



**Statement of Work RDIN-9JMVPK  
for  
IBM's Police Operations Planning Solution**

**Prepared for**

**City of Fort Lauderdale Police Department**

## 1. Overview and Approach

IBM is pleased to present this Statement of Work (“SOW”) for services to assist with enhancements to City of Fort Lauderdale Police Department’s City Resource Optimization Solution (“CROS”), and with the integration and implementation of a Police Operations Planning Solution.

### 1.1 Background

With significant input from FLPD, IBM developed the City Resource Optimization Solution (“CROS”). The joint IBM Research and Fort Lauderdale development of CROS is considered a First-Of-A-Kind (“FOAK”) Project.

CROS assists Fort Lauderdale police planning and operations by analyzing multiple data sources, including 911, crime records, resource staffing, events, and criminal release information to provide:

- **Situation Assessment:** provides a detailed breakdown of crimes committed in the past, which can be analyzed by zone and district. This allows crime distribution to be compared against prior periods of time, location, crime types.
- **Crime Risk Analysis:** predicts crimes by type, time of day, and region to enable FLPD to allocate police resources effectively.

CROS is currently hosted at IBM’s Watson lab. End users access CROS via a web browser over the internet. CROS is connected via a site-to-site VPN to Fort Lauderdale’s staging database and receives hourly data updates.

IBM’s proposed Police Operations Planning Solution will provide enhancements to the Intelligent Operations Center (“IOC”)/Intelligent City Planning and Operations (“ICPO”) application platform to provide Situation Assessment, Crime Risk Analysis and Action Planning functionality, some of which will build on existing CROS functionality.

## 2. IBM Statement of Work

This section describes the work to be provided by IBM (the “Services”) to City of Fort Lauderdale Police Department (“Customer”, also called “you” and “your” and “FLPD”) under the terms and conditions of the agreement identified in the signature block of this SOW, (the “Agreement”). In addition, your responsibilities are listed.

Changes to this SOW will be processed in accordance with the procedure described in Appendix A-1: Project Change Control Procedure. The investigation and the implementation of changes may result in modifications to the Estimated Schedule, Charges, and other terms of this SOW and/or the Agreement.

The following are incorporated in and made part of this SOW:

- Appendix A: Project Procedures
- Appendix B: Materials
- Appendix C: Sample Project Change Request form

To the extent there is any contradiction, inconsistency or ambiguity between the terms of this SOW and the Agreement identified below, this SOW will govern.

### 2.1 Project Scope

Under this project IBM will:

- a. Integrate new data sources into the existing CROS environment in order to allow its continued use, while working to improve its stability, reliability, and availability; and
- b. deploy the Police Operations Planning Solution to a Production Software as a Service (“SaaS”) Environment.

IBM's estimated charges and schedule are based on performance of the activities listed in the "IBM Responsibilities" section below. Deviations that arise during the project will be managed through the procedure described in Appendix A-1: Project Change Control Procedure, and may result in adjustments to the Project Scope, Estimated Schedule, Charges and other terms. These adjustments may include charges on a time-and-materials or fixed-fee basis using IBM's standard rates in effect from time to time for any resulting additional work or waiting time.

IBM and you will each comply with applicable export and import laws and regulations, including those of the United States that prohibit or limit export for certain uses or to certain end users, and each party will cooperate with the other by providing all necessary information to the other, as needed for compliance. Each party will provide the other with advance written notice prior to providing the other party with access to data requiring an export license.

## **2.2 Facilities and Hours of Coverage**

IBM will:

- a. perform the work remotely, except for any project-related activity which IBM determines would be best performed at your facility in Fort Lauderdale, Florida in order to complete its responsibilities under this SOW.
- b. provide the Services under this SOW during normal business hours, 8:30 AM to 5:15 PM, Fort Lauderdale time, Monday through Friday, except holidays observed by the City of Fort Lauderdale. If necessary, you will provide after-hours access to your facilities to IBM personnel. Out-of-town personnel may work hours other than those defined as normal business hours to accommodate their travel schedules.

