2019 Washington Street, East
Charleston, WV 25305
Telephone: 304-558-2306
General Fax: 304-558-6026
Bid Fax: 304-558-3970

West Virginia Purchasing Division

The following documentation is an electronically-submitted vendor response to an advertised solicitation from the *West Virginia Purchasing Bulletin* within the Vendor Self-Service portal at *wvOASIS.gov*. As part of the State of West Virginia's procurement process, and to maintain the transparency of the bid-opening process, this documentation submitted online is publicly posted by the West Virginia Purchasing Division at *WVPurchasing.gov* with any other vendor responses to this solicitation submitted to the Purchasing Division in hard copy format.

Solicitation Response(SR) | Dept: 0511 | ID: ESR01052200000004016 | Ver.: 1 | Function: New | Phase: Final

Modified by batch , 01/13/2022

Header 7

List View

General Information | Contact | Default Values | Discount | Document Information | Clarification Request

Procurement Folder:	964749
Procurement Type:	Central Master Agreement
Vendor ID:	VS0000027804
Legal Name:	COLUMN CASE MANAGEMENT LLC
Alias/DBA:	
Total Bid:	$212,825.00
Response Date:	01/13/2022
Response Time:	13:13
Responded By User ID:	dsteele3252
First Name:	David
Last Name:	Steele
Email:	dsteele@columncase.coi
Phone:	6305182857

SO Doc Code:	CRFQ
SO Dept:	0511
SO Doc ID:	OIG2200000001
Published Date:	12/14/21
Close Date:	1/13/22
Close Time:	13:30
Status:	Closed
Solicitation Description:	STATEWIDE CASE MANAGEMENT SYSTEM
Total of Header Attachments:	7
Total of All Attachments:	7

	Department of Administration **Purchasing Division** **2019 Washington Street East** **Post Office Box 50130** **Charleston, WV 25305-0130**	**State of West Virginia** **Solicitation Response**

Proc Folder:	964749
Solicitation Description:	STATEWIDE CASE MANAGEMENT SYSTEM
Proc Type:	Central Master Agreement

Solicitation Closes	Solicitation Response	Version
2022-01-13 13:30	SR 0511 ESR01052200000004016	1

VENDOR

VS0000027804
COLUMN CASE MANAGEMENT LLC

Solicitation Number: CRFQ 0511 OIG2200000001

Total Bid: 212825 **Response Date:** 2022-01-13 **Response Time:** 13:13:02

Comments:

FOR INFORMATION CONTACT THE BUYER
Crystal G Hustead
(304) 558-2402
crystal.g.hustead@wv.gov

Vendor
Signature X **FEIN#** **DATE**

All offers subject to all terms and conditions contained in this solicitation

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
1	Data base management system software				

Comm Code	Manufacturer	Specification	Model #
43232304			

Commodity Line Comments: The total contract amount for year one is $212,825.00. Please see Software as a Service Licensing Quote and Statement of Work.

Extended Description:

case management system

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
2	Computer software licensing service				48600.00

Comm Code	Manufacturer	Specification	Model #
81112501			

Commodity Line Comments: Please see attached Annual Software Quote

Extended Description:

Software Licensing Fees

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
3	Database management system software maintenance	100.00000	HOUR	1642.250000	164225.00

Comm Code	Manufacturer	Specification	Model #
81112205			

Commodity Line Comments: Please see attached Statement of Work for a detailed response to all the requirements.

Extended Description:

The quantity of 100 is an estimate for bidding purposes only. Actual hours could be more or less.
Modifications and Enhancements, Support

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 01/13/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	
Phillips Bros Agency, LLC 917 W. Washington Suite 315 Chicago IL 60607	CONTACT NAME: Phillips Bros Agency PHONE (A/C, No, Ext): (312) 346-3090 FAX (A/C, No): (312) 346-3098 E-MAIL ADDRESS:

INSURED	INSURER(S) AFFORDING COVERAGE	NAIC #
Column Case Management LLC	INSURER A : Hartford Underwriters Insurance Company	30104
10 E 22nd St	INSURER B :	
	INSURER C :	
	INSURER D :	
	INSURER E :	
Lombard IL 60148-4977	INSURER F :	

COVERAGES **CERTIFICATE NUMBER:** Proof **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	[X] COMMERCIAL GENERAL LIABILITY [ ] CLAIMS-MADE [X] OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: [X] POLICY [ ] PRO-JECT [ ] LOC OTHER:	Y		83SBAAE1MRA	11/14/2021	11/14/2022	EACH OCCURRENCE	$ 1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 1,000,000
							MED EXP (Any one person)	$ 10,000
							PERSONAL & ADV INJURY	$ 1,000,000
							GENERAL AGGREGATE	$ 2,000,000
							PRODUCTS - COMP/OP AGG	$ 2,000,000
								$
A	AUTOMOBILE LIABILITY [ ] ANY AUTO [ ] OWNED AUTOS ONLY [ ] SCHEDULED AUTOS [X] HIRED AUTOS ONLY [X] NON-OWNED AUTOS ONLY			83SBAAE1MRA	11/14/2021	11/14/2022	COMBINED SINGLE LIMIT (Ea accident)	$ 1,000,000
							BODILY INJURY (Per person)	$
							BODILY INJURY (Per accident)	$
							PROPERTY DAMAGE (Per accident)	$
								$
A	[X] UMBRELLA LIAB [X] OCCUR [ ] EXCESS LIAB [ ] CLAIMS-MADE [ ] DED [X] RETENTION $ 10,000			83SBAAE1MRA	11/14/2021	11/14/2022	EACH OCCURRENCE	$ 3,000,000
							AGGREGATE	$ 3,000,000
								$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y / N ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? [ ] **(Mandatory in NH)** If yes, describe under DESCRIPTION OF OPERATIONS below	N / A		83WECAL6ADL	05/04/2021	05/04/2022	[X] PER STATUTE [ ] OTH-ER	
							E.L. EACH ACCIDENT	$ 1,000,000
							E.L. DISEASE - EA EMPLOYEE	$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	$ 1,000,000
A	FAILSAFE TECH E&O LIABILITY Retro: 11/14/19			83SBAAE1MRA	11/14/2021	11/14/2022	EACH ACT	$1,000,000
							AGGREGATE	$3,000,000
							DEDUCTIBLE	$10,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

State of West Virginia named as Additional Insured with regards to General Liability as required by written contract.

CERTIFICATE HOLDER	CANCELLATION
WV DHHR 1900 KANAWHA BLVD E BLDG 6, RM 817-B Charleston WV 25305	**SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.** AUTHORIZED REPRESENTATIVE Kevin E. Phillips

COLUMN
Case Management

Proposal Prepared For:
West Virginia Office of Inspector General

Proposal Prepared By:
Column Case Management Inc.
David Steele
10 E 22nd St
Suite 300
Lombard, IL 60148
Phone: 630-518-2857
dsteele@columncase.com

1/12/2022

Item#	Description	Qty	Monthly User Price	Total Price
Case Management Software as a Service Licensing Costs				
1	**Column Case Licenses (SAAS) with up to 1 TB of data**	45	$ 120.00	$ 64,800.00
			Software Licensing Total	**$ 64,800.00**
	Government Discount		**25%**	**$ 16,200.00**
Annual Charge for Software As A Service				**$ 48,600.00**

NOTES:

1. Prices are in US dollars.
2. Payment Terms: Net 30 days.
3. This quote does not include applicable sales tax. If your purchase qualifies for a tax exempt status, please send a copy of your "Tax Exempt Certificate" with your PO. If a certificate is not received at the time the order, Column will charge the appropriate sales tax for your location.
4. **Purchase Orders** must include: PO number, Company Letterhead or Logo, Bill To & Ship To Addresses, Payment Terms, Items to be Purchased (product descriptions, related prices), & Customer Signature.
5. Unit price is based per user.
6. Product quote is valid until April **2022**

COLUMN
Case Management

West Virginia Office of Inspector General

Request for Information

Response Due Date:
January 13, 2022

COLUMN PROFESSIONAL SERVICES

David Steele
(630) 518-2857
dsteele@columncase.com

Chicago
(Headquarters)
10 E 22nd St., Suite 300
Lombard, IL 60148
P: (331) 462-0994

Table of Contents

Experience

Column has been a software manufacture of investigative and process case management for over 8 years. We have implemented 77 Case Management Applications to government entities over the past 5 years and our typical customer has between 10-30 users. To further understand our experience, some of our clients have very complex workflows. The Chicago PD is a good example of this, we are currently implementing and managing the entire internal affairs process, from grievance to penalty phase and all the processes in between. They went live with Column Case Management in February of 2019 with over 6 million legacy records and over 30 data sources including Body Cam Videos, their Training Data Base, and the HR Data Base.

Most importantly the latest version of Column Case Management was designed to have 90% of investigative best practices out of the box learned from our client requirements. Furthermore, the application is built for configuration not for customization, which makes it easier to maintain for our clients.

Some Column Case Investigative Users include, but are not limited to:

- City of Montreal Inspector General
- Chicago Fire Department
- Chicago Office of Inspector General
- Chicago PD BIA
- Cook County Office of Independent Inspector General
- Fairfax County Public Schools
- Federal Aviation Administration
- Illinois Office of Executive Inspector General
- Ohio Auditor of State
- Ohio Department of Jobs & Family Services
- Ohio Office of Inspector General
- Texas Department of Insurance
- Texas Workforce Commission
- US Census Bureau
- West Virginia State Auditor's Office

Additionally, as seen above we have a lot of government expertise and knowledge which helps shape a positive outcome for our government agencies.

References

<u>City of Chicago OIG</u>

Ahmed Jir
Chief Technology Officer
Email: ajir@igchicago.org
Phone: (773) 478-0261

Ohio Inspector General

Ron Nichols
Deputy Inspector General
Email: Ronald.Nichols@oig.ohio.gov
Phone: (614) 644 6543

City of Montreal Inspector General

Nancy Boulerice
Chargée – Inspection & Enquête
Email: nboulerice@bigmtl.ca
Phone: (514) 280-2800 post 2825

Organizational Capability

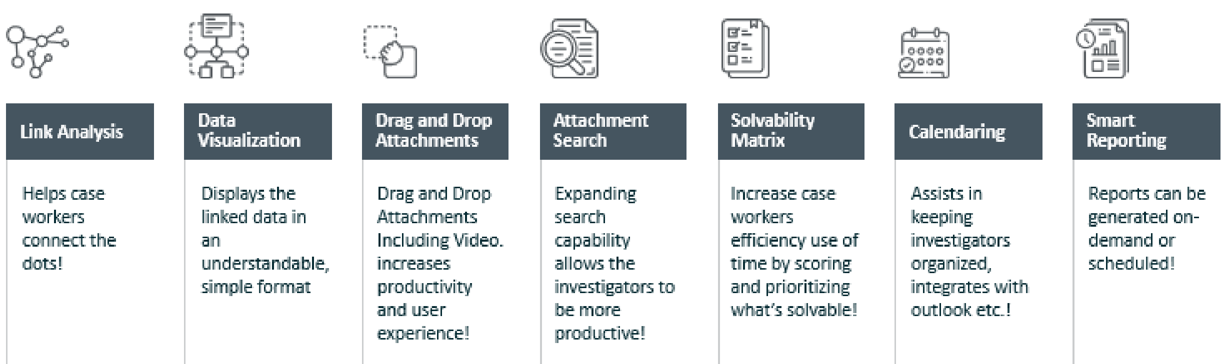
Our organization only has w2 employees assigned to the projects which provides us and our clients complete accountability. Each project has a delivery manager and a senior solution architect who is there to design your system. Each project has a dedicated project manager. Every project has a dedicated consultant or consultants. Every document we produce goes through a peer review before it goes through our QA process.

