

Budget Basics

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Budget Basics

- Budget – Why do you need one
- Budget – How do you construct one
- Budget – How much detail is required
- Budget – Who's template do you use

Budget Basics

- Ice – Breaker Activity

Budget Basics

- Understanding unit cost, fees and pass-throughs
- Using a budget template plus comparison spreadsheet to review costs
- Utilizing milestone payment schedule

Understanding unit cost, fees and pass-throughs

- So what is a unit
- What is the difference between fees and pass-throughs
- Fixed costs
- Variable costs

Understanding unit cost, fees and pass-throughs

- Unit Definitions
 - Project
 - Hourly rate
 - Tasks
 - Time
 - Effort

Understanding unit cost, fees and pass-throughs

- What is the difference between fees and pass-throughs
 - Fees are generally associated with labor provided by the supplier to complete a unit of activity
 - Pass through costs are generally costs incurred in performance of the project which are attributable to an outside party

Understanding unit cost, fees and pass-throughs

- Examples of fees
 - Project management
 - Monitoring
 - Statistical Analysis
 - Protocol Writing
 - Data Entry
 - Laboratory tests
 - ECG analysis
 - Radiographic assessment

Understanding unit cost, fees and pass-throughs

- Examples of pass through costs
 - Software purchase
 - Airline tickets
 - Translation
 - Duplication
 - Courier costs
 - Investigator grants

Budget templates

- Using a budget template plus comparison spreadsheet to review costs

Budget templates

- Budget templates
 - Third party templates
 - ClearTrial
 - FastTrack Systems
 - POMA
 - Supplier provided
 - Home grown

Budget templates

- Format
 - MS Word
 - MS Excel
 - Web based
 - MS Project

Budget templates

Budget Proposal				Date:	
Company Name:					
Proposal Number:					
Study Number:					
Professional Services (Units)	Unit Cost	Unit (1)	Unit (2)		Total
1				\$	-
2				\$	-
3				\$	-
4				\$	-
5				\$	-
6				\$	-
7				\$	-
8				\$	-
9				\$	-
10				\$	-
11				\$	-
12				\$	-
13				\$	-
14				\$	-
15				\$	-
16				\$	-
17				\$	-
18				\$	-
19				\$	-
20				\$	-
Professional Services TOTAL				\$	-

Budget templates

Services (hourly)	Hourly rate	Hours/Month	Months	Total
1				\$ -
2				\$ -
3				\$ -
4				\$ -
5				\$ -
6				\$ -
7				\$ -
8				\$ -
9				\$ -
10				\$ -
11				\$ -
12				\$ -
13				\$ -
14				\$ -
15				\$ -
16				\$ -
17				\$ -
18				\$ -
19				\$ -
20				\$ -
Services TOTAL				\$ -

Budget templates

Materials		Unit Cost	Unit (1)	Unit (2)	Total
1					\$ -
2					\$ -
3					\$ -
4					\$ -
5					\$ -
6					\$ -
7					\$ -
8					\$ -
9					\$ -
10					\$ -
11					\$ -
12					\$ -
13					\$ -
14					\$ -
15					\$ -
16					\$ -
17					\$ -
18					\$ -
19					\$ -
20					\$ -
Materials TOTAL					\$ -

Budget templates

Responsibilities

Abbott Vendor

[X]	[]	Project Management	<input type="button" value="GO"/>
[X]	[]	Start-up Activities	<input type="button" value="GO"/>
[X]	[]	Monitoring	<input type="button" value="GO"/>
[X]	[]	Data Management	<input type="button" value="GO"/>
[X]	[]	Statistics	<input type="button" value="GO"/>
[X]	[]	Regulatory	<input type="button" value="GO"/>
[X]	[]	Safety	<input type="button" value="GO"/>
[X]	[]	Medical Writing	<input type="button" value="GO"/>
[X]	[]	Quality Assurance	<input type="button" value="GO"/>
[X]	[]	Drug Supply	<input type="button" value="GO"/>
N/A	[]	Pass-Thru Costs	<input type="button" value="GO"/>