## **2.3 IBM Responsibilities**

Under this SOW, IBM will undertake the following activities:

### **Activity 1 - Project Management**

IBM will provide project management for the IBM responsibilities in this SOW. The purpose of this activity is to provide technical direction and control of IBM project personnel and to provide a framework for project planning, communications, reporting, procedural and contractual activity. This activity is composed of the following tasks:

#### **Planning**

IBM will:

- a. review the SOW and the contractual responsibilities of both parties with your Project Manager;
- b. maintain project communications through your Project Manager;
- c. coordinate the establishment of the project environment;
- d. establish documentation and procedural standards for deliverable Materials;
- e. assist your Project Manager to prepare and maintain the project plan for the performance of this SOW which will include, where applicable, the activities, tasks, assignments, milestones and estimates; and
- f. if applicable, review with you the hardware required for the performance of this SOW.

#### **Project Tracking and Reporting**

IBM will:

- a. review project tasks, schedules, and resources and make changes or additions, as appropriate. Measure and evaluate progress against the project plan with your Project Manager;
- b. review the IBM standard invoice format and billing procedure to be used on the project, with your Project Manager;
- c. work with your Project Manager to address and resolve deviations from the project plan;
- d. conduct regularly scheduled project status meetings;

- e. report time spent on the project to your Project Manager;
- f. administer the Project Change Control Procedure with your Project Manager; and
- g. coordinate and manage the technical activities of IBM project personnel.

**Completion Criteria:**

This is an ongoing activity which will be considered complete at the end of the Services.

**Deliverable Materials:**

- Status Reports
- High-level Timeline

**Activity 2 - Integrate New Data Sources into the Existing FLPD CROS Environment**

Under this activity IBM will integrate new data sources defined by FLPD into the existing CROS environment. IBM will perform services which include the following tasks

- a. implement changes to the existing custom data import process to consume new data from FLPD's Computer Aided Dispatch ("CAD") from Motorola;
- b. implement changes to the existing custom data import process to consume new data from FLPD's new Regional (County) Record Management System ("RMS");

**Completion Criteria:**

This activity will be considered completed when FLPD is able to select a sample set of documents from the new data sources noted above, as determined by IBM with input from FLPD, and review and validate the conversion of the data source information into the staging database.

**Deliverable Materials:**

- None

**Activity 3 - Deploy the Police Operations Planning Solution to a Production SaaS Environment**

Under this activity IBM will:

- a. enhance the IOC/ICPO application platform to provide Situation Assessment, Crime Risk Analysis and Action Planning functionality;
- b. deploy the Police Operations Planning Solution into a SaaS environment:
  - 1) review current defined CROS users and groups with FLPD to identify an initial set of users and groups to be initialized in the SaaS environment;
  - 2) review current defined CROS data sources with FLPD and identify an initial set of data sources to be imported in the SaaS environment.
  - 3) demonstrate the Police Operations Planning solution to FLPD and assist FLPD personnel in performing tests;
  - 4) coordinate with FLPD's IT & Networking staff to configure a site to site Virtual Private Network ("VPN") from the SaaS environment to the Fort Lauderdale staging database. This network access is a pre-requisite to the Police Operations Planning solution, as the Fort Lauderdale staging database is the primary source of operational data.

**Completion Criteria:**

This activity will be considered complete when functionality within the Police Operations Planning Solution is confirmed, validated and operational in a production hosted environment.

**Deliverable Materials:**

- None

## 2.4 Your Responsibilities

The completion of the proposed scope of work depends on the full commitment and participation of your management and personnel. The responsibilities listed in this section are in addition to those responsibilities specified in the Agreement, and are to be provided at no charge to IBM. You are required to perform your obligations in the Agreement and this SOW without exception. IBM's performance is predicated upon the following responsibilities being managed and fulfilled by you. Delays in performance of these responsibilities may result in additional cost and/or delay of the completion of the project, and will be handled in accordance with Appendix A-1: Project Change Control Procedure.

