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STATEMENT OF WORK

This Statement of Work sets forth the services to be provided hereunder ("Services") pursuant to the terms and conditions of the Information Builders Master Services Agreement and the City of Columbus Contract for Services Over $20,000 (collectively, the "Agreement") dated ________ 20___ between Information Builders, Inc. ("Vendor") and City of Columbus ("Client") and which terms and conditions are incorporated herein by reference.

OUR UNDERSTANDING OF THE PROJECT

The City of Columbus, Department of Technology and Department of Public Services has a business need to implement dashboards and reports centering on the Service Request and Call Center Operations areas using WebFOCUS.

Client has requested Vendor assist in the following: confirming the business requirements, documenting the functional and technical requirements, reviewing the WebFOCUS security needs of the reporting application, providing WebFOCUS dashboard and report development, providing user acceptance testing support, providing user documentation and training, and provide support in moving the reporting application to the production environment.

PROJECT APPROACH

Client has sought the assistance of Vendor's Professional Services personnel ("Consultants") to augment Client's staff on a project to assist in gathering the requirements and developing WebFOCUS dashboards and reports for the Department of Public Services, Service Request and Call Center Operations area (the "Project"). Vendor's Project Manager will manage the efforts of all Vendor personnel as well as leveraging Vendor's Project Management Methodology (PMM), where appropriate. The Client shall be responsible for planning and managing the overall Project (e.g., joint resources, external dependencies) in accordance with appropriate project standards and procedures. Vendor's resources will provide advice and guidance (or assistance) as set forth below.

The tasks outlined in this Statement of Work are based on the Vendor's response to the Client's Request for Proposal for Software and Professional Services for Implementation of a Business Intelligence Solution for The Department of Public Services – Phase 1 (RFP) dated October 6, 2011.

SCOPE OF SERVICES

Vendor will provide Client with five (5) Consultants, in the roles identified below to work (full time) as a part of Client's project team (the "Project Team") at Client's Columbus, Ohio facilities, or such other designated facilities as the parties may agree. The Consultants shall augment and support the Project Team, at the direction of the Client's Project Manager, in the performance of the tasks related to the Project as more particularly set forth below, commencing on or about July 9, 2012 and continuing for an anticipated period of thirteen (13) weeks.

TASKS

The Tasks by project Phase for this engagement are as follows:

Phase 1: Project Initiation

Task #1: Project Kick Off Meeting

The Client's business owners, IT and Vendor will meet to introduce the personnel assigned to the Project, review the Project objectives, discuss the Project staffing roles and responsibilities, and review the Project schedule and work products.

Phase 2: Project Planning

Task #1: Business Requirements, Project Costs Estimates and Project Schedule Review

The Client's business owners, IT and Vendor will meet to review the business requirements which have been collected by the Client and are the basis for the new business intelligence application to be developed under this SOW. The Project cost estimates and schedule will be reviewed.

Task #2: WebFOCUS Architecture Review

The Client's business owners, IT and Vendor will discuss the WebFOCUS architecture which will be implemented for this effort.

Task #3: Project Planning Documentation

The Client's IT Project Manager and Vendor's Project Manager will refine the Project plans.

Phase 3: Project Execution

Task #1: WebFOCUS Software Installation

The Vendor will work with the Client's IT staff to install the WebFOCUS software in Client's development and production environment.

Task #2: Create the Functional Design Document

The Client's business owners, IT and Vendor will meet to discuss the functional requirements for the identified dashboards and reports. The functional requirements may include measures, dimensions, presentation formats, reporting functionality and business logic required. At the completion of the discussion, Vendor will create the Functional Design Document (FDD).

Task #3: Create the Technical Design Document

The Client's IT and Vendor will meet to discuss the technical requirements for the identified dashboards and reports. The technical requirements may include source data, data transformation processes, data storage structures and mapping stored data to report elements. The reporting application security will also be reviewed. At the completion of the discussion, Vendor will create the Technical Design Document (TDD).

Task #4: Functional and Technical Requirements Review and Signoff

The Client's business owners, IT and Vendor will meet to review and agree on both the FDD and TDD. The Design documents will be signed off by Client and Vendor prior to commencement of Task #5. This does not preclude future modifications however such modifications could result in a change in scope affecting overall time and cost of the Project.