Key Assumptions

Timelines

Enrollment Calculator

Key Positions

Monitoring Assumptions

Exchange Rates

Responsibilities

Resources

RFP Summary

Print RFP Summary

Print Core RFP

Print Entire RFP

Budget templates



Request for Proposal

M05-XXX

PROJECT MANAGEMENT	Resource	Units	Hours / unit	Rate	Total
<input type="checkbox"/> Development of Project Plan including resource allocation, monitoring plan, monitoring manual, CRF Completion Guidelines, etc. (PM1)				0.00	\$ -
				0.00	\$ -
				0.00	\$ -
				0.00	\$ -
				0.00	\$ -
					\$ -
<input type="checkbox"/> Develop / customize tracking tool (PM2)				0.00	\$ -
				0.00	\$ -
				0.00	\$ -
				0.00	\$ -
				0.00	\$ -
					\$ -

Spreadsheets for comparison

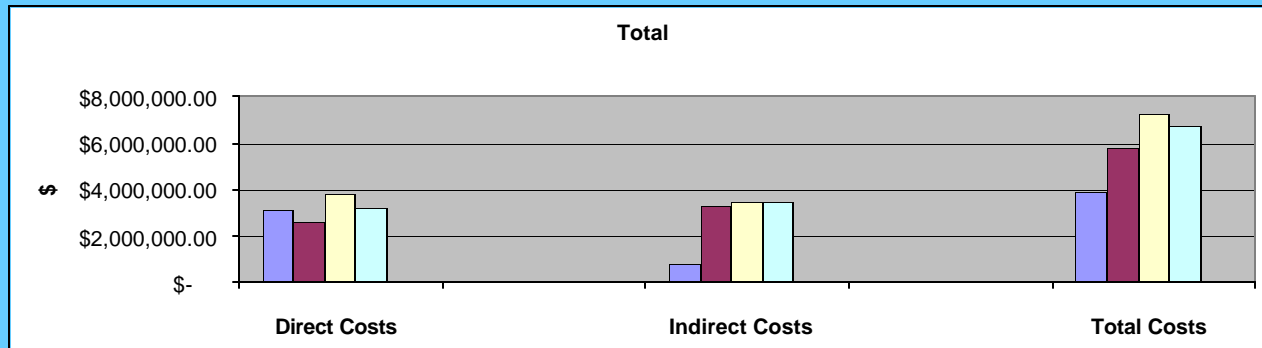
M05-769 Imaging Bids

	Cost:	Direct	Indirect	Total
BioImaging Technologies	\$	283,227.00	\$ 27,529.00	\$ 310,756.00
Beacon Bioscience	\$	132,574.00	\$ 17,560.00	\$ 150,134.00
BioMedical Systems	\$	168,520.00	\$ 12,360.00	\$ 180,880.00
Maximum	\$	283,227.00	\$ 27,529.00	\$ 310,756.00
Minimum	\$	132,574.00	\$ 12,360.00	\$ 150,134.00
Average	\$	194,773.67	\$ 19,149.67	\$ 213,923.33
(Max-Min)/Ave		77%	79%	75%

Spreadsheets for comparison

Request for Proposal Summary

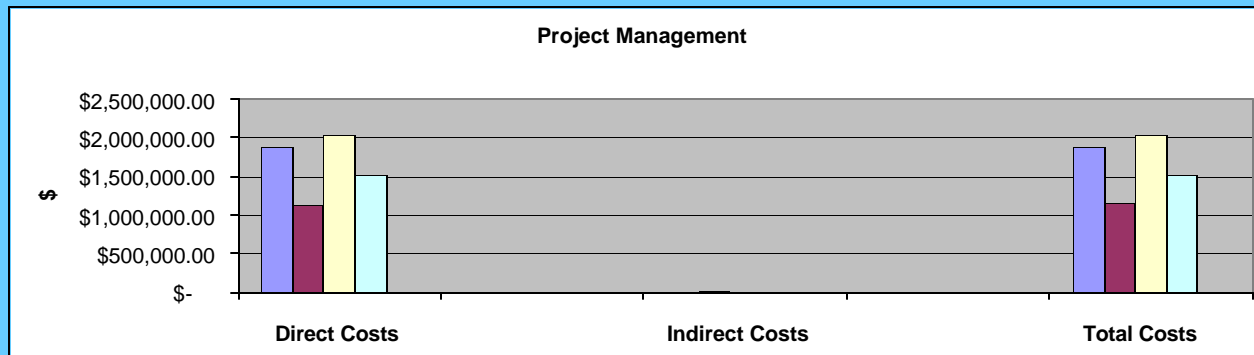
Protocol #		Direct Costs	Indirect Costs	Total
TOTAL				
M06-808	CRO 1	\$ 3,069,447.28	\$ 800,350.00	\$ 3,869,797.28
M06-808	CRO 2	\$ 2,559,382.90	\$ 3,250,252.98	\$ 5,809,635.88
M06-808	CRO 3	\$ 3,803,215.21	\$ 3,441,155.03	\$ 7,244,370.24
M06-808	CRO 4	\$ 3,203,490.77	\$ 3,506,919.37	\$ 6,710,410.14
	Maximum	\$ 3,803,215.21	\$ 3,506,919.37	\$ 7,244,370.24
	Minimum	\$ 2,559,382.90	\$ 800,350.00	\$ 3,869,797.28
	Average	\$ 3,158,884.04	\$ 2,749,669.35	\$ 5,908,553.39
	(Max-Min)/Ave	39%	98%	57%