### 2.4.1 Your Project Manager

Prior to the start of this project, you will designate a person called your Project Manager who will be the focal point for IBM communications relative to this project and will have the authority to act on behalf of you in all matters regarding this project.

Your Project Manager's responsibilities include the following:

- a. manage your personnel and responsibilities for this project;
- b. serve as the interface between IBM and all your departments participating in the project;
- c. administer the Project Change Control Procedure with the IBM Project Manager;
- d. participate in project status meetings;
- e. obtain and provide information, data, and decisions within three business days of IBM's request unless you and IBM agree in writing to a different response time;
- f. resolve deviations from the estimated schedule, which may be caused by you;
- g. help resolve project issues and escalate issues within your organization, as necessary;
- h. review with the IBM Project Manager any of your invoice or billing requirements. Such requirements that deviate from IBM's standard invoice format or billing procedures may have an effect on price, and will be managed through the Project Change Control Procedure in Appendix A-1; and
- i. create, with IBM's assistance, the project plan for the performance of this SOW which will include the activities, tasks, assignments, milestones and estimates.

### 2.4.2 Your Other Responsibilities

You will:

- a. provide IBM and its personnel with suitable office space, and other accommodations and facilities that IBM may reasonably require to perform the Services, in particular secretarial support, supplies, furniture, computer facilities, telephone/fax communications, high speed internet connectivity and other facilities for IBM personnel while working on this project. The IBM project team will be located in an area adjacent to your subject matter experts and technical personnel, and all necessary security badges and clearance will be provided for access to this area. A lockable four or five drawer cabinet will be provided to IBM personnel in accordance with your security procedures. You will be responsible for ensuring that you have appropriate backup, security and virus-checking procedures in place for any computer facilities you provide or which may be affected by the Services;
- b. supply all prerequisite hardware and software to be used during the performance of this SOW. This does not include any hardware or software normally used by IBM consultants in the performance of their day-to-day responsibilities with IBM;
- c. ensure that your staff is available to provide such assistance as IBM reasonably requires and that IBM is given reasonable access to your senior management, as well as any members of your staff to enable IBM to provide the Services. You will ensure that your staff has the appropriate skills and experience. If any of your staff fails to perform as required, you will make suitable additional or alternative staff available;

- d. if making available any facilities, software, hardware or other resources, obtain any licenses or approvals related to these resources that may be necessary for IBM and its subcontractors to perform the Services. IBM will be relieved of its obligations that are adversely affected by your failure to promptly obtain such licenses or approvals;
- e. provide all information and materials reasonably required to enable IBM to provide the Services. You agree that all information disclosed or to be disclosed to IBM is and will be true, accurate and not misleading in any material respect. IBM will not be responsible for any loss, damage, delay, or deficiency arising from inaccurate, incomplete, or otherwise defective information or materials supplied by you or your representative;
- f. if you are employing other suppliers whose work may affect IBM's ability to provide the Services, unless specifically agreed to otherwise in writing, you will be responsible for the management of the third parties. Except to the extent IBM specifically agrees otherwise in this SOW, as between IBM and you, you are solely responsible for any third party hardware, software or communications equipment used in connection with the Services;
- g. be responsible for the identification of, interpretation of, and compliance with, any applicable laws, regulations, and statutes that affect your existing systems, applications, programs, or data to which IBM will have access during the Services, including applicable data privacy, export, import laws and regulations, and product safety and regulatory compliance for non-IBM products including those recommended by IBM. You are solely responsible for obtaining advice of competent legal counsel as to the identification and interpretation of any relevant laws, rules and regulations that may affect your business and any actions you may need to take to comply with such laws. IBM makes no representations or warranties with respect to product safety or regulatory compliance of non-IBM products;
- h. agree that IBM may process the business contact information of your employees and contractors (with the exception of undercover officers and confidential informants) and information about you as a legal entity (contact information) in furtherance of IBM's business relationship with you. This contact information can be stored, disclosed internally and processed by International Business Machines Corporation and its subsidiaries, Business Partners and subcontractors wherever they do business, solely for the purpose described above provided that these companies comply with applicable data privacy laws related to this processing.;
- i. be responsible for i) any data and the content of any database you make available to IBM in connection with a Service, ii) the selection and implementation of procedures and controls regarding access, security, encryption, use, and transmission of data, and iii) backup and recovery and integrity of the database and any stored data. This security will also include any procedures necessary to safeguard the integrity and security of software and data used in the Services from access by unauthorized personnel. IBM's responsibilities regarding such data or database, including any confidentiality and security obligations, are governed by Florida law and the terms of this SOW, including the referenced Agreement and applicable Attachments (which prevails over the terms of any separate confidentiality agreements) and subject to the Limitation of Liability and other terms in the Agreement;
- j. establish and maintain the data sources and staging environments;
- k. validate user access to the SaaS environment and Perform testing of the Police Operations Planning Solution;
- l. Coordinate with IBM to configure a site to site VPN from the new hosted environment to Fort Lauderdale;
- m. remove Criminal Justice Information ("CJI") data from the existing CROS persistent data stores (internal database tables);
- n. make available three (3) "super users" to validate changes and run implementation of ICPO in the SaaS environment;
- o. populate and maintain the staging database with data; and
- p. if IBM requires access to your production systems, provide the required hardware (either an assigned desktop or laptop system) for such access. Any hardware provided for this access will be secured at your location when not in use by IBM.