Task #5: Refine the Project Plan

At the completion of the collection of the signoff of the Functional and Technical Design Documents, Client and Vendor will assess the scope of work for the implementation of the WebFOCUS dashboards and reports against the estimated Project timeframe and allocated budget and, subject to the remaining funding allocated to this Project, Vendor will assist Client with the remaining tasks under this SOW. The Project Plan will be updated by both Client and Vendor to reflect any changes based on the remaining funding. The Project Plan will be kept updated by both Client and Vendor Project Managers through the remainder of the Project.

Task #6: Construct the WebFOCUS Application

The WebFOCUS dashboards and reports will be developed as designed in the FDD and TDD. Any changes to the design will be handled through the Change Control Process as described in this document. This task will also include unit testing of the completed application components.

Task #7: User Acceptance Tests

The Client business owners and IT will conduct the User Acceptance Testing (UAT). Client and Vendor will provide support for the UAT, including sessions to review each day's findings. Test discrepancy reports will be vetted to determine which are true defects (and what severity level they map to) and which actually represent a new requirement. The Project Team will investigate and, if required, the Vendor will fix any material defects manifested during testing based on the specifications of the TDD and FDD.

Task #8: Create User Documentation

Vendor will create user documentation and user training material.

Task #9: Perform User Training

Vendor will perform training sessions.

Task #10: WebFOCUS Reporting Application Knowledge Transfer

Vendor will work with Client's IT staff to review the WebFOCUS application build processes and techniques.

Task #11: WebFOCUS Application Production Implementation

Vendor will work with Client's IT staff to support their effort to move the WebFOCUS application to their production environment.

Phase 4: Project Closure

Task #1: WebFOCUS Reporting Project Final Signoff

The Client's business owners, IT and Vendor will meet to close the Project and receive execute signoff of the Project.

OUT OF SCOPE ITEMS

The following tasks/items are acknowledged to be beyond the scope of this Statement of Work.

1. Training and/or documentation not expressly promised in this Task Order or subsequent Change Order(s).
2. Impact assessments and/or technical exchange activities not directly in support of the mission described herein.
3. Loading any data not expressly promised in this Statement of Work.
4. Data base performance tuning.
5. Data quality assessments and/or data cleansing.
6. Setting up any new network configurations.
7. Setting up any new security configurations.
8. Application migrations beyond initial development to production.
9. Modifications to any other systems not specifically indicated herein.
10. Publishing the application user documentation and training materials.

CLIENT RESPONSIBILITIES

Client acknowledges that its participation and cooperation is critical for the success of the Project. Client further acknowledges that it has a number of responsibilities and obligations that it must fulfill before Vendor is able to successfully perform its obligations hereunder. Client's responsibilities and obligations include, but are not limited to, the following:

General

1. Client shall complete the following tasks prior to Vendor starting the Project:
   - Document the Business Requirements for the Department of Public Services reporting application.
   - Identify the reports to be created under this effort – high level report content and business logic.
2. Prior to the start of the Project, workspaces, computers, and telephone access will be available for all Vendor staff assigned to the Project. Specifically, Client is responsible for providing the following: office space, workstations, network logon ID(s) and system access for each of the Vendor's personnel, as necessary to complete the Project. Also required is telephone access with local and long distance dialing capabilities, internet access for email communication and access to a network printer. Such facilities, equipment and access shall be comparable to what Client provides its own employees.
3. Client will begin the Acceptance Test immediately at the completion of the last development task, and take no more than two (2) weeks to complete the Acceptance Test. If, after three (3) business days following completion of the Acceptance Test process, Vendor has not received input identifying errors or issues, the work product will be deemed approved.

Technical

1. Client shall be responsible for installing and maintaining the development and production environments in accordance with Vendor specifications, including wide area networks, local area networks, network servers, operating systems, relational database management systems and other hardware.
2. Client shall install and configure all necessary software for the WebFOCUS development and production environments.
3. Client shall provide Vendor team members with full access to its development and production environments, as well as access to other environments where necessary data files are stored.
4. Client shall be responsible for all network, operating system, and premises security in accordance with its policies or local, state or government regulations.
5. Client shall be responsible for all reasonable backup and recovery to ensure no interruption or loss of work in the development and production environments.
6. Client shall provide ongoing systems administration support as required during the term of the Project.
7. Client shall ensure that all environments will be provided and owned/licensed by Client including servers, OS, RDBMS and Vendor will be entitled to use them in accordance with such licenses without charge, during the term of the Project as needed.
8. Client shall be responsible for production deployment of all applications and all post-implementation first-level support (help desk, operations, etc.) except when explicitly set forth as Vendor's responsibility in this Statement of Work.