Spreadsheets for comparison

Project Management

M06-808	CRO 1	\$ 1,883,660.46	\$ -	\$ 1,883,660.46
M06-808	CRO 2	\$ 1,140,254.49	\$ 23,377.00	\$ 1,163,631.49
M06-808	CRO 3	\$ 2,038,956.29	\$ -	\$ 2,038,956.29
M06-808	CRO 4	\$ 1,515,820.32	\$ -	\$ 1,515,820.32
Maximum		\$ 2,038,956.29	\$ 23,377.00	\$ 2,038,956.29
Minimum		\$ 1,140,254.49	\$ -	\$ 1,163,631.49
Average		\$ 1,644,672.89	\$ 5,844.25	\$ 1,650,517.14



Spreadsheets for comparison

Monitoring

Prestudy Visit

M06-808	CRO 1	\$	-	\$	-	\$	-
M06-808	CRO 2	\$	23,848.00	\$	-	\$	23,848.00
M06-808	CRO 3	\$	-	\$	-	\$	-
M06-808	CRO 4	\$	-	\$	-	\$	-

Initiation Visit

	CRO 1	\$	9,000.80	\$	-	\$	9,000.80
	CRO 2	\$	124,486.56	\$	42,000.00	\$	166,486.56
	CRO 3	\$	-	\$	-	\$	-
	CRO 4	\$	30,128.80	\$	-	\$	30,128.80

Combined Prestudy / Initiation

	CRO 1	\$	94,508.40	\$	51,000.00	\$	145,508.40
	CRO 2	\$	-	\$	-	\$	-
	CRO 3	\$	123,081.75	\$	44,400.00	\$	167,481.75
	CRO 4	\$	120,978.72	\$	60,000.00	\$	180,978.72

Site Monitoring Visit

	CRO 1	\$	720,064.00	\$	340,000.00	\$	1,060,064.00
	CRO 2	\$	829,910.40	\$	280,000.00	\$	1,109,910.40
	CRO 3	\$	1,230,817.54	\$	444,000.00	\$	1,674,817.54
	CRO 4	\$	899,228.79	\$	400,000.00	\$	1,299,228.79

Spreadsheets for comparison

RESOURCE HOURS

	CRO 1	CRO 2	CRO 3	CRO 4
Project Director				2717
Clinical Project Manager US	1998	913	5600	
Clinical Project Manager (B)	1571			
Clinical Project Manager (C)				
Assistant Project Mgr US			142	
Assistant Project Mgr (B)				
Assistant Project Mgr (C)				
Project / Research Assistant	4210	1159	3225	1939
Project / Research Assistant (B)	156			
Project / Research Assistant (C)				
Administrative Assistant	800			1923
Monitor	16321	10080	17794	12334
Clinical Research Associate I	1175	3595	3751	832
Clinical Research Associate I (B)				
Clinical Research Associate I (C)				
Clinical Research Associate II	325	165	584	
Clinical Research Associate II (B)				
Clinical Research Associate II (C)				
Lead CRA		1159		3329
Lead CRA (B)				
Lead CRA (C)				

