6,548.61	-4,627.95	-4,587.39	-9,271.26	-6,267.36	-7,577.69	-6,235.83	-8,641.77	-25,326.97	-8,957.04	-6,068.06	-5,191.49	-6,548.61	-4,627.95	-4,587.39	-9,271.26	-6,267.36	-7,577.69	-6,235.83	
Less Refunds	Backup file #3b	-10,667.73	-10,307.70	-9,290.31	-7,904.45	-7,605.53	-9,087.65	-4,793.80	-6,311.38	-20,573.10	-44,322.00	-27,812.49	-11,189.65	-10,667.73	-10,307.70	-9,290.31	-7,904.45	-7,605.53	-9,087.65	-4,793.80	-6,311.38	-20,573.10	
Less Reversals	Backup file #3b	-12,583.60	-8,123.77	-7,610.28	-7,413.82	-1,609.99	-8,049.37	-4,987.29	-7,429.80	-34,568.47	-26,298.20	-21,591.45	-8,075.72	-12,583.60	-8,123.77	-7,610.28	-7,413.82	-1,609.99	-8,049.37	-4,987.29	-7,429.80	-34,568.47	
Total Cash Collections		1,399,602.81	1,258,238.57	1,404,054.14	1,155,361.65	1,088,402.20	1,377,868.69	1,199,981.40	2,120,664.47	2,200,884.85	2,212,811.67	1,621,279.14	1,663,968.91	1,399,602.81	1,258,238.57	1,404,054.14	1,155,361.65	1,088,402.20	1,377,868.69	1,199,981.40	2,120,664.47	2,200,884.85	
Total Cash Collections for the year				18,703,118.50					6,942,278.41							18,703,118.50						6,942,278.41	
Cash Collected Percentage		0.76%	0.69%	0.76%	0.62%	0.58%	0.74%	0.63%	1.12%	1.19%	1.19%	0.87%	0.91%	0.76%	0.69%	0.76%	0.62%	0.58%	0.74%	0.63%	1.12%	1.19%	
Yearly cumulative Cash Collections Percentage		8.62%	9.31%	10.06%	8.62%	9.31%	1.94%	2.58%	3.70%	4.89%	6.08%	6.95%	7.86%	8.62%	9.31%	10.06%	8.62%	9.31%	1.94%	2.58%	3.70%	4.89%	
				10.1%												10.1%							
Cash Collection Threshold percentage calculation ---->				Program 12,19				Program 26				Net 3 year average (all programs)				Program 12,19				Program 26			
				AR monthly Average per Fiscal				AR monthly Average per Fiscal								AR monthly Average per Fiscal				AR monthly Average per Fiscal			
				13-14 11,095,792.31				13-14 185,849,649.31								14-15 11,095,792.31				14-15 185,849,649.31			
				14-15 11,095,792.31				14-15 185,849,649.31								15-16 11,095,792.31				15-16 185,849,649.31			
				15-16 11,095,792.31				15-16 185,849,649.31								16-17 11,095,792.31				16-17 185,849,649.31			
				Average AR 11,095,792.31				Average AR 185,849,649.31								Average AR 11,095,792.31				Average AR 185,849,649.31			
				Net Collection				Net Collection								Net Collection				Net Collection			
				13-14 596,508.27				13-14 18,703,119.00								14-15 596,508.27				14-15 18,703,118.50			
				14-15 596,508.27				14-15 18,703,118.50								15-16 596,508.27				15-16 18,703,118.50			
				15-16 596,508.27				15-16 18,703,118.50								16-17 596,508.27				16-17 18,703,118.50			
				Yearly average 596,508.27				Yearly average 18,703,118.67								Yearly average 596,508.27				Yearly average 18,703,118.50			
				Threshold 5.4%				Threshold 10.1%								Threshold 5.4%				Threshold 10.1%			
Performance Pay		%	Performance Pay																				
Cash Collection Threshold Percentage/Step 1		see each year	100,000.00		9.8%		100,000.00																
		average 3yrs/3prg +0.5%																					

Program		#12,19 Student Loans- for the purpose of the Performance Threshold calculation ONLY																				
Opening A/R Balance (previous mth's closing balance)		9,029,130	8,936,796	8,806,973	13,553,249	13,232,391	13,168,243	13,033,823	12,678,039	10,647,056	10,615,488	10,409,413	9,038,907	9,029,130	8,936,796	8,806,973	13,553,249	13,232,391	13,168,243	13,033,823	12,678,039	10,647,056
In house payments	Backup file #3b	17,407.76	53,553.63	16,339.29	69,737.06	28,761.60	22,926.65	22,391.63	34,961.65	17,045.05	16,715.29	24,785.55	11,657.31	17,407.76	53,553.63	16,339.29	69,737.06	28,761.60	22,926.65	22,391.63	34,961.65	17,045.05
PCA payments	Backup file #3b	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
CRA payments	Backup file #3b	11,233.94	17,310.06	25,721.01	13,714.49	5,310.05	22,818.47	13,702.06	42,784.19	43,038.79	49,994.77	42,469.15	22,357.25	11,233.94	17,310.06	25,721.01	13,714.49	5,310.05	22,818.47	13,702.06	42,784.19	43,038.79
Less Returns	Backup file #3b	-50.00	-50.00	-150.00	-75.00	-120.00	0.00	-200.00	0.00	-150.00	0.00	-200.00	-50.00	-50.00	-150.00	-75.00	-120.00	0.00	-200.00	0.00	0.00	0.00
Less Refunds	Backup file #3b	-528.66	-533.84	-262.35	0.00	-579.19	-729.19	0.00	-4,106.59	-3,044.82	-6,417.16	-556.75	-330.24	-528.66	-533.84	-262.35	0.00	-579.19	-729.19	0.00	-4,106.59	-3,044.82
Less Reversals	Backup file #3b	-616.76	-2,312.87	-112.35	-22,713.04	0.00	-1,862.35	-110.00	-1,068.19	-731.43	-2,319.23	-4.70	-293.72	-616.76	-2,312.87	-112.35	-22,713.04	0.00	-1,862.35	-110.00	-1,068.19	-731.43
Total Cash Collections		27,446.28	67,966.98	41,535.60	60,663.51	33,372.46	43,153.58	35,783.69	72,571.06	56,307.59	57,823.67	66,693.25	33,190.60	27,446.28	67,966.98	41,535.60	60,663.51	33,372.46	43,153.58	35,783.69	72,571.06	56,307.59
Total Cash Collections for the year				596,508.27					245,544.30							596,508.27					245,544.30	
Cash Collections Percentage		0.30%	0.76%	0.47%	0.45%	0.25%	0.33%	0.27%	0.57%	0.53%	0.54%	0.64%	0.37%	0.30%	0.76%	0.47%	0.45%	0.25%	0.33%	0.27%	0.57%	0.53%
Yearly cumulative Cash Collections Percentage		4.22%	4.91%	5.38%	0.45%	0.70%	1.03%	1.31%	1.87%	2.37%	2.90%	3.50%	3.89%	4.22%	4.91%	5.38%	0.45%	0.70%	1.03%	1.31%	1.87%	2.37%
				5.4%												5.4%						

		Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example	Example
		<---HP FYE																						<---HP FYE			
		May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20					
Transaction #34 Group	Backup file	Report name																									
Payments	Backup file #3b		120,474,089.46	90,950,617.90	112,485,047.39	111,792,461.04	100,514,649.44	106,885,824.67	100,731,743.23	92,414,562.28	109,068,151.46	97,831,344.17	103,972,929.76	104,969,745.39	120,474,089.46	90,950,617.90	112,485,047.39	111,792,461.04	100,514,649.44	106,885,824.67	100,731,743.23	92,414,562.28	109,068,151.46				
	Backup file #3b / O113		-179,962.06	-752,136.31	-534,850.33	-907,357.84	-125,659.87	-476,449.09	-120,858.54	-88,628.47	-539,584.03	-1,889,071.64	-431,651.79	-1,014,946.38	-179,962.06	-752,136.31	-534,850.33	-907,357.84	-125,659.87	-476,449.09	-120,858.54	-88,628.47	-539,584.03				
	Total Cash Collections		120,294,127.40	90,198,481.59	111,950,197.06	110,885,103.20	100,388,989.57	106,409,375.58	100,610,884.69	92,325,933.81	108,528,567.43	95,942,272.53	103,541,277.97	103,954,799.01	120,294,127.40	90,198,481.59	111,950,197.06	110,885,103.20	100,388,989.57	106,409,375.58	100,610,884.69	92,325,933.81	108,528,567.43				
Gross Billed Revenue	Backup file #21		106,648,246.90	106,915,971.90	106,839,271.00	106,709,203.50	106,811,077.60	107,153,485.95	102,172,789.70	106,406,886.05	106,512,181.25	106,595,959.65	106,643,743.80	106,670,175.00	106,648,246.90	106,915,971.90	106,839,271.00	106,709,203.50	106,811,077.60	107,153,485.95	102,172,789.70	106,406,886.05	106,512,181.25				
	O113		542,731.00	469,429.00	476,303.00	507,546.00	590,153.00	888,859.00	679,570.00	463,786.00	723,279.00	519,539.00	493,315.00	608,796.00	542,731.00	469,429.00	476,303.00	507,546.00	590,153.00	888,859.00	679,570.00	463,786.00	723,279.00				
	Credit adjust Federal - First Nations	Backup file #5		-2,672,250.45	-2,769,610.65	-2,712,514.10	-2,692,296.80	-2,515,779.30	-2,712,244.55	-2,476,670.10	-2,524,096.10	-2,632,217.60	-2,686,352.35	-2,756,419.15	-2,581,538.75	-2,672,250.45	-2,769,610.65	-2,712,514.10	-2,692,296.80	-2,515,779.30	-2,712,244.55	-2,476,670.10	-2,524,096.10	-2,632,217.60			
Credit adjust Federal -Other	Backup file #5a		-498,245.09	-527,609.60	-512,342.02	-513,352.66	-544,405.16	-554,448.38	-502,724.00	-474,950.00	-511,735.11	-532,760.53	-544,989.75	-516,687.13	-498,245.09	-527,609.60	-512,342.02	-513,352.66	-544,405.16	-554,448.38	-502,724.00	-474,950.00	-511,735.11				
Total Net Billed Revenue			104,020,482.36	104,088,180.65	104,090,717.88	104,011,100.04	104,341,046.14	104,775,652.02	99,872,965.60	103,871,625.95	104,091,507.54	103,896,385.77	103,835,649.90	104,180,745.12	104,020,482.36	104,088,180.65	104,090,717.88	104,011,100.04	104,341,046.14	104,775,652.02	99,872,965.60	103,871,625.95	104,091,507.54				
Current month net Revenue Realization			115.47%	86.71%	107.55%	106.53%	96.52%	101.98%	96.03%	92.44%	104.48%	92.17%	99.66%	100.11%	115.47%	86.71%	107.55%	106.53%	96.52%	101.98%	96.03%	92.44%	104.48%				
Yearly cumulative Revenue Realization			100.09%	98.41%	99.43%	100.15%	99.81%	100.00%	96.03%	94.28%	97.71%	96.32%	96.99%	97.51%	100.09%	98.41%	99.43%	100.15%	99.81%	100.00%	96.03%	94.28%	97.71%				
Round down to nearest basis point			100.0%	98.4%	99.4%	100.1%	99.8%	99.9%	96.0%	94.2%	97.7%	96.3%	96.9%	97.5%	100.0%	98.4%	99.4%	100.1%	99.8%	99.9%	96.0%	94.2%	97.7%				
Performance Pay	%	Performance Pay																									
Revenue Realization threshold Percentage/Step 1		99.5%																		100,000.00				Seasonality Factor	99.5%		