Resources

1. Prior to the commencement of the Project, Client shall designate and identify to Vendor one (1) executive-level person within its organization ("Executive Sponsor") who has the power and authority to make final decisions and resolve issues with regard to the Project and Client's functional/business requirements. The Executive Sponsor shall be available when needed.
2. Client shall assign a Project Manager to be the primary point of contact for Vendor. The Client Project Manager shall take responsibility for reviewing status reports, issues, and progress of the Project with the Vendor Project Manager and shall have the primary responsibility for managing the Project. The Client Project Manager shall also be responsible for escalating Project status

and Project issues to Client's Senior Management/Project Sponsor as necessary and appropriate.
3. Client shall commit a dedicated Business Sponsor throughout the term of the Project. Client shall make available additional business resources as required to support each task. Client shall provide sample reports, process diagrams, or other process related information to support this activity.
4. The Client Database Administrator shall be available for identifying required interfaces and data sources.
5. Client shall provide all of the resources specified in the Client Staffing Plan section of this Statement of Work, to be available when needed. Changes in or additions to the list of identified resources or their scheduled availability may impact the cost and effort estimates, as well as the time of completion.
6. Client shall provide a designated representative from each of the functional areas of Client to identify the specific reports that Vendor will work on jointly with the Client development team.
7. Client shall provide the Vendor Project Team remote VPN access into Client's development environment for the named application.
8. The Client Project Manager shall ensure that during all test runs, the proper resources are available to participate in the testing. These resources include systems integration resources, database administrators, network administrators, and systems administrators.
9. The Client Project Team is responsible for all aspects of User Acceptance Testing. This includes, but is not limited to: creating test scripts based on the functional and technical requirements, creating test data, executing the test scripts, logging issues and any retesting as necessary.

Data

1. Client shall be responsible for data quality including, but not limited to, data validation, data cleansing and de-duplication of all underlying source data.
2. Client shall be responsible for provision of all test data.
3. Client shall provide the Vendor Consultants assigned to the Project, access to all necessary databases and schemas of data stores from which information must be obtained.
4. Client shall provide the Vendor Consultants assigned to the Project, access to all necessary systems, metadata and documentation.
5. Client shall be responsible for the accuracy of the data stored in the data sources. Vendor will not be held responsible for results that are inaccurate or incomplete caused by insufficient or corrupt data.
6. Client shall provide clean and scrubbed production-quality test data. No test data provided by Client shall contain any customer or personal information that can be used to identify an individual. Such test data shall be of sufficient quantity to satisfy the required testing criteria.

PROJECT ASSUMPTIONS

Vendor used the following technical and business assumptions to develop this Statement of Work. These assumptions are based on information provided by Client to Vendor relating to the Project and Client's current business systems as of the effective date of this Statement of Work, and have been used to develop Vendor's current estimated level of effort and cost. Any deviation from these assumptions may affect the actual scope of work and lead to commensurate changes in such estimates and the associated Services fees and expenses.

General

1. This Statement of Work is based upon Vendor's initial understanding of the Project. High-level requirements and processes have been verbally communicated to Vendor such that an estimate may be provided for the level of effort and cost associated. If any scope/level-of-effort changes are discovered during the Project, the estimate for the timeline and the resources required to complete the Project will be communicated both verbally and in writing to Client's management. The Project Plan and timeline, resource requirements and cost estimates may be refined throughout the Project as details on requirements are accumulated.
2. Increases in scope outside of the identified and defined tasks or any change to requirements, that will have an impact on cost and schedule will be documented as Change Orders. Change Orders

will be submitted to Client for review and must be executed by both parties as an amendment to this Statement of Work prior to incorporation into the Project baseline. Any Change Orders will identify extended timeframes, if applicable, Services to be provided and cost for said Services.

3. Unexpected and unknown items may result in changes to the Project Plan and Project timelines.
4. Vendor's Project Management Guidelines methodology for status reporting, acceptance, issue tracking, change requests, and funding requirements may be used during the course of this Project at Vendor's discretion.
5. Vendor and Client will mutually agree upon a Risk Management procedure and an Issue Management procedure.
6. There will be an Executive Steering Committee, which is made up of executives from Client and Vendor. This is an oversight organization charged with providing both Project vision and direction, which has ultimate responsibility for conflict/issue resolution and has the final decision on scope-change management.
7. The scope of Services hereunder contemplate Vendor's assistance with Client's development of the named application only. Any configuration, modification or other changes to any Client or third party applications, including such applications that Client seeks to integrate, interact, interface or otherwise work or exchange data with the named application, are the sole responsibility of Client.
8. Client will provide information regarding Client's business policy, processes, and organization sufficient to support Vendor's provision of Services hereunder.
9. Specific deliverables will not be created as part of the scope of work under this Statement of Work.