Spreadsheets for comparison

KEY POSITIONS	CRO 1	CRO 2	CRO 3	CRO 4
Project Director	\$ -	\$ -	\$ 270.40	\$ 188.80
Clinical Project Manager US	\$ 164.84	\$ 177.28	\$ 167.65	\$ -
Clinical Project Manager (B)	\$ 164.40	\$ -	\$ -	\$ -
Clinical Project Manager (C)	\$ -	\$ -	\$ -	\$ -
Assistant Project Mgr US	\$ -	\$ -	\$ 167.65	\$ -
Assistant Project Mgr (B)	\$ -	\$ -	\$ -	\$ -
Assistant Project Mgr (C)	\$ -	\$ -	\$ -	\$ -
Project / Research Assistant	\$ 80.33	\$ 80.81	\$ 74.63	\$ 80.79
Project / Research Assistant (B)	\$ 70.00	\$ -	\$ -	\$ -
Project / Research Assistant (C)	\$ -	\$ -	\$ -	\$ -
Administrative Assistant	\$ 60.00	\$ -	\$ -	\$ 70.43
Monitor	\$ 112.51	\$ 119.24	\$ 117.89	\$ 115.88
Clinical Research Associate I	\$ 93.60	\$ 111.06	\$ 97.34	\$ 115.88
Clinical Research Associate I (B)	\$ -	\$ -	\$ -	\$ -
Clinical Research Associate I (C)	\$ -	\$ -	\$ -	\$ -
Clinical Research Associate II	\$ 112.51	\$ 119.24	\$ 117.89	\$ -
Clinical Research Associate II (B)	\$ -	\$ -	\$ -	\$ -
Clinical Research Associate II (C)	\$ -	\$ -	\$ -	\$ -
Lead CRA	\$ -	\$ 141.87	\$ -	\$ 127.83
Lead CRA (B)	\$ -	\$ -	\$ -	\$ -
Lead CRA (C)	\$ -	\$ -	\$ -	\$ -

Spreadsheets for comparison

PROJECT MANAGEMENT	CRO 1	CRO 2	CRO 3	CRO 4
Development of Project Plan including resource allocation, monitoring plan, monitoring manual, CRF Completion Guidelines, etc.	\$ 22,136.80	\$ 2,482.15	\$ 15,748.10	\$ 17,107.29
Develop / customize tracking tool	\$ 12,928.08	\$ 10,892.73	\$ 27,175.23	\$ 801.14
Provide tracking reports	\$ 15,841.12	\$ 30,259.47	\$ 75,743.74	\$ 11,192.93
Set-up and maintain central files	\$ 58,847.40	\$ 85,148.63	\$ 343,189.61	\$ 5,808.38
Review, approve and submit essential document packages to Abbott	\$ 92,113.00	\$ 222,201.48	\$ 3,731.52	\$ 106,370.29
Project Management during initiation phase	\$ 75,349.86	\$ 61,943.42	\$ 87,050.83	\$ 186,859.60
Project Management during study conduct phase	\$ 467,169.11	\$ 225,707.63	\$ 608,534.88	\$ 907,763.15
Project Management during close-out phase	\$ 135,629.74	\$ 35,595.37	\$ 135,095.46	\$ 121,035.09
Project Meetings with Abbott	\$ 29,960.84	\$ 30,638.40	\$ 43,745.74	\$ 11,189.30
Teleconferences with Abbott	\$ 29,453.40	\$ 27,766.05	\$ 45,876.06	\$ 28,932.09
Site Management	\$ 821,398.01	\$ -	\$ 508,580.93	\$ 115,126.78
Preparation of newsletter	\$ -	\$ -	\$ -	\$ -
In House CRF Review/Correction	\$ -	\$ -	\$ -	\$ -
Query resolution	\$ 20,833.10	\$ -	\$ -	\$ -

Spreadsheets for comparison

Start-up Activities	CRO 1	CRO 2	CRO 3	CRO 4
Develop List of Potential Sites	\$ -	\$ -	\$ -	\$ -
Site Questionnaire Template design	\$ -	\$ -	\$ -	\$ -
Screen Potential Sites via Telephone	\$ 11,251.00	\$ 57,007.62	\$ 20,377.34	\$ 57,605.55
Select and Approve Study Sites / Investigators	\$ -	\$ -	\$ 63,529.13	\$ -
IRB / EC Coordination	\$ 3,296.80	\$ 4,406.72	\$ -	\$ 4,428.24
Discuss Grant Payment and Negotiate Investigator Contract	\$ 48,000.00	\$ 49,546.50	\$ 30,461.64	\$ 159,957.82
Prepare Investigator Contract	\$ 1,872.00	\$ 42,114.53	\$ -	\$ 118,515.88
Prepare Indemnification/Liability Statement	\$ 34,786.00	\$ 3,293.39	\$ 8,801.52	\$ -
Prepare informed consent	\$ 34,786.00	\$ 4,954.98	\$ 2,552.58	\$ 1,620.88
Investigator Meeting planning	\$ -	\$ -	\$ -	\$ -
Preparation of presentation for Investigator Meeting	\$ -	\$ -	\$ -	\$ -
Investigator Meeting attendance and participation	\$ -	\$ -	\$ -	\$ -
Investigator Meeting follow-up	\$ -	\$ -	\$ -	\$ -
CRA Training / Kick off meeting	\$ 7,791.92	\$ 16,422.56	\$ 24,177.33	\$ 5,949.52