Program #36 Pay Direct																											
In house Payments	Backup file #3b	O113 (RMS system)	68,574,738.58	80,097,582.75	70,950,529.61	67,141,489.44	75,710,046.88	72,418,238.81			60,517,321.15	71,693,286.93	69,360,824.32	65,963,376.82	75,314,021.50	72,505,278.59	68,574,738.58	80,097,582.75	70,950,529.61	67,141,489.44	75,710,046.88	72,418,238.81			60,517,321.15	71,693,286.93	69,360,824.32
PCA payments	Backup file #3b	O113 (RMS system)	666,427.09	943,067.10	835,246.53	852,409.01	882,280.90	938,870.89			722,826.89	678,152.05	787,225.98	773,514.04	978,745.10	947,014.07	666,427.09	943,067.10	835,246.53	852,409.01	882,280.90	938,870.89			722,826.89	678,152.05	787,225.98
CRA payments	Backup file #3b	O113 (RMS system)	7,972,574.62	2,947,044.07	2,884,068.22	2,301,700.78	1,832,160.73	2,615,951.06			1,272,453.94	1,183,973.03	2,441,102.77	1,680,824.72	6,772,846.45	7,955,691.29	7,972,574.62	2,947,044.07	2,884,068.22	2,301,700.78	1,832,160.73	2,615,951.06			1,272,453.94	1,183,973.03	2,441,102.77
Less transaction posted by BRB	Backup file #4	ePayments (RMS)	0.00	0.00	0.00	0.00	0.00	0.00			0.00	0.00	-2,280.55	0.00	-3,547.00	-230.88	0.00	0.00	0.00	0.00	0.00	0.00			0.00	0.00	-2,280.55
Less returns (dishonored payments)	Backup file #3b	O113 (RMS system)	-93,206.86	-94,029.88	-149,530.97	-55,169.69	-83,925.20	-138,303.83			-27,154.37	-79,594.84	-140,461.22	-47,865.70	-94,165.24	-90,638.98	-93,206.86	-94,029.88	-149,530.97	-55,169.69	-83,925.20	-138,303.83			-27,154.37	-79,594.84	-140,461.22
Less payments reversals	Backup file #3b / D113	O113 (RMS system)	-179,921.93	-231,216.47	-131,727.49	-109,896.58	-106,860.84	-142,660.48			-118,778.98	-97,856.72	-226,286.19	-167,482.89	-196,788.23	-269,570.39	-179,921.93	-231,216.47	-131,727.49	-109,896.58	-106,860.84	-142,660.48			-118,778.98	-97,856.72	-226,286.19
Total Cash Collections			76,940,611.50	83,662,447.57	74,388,585.90	70,130,532.96	78,233,702.47	75,692,096.45			62,366,668.63	73,377,960.45	72,220,125.11	68,202,366.99	82,771,112.58	81,047,543.70	76,940,611.50	83,662,447.57	74,388,585.90	70,130,532.96	78,233,702.47	75,692,096.45			62,366,668.63	73,377,960.45	72,220,125.11
Gross Billed Revenue		Backup file #21	81,470,467.50	86,415,948.91	85,395,503.82	84,925,776.05	84,935,965.30	84,705,694.00			78,722,765.20	81,753,543.05	81,459,154.80	82,172,554.66	81,954,455.35	81,768,105.90	81,470,467.50	86,415,948.91	85,395,503.82	84,925,776.05	84,935,965.30	84,705,694.00			78,722,765.20	81,753,543.05	81,459,154.80
Current month Revenue Adjustments	Backup file #1a	RMS	-7,771,159.25	-8,361,586.94	-8,766,336.85	-3,944,100.85	-6,260,455.85	-8,263,779.10			-4,842,959.60	-4,785,073.85	-2,068,674.50	-5,492,984.35	-5,854,110.35	-7,781,386.20	-7,771,159.25	-8,361,586.94	-8,766,336.85	-3,944,100.85	-6,260,455.85	-8,263,779.10			-4,842,959.60	-4,785,073.85	-2,068,674.50
Pay Direct Net Billed Revenue	Backup file #1a		73,699,308.25	78,054,361.97	76,629,166.97	80,981,675.20	78,675,509.45	76,441,914.90			73,879,805.60	76,968,469.20	79,390,480.30	76,679,570.31	76,100,345.00	73,986,719.70	73,699,308.25	78,054,361.97	76,629,166.97	80,981,675.20	78,675,509.45	76,441,914.90			73,879,805.60	76,968,469.20	79,390,480.30
Current month net Revenue Realization Percentage			104.40%	107.18%	97.08%	86.60%	99.44%	99.02%			84.42%	95.34%	90.97%	88.94%	108.77%	109.54%	104.40%	107.18%	97.08%	86.60%	99.44%	99.02%			84.42%	95.34%	90.97%
Yearly cumulative Revenue Realization Percentage			97.40%	98.66%	98.48%	97.23%	97.43%	97.56%			84.42%	89.99%	90.33%	89.98%	93.71%	96.28%	97.40%	98.66%	98.48%	97.23%	97.43%	97.56%			84.42%	89.99%	90.33%
								97.6%																			
Performance Pay		%		Performance Pay																							
Revenue Realization threshold Percentage/Step 1		see each year		200,000.00																							
Revenue Realization threshold Percentage/Step 2		see each year		300,000.00																							
Revenue Realization threshold Percentage/Step 3		see each year		1,000,000.00																							
				1,500,000.00																							

Appendix D2 - Revenue Management - Performance Pay Threshold and Calculation

		Example	Example	
				<---HP FYE Oct20
Program	Transaction	Backup file	Report name	
	#34 Group			
	Payments	Backup file #3b		
	Less reversals	Backup file #3b / O113		
	Total Cash Collections			
	Gross Billed Revenue	Backup file #21		
	Premium adjustments	O113		
	Credit adjust Federal - First Nations	Backup file #5		
	Credit adjust Federal -Other	Backup file #5a		
	Total Net Billed Revenue			
	Current month net Revenue Realization			
	Yearly cumulative Revenue Realization			
	Round down to nearest basis point			
	Performance Pay	%	Performance Pay	last pmt threshold
	Revenue Realization threshold Percentage/Step 1	99.5%	100,000.00	99.0%
				0.00

*prorated 5 mths

Program	#36 Pay Direct				
In house Payments	Backup file #3b	O113 (RMS system)	65,963,376.82	75,314,021.50	
PCA payments	Backup file #3b	O113 (RMS system)	773,514.04	978,745.10	
CRA payments	Backup file #3b	O113 (RMS system)	1,680,824.72	6,772,846.45	
Less transaction posted by BRB	Backup file #4	ePayments (RMS)	0.00	-3,547.00	
Less returns (dishonored payments)	Backup file #3b	O113 (RMS system)	-47,865.70	-94,165.24	
Less payments reversals	Backup file #3b / D113	O113 (RMS system)	-167,482.89	-196,788.23	
Total Cash Collections			68,202,366.99	82,771,112.58	
Gross Billed Revenue	Backup file #21	RMS	82,172,554.66	81,954,455.35	
Current month Revenue Adjustments	Backup file #1a	RMS	-5,492,984.35	-5,854,110.35	
Pay Direct Net Billed Revenue	Backup file #1a		76,679,570.31	76,100,345.00	
Current month net Revenue Realization Percentage			88.94%	108.77%	
Yearly cumulative Revenue Realization Percentage			89.98%	93.71%	
				93.7%	
Performance Pay	%	Performance Pay	last pmt threshold		
Revenue Realization threshold Percentage/Step 1	see each year	200,000.00	94.6%	0.00	
Revenue Realization threshold Percentage/Step 2	see each year	300,000.00	95.0%	0.00	
Revenue Realization threshold Percentage/Step 3	see each year	1,000,000.00	96.5%	0.00	
		1,500,000.00		0.00	
					*prorated 5 mths

Program		#26 Student Loans- Direct Lend		
	Opening A/R Balance (previous month's closing balance)		189,080,435.82	189,041,833.24
In house payments	Backup file #3b	773,407.65		926,831.37
PCA payments	Backup file #3b	296,086.55		363,760.80
CRA payments	Backup file #3b	146,535.65		851,391.17
Less Returns	Backup file #3b	-6,267.36		-6,548.61
Less Refunds	Backup file #3b	-4,793.80		-6,311.38
Less Reversals	Backup file #3b	-4,987.29		-7,429.80
Total Cash Collections			1,199,981.40	2,121,693.55
Total Cash Collections for the year				6,943,307.49
Cash Collected Percentage		0.63%		1.12%
Yearly cumulative Cash Collections Percentage		2.58%		3.70%
				3.7%

Cash Collection Threshold percentage calculation --->

Performance Pay		%	Performance Pay	last pmt threshold
Cash Collection Threshold Percentage/Step 1		see each year	100,000.00	3.4%
		average 3yrs/3prg +0.5%		41,666.67
				<i>*prorated 5 mths</i>

Program	#12,19 Student Loans- for the purpose of the Performance Threshold calculation ONLY		
	Opening A/R Balance (previous mth's closing balance)	13,033,823	12,678,039
In house payments	Backup file #3b	22,391.63	34,961.65
PCA payments	Backup file #3b	0.00	0.00
CRA payments	Backup file #3b	13,702.06	42,784.19
Less Returns	Backup file #3b	-200.00	0.00
Less Refunds	Backup file #3b	0.00	-4,106.59
Less Reversals	Backup file #3b	-110.00	-1,068.19
Total Cash Collections		35,783.69	72,571.06
Total Cash Collections for the year			245,544.30
Cash Collections Percentage		0.27%	0.57%
Yearly cumulative Cash Collections Percentage		1.31%	1.87%
			1.9%