As we near go live and user acceptance testing, we schedule time with our support team and your organization. We have an outstanding support team that will be able to answer any questions that arise. Our support desk is open 24 hours 7 days a week. Additionally, some of our clients do not want to handle the day to day administration of an application so they pay for a managed service.

In terms of government contracts, we have many such as The Federal GSA, Texas DIR, and NYS PBITS contracts for software and services. We have a contracts team that manages and keeps those contracts current.

Brief System Overview

Column Case Investigations provides:



With Column Case Investigative, you will:

Keep track of case assignment, case disposition, notes, and supplemental information

Optimize user productivity with an intuitive web interface and role-based navigation

Provide statistical analysis of case information

Track unique characteristics of each case and compare to other cases for crimes that are related

Enhance information sharing with highly secure, case-specific workspaces that allows almost any file format

Protect sensitive information using a variety of highly flexible user, role, and information-based controls

Increase efficiency with the leading workflow engine that automates activities and enforces processes

Improve information access with a search engine that indexes web pages, attachments, forms, and log entries

Our solution leverages 'Bootstrap' and is mobile responsive to most tablets and iOS devices

While Column Case Management comes with investigative best practices out of the box, it also has built-in Business Process Management (BPM) features. These features allow the software to be flexible enough to handle new laws or investigative procedures that are unique to your organization without the need for lengthy or expensive customizations. This means that as the requirements, processes, and needs of your organization grow, Column Case Management can be easily configured to adapt to new laws and requirements.

In summary, Column Case Management will streamline and track the investigative process with robust features and built-in best practices that make the investigator more efficient and productive. Our experienced Specialists will make recommendations during discovery, development, and implementation that enable your organization with investigative best practices which use methodologies that have been proven to work.

Migration and Implementation

Our requirement gathering phase would include a workshop specifically around the migration of legacy data. Upfront, we spend a good amount of time reviewing current data sources and overall accuracy of data to ensure that when the data migration takes place it goes as smooth as possible. The data migration process is validated in a User Acceptance Test with sample data, and the final, one-time load would be performed in the Production system just prior to Go-Live. Data Migration is typically achieved through Column Case Data Migration tool. Extracted CVS data can be imported using this tool. Column Case Management also utilizes Pentaho to directly bring in data from a variety of sources utilizing SQL, data import, and even APIs.

Our approach is to understand your processes and objectives in great detail. We want to become your subject matter expert. For this to happen, during the design phase we will push to receive every piece of current documentation that depicts your current processes. Additionally, we will ask to view your current software and have you demonstrate all of your current software that manages the case processes so, we can better understand the current process. To this end, we will ask for agency acronyms and definitions before the workshops begin. We will ask to see your reports to understand what you are managing to. Lastly, we will introduce you to a client or two that had similar challenges to help you shape your approach.

Additionally, we have been in the investigative case management space for over 7 years, as a result our resources have a lot of industry expertise and knowledge which help shape a positive outcome for our government agencies.

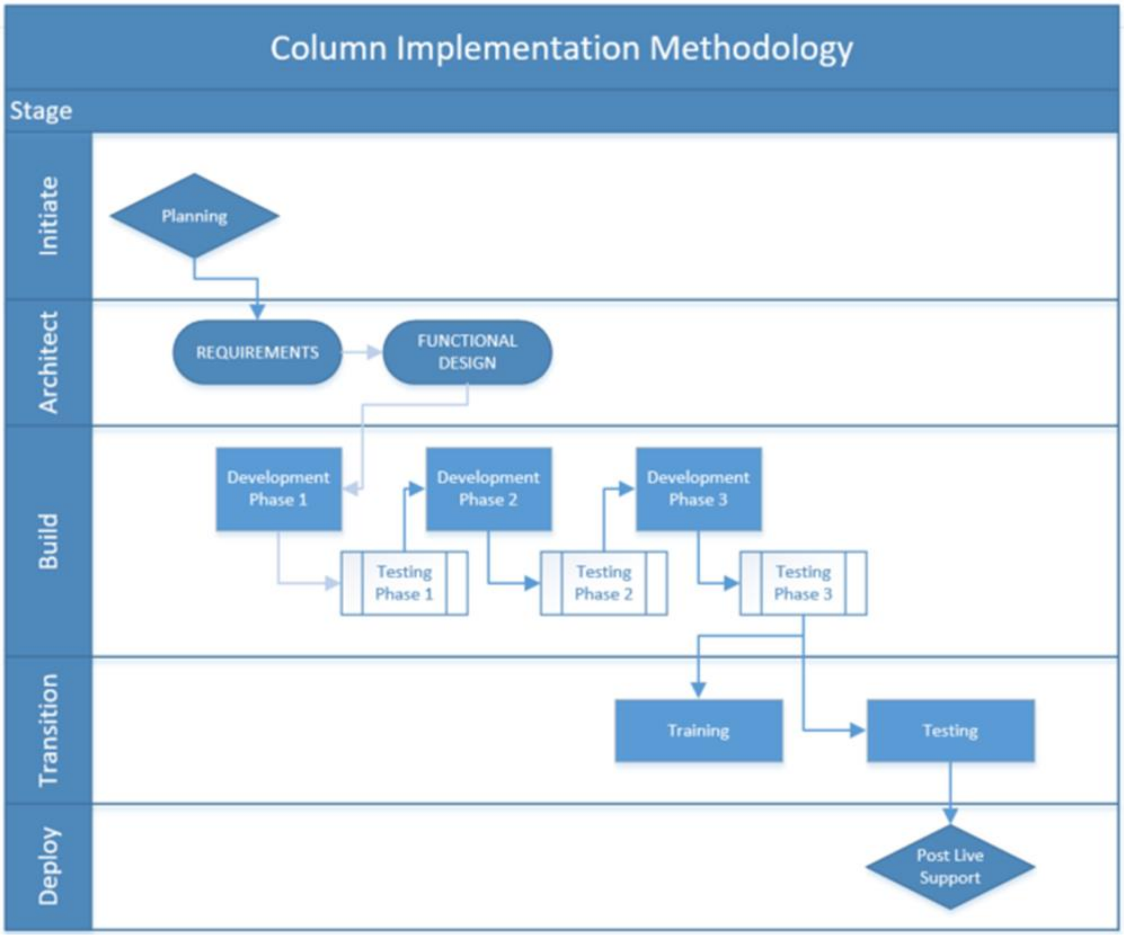
In summary, like any good vendor we have an agile design, build/implement, train methodology that looks great, but the difference comes from us thoroughly understanding all requirement so, your project is scoped properly and the expectations are set and documented by both parties.

Implementation Methodology

Column leverages a hybrid project methodology with an overall linear flow consisting of the following stages:

- Initiate
- Architect
- Build
- Transition
- Deploy

To maintain transparency and engagement, Column utilizes Agile concepts during the Build stage providing iterative demos and testing to solicit Client feedback and supply ongoing remediation as demonstrated below:



NOTE: Not all stages or activities may be in scope for the SOW. This diagram is meant to be a representation of standard project flow only.

COLUMN
Case Management

WEST VIRGINIA DEPARTMENT OF HEALTH AND HUMAN RESOURCES (DHHR) OFFICE OF INSPECTOR GENERAL (OIG)

STATEMENT OF WORK

COLUMN CASE, INC.
January 12, 2022

CORPORATE HEADQUARTERS
10 E 22nd Street, Suite 300
Lombard, IL 60148
Phone: 630.515.6660
Fax: 630.271.1508
COLUMNCASE.COM

Document Information

Authorization

WEST VIRGINIA DHHR	
CREATED BY:	Tom Baker
AUTHORIZED ON:	January 12, 2022
PROTECTIVE MARKING:	CONFIDENTIAL

Version Control

Date	Author	Version	Change Reference
01/12/2022	Tom Baker	1.0	Document Creation

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Overview

West Virginia Department of Health and Human Resources ("Client" or "DHHR") has engaged Column Case, Inc. ("Column") to implement the Column Case Management application v7.9 ("CCM") for their Office of Inspector General (OIG) Investigations and Fraud Management (IFM) Office. CCM can be delivered in a SaaS or On-Premise model. This SOW is based on a SaaS deployment.

The state agency is required to investigate allegations of recipient misrespresentation, pursue the recovery of overpaid funds, and refer suspected program violators to the appropriate prosecuting authority. The IFM division provides this function within the DHHR. The current IFM structure includes three units with differing responsibiites in regard to servicing this federally mandated function. IFM is also responsible for providing an internal investigations unit for DHHR employee misconduct. IFM is responsible for generating and distributing periodic reports prepared to standar and ad hoc specifications to state and fereal partners. IFM will receive, evaluate, refer, assign, investigate, and report on welfare abuse releated concerns, complaints, and otherwise identified systemic or interal issues as determined by IFM.

Based on Client requirements, Column is recommending the Column Case Management Software solution. Column CCM represents the next generation of adaptable, easy-to-use case management tools for a rapidly developing workplace. CCM is a collaborative, integrated solution that helps organizations manage and track response to events, requests, and inquiries. It enables users to safely and securely manage and share information, automate tasks and processes, and collaborate across departments. Easy to implement and maintain, CCM increases service quality and Client satisfaction while containing costs.

CCM is a web-based case solution addressing collaboration, content management, workflow automation, and integration features to improve organizational performance. It provides:

- ***Collaborative Case Management*** - A highly configurable solution for enabling business process management. Collaborative Case Management allows you to automate and document a case intake process, manage, organize, and access documents and data associated with cases, and then document all case activities from triage to resolution. Case management also differentiates between the intake processes (Incident) and the actual case allowing a more thorough triage and vetting process. Case Management also accommodates the different processes and requirements applicable to both individual complaint and systemic policy reviews / systemic with a role-based permissions model.
- ***Business Process Management*** – Case business process management allows organizations to efficiently and effectively automate processes. Automation capabilities include e-forms, e-mails, notifications, and more. These features are all handled through system configurations allowing the Client to administer and maintain changes in process themselves in the future.
- ***Integrations Platform*** –CCM supports numerous integration mechanisms (RESTAPI, Batch) to be able to query and bi-directionally integrate with core systems, such as Record Management Systems (Tiberon, Integraph, Sungard, etc.) The solution also provides for integration with OAuth 2.0 authentication systems, such as LDAP, Ping, RSA, and Kerberos-based and SAML-based products.
- ***Business Intelligence*** - An integrated business intelligence platform allows an organization to think and act strategically by understanding and utilizing data. The application allows for creation of a broad range of reports and dashboards making every decision and informed one and includes scheduling and ad hoc reporting capabilities.
- ***Solvability/Risk Management Module*** - allows users to quickly determine what cases have a high solvability/risk factor or have a high priority. It does this by allowing you to use predefined factors such as, "Is there evidence?", "Has the subject previous been involved in other complaints or cases?", "Is it a linked crime series?", "Did it involve organized crime?", or it allows you to define your own factors. These factors have points associated to them and can give each case an automated score and priority.
- ***Data Visualization*** - Column Case Management has a relationship engine that allows you to associate in a many to many fashion Intakes, Cases, People, Organizations, Locations, or Property. Data Visualizations allows you to see these relationships in a graphical manor. Users will be able to click around in this graphical interface to help

them understand relationships they may have not noticed when viewing the in a text formal. Users will also have the ability to click on any of the objects to view the details.