Spreadsheets for comparison

Monitoring	CRO 1	CRO 2	CRO 3	CRO 4
Prestudy (Site Qualification) Visit	\$ -	\$ 23,848.00	\$ -	\$ -
Initiation Visit	\$ 9,000.80	\$ 124,486.56	\$ -	\$ 30,128.80
Combined Prestudy / Initiation Visit	\$ 94,508.40	\$ -	\$ 123,081.75	\$ 120,978.72
Site Monitoring Visit	\$ 720,064.00	\$ 829,910.40	\$ 1,230,817.54	\$ 899,228.79
Additional Monitoring Days	\$ -	\$ -	\$ -	\$ -
Site Close-out Visit	\$ 191,267.00	\$ 183,629.60	\$ 181,557.38	\$ 224,807.20
SUBTOTAL	\$ 1,014,840.20	\$ 1,161,874.56	\$ 1,535,456.67	\$ 1,275,143.51
Prestudy Travel Expenses	\$ -	\$ -	\$ -	\$ -
Initiation Visit Travel Expenses	\$ -	\$ 42,000.00	\$ -	\$ -
Combined Prestudy / Initiation Travel Expenses	\$ 51,000.00	\$ -	\$ 44,400.00	\$ 60,000.00
Site Monitoring Travel Expenses	\$ 340,000.00	\$ 280,000.00	\$ 444,000.00	\$ 400,000.00
Additional Monitoring Day Expenses	\$ -	\$ -	\$ -	\$ -
Site Close-out Travel Expenses	\$ 85,000.00	\$ 70,000.00	\$ 74,000.00	\$ 100,000.00
SUBTOTAL	\$ 476,000.00	\$ 392,000.00	\$ 562,400.00	\$ 560,000.00
SUBTOTAL (Direct + Indirect)	\$ 1,490,840.20	\$ 1,553,874.56	\$ 2,097,856.67	\$ 1,835,143.51

Spreadsheets for comparison

Protocol #	M04-790 C/O# 1 ver. C/O#2	Direct Costs	Indirect Costs	Total
TOTAL				
M05-790	CRO 1	\$ 2,828,700.42	\$ 4,818,733.50	\$ 7,647,433.92
M05-790	CRO 1	\$ 3,035,431.14	\$ 4,896,830.50	\$ 7,932,261.64
	Difference	\$ 206,730.72	\$ 78,097.00	\$ 284,827.72
Project Management				
M05-790	CRO 1	\$ 1,186,378.48	\$ -	\$ 1,186,378.48
M05-790	CRO 1	\$ 1,335,855.72	\$ -	\$ 1,335,855.72
	Difference	\$ 149,477.23	\$ -	\$ 149,477.23
Start-up				
M05-790	CRO 1	\$ 111,012.13	\$ -	\$ 111,012.13
M05-790	CRO 1	\$ 134,723.04	\$ -	\$ 134,723.04
	Difference	\$ 23,710.91	\$ -	\$ 23,710.91
Monitoring				
Prestudy Visit				
M05-790	CRO 1	\$ 47,393.55	\$ 22,200.00	\$ 69,593.55
M05-790	CRO 1	\$ 47,393.55	\$ 22,200.00	\$ 69,593.55
	Difference	\$ -	\$ -	\$ -

Spreadsheets for comparison

Initiation Visit

CRO 1	\$	45,389.34	\$	18,500.00	\$	63,889.34
CRO 1	\$	99,856.56	\$	40,700.00	\$	140,556.56
Difference	\$	54,467.21	\$	22,200.00	\$	76,667.21