Appendix E - IM/IT Applications - Tier 3 Application Maintenance Services			Month ==>	49	50	51	52	53	54	55	56	57	58	59	60	
Application Name	Acronym	SOW #	RTI Phase	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	CYS <---
Family Benefits System	FBS	3		\$39,217	\$39,217	\$39,217	\$39,217	\$39,217	\$39,217	\$39,217	\$39,217	\$39,217	\$39,217	\$39,217	\$39,217	
Family Benefits System - Business Continuity Plan Application	FBS BCP	3		\$747	\$747	\$747	\$747	\$747	\$747	\$747	\$747	\$747	\$747	\$747	\$747	
FBS TimeSheets	FBS Timesheets	3		\$747	\$747	\$747	\$747	\$747	\$747	\$747	\$747	\$747	\$747	\$747	\$747	
Aged Forest Accounts Receivable	Aged Forest AR	3		\$747	\$747	\$747	\$747	\$747	\$747	\$747	\$747	\$747	\$747	\$747	\$747	
Forest Revenue Branch Extranet Site	FRB Extranet	3		\$747	\$747	\$747	\$747	\$747	\$747	\$747	\$747	\$747	\$747	\$747	\$747	
Forests Accounts Receivable Management System	ARM	3	1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Host Access Control	HAC	3	2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Revenue Income Taxation Branch	RITB	3	1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Mine Health and Safety	MHS	3	1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Mineral Land Tax System	MLTS	3	1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Mineral Land Tax System Read-only version	MLTSRO	3	1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Mineral Tax	MINTAX	3	1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Mineral Tax Application Authorizer	MinTaxAAS	3	1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Mineral Tax Read-only	MinTaxRO	3	1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Petroleum Royalty Management System	PRMS	3	3	\$16,878	\$16,878	\$16,878	\$16,878	\$16,878	\$16,878	\$16,878	\$16,878	\$16,878	\$16,878	\$16,878	\$16,878	
Petroleum Royalty Management System - Web Interface	PRMS (Web)	3	3	\$3,376	\$3,376	\$3,376	\$3,376	\$3,376	\$3,376	\$3,376	\$3,376	\$3,376	\$3,376	\$3,376	\$3,376	
Producer Cost of Service	PCOS	3	3	\$1,313	\$1,313	\$1,313	\$1,313	\$1,313	\$1,313	\$1,313	\$1,313	\$1,313	\$1,313	\$1,313	\$1,313	
Spectra/Link	Spectra	3	3	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	\$1,350	
Collect Arrear Client Transactions for Utility Services	CACTUS	3	2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Correspondence Administration Tracking System	CATS	3	2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
EFS Bridge	EFS	3		\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	
Electronic Forms Administration	EF Admin	3	2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Electronic Web Forms	eForms	3	2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Fax to Image	Fax to Image	3	3	\$657	\$657	\$657	\$657	\$657	\$657	\$657	\$657	\$657	\$657	\$657	\$657	
Home Owner Grant Approach	HOG Approach	3	2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Home Owner Grant System- Low Income	HOGL / LIGS	3	2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Home Owner Grant Verification System	HOGV	3	2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Improvements Districts System	IDS	3	2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Information Sharing System	ISS	3	2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Merlin	Merlin	3	2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Multiple Tax Payment System	MTPS	3	2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Online Home Owner Grant Form	eHOG / HOG Forms	3	2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Outboard Integrator	OI	3		\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	
Parcel Tax Requisition System	PTRS	3	2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
PCTel	PCTel	3		\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	
Property Tax Ad Valorem Tax Requisitions	AVATAR	3	2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Property Transfer Tax	PTT	3	2	\$13,577	\$13,577	\$13,577	\$13,577	\$13,577	\$13,577	\$13,577	\$13,577	\$13,577	\$13,577	\$13,577	\$13,577	
PTB Bank Demands	PTB Bank Demands	3	2	\$657	\$657	\$657	\$657	\$657	\$657	\$657	\$657	\$657	\$657	\$657	\$657	
Real Property Tax Branch System	RP2K	3	2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Revenue Application Support Facility	ASF	3	2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
System for Municipal Accounts Receivable Taxation for Schools (and Police Tax)	SMARTS	3	2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Enterprise Reporting Solution (RSBC)	ERS	3		\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	
Revenue Management System	RMS	4														
Batch and Revenue Reconciliation Tracking System	BARRT	3	2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
CM Exit Routines	CM Exit Routines	3		\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	
Content Manager	CM	3		\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	
CREDITRON	CREDITRON	2														
DEXTER	DEXTER	2														
eCapture	eCapture	3		\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	
IBM Content Manager ImagePlus	IWPM	3	2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
IBM Content Manager On Demand	IBM OnDemand	3		\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	
KOFAX Capture Software Suite	KOFAX	2														
Outboard Integrator Reconciliation	OI-REC	3		\$23,344	\$23,344	\$23,344	\$23,344	\$23,344	\$23,344	\$23,344	\$23,344	\$23,344	\$23,344	\$23,344	\$23,344	
PTD (RMS)	RMS	3		\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	
Tax Deferment Application	TDA	3		\$18,675	\$18,675	\$18,675	\$18,675	\$18,675	\$18,675	\$18,675	\$18,675	\$18,675	\$18,675	\$18,675	\$18,675	
NON-TAX Operations	NTO	3	1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
ACL Desktop Client	ACL	3		\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	
Aircraft Report	Aircraft Report	3		\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	
Boats & Aircraft and Manufactured homes tax system	BAM	3		\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	
Climate Action Dividend	CAD	*														
Miscellaneous Electronic Libraries	Miscellaneous Electronic Libra	3		\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	
Performance Survey	Performance Survey	3		\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	
Refund Tracking System	RTS	**														
Income Allocation Tracking System	IATS	3		\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	
Energy Credit Form	Energy Credit Form	3		\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	
Ministry Extranet (RPTB GA)	Ministry Extranet	3	2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Ministry Internet	Ministry Internet	3		\$18,675	\$18,675	\$18,675	\$18,675	\$18,675	\$18,675	\$18,675	\$18,675	\$18,675	\$18,675	\$18,675	\$18,675	
Ministry Internet (BC Training Tax Credit Calculator)	Ministry Internet	**														
Ministry Intranet	Ministry Intranet	**														
Online Interest Calculator System	ONICS	3		\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	
Rural Property Tax Calculator	RPT Tax Rates	3	2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Web Form / Web Change Request Form	WCRS	3		\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	\$1,867	
Collection Correspondence System	CCS	3		\$14,940	\$14,940	\$14,940	\$14,940	\$14,940	\$14,940	\$14,940	\$14,940	\$14,940	\$14,940	\$14,940	\$14,940	
Film Tax	Film Tax	3		\$15,874	\$15,874	\$15,874	\$15,874	\$15,874	\$15,874	\$15,874	\$15,874	\$15,874	\$15,874	\$15,874	\$15,874	
International Digital Media Tax Credits	IDMTC	3		\$14,940	\$14,940	\$14,940	\$14,940	\$14,940	\$14,940	\$14,940	\$14,940	\$14,940	\$14,940	\$14,940	\$14,940	
Reconstruction Loan Portfolio	RLP	3		\$18,675	\$18,675	\$18,675	\$18,675	\$18,675	\$18,675	\$18,675	\$18,675	\$18,675	\$18,675	\$18,675	\$18,675	
Registration and Refund application	RRA	3		\$16,807	\$16,807	\$16,807	\$16,807	\$16,807	\$16,807	\$16,807	\$16,807	\$16,807	\$16,807	\$16,807	\$16,807	
Business Information Transformation Tool	BITT	3		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Insight Decision Support System	Insight DSS	3		\$37,350	\$37,350	\$37,350	\$37,350	\$37,350	\$37,350	\$37,350	\$37,350	\$37,350	\$37,350	\$37,350	\$37,350	
Appeals Tracking System	ATS	3		\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	
CTB InfoBase	CTB IB	3		\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	\$934	
Online Tax Information System	OTIS	3														
Casewise	Casewise	3		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Erwin	Erwin	3		\$4,669	\$4,669	\$4,669	\$4,669	\$4,669	\$4,669	\$4,669	\$4,669	\$4,669	\$4,669	\$4,669	\$4,669	
TOTAL APP LEVEL FEES				\$288,239	\$288,239	\$288,239	\$288,239	\$288,239	\$288,239	\$288,239	\$288,239	\$288,239	\$288,239	\$288,239	\$288,239	\$23,841,138