Column Case Management System has been designed to be easily configurable to support any organization in need of tracking activities around people, property, etc. Since most of the information is completely data driven, administrators can make changes as needed and make them immediately available to new users.

This Statement of Work ("SOW") shall be governed by the attached Terms and Conditions OR MSA if applicable.

Column is committed to providing professional consulting services that meet or exceed Client expectations. To this end, Column employs structured engineering processes and standards based upon a proven project management approach that ensures quality product and service deliverables. This SOW is a vital component of the process that establishes Client requirements and mutual expectations.

Please review all of the material presented for your approval. Every effort has been made to produce a comprehensive document for you that will specify your business requirements, as well as the most effective methods to address those requirements. Feedback from you will help ensure that both parties incorporate any necessary modifications into the document prior to its mutual acceptance.

1 Project Scope

Column recommends that this project be divided into two phases. Phase 1 will be the Requirements Analysis and Phase 2 will be the Implementation. This SOW includes both phases.

Column will perform all services required to meet the deliverables as outlined in this SOW on a level-of-effort (i.e. time and material, non-fixed fee) basis. Column is not agreeing to a 'fixed price', or guaranteed contract.

Some of the work may be performed remotely as agreed to by the Client.

1.1 In Scope

The following has been deemed "In Scope" for this effort:

- Phase 1 - Project Initiation
- Requirements Analysis and Design
    - Column Case Management Application Workshop
    - Client's Process Review
    - Integration Workshop (Email, Authentication)
    - Legacy Data Workshop
    - Reporting Workshop
    - Functional Requirements Review
- Phase 2 – Implementation
    - Case Management Configurations
    - Integrations (Authentication, Email)
    - Case Foundation Data
    - Legacy Data Migration (Does not include data cleansing of legacy data)
    - Reporting (Up to 5 reports or 60 hours)
    - Testing
    - Training
    - Documentation and Knowledge Transfer
    - Production Rollout /Post Live Support

1.2 Out of Scope

The following and any item not explicitly stated as in scope is deemed out of scope as related to this SOW.

- Application customization will not be performed in this SOW.
- Integrations to any 3rd party product other than Authenication and Exchange.
- Column is not responsible for defining and documenting Client Common Operating Processes, Standard Operating Procedures or any kind of work instruction.
- Response times, performance and third-party system testing is not considered in the scope.

2 Project Initiation

Column will work with the Client's Project Manager in setting expectations and objectives through the creation of a Project Initiation Document ("PID"). The PID identifies the direction and scope of the project. It also defines and controls the project objectives, resources and activities associated with the engagement.

In creation of the PID, the following will be defined:

- Project Team – the following roles and responsibilities will need to be filled:
  - Project Board (Column and Client)
  - Project Executive (overall responsibility and final decision maker)
  - Senior User (representative and decision maker for the User Community)
  - Senior Supplier (representative and decision maker for the Supplier of Services)
  - Project Assurance (ensure all facets of the project are being done and quality is being met)
  - Project Manager (responsible for the day to day activities of the project)
  - Team Managers (responsible for delivery of individual work packages assigned during product delivery)
  - Project Support (Column and Client individuals that help through different stages of the project, such as testing work packages)
- Business Case
  - Project Objectives
  - Project Scope
  - Project Deliverables
  - Project Constraints
  - Project Assumptions
  - Project Approach (implementation phases)
  - Project Tolerance and Controls
  - Estimated Costs and Budget
  - Quality Plan and Acceptance Criteria
  - Communication Plan
  - Initial Project Plan
  - Initial Risk Log
  - Critical Success Factors and Key Performance Indicators
- Create Workshop Agendas and Attendee Lists

In addition, any specific Client standards, policies, or requirements with regard to system testing, user acceptance testing, documentation, or review will be discussed at this time.

Client Participation

- Client will assign a Project Manager or Project Executive to work with the Column Project Manager.
- The Client Project Manager will review and approve the final PID.
- The Client will have performed PID review with Column Project Manager prior to the Column consultants arriving on-site.

3 Phase 1 – Requirements Analysis

3.1 Column Case Management System Sandbox

Column will provide a Column Case Management System 7.9 sandbox environment (via the Column Cloud) which will be available for the duration of the Requirements Analysis phase and be used to facilitate the phase.

3.2 Column Case Management Application Workshop

Column will conduct Deep Dive Demos of the Column Case Management System. The purpose of the demos is to get the Client project teams familiar with the common usage of the Column Case Management System in preparation for the following sessions.

Using the sandbox environment, Column will lead the demos for the Client to get an understanding of the 'out of the box' features and functionality. At the end of the demos, Column will make sure each group has a login to the sandbox and the Client will have approximately one week to review the use cases and prepare for the Process Review, where any deviations to the out of the box processes will be revealed by the Client and discussed and documented by Column for inclusion into the application pending final approval.

3.2.1 Column Case Management Use Cases

Column will review the following Standard Column Case Management Use Cases:

- Create/Initiate an Intake from the Intake Console
- Assign an Intake to myself
- Assign an Intake to another user in my group
- Assign an Intake to another group
- Assign an Intake to another user not in my group
- Creating a Journal entry on an Intake
- Navigating the Document Library
- Sending an email from an Intake
- Moving an Intake to Draft Approval
- Moving an Intake to Recommendation
- Moving an Intake to Recommendation Approval
- Relating an existing Case to another Case
- Searching for an Intake
- Locking an Intake
- Unlocking an Intake
- Adding an Ad Hoc Task to an Intake
- Create/Initiate a Case Record from Case Console using a Solution
- Create/Initiate a Case Record from Case Console not using a Solution
- Assign a Case to myself
- Assign a Case to another user in my group
- Assign a Case to another group
- Assign a Case to another user not in my group
- Creating a Journal entry on a Case
- Updating an eForm on a Case
- Sending an email from a Case
- Moving a Case to Under Investigation
- Moving a Case to Under Review
- Moving a Case to Final Product
- Moving a Case to Press Release

- Relating an existing Case to another Case
- Searching for a Case
- Locking a Case
- Unlocking a Case
- Adding an Ad Hoc Task to a Case
- Viewing a Task from the Console
- Assign a Task to myself
- Assign a Task to another user in my group
- Assign a Task to another group
- Assign a Task to another user not in my group
- Creating a Journal entry on a Task
- Completing a Task
- Searching for a Task

3.2.2 Shared Use Cases

Column will review the following Shared Use Cases:

- Using the Calendar
- Approving an Intake/Case/eForm/Property

3.2.3 Reporting

Column will review the following Reporting Use Cases:

- Navigating the Reporting Console
- Interacting with 'out of the box' Reports
- How to create an ad-hoc Report
- Navigating the 'out of the box' Case Domain
- Review 'out of the box' Data-level Security

Client Participation

- Client will ensure the appropriate resources are available to participate in Deep Dive Demo and Use Case review.
- Applicable Client teams will review the application uses cases and be prepared to discuss the deviations based on requirements during the Breakout Sessions.

3.3 Customer Process Review

Column will review the Client's current processes. The goal of the Process Review is to review each Use Case covered to identify any configurations specific to Client processes and procedures. Column will go through the Use Cases after review by the Client to discuss any configurations that will need to be performed. At the conclusion of the Process Review, there will be a complete and agreed upon set of configurations. The following groups/units will participate in the process review:

- Team Members
- Client System Administrators

3.3.1 Group/Unit Sessions

During the Group/Unit Sessions, the following functionality will be determined and gathered based on the defined process:

- Field and form layouts
- Case Templates
- Approval Requirements
- Group and user roles and permissions
- State transition rules

- Auto-assignment criteria
- Workflow needs and/or adjustments
- Business rules (state transition rules, notifications and requirements)
- View layouts
- Milestone Dates

3.3.2 Legacy Data Workshop

Column and the Client will review customer's legacy data and determine what legacy data will be migrated to Column Case Management solution. The following will be discussed:

- Review legacy data system
- Determine what dataset needs to be migrated
- Determine if the data needs to be cleansed prior to migration
- Mapping legacy data to Column Case Management
- Timing of migrations

Client Participants: Application Process Owners, Application Managers, Legacy Data Resources

3.3.3 Reporting Breakout Session

Column and the Client will review existing Customer reports and determine which new reports will be deployed within the incoming Column Case Management solution. The following will be discussed:

- Review existing client reports/New reporting requirements

Note: The reports build is limited to 24 hours for Phase 2, therefore report development is limited and all reports identified may not be included. The requirements list will be reviewed and the final list for report development will be determined during the Functional Requirements Review Workshop.

Client Participants: Application Process Owners, Application Managers, Reporting Resources

3.4 General Workshops

3.4.1 Foundation Data Workshop

Column will host a working session exploring the Case Management data model and associated application dependencies. Column will guide the Client through the implications of adopting various foundation data models. Topics will include:

- General Configuration Data
    - Case Categorization Tiers
    - Units and Organizations
    - Case Workers
    - Case Unit Assignments
    - Location
    - Organization
    - People
    - Case Templates
    - Journal Templates
    - Sites
    - Permissions
- Case Solutions Configuration
    - Case Fulfillment Tasks
    - Journal Templates / Standard Notifications

- Identify the members of the Data Modeling Team who will participate in the data modeling reviews
- Determine how each of the foundation data structures will be used in the Client's environment
- Identify the person responsible for each data element
- Identify the format in which data will be provided and the mechanism for populating the system
- Set a deadline for the first cut of baseline data

Client Participants: Application Process Owners, Application Managers, Project Team

3.4.2 Integrations

Column will lead discussions with the Client in order to gather the requirements for the following integrations:

- User Authentication
- Email (Inbound and Outbound)

Client Participants: Subject Matter Experts

3.5 Functional Requirements Review

After completion of the Requirements Analysis Phase workshops, Column will prepare a Functional Requirements Overview worksheet ("FRO") and review the list of all requirements captured during the workshops. Requirements will also be reviewed against the expected level of effort anticipated for Phase 2 – Implementation. Should there be any variances, the parties will evaluate the proper course of action and the approach will be adjusted or a Change Request may be applicable.

Column and Client will come to agreement as to which requirements will be considered in or out of scope. The in-scope items will then be detailed in the Functional Requirements Design Document ("FRD").

Client Participation

- Client will provide appropriate and applicable resources to participate in the Functional Requirements review.
- Client will meet with Column Project Manager to review and sign-off on the overview, completion, and acceptance of the Functional Requirements Document.
- The Functional Requirements Documentation may be reviewed for additional clarity and content by the Client one time, and then updated if necessary. Additional revisions of the documentation may require additional days to be added to the estimate using the Change Control Procedure.