Combined Prestudy / Initiation

CRO 1	\$	41,027.25	\$	14,800.00	\$	55,827.25
CRO 1	\$	-	\$	-	\$	-
Difference	\$	(41,027.25)	\$	(14,800.00)	\$	(55,827.25)

Site Monitoring Visit

CRO 1	\$	923,113.15	\$	333,000.00	\$	1,256,113.15
CRO 1	\$	923,113.15	\$	333,000.00	\$	1,256,113.15
Difference	\$	-	\$	-	\$	-

Additional Monitoring Days

CRO 1	\$	381,977.86	\$	78,975.00	\$	460,952.86
CRO 1	\$	381,977.86	\$	78,975.00	\$	460,952.86
Difference	\$	-	\$	-	\$	-

Site Close-out Visit

CRO 1	\$	81,700.82	\$	33,300.00	\$	115,000.82
CRO 1	\$	99,856.56	\$	40,700.00	\$	140,556.56
Difference	\$	18,155.74	\$	7,400.00	\$	25,555.74

Spreadsheets for comparison

RESOURCE HOURS	CRO 1	CRO 2	Difference
Project Director			
Clinical Project Manager US	3130	3362	232
Clinical Project Manager (B)			
Clinical Project Manager (C)			
Assistant Project Mgr US	158	158	0
Assistant Project Mgr (B)			
Assistant Project Mgr (C)			
Project / Research Assistant	1749	1854	106
Project / Research Assistant (B)			
Project / Research Assistant (C)			
Administrative Assistant			
Monitor	16137	17048	911
Clinical Research Associate I	1416	1711	295
Clinical Research Associate I (B)			
Clinical Research Associate I (C)			
Clinical Research Associate II	630	655	24
Clinical Research Associate II (B)			
Clinical Research Associate II C)			

Spreadsheets for comparison

KEY POSITIONS	CRO 1	CRO 2	Difference
Project Director	\$ 194.69	\$ 194.69	\$ -
Clinical Project Manager US	\$ 167.65	\$ 167.65	\$ -
Clinical Project Manager (B)	\$ -	\$ -	\$ -
Clinical Project Manager (C)	\$ -	\$ -	\$ -
Assistant Project Mgr US	\$ 167.65	\$ 167.65	\$ -
Assistant Project Mgr (B)	\$ -	\$ -	\$ -
Assistant Project Mgr (C)	\$ -	\$ -	\$ -
Project / Research Assistant	\$ 74.63	\$ 74.63	\$ -
Project / Research Assistant (B)	\$ -	\$ -	\$ -
Project / Research Assistant (C)	\$ -	\$ -	\$ -
Administrative Assistant	\$ -	\$ -	\$ -
Monitor	\$ 97.34	\$ 97.34	\$ -
Clinical Research Associate I	\$ -	\$ -	\$ -
Clinical Research Associate I (B)	\$ -	\$ -	\$ -
Clinical Research Associate I (C)	\$ 117.89	\$ 117.89	\$ -
Clinical Research Associate II	\$ -	\$ -	\$ -
Clinical Research Associate II (B)	\$ -	\$ -	\$ -
Clinical Research Associate II (C)	\$ -	\$ -	\$ -