Appendix F - Service Requests

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#	Name	End Date	Treatment	Comments
1	Pharmacare	Mar-15	Part of the 5 Year Renewal	No future SR required for similar work
06-02	Capital Projects - Ongoing Operate	Mar-15	Part of the 5 Year Renewal	No future SR required for similar work
08-04	Insight Phase 3	Mar-15	Part of the 5 Year Renewal	No future SR required for similar work
24	ARM Support	Mar-15	Part of the 5 Year Renewal	No future SR required for similar work
29	Maximus Call Centre	Mar-15	Part of the 5 Year Renewal	No future SR required for similar work
31	CRA 813 Tax Assessment	Mar-15	Part of the 5 Year Renewal	No future SR required for similar work
52	BBV	Mar-17	Part of the 5 Year Renewal	No future SR required for similar work
72	Redundant Network	Mar-17	Part of the 5 Year Renewal	No future SR required for similar work
110	RMS 1.H BD Contact Centre	Mar-17	Part of the 5 Year Renewal	No future SR required for similar work
116	TACS Carbon Tax Implementation	Mar-17	Part of the 5 Year Renewal	No future SR required for similar work
142	PTB Information Sharing	Mar-17	Part of the 5 Year Renewal	No future SR required for similar work
244	Second Refresh	Mar-15	This SR will continue to be in force.	Additional Refresh activities after March 31, 2015 will also require a Service Request
256	PTB Imaging - School Tax Coupon		Part of the 5 Year Renewal	No future SR required for similar work
258	PST Outbound Call Campaigns	Mar-15	This SR will continue to be in force.	Similar activities after March 31, 2015 will also require a Service Request
259	FBS - BC Early Child Tax Benefit	Mar-15	Will be completed by March 31, 2015	Similar activities after March 31, 2015 will also require a Service Request
264	Application Migration for VAMP	Mar-15	Will be completed by March 31, 2015	Similar activities after March 31, 2015 will also require a Service Request
267	PTD Digital Mailroom	Mar-15	Part of the 5 Year Renewal	Similar activities after March 31, 2015 will also require a Service Request
268	PST Remittance Services	Mar-15	Part of the 5 Year Renewal	No future SR required for similar work
269	IMIT Operate FY2014/15	Mar-15	Part of the 5 Year Renewal	No future SR required for similar work
270	Tobacco Dealers Inventory Return	Mar-15	Will be completed by March 31, 2015	Similar activities after March 31, 2015 will also require a Service Request
272	RITB Data Conversion	Dec-14	Will be completed by March 31, 2015	Similar activities after March 31, 2015 will also require a Service Request
273	Rollout		This work will continue to need an SR.	Similar activities after March 31, 2015 will also require a Service Request
274	ITB Returns	Jan-15	Will be completed by March 31, 2015	Similar activities after March 31, 2015 will also require a Service Request
277	RAPID Project Medigent	Mar-15	Will be completed by March 31, 2015	Similar activities after March 31, 2015 will also require a Service Request
278	ITB Payments and Imaging	Jan-15	Will be completed by March 31, 2015	Similar activities after March 31, 2015 will also require a Service Request
280	IMIT Operational Ticket Backlog	Dec-14	Will be completed by March 31, 2015	Similar activities after March 31, 2015 will also require a Service Request
286	CTPB Returns Operate	Mar-15	Part of the 5 Year Renewal	No future SR required for similar work
287	Reconciliation Services	Mar-15	Part of the 5 Year Renewal	No future SR required for similar work
n/a	Student Loans		Part of the 5 Year Renewal	No future SR required for similar work

Appendix G1 - HPAS Service Request Rates

Revenue Management Services

Class	Description	Grid	Hrly rate
RS-RSS1	Revenue services support level 1	7	58.54
RS-RTC1	Remittance clerk	9	63.71
RS-RSS2	Revenue services support level 2		
RS-ACC1	Accounting analyst - level 1	11	66.07
RS-RTA1	Remittance analyst level 1		
RS-CSA1	Customer service agent		
RS-COL1	Collector- level 1	14	70.55
RS-ACC2	Accounting analyst – level 2		
RS-RTA2	Remittance analyst level 2		
RS-RSS3	Revenue services support level 3		
RS-COL2	Collector- level 2	18	80.03
RS-RSS4	Revenue services supervisor	24	99.13

IM/IT Services

Class	Description	Grid	Hrly rate
IT-TEC1	Technical support level 1	14	70.55
IT-HLD1	Help desk level 1	18	
IT-SEC1	Security analyst level 1	18	80.03
IT-PDS1	Production support level 1	18	
IT-PGR1	Programmer level 1	18	
IT-HLD2	Help desk level 2	21	
IT-SEC2	Security analyst level 2	21	87.02
IT-PDS2	Production support level 2	21	
IT-PGR2	Programmer level 2	21	
IT-BUA1	Business/system analyst level 1	24	
IT-TEA1	Technical analyst level 1	24	
IT-DBA1	Database administrator 1	24	99.13
IT-PDS3	Production support level 3	24	
IT-PGR3	Programmer level 3	24	
IT-BUA2	Business/system analyst level 2	27	
IT-TEA2	Technical analyst level 2	27	106.40
IT-DBA2	Database administrator 2	27	
IT-BUA3	Business/system analyst level 3	30	
IT-TEA3	Technical analyst level 3	30	118.26
IT-DBA3	Database administrator 3	30	
IT-ARC1	Architect level 1	30	
IT-ARC2	Architect level 2	32	124.04