4 Phase 2 - Implementation

4.1 Case Management Application Configurations

Column will configure the Case Management application as outlined and agreed to in the FRD. These application configurations will enable the Client specific process flows to function within the Case Management application. The configurations may include the following:

- Case Form
- Case Console
- Intake Form
- Intake Console
- Task Form
- People Form
- Organization Form
- Location Form

- Milestones
- Task Templates
- Journal Templates
- Approvals
- Custom Workflows
- Bulk/Mass Email Correspondence

Client Participation

- Client will provide resources with skills and knowledge to test the configurations.
- Client will review the testing and verify functionality and business requirements are met and sign-off on their completeness.

4.2 Integrations

The integrations will be performed as outlined and agreed to in the FRD. The integrations identified for development are:

- Authentication
- Email for Inbound / Outbound Notifications

Client Participation

- Client will provide SME resources for the Authentication and Email with skills and knowledge to test the above integrations.
- Client will provide any items identified as Client responsibilities/dependencies in the FRD Integrations Section.
- Client will review the testing and verify functionality and business requirements are met and sign-off on their completeness.

4.3 Reports

Column will provide up to sixty (60) hours to assist the Client with updates to the Reporting domain to allow for Client specific reports to be run.

Client Participation

- Client will provide resources with skills and participate with the reports build out.
- Client will provide resources to participate in the report demonstration.

4.4 Column Case Management Foundation Data Configurations

The Client's Case foundation data will be loaded. The following configuration data can include, but is not limited to the following:

- Case Categorization Tiers
- Units and Organizations
- Assignment and notification groups
- Assignment rules
- Location
- Organization
- People
- Case Templates
- Journal Templates
- Sites
- Permissions

Column will perform the following tasks:

- Review data spreadsheet with Client to ensure data elements are completed in the agreed format and to ensure completeness before the import begins.
- Import standard and Case configurations data.
- Data failing to load will be re-loaded one-time. Data failing to load after one-time will be the Client's responsibility unless the data failures are the result of Column's data definitions. If data failure is due to Client's data, Client will be given time to perform data clean up before re-loading the final time. If data failure is a result of Column's work, then Column is responsible for correcting and uploading.

Client Participation

- Client will provide configuration data worksheet for upload and work with Column to achieve full data loads.
- Client is to provide access to personnel who can make decisions regarding the topics outlined on the identified data sources.
- It is Client's responsibility for data integrity and completeness.
- Client is responsible for cleaning up data which fails to upload after the second load.
- Client will be responsible for completing the in-scope data mappings in the Column format. All in scope data will be presented in the same format and structure as outlined by Column.
- Client will review completed configurations and verify functionality and business requirements are met and sign-off on their completeness.

4.5 Legacy Data Migration

Column will migrate customer's legacy data based on the approved design and mappings in the FRD.

Column will perform the following tasks:

- Migrate of smaller dataset to customer's UAT/Test environment to support UAT.
- Migrate up-to-date full dataset to customer's Production environment upon UAT signoff.

Client Participation

- Client will provide resources with skills and participate with the legacy migration.
- Customer is responsible for any cleaning of their legacy data prior to importing into Column Case Management application

4.6 Testing

4.6.1 Unit Testing

Column will conduct a series of tests that will review all configurations and integrations developed. Column will use the documented requirements to test against the application functionality. Column will also review the configurations and integrations to ensure that they have been optimized for performance. Column will correct any inconsistency found during the unit testing.

4.6.2 Demo for UAT Testers

Training at this level will consist of the individuals responsible for testing the application prior to production roll out. Column will provide an application demonstration, which will be presented to the testing team based on the standard test scripts.

4.6.3 User Acceptance Testing

This stage of the project will allow Client personnel the ability to test the incoming software solution, including end-to-end testing. Issues found during UAT will be reviewed, prioritized, and resolved. Resolved issues would then be retested to ensure completeness of the resolution.

- User Testing - During this step, the Column consultant will be present to answer any questions and to make any immediate configuration fixes that may be a roadblock in completing the standard test scripts.
- Review issues found during testing and evaluate issues – the Column Project Manager and Client's Project Manager will review all issues. All issues will be categorized into either a valid issue or enhancement.
- Resolve valid issues - Column will resolve valid issues that fall within the scope of the configurations and customizations identified in this document.
- Retest resolved issues - Tester will retest to resolve issues and provide final sign-off.

Client Participation

- Client should ensure adequate time and resources are provided to test the applications and configurations as required for the engagement.
- Client will review completed test data, verify functionality and business requirements are met, and sign-off on their completeness.

4.7 Documentation and Knowledge Transfer

A document will be produced which lists all of the configurations made to the base application. This document is primarily intended for the Case Management Administrator and is an important component of the knowledge transfer. This document is used in conjunction with relevant User and Administrator Guides to provide a complete overview of the applications as well as their maintenance and administration.

Column will provide one (1) knowledge transfer session, which will provide the necessary time to allow the Column developers and the Client Administrators to review the Configurations Document along with answering any technical questions regarding the deployment.

Client Participation

- Client should ensure adequate resources are provided to take part in the knowledge transfer for the engagement.
- Client will review and sign-off on the Configuration Document.
- Client will review and approve all documentation in a timely and reasonable manner.
- Documentation may be reviewed for additional clarity and content by the Client one (1) time and then updated if necessary. Additional revisions of the documentation may require additional person days to be added to the estimate using the Change Control Procedure. Client will provide feedback and acceptance within five (5) days of delivery.

4.8 Rollout and Post Live Support

4.8.1 Production Rollout

During this stage, consultant will assist in moving the Column Case Management System into production. Also, the consultant will be available for an agreed amount of time for post live support to address any issues that arise. This stage does not include any new development. The following tasks will be performed as part of the production rollout:

- Assist Client in putting together rollout plan
- Execute production rollout plan (migrate application to production)
- Provide support for System Administrator

4.8.2 Post Live Support

Column will provide Post Live Support to the Client for a specific and set amount of time as detailed in the Price Table.

Client Participation

- Client will validate the new application is functioning as expected.
- The Client Administrators will be on site.
- Client will approve configuration change requests for their production environment within two (2) business days.
- Client will provide necessary support resources to support the system after deployment. These resources will receive appropriate training before production deployment of the applications.
- The Client Administrators will be responsible for the development and execution of the rollout plan should one be desired.
- Client will participate with any post live support activities, as necessary. Examples of such activities may include demonstrating issues encountered to provide clarification, retesting resolved issues, knowledge transfer, gathering and submitting issues through a central point of contact, communicating status.

5 Training

5.1 Training Discovery

A Column training resource consultant will perform information gathering. The objective of this activity is to gain an understanding of the current Client environment. During such discovery, the consultant would work with the Client Management and designated staff to gather information and become familiar with the manner in which Client currently processes. Necessary screenshots and custom process information are gathered to be used in training manuals.

The discovery may be done on-site or remotely as long as remote access to the Client's Column CCM is available. During discovery, the consultant will work with the Client's management and staff to:

- Gain an understanding of the current Client business and training environment, training goals and objectives, and training methods.
- Become familiar with the manner in which the Client will be utilizing the new Case Management applications.
- Gather process information to be used for reference purposes when creating the Training Guide.

Client Participation

- Client will provide resources familiar with Client business procedures and work steps who will work with Column resource to define Client processes and provide existing system screenshots when necessary.
- When appropriate, Client will ensure that the appropriate personnel are present and available during the discovery.

5.2 Creation of Presentation Materials

Column will provide Client Administrator Training PowerPoints ("PPTs) for use in delivering the Administrator and End User training sessions. Column will create custom PPTs covering the CCM. Column will provide each set of PPTs to the Client for review and will conduct one (1) revision cycle for each, (Administrator and End User), based on Client feedback.

Client Participation

- When appropriate, Client is primarily responsible for interacting with and soliciting feedback from the end user community. This feedback needs to be provided to Column in a timely fashion.
- Client will review each completed End User Training PowerPoint and sign-off on its completeness.

5.3 Administrator Session

An on-site Column training resource consultant will perform instructor-led Administrator training. The activities of the training include:

- Provide detailed instruction on the administrative principles, editable features, functions, and use of Application, as modified by Client and detailed in the Administrator Guide.
- Perform at least one custom-created lab.

Application	Sessions Attendees	Length of Session	No of Sessions	Type of Training
Column Case Management	Up to 3	8 hours	1	Instructor Led On-site

Client Participation

- Client will ensure that the appropriate Administrators attend the training.
- Client shall provide the training facility for all training.
- Client will sign off on completion of the Administrator Training.

5.4 End User Training

Column will conduct an End User Training-The-Trainer Sessions as indicate below. The focus of training at this level will be on the CCM from a high-level perspective as implemented in the Client's environment. This training should also provide an overview of the Client's process. PowerPoint slide decks, User Guide, and application demonstrations will all be used to facilitate the training exercise.

Application	Sessions Attendees	Length of Session	No. of Sessions	Type of Training
Column Case Management End User	Up to 45	16 hours	1	Instructor (Train-The-Trainer) Led On-site

Client Participation

- Client will ensure that the appropriate end users attended the sessions.
- Client will provide all hardware and connections necessary to allow attending students to work hands-on with the CCM application.
- Client shall provide the training facility for all training.
- Client will sign off on completion of the End User Training.

6 Project Management

6.1 Project Management Activities

Project Management Services include ensuring the Client has received and understands the pre-implementation documentation which covers the functionality and data requirements of the modules to be implemented as part of this engagement.

Project Management will continue throughout the engagement to ensure project milestones are being met and the proper resources are allocated and available. In addition, the Column Project Manager will provide and recommend solutions when obstacles occur that may impact the successful or timely completion of the engagement.

Column Project Manager will work closely with Client's Project Manager to:

- Review the pre-implementation documentation with Client as required
- Create and manage the project plan as required

- Manage staffing/resources
- Set expectations
- Track progress of engagement activity reports
- Develop, distribute, obtain, and catalog all Column signoff approvals to Project Manager, Sponsorship, and Executives
- Provide overall direction of tasks and Column resources
- Ensure project direction keeps in line with agreed business case
- Protect milestones and proactively intervene before target dates slip
- Conduct Column daily, or as required, scrum meetings and develop/distribute notes from the meeting(s)
- Manage project issues and risks
- Develop change requests and distribute to appropriate resources for approvals including changes to scope, schedule, budget, and/or resources
- Manage all tasks and resources to review and approve project deliverables
- Resolve any technical issues that arise so that Column consultant(s) can continue to work on development and integration
- Manage and coordinate all aspects of testing cycles; Development, QA, UAT, and regression
- Manage and coordinate all aspects of migration from environment to environment
- Manage and coordinate all aspects of production support activities
- Manage all tasks and resources to review and approve project deliverables
- Obtain sign-offs for key milestones
- Contain scope creep
- Track progress, and provide highlight reports (including project burn rate)
- Perform Project Close Out

6.2 Solution Architect Activities

Column will provide technical oversight via a CCM Solution Architect to assist the Client. This oversight will ensure the CCM solution will be designed to meet the needs of the Client business owners. The Column Solutions Architect is the primary visionary and provider of leadership for Column around the Case solutions architecture and design for the Client's implementation project.

