



Statement of Work

Presented to

GlobalCorp

for

Project Management Services



June 12, 2017

The names and logo designs referred to in this sample artwork are fictional and not intended to refer to any actual organization, products or services.

The following is a statement of work to be performed by Custom Solutions on behalf of GlobalCorp for their global head office relocation project.

Background and Requirements

GlobalCorp Real Estate team will be executing a major project in support of their head office relocation. The size and complexity of the project requires an experienced project manager to manage the execution of work. Major complexity factors include:

- 1) The project requires cooperation, coordination, and support for a broad group of stakeholders, including:
 - a) Facilities staff
 - b) Field office managers
 - c) Architects, builders and other contractors
 - d) Office managers
- 2) The office relocation has many details to track and many dependencies within the project. Past relocation projects have suffered from a lack of on-schedule performance.
- 3) External stakeholders represent potential risks.
- 4) The real estate and facilities teams are geographically dispersed.

The project manager will report to and support the Global Real Estate Director. The project manager will not be responsible for the design, personnel management, financial decision making, deliverables or construction expertise.

Project Goals

Based upon the requirements above and initial scoping discussions, Custom Solutions recommends that the key success factors for project management will include:

- 1) A comprehensive and detailed project plan. This plan must be sufficiently detailed to provide clarity of responsibility and to demonstrate the urgency of meeting task due dates. The schedule must also be designed for ease of update and ease of understanding, particularly for team members that are not experienced with project management techniques.
- 2) Rigorous risk and issue management. The external dependencies and wide group of stakeholders will create risks that can be identified early and mitigated to either remove the risk or reduce the impact. Issue management will track problems that can't be immediately resolved. On a project of this size, there will be a large number of issues which can lead to chaos if not systematically managed.
- 3) Collaborative decision skills. Consensus decisions allow many people to contribute to reaching a decision, which frequently produces higher quality results. The risk of consensus is that it slows the process. With a broad stakeholder group, it will be important

to limit participation to appropriate stakeholders, be clear about roles and authority, and to facilitate timely decisions.

- 4) Distributed collaboration technology. The project will generate many documents and other deliverables that need to be accessed by many people, including the project schedule. Current collaboration technology is designed for exactly this type of project.
 - 5) The project manager will have skills for coaching and mentoring and sensitivity to cultural change. Given that structured project management has not been used consistently in the past, the project manager will need to avoid creating resistance, and instead win cooperation for using the project management techniques and principles.
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Proposed Services

Custom Solutions proposes the following approach to delivering the requested services.

- 1) Senior project management consultant Tony Blue will fulfill the duties of deputy project manager on this project. His experience and skills are well suited to this position. Tony's bio is at the end of this proposal. In this role, Tony will provide direct support to the real estate management team and act on behalf of the Director as directed. It is expected that this role will help drive all of the success factors named in the preceding section.
 - 2) Training, as needed, will be provided by Custom Solutions. On-the-job training to introduce project management processes and project management technology can be facilitated informally by Tony Blue on an as-needed basis. If formal training in project management processes or technology is identified as appropriate it will be provided by specific work orders. Courseware to support formal training is included in the price of the class. Courseware for informal training will require a per-unit charge.
 - 3) Collaboration technology will be supported by Custom Solutions as necessary. The consultant will evaluate the needs of the project and recommend the best fit for the team. GlobalCorp will be responsible for the cost of hardware and software.
 - 4) Custom Solutions will provide a project management methodology, at no additional expense to the project, which can be modified throughout the project as needed, and will become the basis for future projects.
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Cost, Schedule and Administration

Assumptions

Assumptions were made in the development of this proposal and are directly related to its associated pricing structure. Any modifications initiated by Custom Solutions or GlobalCorp to the proposed scope of this work, may result in an amendment to this agreement to include changes in cost and scheduling. All proposed changes would be agreed upon in writing between GlobalCorp and Custom Solutions prior to implementation.

Location

The Director for this project is located at GlobalCorp headquarters. Other members of the project team are distributed across other GlobalCorp locations. Custom Solutions consultant is expected to be at the location that best serves the project including working remotely. The consultant will work 3-4 days per week, on average, at the GlobalCorp location. GlobalCorp will provide the consultant a workspace and computer system access sufficient for the demands of the project.

The Custom Solutions account management team will hold regularly scheduled telephone meetings with the GlobalCorp Director of Real Estate of approximately one hour, two times/month, to discuss the progress of the relocation project.

Fees

The following describes the fee structure for this engagement.