Other Services

Class	Description	Grid	Hrly rate
GE-PSS1	Project specialist/support level 1	11	66.07
GE-PSS2	Project specialist/support level 2	18	80.03
GE-PSC0	Privacy security level 0	21	87.02
GE-PSC1	Privacy security level 1	24	
GE-PSS3	Project specialist/support level 3	24	99.13
GE-PSC2	Privacy security level 2	27	106.40
GE-PM1	Project manager level 1	30	118.26
GE-PM2	Project manager level 2	32	124.04

HPAS Exempt Management

Class	Description	Hrly rate
GE-MGRS	RSBC Managers	120.00
GE-MGIT	IMIT Managers	140.00
GE-CTO	CTO Managers	159.00

Grid	BCGEU based			CPI			Total Cost	Productive Days	Hours/Day	Hourly Cost	Margin	Hourly Rate
	Grid weighted compensation	Fringe 22%	Direct Labour	Technology	Support	Support Functions						
7	41,268.53	9,079.08	50,347.61	4,558.71	7,388.24	11,946.95	62,294.57	211.12	7.00	42.15	28%	58.54
9	45,767.13	10,068.77	55,835.90	4,558.71	7,388.24	11,946.95	67,782.85	211.12	7.00	45.87	28%	63.71
11	47,831.10	10,522.84	58,353.94	4,558.71	7,388.24	11,946.95	70,300.89	211.12	7.00	47.57	28%	66.07
14	51,737.41	11,382.23	63,119.64	4,558.71	7,388.24	11,946.95	75,066.60	211.12	7.00	50.80	28%	70.55
18	60,011.92	13,202.62	73,214.54	4,558.71	7,388.24	11,946.95	85,161.50	211.12	7.00	57.62	28%	80.03
21	66,101.48	14,542.33	80,643.81	4,558.71	7,388.24	11,946.95	92,590.76	211.12	7.00	62.65	28%	87.02
24	76,661.96	16,865.63	93,527.59	4,558.71	7,388.24	11,946.95	105,474.55	211.12	7.00	71.37	28%	99.13
27	86,134.20	18,949.52	105,083.73	4,558.71	7,388.24	11,946.95	117,030.68	211.12	7.24	76.61	28%	106.40
30	105,486.32	23,206.99	128,693.31	4,558.71	7,388.24	11,946.95	140,640.27	211.12	7.82	85.15	28%	118.26
32	113,843.99	25,045.68	138,889.66	4,558.71	7,388.24	11,946.95	150,836.62	211.12	8.00	89.31	28%	124.04
MGRS				confidential - but similar methodology							28%	120.00
MGIT				confidential - but similar methodology							28%	140.00
MRCTO				confidential - but similar methodology							28%	159.00

Inflation Example Y1

Apr-15	BCGEU = 0%			CPI = 0%			Total Cost	Productive Days	Hours/Day	Hourly Cost	Margin	Hourly Rate
	Grid weighted compensation	Fringe 22%	Direct Labour	Technology	Support	Support Functions						
7	41,268.53	9,079.08	50,347.61	4,558.71	7,388.24	11,946.95	62,294.57	211.12	7.00	42.15	28%	58.54
9	45,767.13	10,068.77	55,835.90	4,558.71	7,388.24	11,946.95	67,782.85	211.12	7.00	45.87	28%	63.71
11	47,831.10	10,522.84	58,353.94	4,558.71	7,388.24	11,946.95	70,300.89	211.12	7.00	47.57	28%	66.07
14	51,737.41	11,382.23	63,119.64	4,558.71	7,388.24	11,946.95	75,066.60	211.12	7.00	50.80	28%	70.55
18	60,011.92	13,202.62	73,214.54	4,558.71	7,388.24	11,946.95	85,161.50	211.12	7.00	57.62	28%	80.03
21	66,101.48	14,542.33	80,643.81	4,558.71	7,388.24	11,946.95	92,590.76	211.12	7.00	62.65	28%	87.02
24	76,661.96	16,865.63	93,527.59	4,558.71	7,388.24	11,946.95	105,474.55	211.12	7.00	71.37	28%	99.13
27	86,134.20	18,949.52	105,083.73	4,558.71	7,388.24	11,946.95	117,030.68	211.12	7.24	76.61	28%	106.40
30	105,486.32	23,206.99	128,693.31	4,558.71	7,388.24	11,946.95	140,640.27	211.12	7.82	85.15	28%	118.26
32	113,843.99	25,045.68	138,889.66	4,558.71	7,388.24	11,946.95	150,836.62	211.12	8.00	89.31	28%	124.04
MGRS				confidential - but similar methodology							28%	120.00
MGIT				confidential - but similar methodology							28%	140.00
MRCTO				confidential - but similar methodology							28%	159.00

Inflation Example Y2

Apr-16	BCGEU = 2%			CPI = 1.0%			Total Cost	Productive Days	Hours/Day	Hourly Cost	Margin	Hourly Rate
	Grid weighted compensation	Fringe 22%	Direct Labour	Technology	Support	Support Functions						
7	41,887.56	9,215.26	51,102.83	4,604.30	7,462.12	12,066.42	63,169.25	211.12	7.00	42.74	28%	59.37
9	46,453.64	10,219.80	56,673.44	4,627.09	7,499.07	12,126.16	68,799.60	211.12	7.00	46.56	28%	64.66
11	48,548.56	10,680.68	59,229.25	4,627.09	7,499.07	12,126.16	71,355.40	211.12	7.00	48.28	28%	67.06
14	52,513.47	11,552.96	64,066.44	4,627.09	7,499.07	12,126.16	76,192.59	211.12	7.00	51.56	28%	71.61
18	60,912.10	13,400.66	74,312.76	4,627.09	7,499.07	12,126.16	86,438.92	211.12	7.00	58.49	28%	81.23
21	67,093.00	14,760.46	81,853.46	4,627.09	7,499.07	12,126.16	93,979.62	211.12	7.00	63.59	28%	88.32
24	77,811.89	17,118.62	94,930.51	4,627.09	7,499.07	12,126.16	107,056.66	211.12	7.00	72.44	28%	100.61
27	87,426.22	19,233.77	106,659.98	4,627.09	7,499.07	12,126.16	118,786.14	211.12	7.24	77.76	28%	108.00
30	107,068.62	23,555.10	130,623.71	4,627.09	7,499.07	12,126.16	142,749.87	211.12	7.82	86.43	28%	120.04
32	115,551.65	25,421.36	140,973.01	4,627.09	7,499.07	12,126.16	153,099.17	211.12	8.00	90.65	28%	125.90
MGRS				confidential - but similar methodology							28%	121.80
MGIT				confidential - but similar methodology							28%	142.10
MRCTO				confidential - but similar methodology							28%	161.39