- Manage Client expectations regarding technical aspects of the project
- Manage technical solutions and direction
- Work with the Client to develop the appropriate architecture for implementation
- Manage and review technical product deliverables
- Works with Client to resolve technical roadblocks/issues
- Facilitates communication and negotiation within the team
- Provide thought leadership for strategic Clients relating to Case Management implementation
- Act as a best practices advocate; communicate strategies and best practices for product and process implementation
- Provide/demonstrate in depth working knowledge of the Case Management application suite
- Respond to Client requests for strategic product or solution information

Client Participation

- Client will assign a Project Manager to work with the Column Project Manager.
- Client will provide a list of attendees required for each Deep Dive Workshop.
- Client will provide requested information prior to Column's arrival on-site and complete and sign the project readiness checklist.
- Client will not interrupt, reschedule, or change days or agenda topics once the workshops begin. Any change must be agreed to by Column and may be subject to change control.

- Client is responsible for ensuring that Column consultants are granted the necessary access to facilities and/or systems required to conduct the necessary work as defined in this SOW.
- The Client personnel, hardware, software, database support, and network resources required to support the Project will remain available and consistent. Any changes or unplanned delays affecting the resources may result in project delays and increased cost.

7 Deliverables

The content and format of all documentation produced will be created according to Column standard practices. The documents will be produced in either Microsoft Word, Excel, or MS Project formats.

7.1 Project Initiation Documents

Column will provide the Project Initiation Documents that define how the project will be initiated, managed, controlled, and closed. These may contain any, or all, of the following items:

- Project Approach
- Project Brief
- Exception Plan
- Communications Plan
- Stage Plan
- Quality Plan
- Risk Log
- Project Schedule
- Business Case

7.2 Project Plan/Schedule

The Project Plan is a Microsoft Project Plan file that defines the tasks and schedule of tasks for a project including dependencies, milestones, and resource assignments.

7.3 Highlight Reports

Column will provide weekly status reports to the Client Project Executive and Client Project Manager. The report will include the following as required for each reporting period:

- General comments
- Issue Log/Change Control log
- Detailed budget/scheduled performance
- Activities performed during the period

7.4 Use Cases for the Column Case Management System

Column will provide Standard Use Cases to describe the out of the box Column Case Management application. Column will provide the following use cases for the following applications:

- Shared Use Cases
- Column Case Management
- Reporting

7.5 Functional Requirements Overview

Column will create a Functional Requirements Overview (FRO). The FRO is a technical document that describes all of the requirements collected throughout the Phase 1 workshops. The FRO will then be reviewed by the Client and Column to determine the in-scope requirements for Phase 2 – Implementation. The in-scope requirements will be further detailed in the subsequent Functional Requirements Document.

7.6 Functional Requirements Document

Column will generate a Functional Requirements Document (FRD). The Functional Requirements is a technical document that describes in detail the incoming system design. The Functional Requirements document may include the following elements:

- Process diagrams
- Data mappings
- Technical requirements
- Code recommendations
- Architectural design
- Overview of solution being recommended and why
- High-level migration strategy

7.7 Configurations Document

On completion of the project, Column will provide a document outlining all of the configurations completed by the Column consultants. This document will capture all changes made to the base applications to support the Client's business requirements and processes.

7.8 Integrations Document

On completion of the project, Column will provide a document outlining all of the integrations and configurations completed by the Column consultants. This document will capture all changes made to the base applications to support the Client's business requirements and processes.

7.9 Presentation Materials

A PowerPoint will be prepared for the Administrator Training delivery of the CCM and may include but is not limited to the following:

- CCM Overview
- Column Core Workspace
    - Forms
    - Column Search
    - Primary Forms
    - Consoles
    - Cases Console
        - Viewing Case Records
    - Creating a New Case
        - Entering Case Information from a Template
        - Case Review/Assignment
        - Assignments
    - Managing a Case
    - Other Consoles

8 Completion Criteria

Column will have completed this SOW when the documents listed in the Deliverables section have been delivered, reviewed, approved, and signed by the Client Project Executive.

8.1 Close Out Activities

As part of project completion, Column will conduct a "Lessons Learned" meeting facilitated by the Column Project Manager. Additionally, Client will be asked to complete a brief survey evaluating Column's performance throughout the project.

These two metrics are part of Column's continuous improvement plan and will be used as a reference and resource on future collaboration.

9 Staffing Requirements

9.1 Column Staffing

Column will assign appropriate technical/consulting resources to complete the project in a timely manner with high quality standards. Column will also assign a Project Manager with overall responsibility for the execution of this SOW as outlined in the Project Management section of this document. A detailed description of the Column resources to be utilized for this project can be found in Section 9 – Pricing, 9.1 - Rate Table.

9.2 Client Staffing

9.2.1 Client Project Executive

Client will assign a Project Executive who will serve as Column executive-level contact. The Project Executive will have full authority to act on behalf of Client with respect to:

1. Leading the Project Board
2. Making major project decisions
3. Communicating the goals and benefits of the project to the organization
4. Project deliverable sign-off authority

9.2.2 Client Project Manager

Client will also assign a Project Manager for the duration of the project. The Client Project Manager will work with the Column Project Manager to help plan the work effort and keep it on schedule. The Project Manager's responsibilities include:

1. Coordinate activities of assigned Client personnel to ensure adequate participation in all SOW activities.
2. Help resolve issues and escalate them within the Client organization, as necessary.
3. Obtain and provide information, data, decisions, and review Deliverables within two (2) business days of Column request, unless Client and Column agree to an extended response time. Delays may negatively impact the estimated schedule and final charges for this SOW.

9.2.3 Client Team Members

Client will provide resources to participate in the execution of this SOW. The project may require additional Client resources other than those listed here. The anticipated Client resources for this project listed below:

1. **Application Process Owners –** These resource(s) will be responsible for providing application process and technical knowledge as well as contributing to decisions. This may include but is not limited to:
   - Case Worker Units
   - Process SME
   - Service Level Manager – These resources are responsible for establishing, reporting, and maintaining the delivery of the agreed upon service levels to Clients.
2. **Administrators –** These resources know the most about the software being managed, whether it is an operating system, database, or application. The Administrators supporting the environment software can usually be found in the following groups:
   - Application - specialist / developer group
3. **Application Managers –** These resource(s) will be responsible for providing application process and technical knowledge as well as making decisions. This may include but is not limited to:

   Subject Matter Experts – These resource(s) will be responsible for providing application and technical knowledge with regard to the Clients implementation of the following:
   - Authentication
   - Email (inbound and Outbound)

   Reporting Application Administrator – These resource(s) will be responsible for administering the Jasper Reports application. This may include but is not limited to configuring user accounts, groups, folders and permissions.

   Reporting Developer – These resource(s) will be responsible for extending the Column Case Domain to accommodate new business requirements. This may include but is not limited to creating advanced reports in Jaspersoft Studio.

   Application and Network Administrators – These resource(s) will be responsible for providing subject matter expertise on any of the applications or networks invovled in the products. This may include but is not limited to informing the stakeholders on the capabilities and costs of configuring or reconfiguring applications and networks.

   Testers – These resources are knowledgeable of the business processes and will be heavily involved through the development, testing and deployment of the system.

   Client Trainer – These resource(s) will be responsible for learning the product and conducting training.

   Client Project Team Leaders – These are the primary project ownership committee members who will be responsible for making final decisions on the Case Solutions requirements.

10 Pricing

10.1 Role Card

Rates as are based on business days, excluding weekends and holidays and do not include travel expense.

Role / Title	Definitions
Project Manager-Level 2	Extensive knowledge with 3+ years multiple project/ platform experience (Case, Service Assurance/Automation). Provides project leadership and direction. Defines, manages and controls project scope, budget and timelines. Experienced with project software and processes, SDLC, change/risk management. Excellent planning and organizational skills, people management, decision making and communications both verbal and written. Manages changes, escalations and reporting. Experienced with project management methodologies, PMP, Agile, etc.

Case Management Solution Architect	Comprehensive knowledge in Case Management products; APIs and integrations, 5+ years with multiple customer experiences. Responsible for the solution vision and the execution of the vision into the solution. Is knowledgeable of product and industry best practices. Provides recommendations and solve problems. Provides leadership and guidance.
Case Consultant	Expert knowledge of the delivery of Column Case Management implementations and integrations. Excellent understanding of case processes. Has implemented case management applications on 3+ year's project implementation experience with installations, code development, integrations, APIs, testing/scripting, migrations and production rollout.
BI Consultant	Extensive knowledge of Business Intelligence with 3+ years' experience. Expert knowledge of ETL design and development, logical and physical data modeling (relational and dimensional), database design, report development, requirements gathering, data architecture, data analysis, implementation of BI systems utilizing tools including, but not limited to; SAP Business Objects, Crystal Reports, JasperSoft, Spotfire, Yellowfin, Column Case Smart Reporting.
Senior Trainer	Expert knowledge of Case Management process flows. Excellent technical writing skills, well versed in training material development using various delivery methods (Instructor-led, Web Training, Train the Trainer, etc.). Experience using training delivery solutions such as Captivate, Actuate, etc. Experience in conducting Administrative, End User, and Train the Trainer training sessions with 5+ years training experience.

10.2 Price Table

10.2.1 Requirements Analysis and Implementation Cost

Task	Est. Hrs.	Rate/Hour	Estimated Costs
Project Initiation			
Creation of the PID	4	$175.00	$700.00
Review/Approve PID	2	$175.00	$350.00
Project Kick Off Meeting	2	$175.00	$350.00
Case Investigative Phase One Requirements Analysis			
Case Foundation Workshop			
Case Management Application Workshop	8	$187.50	$1,500.00
Customer Process Review	24	$187.50	$4,500.00
Case Foundation Data Workshop	8	$187.50	$1,500.00
Integration Workshops			
Integration Workshops	2	$187.50	$375.00
Legacy Data Migration and Review	8	$187.50	$1,500.00
Reporting Workshop	4	$187.50	$750.00
Functional Requirements Review			
Create and Review FRO with Customer	16	$187.50	$3,000.00
Create/Review Use Cases	4	$187.50	$750.00
Create/Review FRD	24	$187.50	$4,500.00

Case Investigative Implementation – Phase 2			
Configurations			
Case Form	4	$187.50	$750.00
Case Console	4	$187.50	$750.00
Intake Form	4	$187.50	$750.00
Intake Console	2	$187.50	$375.00
Task Form	2	$187.50	$375.00
People Form	1	$187.50	$187.50
Organization Form	1	$187.50	$187.50
Location Form	1	$187.50	$187.50
Mass Email/Correspondence	80	$187.50	$15,000.00
Milestones	4	$187.50	$750.00
Task Templates	4	$187.50	$750.00
Approvals	4	$187.50	$750.00
Integrations			
Authentication (Any OAuth 2.0 System)	2	$187.50	$375.00
Email (Inbound and Outbound)	2	$187.50	$375.00
Public Facing Web Portal	80	$187.50	$15,000.00
Case Foundation Data			
Review Case Foundation data provided	8	$187.50	$1,500.00
Load Case Foundation data (2 loads)	16	$187.50	$3,000.00
Review data loaded/make necessary adjustments	8	$187.50	$1,500.00
Legacy Data Migration			
Data Import of Legacy Data (Does Not Include Data Cleaning)	80	$187.50	$15,000.00
Reporting			
Reporting Demonstration	2	$187.50	$375.00
Create up to 5 reports or 60 hours	60	$187.50	$11,250.00
Testing			
Unit Testing	55	$187.50	$10,312.50
Tester Demonstration	4	$187.50	$750.00
UAT Testing / Remediation	40	$187.50	$7,500.00
Documentation and Knowledge Transfer			
Finalize Documentation and Review	16	$187.50	$3,000.00
Knowledge Transfer	8	$187.50	$1,500.00
Production Rollout			
Go live preparation activities	16	$187.50	$3,000.00
Migration to Production /Go Live	8	$187.50	$1,500.00
Post Live Support	40	$187.50	$7,500.00
Training Activities			
Presentation Materials for End User Session	16	$175.00	$2,800.00
Presentation Materials for Admin Session	16	$175.00	$2,800.00

End User Training Session	16	$175.00	$2,800.00
Administrator Training Session	8	$175.00	$1,400.00
Project/Technical Management			
Project Management	128	$175.00	$22,400.00
Solution Architect Oversight	40	$200.00	$8,000.00
TOTAL ESTIMATED HOURS / COST	**886**		**$164,225.00**

The cost for services is **$164,225.00** USD, exclusive of applicable taxes, travel, and living expenses. Column will charge Client only for actual hours of effort completed. In addition, on a weekly basis, actual travel and living expenses will be billed to Client in accordance with the attached Column Travel and Expense Policy. The attached Terms and Conditons define all additional terms of payment.