Description	Quantity	Unit	Rate	Amount
Consulting Fees	1200	Hours	\$155	\$186,000
Travel	4	Qtr	\$10,000	\$40,000
General and Administrative	1	-	-	\$6,200
Collaboration Technology	1	1	\$15,000	\$15,000
Other Technology	1	1	\$2,000	\$2,000
Project Management Training	4	Day	\$1,200	\$4,800
Discount	1	-	-	\$2,000
Estimated Total				\$249,200

- Consulting fees for all work performed will be at \$155/hr. On-site work will be billed at a minimum of 8 hours per day.
- Quarterly travel budget will be \$10,000 and will be invoiced on the first day of each quarter according to the GlobalCorp fiscal year. Custom Solutions will be responsible for managing this travel budget, which enables the Custom Solutions consultant to meet the expectations established in the Location paragraph above.
- The maximum quarterly billing will be \$60,000 which covers all consulting and travel expenses.
- The quarters will be aligned with GlobalCorp's fiscal year. The consultant will notify GlobalCorp in advance if there is a danger of exceeding the maximum quarterly billing. In this event, the consultant will coordinate with the Director to establish a strategy for reducing the consultant's weekly hours in order to remain under the cap. This maximum

does not include additional training expenses for classes that have not yet been identified.

- Training fees are currently out of scope and will be proposed for specific training engagements. If consultant delivers training informally, that training will be billed at a consulting rate plus the cost of courseware.

Schedule

Schedule parameters include the following:

The proposed consultant will be available for the project beginning September 6, 2017. He will be available part-time through September, and will begin full-time work on this project October 2.

It is expected that previous commitments, including personal vacation, will pull him away from the project periodically.

The consultant shall perform a minimum of 32 hours work per week, except for weeks where the consultant or Custom Solutions schedule days away from the project for holidays or non-project commitments. This minimum shall not be invoked when work weeks are abbreviated to less than four days due to GlobalCorp corporate holidays and major corporate events. GlobalCorp will provide a minimum 60 days advance notice of such holidays and events. At the outset of this contract GlobalCorp will provide Custom Solution's account manager with a calendar of GlobalCorp corporate holidays for 2017.

Cancellation

- The term of this contract shall begin September 2017 and the consultant is expected to be available to perform on this project through September 30, 2018. If GlobalCorp elects to cancel this contract prior to June 30, 2018, for any reason other than Custom Solution's failure to perform, the Director will notify Custom Solutions' account manager to establish a date for the termination of services. Upon termination of services, Custom Solutions will invoice for all work plus a cancellation fee equal to three weeks (120 hours) at the contracted hourly rate.
- The contract may be extended at the request of GlobalCorp, through April 1, 2019, with no change in terms. GlobalCorp shall notify Custom Solutions' account manager no later than August 1, 2018 of GlobalCorp's intent to extend the contract beyond September 30, 2018.

Failure to perform

If, during the contract period, the Director is not satisfied with the performance of the Custom Solutions consultant, the Director will contact the Custom Solutions account manager who will have 7 business days to either address the performance concern to GlobalCorp's satisfaction or to find a suitable replacement. During that period of time, the contract terms will be in effect. At the end of that time, if GlobalCorp is not satisfied, GlobalCorp may terminate the contract without penalty.

Invoices

All work to be performed on a time and materials basis and invoiced twice monthly. Invoices are due within 30 days of invoice date.


Force Majeure

Neither party shall be liable for any delay or failure in performance due to Force Majeure, which shall mean acts of God, earthquake, labor disputes, changes in law, regulation or government policy, riots, war, fire, terrorist attack, epidemics, acts or omissions of vendors or suppliers, transportation difficulties or other occurrences which are beyond either party's reasonable control.

Authorization and Signature

Upon acceptance of this proposal, GlobalCorp will issue a purchase order or contracting device incorporating these terms for this engagement.

Thank you for the opportunity to submit this proposal.

GlobalCorp	Custom Solutions
	
Signature	Signature
Rye Woodard	
Name	Name
President	
Title	Title
June 12, 2017	
Date	Date
00-000000	
Tax ID Number	Reference Number

Professional Profile for Tony Blue, Real Estate Project Manager

Tony Blue has over 15 years of experience in the project management of corporate real estate and facilities, as a project manager, consultant, and instructor.

Overview of Qualifications

Change leadership and facilitation skills. Tony has spent the past five years deploying project management systems for our clients. In that role his ability to facilitate change and win cooperation from multiple stakeholders is as important as his technical expertise.

Project management coach and facilitator. Tony can lead by demonstration and teach incrementally throughout a project. In 2008-2009 Tony provided similar project management services to a corporate real estate team that was spread across multiple locations.

Planning and overseeing complex projects with many related components. Tony developed his project management skills as a planning consultant for facilities projects including construction, remodeling, and relocation in many industries.

Expertise in current collaboration technology. Pen is certified in the use and deployment of enterprise project management solutions and advises our clients on their best use. He will be able to quickly assess the team's collaboration needs and propose the most efficient approach.

Certifications & Education

- Project Management Professional
- Bachelor of Arts, Liberal Studies
- M.A., Whole Systems Design
- Advisory Board, Masters in Project Management