Inflation Example Y2

Feb-17	BCGEU = 0.5% (ESD)			CPI = n/a			Total Cost	Productive Days	Hours/Day	Hourly Cost	Margin	Hourly Rate
	Grid weighted compensation	Fringe 22%	Direct Labour	Technology	Support	Support Functions						
7	42,097.00	9,261.34	51,358.34	4,604.30	7,462.12	12,066.42	63,424.76	211.12	7.00	42.92	28%	59.61
9	46,685.91	10,270.90	56,956.81	4,627.09	7,499.07	12,126.16	69,082.96	211.12	7.00	46.75	28%	64.93
11	48,791.31	10,734.09	59,525.39	4,627.09	7,499.07	12,126.16	71,651.55	211.12	7.00	48.48	28%	67.34
14	52,776.04	11,610.73	64,386.77	4,627.09	7,499.07	12,126.16	76,512.93	211.12	7.00	51.78	28%	71.91
18	61,216.66	13,467.67	74,684.33	4,627.09	7,499.07	12,126.16	86,810.48	211.12	7.00	58.74	28%	81.58
21	67,428.47	14,834.26	82,262.73	4,627.09	7,499.07	12,126.16	94,388.89	211.12	7.00	63.87	28%	88.71
24	78,200.95	17,204.21	95,405.16	4,627.09	7,499.07	12,126.16	107,531.32	211.12	7.00	72.76	28%	101.06
27	87,863.35	19,329.94	107,193.28	4,627.09	7,499.07	12,126.16	119,319.44	211.12	7.24	78.11	28%	108.49
30	107,603.96	23,672.87	131,276.83	4,627.09	7,499.07	12,126.16	143,402.99	211.12	7.82	86.82	28%	120.59
32	116,129.40	25,548.47	141,677.87	4,627.09	7,499.07	12,126.16	153,804.03	211.12	8.00	91.06	28%	126.48
MGRS				confidential - but similar methodology							28%	122.41
MGIT				confidential - but similar methodology							28%	142.81
MRCTO				confidential - but similar methodology							28%	162.19

APPENDIX H1 - Non-compensation Inflation Factor				
Example				
	Forecast	Inflation Increase	Contract Year	
Feb-15	118.5	0.0%	Baseline	April 1, 2015 - March 31, 2016
Feb-16	120.0	1.3%	2	April 1, 2016 - March 31, 2017
Feb-17	122.0	3.0%	3	April 1, 2017 - March 31, 2018
Feb-18	123.7	4.4%	4	April 1, 2018 - March 31, 2019
Feb-19	126.0	6.3%	5	April 1, 2019 - March 31, 2020

Note 1: Non-compensation Inflation is not added in Contract Year 1; therefore, deemed to be zero.

Appendix H2 - Fees Split For Inflation Purposes			
	Price Breakdown		
	Compensation	Non-compensation	Total
REVENUE SERVICES (SOW 2)			
Mail, Payment and Document Processing Services			
Foundation	71.0%	29.0%	100.0%
Transaction Base	100.0%	0.0%	100.0%
Revenue Management (excluding RMS)			
Foundation	71.0%	29.0%	100.0%
Bill Presentment and Early Stage AR Management	74.0%	26.0%	100.0%
Late Stage Account Receivable Management	60.5%	39.5%	100.0%
IM/IT SERVICES (SOW 3)			
Infrastructure	88.0%	12.0%	100.0%
Applications Services			
IMIT Applications - Tier 1	100.0%	0.0%	100.0%
IMIT Applications - Tier 2 - Foundation	75.0%	25.0%	100.0%
IMIT Applications - Tier 2 - Operations	100.0%	0.0%	100.0%
IMIT Applications - Tier 3 - Application Level (Software Maintenance)	100.0%	0.0%	100.0%
IMIT Applications - Tier 3 - IM/IT Services	100.0%	0.0%	100.0%
Architecture & Engineering	100.0%	0.0%	100.0%
RMS SERVICES (SOW 5)			
RMS Analytics	100.0%	0.0%	100.0%
RMS HPAS Support & Management	100.0%	0.0%	100.0%
RMS Infrastructure	0.0%	100.0%	100.0%
RMS IT Support	100.0%	0.0%	100.0%
Run / Operate			
Tier 2	0.0%	0.0%	0.0%
Tier 3	0.0%	0.0%	0.0%
INNOVATION SOLUTION			
Innovation Solution			
Innovation - Call Centre (Note 1)	11.5%	61.5%	73.0%

Note 1 : only 73 % of the total value of Innovation is related to ongoing support and is therefore subject to inflation

Appendix H3 - Inflation Calculation Examples				
Example 1: 1st Year Fixed Fee Inflation (One Compensation Inflation Adjustment for the Year)				
Full Lifecycle Price - Year 1, Per Appendix A:		\$14,421,085		
Price Breakdown Percentages	Price Breakdown			
	Compensation	Non-compensation	Total	
	74.0%	26.0%	100.0%	
Price Breakdown Amounts	\$10,671,603	\$3,749,482	\$14,421,085	
Contract Year 1:	Sample Inflation Percentages			
	Compensation	Non-compensation		
	1.75%	0.00%		
Price Adjusted for Inflation (April 1, 2015)		10,858,356	3,749,482	14,607,838
Example 2: Compound Inflation Fixed Fee (Multiple Compensation Inflation Adjustments Per Year)				
Full Lifecycle Price - Year 3, Per Appendix A:		\$14,093,001		
Price Breakdown Percentages	Price Breakdown			
	Compensation	Non-compensation	Total	
	74.0%	26.0%	100.0%	
Price Breakdown Amounts	\$10,428,821	\$3,664,180	\$14,093,001	
Contract Year 1 - April 1, 2015 Contract Year 1 - February 1, 2016 Contract Year 2 - April 1, 2016 Contract Year 2 - February 1, 2017 Contract Year 3 - April 1, 2017	Sample Inflation Percentages			
	Compensation	Non-compensation		
	1.75%	N/A		
	0.25%	N/A		
	1.30%	N/A		
	0.15%	N/A		
	1.40%	3.00%		
Price Adjusted for Inflation (April 1, 2017)		10,943,402	3,774,106	14,717,508

Inflation schedule					
Yearly BCGEU	1.00%	1.50%	0.75%	2.00%	0.50%
Compounded BCGEU	1.00%	2.52%	3.28%	5.35%	5.88%
CPI	118.5	120.0	119.0	120.0	121.0
Compounded CPI	0	1.3%	0.4%	1.3%	2.1%