10.3 Change Control

From time to time, Client may request to add or remove services that may necessitate changes to the task or time estimate that are not included in this SOW. If this occurs, an addendum can be made to this SOW in the form of a Change Request. Column will notify if a Client's request warrants a Change Request and advise Client that a Change Request must be executed.

Any Change Request to this SOW must be executed by both Parties. Unless mutually agreed to by the Parties, the project will continue while the price, terms, and conditions of a Change Request are negotiated between the Parties. A sample Change Request form is attached in Appendix A.

10.4 Scheduling

Client and Column will develop a mutually agreeable plan addressing when Column consultants will be onsite. Column recommends at least two (2) weeks' lead time to schedule consultants and make travel arrangements.

Client and Column will take reasonable steps not to jeopardize the established project schedule once agreed to by both Parties. Should Client reschedule the activities, there may be an increase in the project costs for reasons including, without limitation, scheduling of Column resources, airline penalties, and additional expenses.

11 Authorization and Acceptance

This SOW and the attached Terms and Conditions together constitute the entire agreement between the Parties, and supersede all prior agreements and understandings, whether oral or written, relating to this subject matter.

The acceptance of this SOW must be acknowledged and signed below by a duly authorized representative of Client and returned to Column Professional Services in order to initiate scheduling and delivery of the services outlined in this SOW. Signing below indicates authorization for Column to begin work and generate related invoicing. Please note that the terms and conditions contained here and in the attached Terms and Conditions shall supersede any preprinted terms and conditions on a purchase order.

Column Case, Inc.	DHHR
Authorized Signature	Authorized Signature
Printed Name and Title	Printed Name and Title
Date	Date

The SOW effective date shall be the latest date of signature when signed by both parties.

Column Case, Inc.	
David Steele	Tom Baker
Senior Client Executive	Column Sponsor
Phone No.: 630.518.2857	Phone No.: 630.520.3793
Email: dsteele@columncase.com	Email: tbaker@columncase.com
Client Billing Information	**Client Engagement Information**
Address:	Address:
Billing Contact:	Site Contact:
Billing Phone No.:	Site Phone No.:
Contact Email:	Contact Email:

Please return two (2) copies to: Column Case, Inc.
10 E 22nd Street, Suite 300
Lombard, IL 60148
ATTN: Contracts

By email one copy to: contracts@columnit.com

Appendix A – Change Request Form

This Change Request modifies the SOW executed between Column Case, Inc. ("Column") and DHHR ("Client") dated [ORIGINAL SOW DATE].

This change request is governed by the terms and conditions of the SOW.

Client has requested additional services from Column that were not included in the SOW but are closely associated with the project. Therefore, the parties have agreed to amend the SOW to expand/reduce the scope of the project. The following is a description of the requested services.

This Change Request modifies the SOW in the following manner:

Background/Summary	
[Add, Delete or Change - Description of Task/Justification] (Tasks insert)	
Detailed description of changes REPLACE with REPLACE (Cost Table Insert)	
Total Hours:	**0 Hours**
The addition/reduction of ___ hours results in additional/reduced project cost of:	**$ 0,000.00**

Estimated Start Date:
Estimated End Date:

This change request will be funded by:

☐ A New Purchase Order
☐ A Modification of Purchase Order No.________
☐ Direct Bill to Client
☐ No Cost to Client

All other terms, conditions and technical requirements contained in the SOW dated ____________ remain in full force and effect.

Appendix B – Additional Terms and Conditions

The embedded Terms and Conditions are not editable for redline. Column would be please to negotiate a Master Services Agreement ("MSA") with the Client for this and future SOWs should the enclosed Terms and Conditions not satisfy the Client.

Column Technologies, Inc. ("Column") agrees to render to client ("Client") implementation, training or other professional services ("Services") as described in the Services Order Form or the Statement of Work (each a "SOW") to which these Terms and Conditions are attached (collectively, this "Agreement"). In the event of any conflict between the terms of the SOW and these Terms and Conditions, these Terms and Conditions shall prevail except for matters of service fees, payment and reimbursement of expense terms if further specified in the SOW. These Terms and Conditions do not modify or augment either party's rights, obligations and responsibilities with respect to any provisions in separate software license agreements. These terms do not apply to maintenance and support.

1. SERVICE FEES AND EXPENSES.

1.1 Payment Term. The fees payable to Column for the Services to be rendered will be detailed in the SOW. Column will submit invoices to Client for such fees and incurred expenses either upon completion of the Services, or at stated intervals, in any case accordance with the applicable SOW. Client shall pay amounts invoiced plus applicable taxes within 30 days following receipt of the invoice.

1.2 Fee Payment. Client understands that to maintain a high-quality engineering team, Column must collect invoice payments in a timely fashion. As such, Column reserves the right to suspend Services at any time should Client fail to pay invoices when due. Column will provide notice of such suspension in writing. Client will still be responsible for payment of all outstanding balances for work performed through the suspension date. Client understands that with the suspension of work, project resourcing may be moved to another client and all downstream project dates, deadlines, milestones, or activities scheduled to occur after date of suspension cannot be guaranteed. Additionally, should Services be suspended due to a past due balance, Column will not be liable for any fees, penalties, or expenses incurred by either Client or Column due to missed project dates, deadlines or milestones. Should Client be past due on any invoices, Column explicitly reserves the right to suspend any planned go-live or production code promotion activities until balances have been paid. Once payment has been received, and Client has no additional balances owed, Column will reschedule work activities which may include by are not limited to development, system configuration, go-lives, code promotions, testing, and training, and will update any relevant project plans to reflect these new project dates.

2. TERM AND TERMINATION. This Agreement shall continue in effect until either (i) completion of the SOW, or (ii) termination by a party, for its convenience, upon 30 days' prior written notice. Upon termination, Client shall promptly pay Column for Services rendered, and expenses incurred, through the date of termination.

3. PROPRIETARY RIGHTS AND CONFIDENTIALITY.

3.1 License. Subject to the terms of this Agreement, Column grants Client a perpetual, worldwide, non-exclusive, non-transferable, non-sublicensable license to use and modify all programming, documentation, reports, and any other deliverables delivered to Client as a result of the Services provided under the SOW ("Deliverables") solely for its own internal use. Except as expressly permitted by applicable law and this Agreement, Client may not sell, rent, lease, sublicense, timeshare, outsource or otherwise use the Deliverables. Notwithstanding anything in this section to the contrary, if Client is a contractor engaging Column for the benefit of a third party ("Client"), then provided that the Client is properly identified in the SOW and that Client is responsible for such Client's compliance with the provisions of this Agreement, Client may assign the rights provided to it in this section

3.2. Mutual Confidentiality. "Confidential Information" means all proprietary or confidential information that is disclosed to the recipient ("Recipient") by the discloser ("Discloser"), and includes, among other things (i) any and all information relating Discloser's financial information, clients, employees, products or services, including, without limitation, software code, flow charts, techniques, specifications, development and marketing plans, strategies, forecasts, and proposal related documents and responses; (ii) as to Column, the Deliverables; and (iii) the terms of this Agreement, including without limitation, pricing information. Confidential Information does not include information that Recipient can show: (a) was rightfully in Recipient's possession without any obligation of confidentiality before receipt from the Discloser; (b) is or becomes a matter of public knowledge through no fault of Recipient; (c) is rightfully received by Recipient from a third party without violation of a duty of confidentiality; or (d) is independently developed by or for Recipient. Recipient may not disclose Confidential Information of Discloser to any third party or use the Confidential Information in violation of this Agreement. The Recipient (i) will exercise the same degree of care and protection with respect to the Confidential Information of the Discloser that it exercises with respect to its own Confidential Information and (ii) will not, either directly or indirectly, disclose, copy, distribute, republish, or allow any third party to have access to any Confidential Information of the Discloser. Notwithstanding the foregoing, Recipient may disclose Discloser's Confidential Information to Recipient's employees, contractors and agents who have the need to know if such employees and agents have legal obligations of confidentiality substantially the same (and in no case less protective) as the provisions of this Agreement.

3.3 Ownership. All business information, data, systems, software and any other materials provided by Client under this Agreement ("Client Property") remains the property of Client. Column owns all right, title and interest in the Deliverables, including all intellectual property rights embodied therein.

4. LIMITED WARRANTY. Column warrants that it will perform the Services in conformance with generally accepted practices within the software services industry and in accordance with the SOW. Client must notify Column of any breach of this warranty no later than 90 days after completion of the Services under the SOW. Client's exclusive remedy and Column's entire liability under this warranty shall be for Column to re-perform any non-conforming portion of the Services within a reasonable period of time, or if Column cannot remedy the breach during such time period then refund the portion of the fee attributable to such non-conforming portion of the Services under the SOW. This warranty will not apply to the extent Client, its contractors or agents have modified any Deliverable, unless otherwise authorized by Column in writing. THIS WARRANTY IS THE SOLE WARRANTY AND THERE ARE NO OTHER EXPRESS OR IMPLIED WARRANTIES OR CONDITIONS, INCLUDING WITHOUT LIMITATION THE IMPLIED WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE.

5. LIMITATION ON LIABILITY. IN NO EVENT SHALL EITHER PARTY BE LIABLE FOR ANY CONSEQUENTIAL, SPECIAL, INCIDENTAL, OR INDIRECT DAMAGES ARISING OUT OF THIS AGREEMENT (INCLUDING WITHOUT LIMITATION LOSS OF PROFITS, BUSINESS OR DATA, OR COSTS OF RECREATING LOST DATA), EVEN IF THE OTHER PARTY HAS BEEN ADVISED OF THE POSSIBILITY OR SUCH LOSS OR DAMAGE. IN NO EVENT WILL COLUMN'S LIABILITY FOR DIRECT DAMAGES EXCEED AMOUNTS PAYABLE BY CLIENT UNDER THE SOW. NONE OF THE ABOVE LIMITATIONS AFFECT THE LIABILITY OF EITHER PARTY FOR A BREACH OF SECTIONS OF SECTIONS 3.1, 3.2, 7 AND DAMAGES CAUSED BY A PARTY'S GROSS NEGLIGENCE OR INTENTIONAL MISCONDUCT.