Spreadsheets for comparison

PROJECT MANAGEMENT	CRO 1	CRO 2	Difference
Development of Project Plan including resource allocation, monitoring plan, monitoring manual, CRF Completion Guidelines, etc.	\$ 16,959.49	\$ 16,959.49	\$ -
Develop / customize tracking tool	\$ 23,228.04	\$ 25,425.25	\$ 2,197.21
Provide tracking reports	\$ 58,146.82	\$ 58,146.82	\$ -
Set-up and maintain central files	\$ 114,860.51	\$ 139,683.23	\$ 24,822.72
Review, approve and submit essential document packages to AI	\$ 1,679.18	\$ 2,052.34	\$ 373.15
Project Management during initiation phase	\$ 68,028.08	\$ 71,714.18	\$ 3,686.09
Project Management during study conduct phase	\$ 316,036.68	\$ 330,482.28	\$ 14,445.59
Project Management during close-out phase	\$ 50,071.98	\$ 55,481.37	\$ 5,409.39
Project Meetings with Abbott	\$ 44,603.45	\$ 46,183.24	\$ 1,579.79
Teleconferences with Abbott	\$ 41,020.76	\$ 42,317.60	\$ 1,296.84
Site Management	\$ 341,481.13	\$ 415,872.50	\$ 74,391.37
Preparation of newsletter	\$ 10,967.42	\$ 10,967.42	\$ -
In House CRF Review/Correction	\$ -	\$ -	\$ -
Query resolution	\$ -	\$ -	\$ -
Central Lab - Supplies/Courier Logistics	\$ -	\$ -	\$ -
Study Supply Management	\$ 17,416.46	\$ 20,926.26	\$ 3,509.79
Administer payments to sites, central IRB, central lab, local labo	\$ 79,352.94	\$ 96,631.50	\$ 17,278.56
Establishment / Coordination of Data Monitoring and Safety Boa	\$ -	\$ -	\$ -
Other Direct	\$ -	\$ -	\$ -
Other Direct	\$ 2,525.54	\$ 3,012.26	\$ 486.72
Other Indirect	\$ -	\$ -	\$ -
SUBTOTAL	\$ 1,186,378.48	\$ 1,335,855.72	\$ 149,477.23

Payment schedules

- Fee for service
- Monthly invoicing
- Milestone based

Utilizing milestone payment schedule

The payment schedule is based entirely on deliverables. Abbott agrees to pay CRO per the terms of the master agreement for services rendered upon receipt of invoice according to the schedule detailed below (“Payment Schedule”). CRO shall invoice ABBOTT for all CRO fees earned, according to the deliverables expended as set forth below and all pass thru expenses due during the preceding thirty (30) day period. Activities for each category are further detailed in the Project Budget (Attachment D) and Project Plan (Attachment A).

Protocol # M05-001

Activity	Cost/Unit (\$)	No. of Units	Total Amount (\$)	% of Total Direct	Deliverable/Payment Terms
Project / Site Management		(Months)			
	\$ 142,857.14	14	\$ 2,000,000.00	15.1%	Deliverable / Payment Terms:
			\$ 1,000,000.00	7.6%	Execution of agreement
			\$ 83,333.33	0.6%	50% of sites with study drug shipped
			\$ 83,333.33	0.6%	100% of sites with study drug shipped
			\$ 83,333.33	0.6%	First subject enrolled
			\$ 83,333.33	0.6%	25% of subjects enrolled
			\$ 83,333.33	0.6%	50% of subjects enrolled
			\$ 83,333.33	0.6%	75% of subjects enrolled
			\$ 83,333.33	0.6%	100% of subjects enrolled
			\$ 83,333.33	0.6%	25% of CRFs retrieved
			\$ 83,333.33	0.6%	50% of CRFs retrieved
			\$ 83,333.33	0.6%	75% of CRFs retrieved
			\$ 83,333.33	0.6%	100% of CRFs retrieved
			\$ 83,333.33	0.6%	100% of Data Management queries resolved

Utilizing milestone payment schedule

Study Start-up		(# of sites)				
	\$ 1,000.00	150	\$ 150,000.00	1.1%	Deliverable / Payment Terms:	
			\$ 100,000.00	0.8%	Investigator meeting / CRA training	
			\$ 25,000.00	0.2%	50% of Critical Doc packages approved by Abbott	
			\$ 25,000.00	0.2%	100% of Critical Doc packages approved by Abbott	
<hr/>						
Pre-Study Visits		(# of visits)				
	\$ 6,666.67	150	\$ 1,000,000.00	7.6%	Deliverable / Payment Terms:	
			\$ 6,666.67		Per acceptable trip report delivered to Abbott	
<hr/>						
Site Initiation Visits		(# of visits)				
	\$ 6,666.67	150	\$ 1,000,000.00	7.6%	Deliverable / Payment Terms:	
			\$ 6,666.67		Per acceptable trip report delivered to Abbott	
<hr/>						
Combined PSV/SIV		(# of visits)				
	\$ 6,666.67	150	\$ 1,000,000.00	7.6%	Deliverable / Payment Terms:	
			\$ 6,666.67		Per acceptable trip report delivered to Abbott	
<hr/>						
Site Monitoring		(# of visits)				
	\$ 1,666.67	600	\$ 1,000,000.00	7.6%	Deliverable / Payment Terms:	
			\$ 1,666.67		Per acceptable trip report delivered to Abbott	
<hr/>						