Technical

1. Vendor's estimate is based on assisting in the development of up to ten (10) WebFOCUS reports and two (2) dashboards as outlined in the RFP. The level of complexity for the ten WebFOCUS reports follow: seven (7) are of low complexity and three (3) are of medium complexity. The estimated development and unit testing time for the low complex reports are thirty (30) hours each and for the medium complex reports are fifty five (55) hours each. The estimated development and unit testing time for the dashboards are sixteen (16) hours each.
2. Vendor uses the following assumptions to define report complexity:
    - <u>Low complexity Report</u> -- up to two data sources; up to six columns; up to four lines of static heading; sub-totals produced on a maximum of one dimension; one output format (e.g. HTML); report runs on defaults with no prompting; default selections limited to three WHERE clauses (e.g. two global variables such as current time and/or one drill-down variable); and one level of drill-down to a low complexity report.
    - <u>Medium complexity Report</u> -- up to four data sources (one fact table and three dimension tables); up to 12 printed or non-printed columns with a maximum of 8 calculated columns; up to four lines of heading using a standard style sheet; sub-totals for up to three dimensions; up to two output formats (HTML plus one other); standard HTML launch page; up to three variables selected by user; and one level of drill down to a low complexity report.
    - <u>High complexity Report</u> -- up to six data sources (one fact and five dimensions or two fact and four dimensions); intermediate file processing requiring up to three hold files; up to twelve printed or non-printed columns (all 12 columns may need to be calculated); up to four lines of heading using a standard style sheet; sub-totals for up to five dimensions; up to three output formats (HTML plus two others); standard HTML launch page; up to five variables selected by users (with a maximum of two variables being a dynamic list of values); and two levels of drill down to a low or medium complexity report.
3. Vendor estimate for the creation of the user documentation is based on capturing the dashboards' and reports' screen shots, annotating the dashboard, and report functionality descriptions. The user documentation will also be used for user training. The estimated level of effort allocated for the creation of the user documentation is forty (40) hours.
4. Vendor estimate for the onsite user training will consist of two (2) training sessions lasting four (4) hours each. Vendor will hold the training sessions on consecutive days immediately following the User Acceptance Testing. Client is responsible for providing the training facilities and any system access required.

5. Vendor estimate for the onsite WebFOCUS knowledge transfer activity is sixteen (16) hours. The knowledge transfer will occur on two (2) consecutive days immediately following the User Acceptance Testing.
6. Client has a working knowledge of the technical environment and data required to help Vendor in performing the approach and scope outlined in this Statement of Work.
7. Vendor assumes no responsibility for application performance issues except to the extent that Client can demonstrate that the substandard performance is solely caused by defective application code written by Vendor.
8. Integration with a non-IB portal is outside the scope of this Statement of Work.
9. Any existing anomalies in reports or data must be rectified prior to development of the WebFOCUS reports. Vendor will not be responsible for correcting existing report or data anomalies.
10. The WebFOCUS security mechanism will utilize the standard "out of the box" capabilities provided in the WebFOCUS product. Custom security implementations including, but not limited to, security requiring database authorization, custom Java programming and integration with third party products, are not covered as part of this Statement of Work.

Resources

1. Any non-availability of Client resources or environments may result in changes to the Project Plan and Project timelines.

Data

1. Changes to the database structure, data mapping, and/or data relationships that occur after the start of the Project will not affect any reports under development or already completed. Should that occur, the impact on the cost and schedule will be determined and a decision made between Vendor and client as to whether the change will be implemented.
2. The parties acknowledge that in the course of their business relationship and in the provision of Professional Services, that Vendor shall not have or receive any Client customer or personal information that can be used to identify an individual as part of their normal course of business dealings. It will be Client's responsibility to assess the necessity of providing such information to Vendor on a case by case basis and in the event that Client deems it necessary, then Client and Vendor shall agree as to the method and means of its dissemination and timely removal. To the extent Client is providing test data to Vendor, such data shall have any such customer or personal information removed or redacted unless the parties otherwise agree in writing.