6. INFRINGEMENT INDEMNITY.

6.1 Deliverables. If a third party asserts a claim against Client asserting that Client's use of a Deliverable in accordance with this Agreement violates that third-party's patent, trade secret or copyright ("Client Infringement Claim"), then Column will, at its own expense: (a) defend or settle the Client Infringement Claim; and (b) indemnify Client for any damages finally awarded against Client, but only if: Client promptly notifies Column of the Client Infringement Claim, Column retains sole control of the defense of the Client Infringement Claim and all negotiations for its settlement or compromise, and Client provides all reasonable assistance requested by Column. Column's obligations above will not apply if the Client Infringement Claim is based on (i) the use of the Deliverable in combination with products not supplied or approved by Column in writing or in the Deliverable's user manuals, (ii) modification of the Deliverable other than by Column, or (iii) the failure of Client to use any updates to such Deliverable within a reasonable time after such updates are made available to Client. If Column believes a Deliverable may violate a right, then Column will, at its expense: (a) modify the Deliverable, or (b) procure the right to continue using the Deliverable, and if (a) or (b) are not commercially reasonable, terminate Client's right to use the Deliverable and issue a refund prorated over five years from the completion date of the related SOW.

6.2 Client Property. If a third party asserts a claim against Column asserting that Column's use of Client Property in accordance with this Agreement violates that third-party's patent, trade secret or copyright ("Column Infringement Claim"), then Client will, at its own expense: (a) defend or settle the Column Infringement Claim; and (b) indemnify Column for any damages finally awarded against Column, but only if: Column promptly notifies Client of the Column Infringement Claim, Client retains sole control of the defense of the Column Infringement Claim and all negotiations for its settlement or compromise, and Column provides all reasonable assistance requested by Client.

6.3 Exclusive remedy. This section contains each party's exclusive remedy and sole liability for Infringement Claims.

7. MUTUAL INDEMNITY. Each party shall indemnify and hold harmless the other party from all claims, liabilities or expenses for physical damage to real property or tangible personal property and bodily injury, including death, to

the extent caused by the gross negligence or wilful misconduct of the indemnifying party's employees or contractors arising out of this Agreement and while at the Client's premises. The foregoing indemnities are contingent upon the party seeking indemnity giving prompt written notice to the indemnifying party of any claim, demand or action, and cooperating with the indemnifying party in the defense or settlement of any such claim, demand or action.

8. INSURANCE. Column will provide and maintain the following insurance, but only for losses arising out of Column's provision of Services under this Agreement
(i) Worker's Compensation insurance as prescribed by the law of the state applicable to the employees performing the Services;
(ii) Employer's Liability insurance with a limit of one million dollars ($1,000,000) for each occurrence;
(iii) Commercial General Liability insurance with one million dollars ($1,000,000) per occurrence combined single limit and two million dollars ($2,000,000) general aggregate, including coverage for Products Liability and Completed Operations;
(iv) Automobile Liability insurance, including coverage for Hired and Non-owned vehicles of one million dollars ($1,000,000) for combined single limit for bodily injury and/or property damage; and
(v) Professional Liability insurance covering Errors and Omissions in the amount of one million dollars ($1,000,000) for each occurrence and in the aggregate associated with Services performed under this Agreement.

9. MISCELLANEOUS TERMS. All Services performed by Column will be performed as an independent contractor. If any provision of this Agreement is held to be unenforceable, the remaining provisions shall nonetheless be enforceable. No failure by either party in exercising any right hereunder shall operate as a waiver thereof, nor shall any single or partial exercise thereof preclude any other or further exercise of a right. This Agreement shall be governed by the laws of the State of Illinois. Except for assignments to parent entities or majority owned subsidiaries, neither party may assign or transfer this Agreement, in whole or in part, to any third party without first obtaining the prior written consent of the other party. This Agreement constitutes the entire agreement between the parties, and supersedes all prior agreements and understandings, relating to this subject matter. Any amendment or change must be in a writing of the parties. Any additional documents presented to a Column employee or consultant by Client for signature as a condition for going on a Client's site will be governed by this Agreement and to the extent that such document adds to or conflicts with this Agreement, it shall be considered null and void.

10. EXPORT CONTROLS. Client represents and warrants that it: a) will comply with the United States Export Administration Regulations and other U.S. or foreign export regulations; b) no individual accessing or using the Deliverables is a citizen of or from an embargoed country (currently Iran, Syria, Sudan, Cuba and North Korea); c) is not prohibited from receiving the Deliverables under such regulations; d) will not acquire the Deliverables for a person who is restricted under such regulations; e) will not use the Deliverables in contradiction to such regulations; and f) will not use the Deliverables for prohibited uses, including but not limited to nuclear, chemical, missile or biological weapons related end uses. For Deliverables exported from Ireland, EC No. 428/2009 sets up a Community regime for control of exports of dual-use items and technology, and it is declared that this Deliverable is intended for civil purposes only. Therefore, Client agrees to comply with both the U.S. regulations and those E.U. regulations and will not export in violation of the regulations and without all proper licenses. Any failure to comply with these regulations will result in Client forfeiting all rights to the Deliverables.

11. NON-SOLICITATION. Client agrees not to intentionally solicit for employment any employee or contractor of the Column who has received Confidential Information of the soliciting party or who is directly involved in the performance of this Agreement or any Statement of Work for a period of twelve (12) months following such person's last involvement in the performance of this Agreement or Schedule. Both parties acknowledge that (i) any newspaper or other public solicitation not directed specifically to such person shall not be deemed to be a solicitation for purposes of this provision, and (ii) this provision is not intended to limit the mobility of either party's employees or contractors.

12. U.S. FEDERAL ACQUISITIONS. This section applies only to acquisitions of the commercial Deliverables subject to this Agreement by or on behalf of the United States Government, ("USG") or by any prime contractor or subcontractor (at any tier) under any contract, grant, cooperative agreement or other activity with the USG. In the event the Deliverables are delivered to the USG; the USG hereby agrees that the Deliverables qualify as "commercial items" within the meaning of the Federal acquisition regulation(s) applicable to this procurement. The terms and

conditions of this Agreement shall pertain to the USG's use and disclosure of the Deliverables, and shall supersede any conflicting contractual terms and conditions. The following additional statement applies only to acquisitions governed by DFARS Subpart 227.4 (October 1988): "Restricted Rights - Use, duplication and disclosure by the Government is subject to restrictions as set forth in subparagraph (c)(1)(ii) of the Rights in Technical Data and Computer Software clause at DFARS 252.227-7013 (Oct. 1988).

Appendix C – Travel Expense Policy

Overview

In keeping with common industry practice, Column invoices Clients for the actual, travel related, ordinary, and necessary business expenses incurred by Column's consultants during a consulting services engagement. Typical categories of travel related expenses invoiced to Client include items such as airfare, hotel, ground transportation, and meals.

Travel and related expenses are invoiced separately from service fees. All travel and related expenses will be billed promptly. The expense invoice will contain an itemization of the expenses and copies of receipts supporting each travel related expense invoiced over $5.00. Timely receipt of requisite contracting documents will help the consultant book advance airfare, hotel, and transportation accommodations at the lowest rates possible. To obtain the most cost-effective rate and keep administrative costs low, airline and hotel reservations must be made through the Column's on-line central booking service. Column will make every reasonable attempt to fill the engagement's skill requirements using a local resource where possible.

Air Transportation

Economy/Coach class tickets on commercial airlines will be purchased at all times for domestic and international travel. Reservations will be made at least seven (7) days in advance whenever possible. Tickets must be purchased through Column's' on-line central booking service. Clients may incur additional costs for failure to allow for timely cancellation or change to airline reservations. However, if itinerary changes result in a partial airfare refund, Column will pass the savings on to Client.

Automobile Transportation

When use of a rental car is necessary, an economy or mid-size car will be booked. Invoices will include a copy of the bill detailing the daily rate and gas charges. Column carries liability and collision insurance for rentals cars. All rental cars must be refueled before returning to the car rental agency.

Ground Transportation

Consultants will use a personal vehicle or shuttle bus to and from the airport whenever possible. Other forms of ground transportation may be used when cost effective. Mileage is charged at the IRS standard mileage rate. Mileage will be calculated from the nearest Column office or Consultant's working office to the Client's site.

Return Home Policy

Column's return home policy allows for consultants to return home every weekend on multiple week engagements. Column's Technical Managers work with Clients in these instances to derive the most cost effective travel arrangements. Whenever possible, arrangements for such travel will be made fourteen (14) days in advance of departure to secure lower advance-booking rates. Other arrangements may be made by mutual written consent.

Lodging

Clients reimburse actual and reasonable expenses for business class hotel lodging consistent with these travel expense guidelines, including allowance for pertinent room and sales taxes. To obtain the most cost-effective rate and keep administrative costs low, reservations must be made through the Column's on-line central booking service. Whenever available, standard single rooms will be selected. Guarantees for late arrivals are reimbursable by Client. Clients may incur cancellation costs for failure to allow for timely cancellation of hotel reservations.

Meals

Client will reimburse meals at actual cost at a not to exceed daily maximum rate of $45 when only travel is incurred. Client will reimburse meals at actual cost at a maximum daily not to exceed rate of $60 when travel and on-site consulting services are provided.

Appendix D – New Client Setup Form

If this is your first time doing business with Column, please complete this form in detail, sign, date and return.