APPENDIX B						
BASE FEES SCHEDULE						
CAD\$	TOTAL	Year 1	Year 2	Year 3	Year 4	Year 5
INVOICE 1 - REVENUE SERVICES (SOW 2)						
Mail, Payment and Document Processing Services						
Foundation	\$16,393,264	\$3,278,653	\$3,278,653	\$3,278,653	\$3,278,653	\$3,278,653
Transaction Base	\$14,016,227	\$2,803,245	\$2,803,245	\$2,803,245	\$2,803,245	\$2,803,245
Payment and Document Processing Total	\$30,409,491	\$6,081,898	\$6,081,898	\$6,081,898	\$6,081,898	\$6,081,898
Revenue Management (excluding RMS)						
Foundation	\$25,939,340	\$5,187,868	\$5,187,868	\$5,187,868	\$5,187,868	\$5,187,868
Bill Presentment and Early Stage AR Management	\$70,472,921	\$14,421,085	\$14,278,433	\$14,093,001	\$13,907,920	\$13,772,480
Late Stage Account Receivable Management	\$19,933,315	\$3,636,601	\$3,783,154	\$3,985,283	\$4,187,562	\$4,340,715
Revenue Management (excluding RMS) Total	\$116,345,575	\$23,245,555	\$23,249,455	\$23,266,152	\$23,283,350	\$23,301,064
INVOICE 1 - Sub-Total	\$146,755,066	\$29,327,453	\$29,331,353	\$29,348,050	\$29,365,248	\$29,382,962
INVOICE 2 - IM/IT SERVICES (SOW 3) & RMS SERVICES (SOW 5)						
IM/IT SERVICES (SOW 3)						
Infrastructure	\$1,174,889	\$587,444	\$587,444	\$0	\$0	\$0
Applications Services						
IMIT Applications - Tier 1	\$121,086	\$121,086	\$0	\$0	\$0	\$0
IMIT Applications - Tier 2 - Foundation	\$16,428,402	\$3,392,183	\$3,376,376	\$3,205,053	\$3,224,012	\$3,230,778
IMIT Applications - Tier 2 - Operations	\$7,753,701	\$1,754,825	\$1,661,514	\$1,585,075	\$1,453,216	\$1,299,071
IMIT Applications - Tier 3 - Application Maintenance	\$25,806,105	\$6,191,543	\$5,808,432	\$5,077,940	\$4,821,127	\$3,907,063
IMIT Applications - Tier 3 - IM/IT Services	\$8,130,206	\$1,675,912	\$1,613,573	\$1,613,573	\$1,613,573	\$1,613,573
Architecture & Engineering	\$222,998	\$222,998	\$0	\$0	\$0	\$0
IMIT Total	\$59,637,387	\$13,945,992	\$13,047,339	\$11,481,642	\$11,111,929	\$10,050,485
RMS SERVICES (SOW 5)						
RMS Analytics	\$3,292,768	\$658,554	\$658,554	\$658,554	\$658,554	\$658,554
RMS HPAS Support & Management	\$7,001,889	\$1,400,378	\$1,400,378	\$1,400,378	\$1,400,378	\$1,400,378
RMS Infrastructure	\$13,489,039	\$4,224,420	\$4,224,420	\$1,680,066	\$1,680,066	\$1,680,066
RMS IT Support	\$5,334,398	\$1,066,880	\$1,066,880	\$1,066,880	\$1,066,880	\$1,066,880
Run / Operate						
Tier 2	\$27,500,000	\$5,500,000	\$5,500,000	\$5,500,000	\$5,500,000	\$5,500,000
Tier 3	\$5,500,000	\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000
RMS SERVICES (SOW 5) Total	\$62,118,094	\$13,950,232	\$13,950,232	\$11,405,877	\$11,405,877	\$11,405,877
INVOICE 2 - Sub-Total	\$121,755,481	\$27,896,223	\$26,997,571	\$22,887,519	\$22,517,806	\$21,456,363
INVOICE 3 - INNOVATION SOLUTION						
Innovation Solution						

Inflation Breakdown								
CAD\$	TOTAL	Comp.	Non-Comp.	Year 1	Year 2	Year 3	Year 4	Year 5
INVOICE 1 - REVENUE SERVICES (SOW 2)								
Mail, Payment and Document Processing Services								
Foundation	\$16,860,993	71.0%	29.0%	\$3,301,931	\$3,349,234	\$3,359,108	\$3,415,217	\$3,435,503
Transaction Base	\$14,521,503	100.0%	0.0%	\$2,831,278	\$2,873,747	\$2,895,300	\$2,953,206	\$2,967,972
Payment and Document Processing Total	\$31,382,496			\$6,133,209	\$6,222,981	\$6,254,408	\$6,368,423	\$6,403,475
Revenue Management (excluding RMS)								
Foundation	\$26,679,435	71.0%	29.0%	\$5,224,702	\$5,299,549	\$5,315,173	\$5,403,956	\$5,436,054
Bill Presentment and Early Stage AR Management	\$72,521,069	74.0%	26.0%	\$14,527,801	\$14,591,161	\$14,450,930	\$14,504,261	\$14,446,915
Late Stage Account Receivable Management	\$20,464,573	60.5%	39.5%	\$3,658,603	\$3,859,633	\$4,071,102	\$4,344,029	\$4,531,207
Revenue Management (excluding RMS) Total	\$119,665,077			\$23,411,106	\$23,750,344	\$23,837,205	\$24,252,245	\$24,414,177
INVOICE 1 - Sub-Total	\$151,047,573			\$29,544,315	\$29,973,324	\$30,091,613	\$30,620,669	\$30,817,652
INVOICE 2 - IM/IT SERVICES (SOW 3) & RMS SERVICES (SOW 5)								
IM/IT SERVICES (SOW 3)								
Infrastructure	\$1,193,952	88.0%	12.0%	\$592,614	\$601,338	\$0	\$0	\$0
Applications Services								
IMIT Applications - Tier 1	\$122,297	100.0%	0.0%	\$122,297	\$0	\$0	\$0	\$0
IMIT Applications - Tier 2 - Foundation	\$16,909,515	75.0%	25.0%	\$3,417,625	\$3,450,747	\$3,287,371	\$3,363,567	\$3,390,205
IMIT Applications - Tier 2 - Operations	\$8,019,166	100.0%	0.0%	\$1,772,373	\$1,703,301	\$1,637,127	\$1,530,956	\$1,375,408
IMIT Applications - Tier 3 - Application Maintenance	\$26,668,353	100.0%	0.0%	\$6,253,458	\$5,954,514	\$5,244,693	\$5,079,035	\$4,136,653
IMIT Applications - Tier 3 - IM/IT Services	\$8,421,671	100.0%	0.0%	\$1,692,671	\$1,654,155	\$1,666,561	\$1,699,892	\$1,708,392
Architecture & Engineering	\$225,228	100.0%	0.0%	\$225,228	\$0	\$0	\$0	\$0
IMIT Total	\$61,560,182			\$14,076,266	\$13,364,055	\$11,835,752	\$11,673,451	\$10,610,658
RMS SERVICES (SOW 5)								
RMS Analytics	\$3,411,471	100.0%	0.0%	\$665,139	\$675,116	\$680,180	\$693,783	\$697,252
RMS HPAS Support & Management	\$7,254,303	100.0%	0.0%	\$1,414,382	\$1,435,597	\$1,446,364	\$1,475,292	\$1,482,668
RMS Infrastructure	\$13,606,312	0.0%	100.0%	\$4,224,420	\$4,277,894	\$1,687,155	\$1,701,333	\$1,715,510
RMS IT Support	\$5,526,700	100.0%	0.0%	\$1,077,548	\$1,093,712	\$1,101,914	\$1,123,953	\$1,129,573
Run / Operate								
Tier 2	\$27,500,000			\$5,500,000	\$5,500,000	\$5,500,000	\$5,500,000	\$5,500,000
Tier 3	\$5,500,000			\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000	\$1,100,000
RMS SERVICES (SOW 5) Total	\$62,798,786			\$13,981,490	\$14,082,319	\$11,515,613	\$11,594,360	\$11,625,003
INVOICE 2 - Sub-Total	\$124,358,968			\$28,057,756	\$27,446,374	\$23,351,365	\$23,267,811	\$22,235,662
INVOICE 3 - INNOVATION SOLUTION								
Innovation Solution								