CHANGE CONTROL PROCESS

The purpose of the Change Control Process is to ensure that requests for Project changes (to requirements or system configuration) are properly recorded, evaluated/assessed, properly dispositioned, and incorporated into the Project documents, as appropriate, and schedules with the proper priority and due dates. Such changes are initiated using a change request ("Change Request"). The Change Request provides a vehicle for describing, evaluating, resolving, and tracking changes that may be requested by client staff, identified by the Project Team, or driven by changes in the client organization or environment.

The Parties shall mutually agree upon a Change Request Process that shall include the following characteristics:

- Identify and Log a Change Request. Vendor will create a Change Request form as quickly as possible once a candidate for change in scope has been identified.
- Evaluate the Change Request. Client must evaluate the Change Request and its associated impact on the Project in a timely manner.
- Dispose (approve, reject, defer) the Change Request. Based on evaluation of impact and priority, Vendor will recommend a Change Request disposition to the Client Sponsor for decision.
- Incorporate Approved Changes. On written approval by the Client Project Manager, an approved Change Request will be incorporated into the following Project baseline documents:

- Project Plan
- List of work products
- Work product completion schedule
- Project budget

PROJECT STAFFING

Vendor Staffing Plan: The staffing plan for the Vendor team follows:
1. Project Manager
2. WebFOCUS Architect
3. WebFOCUS Senior Developer
4. WebFOCUS Developer
5. Systems Engineer

Client Staffing Plan: The role and responsibilities for Client's resources are described below:
1. Executive Sponsor
2. Project Manager
3. Business Subject Matter Expert's (SME)
4. IT SME's

Vendor will schedule the appropriate resource(s) upon execution of the Agreement and this Statement of Work. A two to three week notice may be necessary.

PAYMENT TERMS

All Services related to this Project, as outlined in this Statement of Work, shall be performed on a time and materials basis. Services are estimated and billed on an hourly basis, based upon an eight (8) hour workday per Consultant and a forty (40) hour workweek per Consultant. Any and all hours in excess of ten (10) hours per day per Consultant or fifty (50) hours per week per Consultant require the prior written consent of Vendor; however, all hours worked will be billed to and paid by Client. All overtime shall be billed at the same hourly rate per Consultant as regular time for such Consultant.

Resource Level	Hourly Rate (US$)	Estimated Hours	Estimate Total (US$)
WebFOCUS Senior Developer	$215	378	$ 81,270
WebFOCUS Developer	$185	218	$ 40,330
WebFOCUS Architect	$235	120	$ 28,200
Project Manager	$235	180	$ 42,300
Systems Engineer	$187.50	24	$ 0
Total Estimated Fees			$ 192,100

The estimated consulting hours provided above is for budgeting purposes only and should not be construed as a fixed price quotation. In the event additional hours are required, Vendor will extend these services, subject to the availability of personnel, on a time and materials basis, upon receiving written authorization from Client.

<u>Payment:</u> All fees and charges shall be billed on a monthly basis and such bills shall be due and payable thirty (30) days from receipt. All invoices shall be provided to: DoT Fiscal Office, PO Box 2949, Columbus, OH 43216.

Client shall inform Vendor promptly in writing if it changes the person to whom invoices should be sent. .

Client shall be solely responsible for payment of any sales taxes (but expressly not for taxes on Vendor's income, employee benefits, employee, officer, director or affiliate salaries or other compensation or for licenses or other governmental permits required in order for Vendor to do business generally) associated with Vendor's provision of the Services; should Vendor be required to pay any taxes or other incidental charges associated with the provision of the Services outlined in this Statement of Work, then such taxes or other charges shall be billed to and paid in full by Client.

Miscellaneous: All pricing is valid through December 31, 2012 for the Services performed hereunder provided that this Statement of Work is executed on or before June 30, 2012. Subcontracted personnel assigned to the Project will be invoiced to Client at the same rates set forth above. Except as otherwise stated in this Statement of Work with regard to the Services performed hereunder, Vendor reserves the right to change the services it offers to its Clients generally and the related rates at any time.

The Effective Date of this Statement of Work shall be ________________________.

Executed By:	**Executed By:**
CITY OF COLUMBUS	INFORMATION BUILDERS, INC.
Signature: __________________________	Signature: _____________________________
Name: _____________________________	Name: _________________________________
Title: ______________________________	Title: __________________________________
Date: ______________________________	Date: _________________________________