Business Information

Company Legal Name & Address

Name:

Address:

City: State: Zip:

Federal Tax ID#:

State of Incorporation:

Type of Business: ☐ Corporation ☐ Partnership ☐ LLC ☐ Other:

Company Website:

Dun & Bradstreet Number:

Primary NAICS or SIC Code:

Type of Business: Please check the appropriate box or boxes below

☐ Advertising	☐ Pharmaceutical
☐ Education	☐ Retail
☐ Federal Government	☐ Service
☐ Finance	☐ State & Local Government
☐ Healthcare	☐ Technology
☐ Manufacturing	☐ Other *(please specify)*: ________________________

Accounts Payable Information

Primary Contact Name & Address

Name:

Address:

City: State: Zip:

Phone Number: Fax Number:

Email Address:

PO Required for Invoicing: ☐ Yes ☐ No

Tax Exempt: ☐ Yes ☐ No

(Resale/Exemption Certificate must be attached to this form in order for account to be set up as Exempt)

*Net Terms are Net 30 unless otherwise agreed to in writing

I certify that I have the authority to sign this form and that the information provided above is current, accurate and complete and I understand it is my responsibility to notify Column immediately with any changes to the above information:

_______________________________	_______________________________
Company Representative (Print)	*Title*

Signature	*Date*

Task	Est. Hrs.	Rate/Hour	Estimated Costs
Project Initiation			
Creation of the PID	4	$175.00	$700.00
Review/Approve PID	2	$175.00	$350.00
Project Kick Off Meeting	2	$175.00	$350.00
Case Investigative Phase One Requirements Analysis			
Case Foundation Workshop			
Case Management Application Workshop	8	$187.50	$1,500.00
Customer Process Review	24	$187.50	$4,500.00
Case Foundation Data Workshop	8	$187.50	$1,500.00
Integration Workshops			
Integration Workshops	2	$187.50	$375.00
Legacy Data Migration and Review	8	$187.50	$1,500.00
Reporting Workshop	4	$187.50	$750.00
Functional Requirements Review			
Create and Review FRO with Customer	16	$187.50	$3,000.00
Create/Review Use Cases	4	$187.50	$750.00
Create/Review FRD	24	$187.50	$4,500.00
Case Investigative Implementation – Phase 2			
Configurations			
Case Form	4	$187.50	$750.00
Case Console	4	$187.50	$750.00
Intake Form	4	$187.50	$750.00
Intake Console	2	$187.50	$375.00
Task Form	2	$187.50	$375.00
People Form	1	$187.50	$187.50
Organization Form	1	$187.50	$187.50
Location Form	1	$187.50	$187.50
Mass Email/Correspondence	80	$187.50	$15,000.00
Milestones	4	$187.50	$750.00
Task Templates	4	$187.50	$750.00
Approvals	4	$187.50	$750.00
Integrations			
Authentication (Any OAuth 2.0 System)	2	$187.50	$375.00
Email (Inbound and Outbound)	2	$187.50	$375.00
Public Facing Web Portal	80	$187.50	$15,000.00
Case Foundation Data			
Review Case Foundation data provided	8	$187.50	$1,500.00
Load Case Foundation data (2 loads)	16	$187.50	$3,000.00
Review data loaded/make necessary adjustments	8	$187.50	$1,500.00
Legacy Data Migration			
Data Import of Legacy Data (Does Not Include Data Cleaning)	80	$187.50	$15,000.00
Reporting			
Reporting Demonstration	2	$187.50	$375.00
Create up to 5 reports or 60 hours	60	$187.50	$11,250.00
Testing			
Unit Testing	55	$187.50	$10,312.50
Tester Demonstration	4	$187.50	$750.00
UAT Testing / Remediation	40	$187.50	$7,500.00
Documentation and Knowledge Transfer			
Finalize Documentation and Review	16	$187.50	$3,000.00

Knowledge Transfer	8	$187.50	$1,500.00
Production Rollout			
Go live preparation activities	16	$187.50	$3,000.00
Migration to Production /Go Live	8	$187.50	$1,500.00
Post Live Support	40	$187.50	$7,500.00
Training Activities			
Presentation Materials for End User Session	16	$175.00	$2,800.00
Presentation Materials for Admin Session	16	$175.00	$2,800.00
End User Training Session	16	$175.00	$2,800.00
Administrator Training Session	8	$175.00	$1,400.00
Project/Technical Management			
Project Management	128	$175.00	$22,400.00
Solution Architect Oversight	40	$200.00	$8,000.00
TOTAL ESTIMATED HOURS / COST	**886**		**$164,225.00**

	886	$164,225.00
	127.8	
	127.8	

$18,375.00

$15,750.00

369
73.8

Qty.	Unit Price	Total Price
1	$20,000	$20,000
24	$1,495	$35,880

#REF!

1	$11,176	$11,176		
1	$11,512	$11,512		
1	$11,878	$11,878		
			Grand Total	**$90,446**

$90,446

$72,750.00

$9,800.00

$5,600.00

#REF!

$31,800.00

$8,211.25

$156,013.75

$20,000
$35,880

#VALUE!
#VALUE!
#VALUE!

ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: OIG2200000001

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.

Acknowledgment: I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

Addendum Numbers Received:
(Check the box next to each addendum received)

[√] Addendum No. 1	[ ] Addendum No. 6
[√] Addendum No. 2	[ ] Addendum No. 7
[ ] Addendum No. 3	[ ] Addendum No. 8
[ ] Addendum No. 4	[ ] Addendum No. 9
[ ] Addendum No. 5	[ ] Addendum No. 10

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

Column Case Management LLC
Company

Authorized Signature

1/10/2022
Date

NOTE: This addendum acknowledgement should be submitted with the bid to expedite document processing.
Revised 6/8/2012

DESIGNATED CONTACT: Vendor appoints the individual identified in this Section as the Contract Administrator and the initial point of contact for matters relating to this Contract.

D-J Business Development Manager
(Name, Title)

David Steele
(Printed Name and Title)

10 E. 22nd Street Suite 300 Lombard, IL 60148
(Address)

630-518-2857
(Phone Number) / (Fax Number)

dsteele@columncase.com
(email address)

CERTIFICATION AND SIGNATURE: By signing below, or submitting documentation through wvOASIS, I certify that: I have reviewed this Solicitation in its entirety; that I understand the requirements, terms and conditions, and other information contained herein; that this bid, offer or proposal constitutes an offer to the State that cannot be unilaterally withdrawn; that the product or service proposed meets the mandatory requirements contained in the Solicitation for that product or service, unless otherwise stated herein; that the Vendor accepts the terms and conditions contained in the Solicitation, unless otherwise stated herein; that I am submitting this bid, offer or proposal for review and consideration; that I am authorized by the vendor to execute and submit this bid, offer, or proposal, or any documents related thereto on vendor's behalf; that I am authorized to bind the vendor in a contractual relationship; and that to the best of my knowledge, the vendor has properly registered with any State agency that may require registration.

By signing below, I further certify that I understand this Contract is subject to the provisions of West Virginia Code § 5A-3-62, which automatically voids certain contract clauses that violate State law.

Column Case Management LLC
(Company)

D-J Business Development Manager
(Authorized Signature) (Representative Name, Title)

David Steele
(Printed Name and Title of Authorized Representative)

1/10/22
(Date)

(630) 518-2857
(Phone Number) (Fax Number)

	Department of Administration Purchasing Division 2019 Washington Street East Post Office Box 50130 Charleston, WV 25305-0130	**State of West Virginia** **Centralized Request for Quote** **Info Technology**

Proc Folder: 964749 **Doc Description:** STATEWIDE CASE MANAGEMENT SYSTEM **Proc Type:** Central Master Agreement			**Reason for Modification:**
Date Issued	**Solicitation Closes**	**Solicitation No**	**Version**
2021-11-19	2021-12-30 13:30	CRFQ 0511 OIG2200000001	1

BID RECEIVING LOCATION

BID CLERK
DEPARTMENT OF ADMINISTRATION
PURCHASING DIVISION
2019 WASHINGTON ST E
CHARLESTON WV 25305
US

VENDOR

Vendor Customer Code: VS0000027804

Vendor Name : Column Case Management LLC

Address : 10 E. 22nd St. Suite 300

Street :

City : Lombard

State : IL **Country :** USA **Zip :** 60148

Principal Contact : David Steele

Vendor Contact Phone: (630) 518-2857 **Extension:**

FOR INFORMATION CONTACT THE BUYER
Crystal G Hustead
(304) 558-2402
crystal.g.hustead@wv.gov

Vendor Signature X [illegible] **FEIN#** 83-4650484 **DATE** 1/10/22

All offers subject to all terms and conditions contained in this solicitation

West Virginia Ethics Commission

Disclosure of Interested Parties to Contracts

(Required by *W. Va. Code* § 6D-1-2)

Name of Contracting Business Entity: Column Case Management Column Case Management **Address:** 10 E. 22nd St. Suite 300 Lombard, IL 60148

Name of Authorized Agent: David Steele **Address:** Same as above

Contract Number: CRFQ 0511 OIG2200000001 **Contract Description:** State Wide Case Management System

Governmental agency awarding contract: Health and Human Services OIG

☐ **Check here if this is a Supplemental Disclosure**

List the Names of Interested Parties to the contract which are known or reasonably anticipated by the contracting business entity for each category below *(attach additional pages if necessary)*:

1. **Subcontractors or other entities performing work or service under the Contract**
   ☐ Check here if none, otherwise list entity/individual names below.

2. **Any person or entity who owns 25% or more of contracting entity (not applicable to publicly traded entities)**
   ☐ Check here if none, otherwise list entity/individual names below.

3. **Any person or entity that facilitated, or negotiated the terms of, the applicable contract (excluding legal services related to the negotiation or drafting of the applicable contract)**
   ☐ Check here if none, otherwise list entity/individual names below.

Signature: Timothy Ojaie Date Signed: January 6th 2022

Notary Verification

State of Illinois, County of Cook:

I, Monear Judeh, the authorized agent of the contracting business entity listed above, being duly sworn, acknowledge that the Disclosure herein is being made under oath and under the penalty of perjury.

Taken, sworn to and subscribed before me this 6th day of January, 2022

Monear Joudeh
Notary Public's Signature

To be completed by State Agency:
Date Received by State Agency: ____________
Date submitted to Ethics Commission: ____________
Governmental agency submitting Disclosure: ____________

MONEAR JOUDEH
Official Seal
Notary Public - State of Illinois
My Commission Expires Jun 22, 2022

Revised June 8, 2018

STATE OF WEST VIRGINIA
Purchasing Division

PURCHASING AFFIDAVIT

CONSTRUCTION CONTRACTS: Under W. Va. Code § 5-22-1(i), the contracting public entity shall not award a construction contract to any bidder that is known to be in default on any monetary obligation owed to the state or a political subdivision of the state, including, but not limited to, obligations related to payroll taxes, property taxes, sales and use taxes, fire service fees, or other fines or fees.

ALL CONTRACTS: Under W. Va. Code §5A-3-10a, no contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and: (1) the debt owed is an amount greater than one thousand dollars in the aggregate; or (2) the debtor is in employer default.

EXCEPTION: The prohibition listed above does not apply where a vendor has contested any tax administered pursuant to chapter eleven of the W. Va. Code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

DEFINITIONS:

"Debt" means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

"Employer default" means having an outstanding balance or liability to the old fund or to the uninsured employers' fund or being in policy default, as defined in W. Va. Code § 23-2c-2, failure to maintain mandatory workers' compensation coverage, or failure to fully meet its obligations as a workers' compensation self-insured employer. An employer is not in employer default if it has entered into a repayment agreement with the Insurance Commissioner and remains in compliance with the obligations under the repayment agreement.

"Related party" means a party, whether an individual, corporation, partnership, association, limited liability company or any other form or business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceed five percent of the total contract amount.

AFFIRMATION: By signing this form, the vendor's authorized signer affirms and acknowledges under penalty of law for false swearing (*W. Va. Code* §61-5-3) that: (1) for construction contracts, the vendor is not in default on any monetary obligation owed to the state or a political subdivision of the state, and (2) for all other contracts, that neither vendor nor any related party owe a debt as defined above and that neither vendor nor any related party are in employer default as defined above, unless the debt or employer default is permitted under the exception above.

WITNESS THE FOLLOWING SIGNATURE:

Vendor's Name: Column Case Management LLC

Authorized Signature: Timothy Quid Date: Jan 6, 2022

State of IL

County of Cook, to-wit:

Taken, subscribed, and sworn to before me this 6th day of January, 2022.

My Commission expires 06-22-2022, 2022

AFFIX SEAL HERE **NOTARY PUBLIC** Monear Jodeh

MONEAR JOUDEH
Official Seal
Notary Public - State of Illinois
My Commission Expires Jun 22, 2022