## 2.5 Deliverable Materials

IBM will provide you with the tangible items listed in Appendix B, if any, which will be provided as Type II Materials.

Customer will own the copyright in Materials created as part of a Service that are identified as "Type I Materials" and each such Material will constitute a "work made for hire" to the extent permissible under U.S. copyright law. If any such Materials are not works made for hire under applicable law, IBM assigns the ownership of copyrights in such Materials to Customer. Customer grants IBM an irrevocable, nonexclusive, worldwide, paid-up license to use, execute, reproduce, display, perform, sublicense, distribute, and prepare derivative works based on Type I Materials.

IBM or its suppliers will own the copyright in Materials created as part of a Services transaction that are identified as Type II Materials. IBM grants Customer an irrevocable, nonexclusive, worldwide, paid-up license to use, execute, reproduce, display, perform, and distribute (within Customer's Enterprise only) copies of Type II Materials.

Type III Materials are those, created during the project, which you will own (including ownership of copyright). No license is granted to IBM with respect to Type III Materials. However, both parties are free to use any ideas, concepts, know-how, or techniques which are developed or provided by the other or jointly by both parties during a project. Both parties are free to enter into similar agreements with others and to develop and provide Materials or Services which are similar to those provide under this Agreement.

## 2.6 Completion Criteria

IBM will have fulfilled its obligations under this SOW when one of the following first occurs:

- a. IBM accomplishes all of the activities set forth in the "IBM Responsibilities" section and delivers to you the Materials listed, if any; or
- b. You or IBM terminates the project in accordance with the provisions of this SOW and the Agreement.

## 2.7 Estimated Schedule

The Services will be provided between a start date to be determined by both parties and currently estimated to be September 1, 2014 ("Start Date"), and an estimated end date of May 30, 2015 ("End Date"), or on other dates mutually agreed to between you and IBM.

The estimated end date referenced is an approximation only and does not represent a commitment on the part of IBM to complete the project by a specific date.

## 2.8 Charges

The Services will be conducted on a fixed price basis. The fixed price for performing the Services defined in the SOW will be \$408,000.00. This fixed price is exclusive of any travel and living expenses and other reasonable expenses incurred in connection with the Services.

All charges are exclusive of any applicable taxes.

Travel and living expenses are not expected for this SOW. Should any travel to your facility under this SOW be required, estimated travel and living expenses will be paid by you in accordance with your Travel Allowance and Subsistence Policy and will be authorized through the procedure described in Appendix A-1: Project Change Control Procedure.

IBM will invoice you for the entire amount upon receipt of a signed SOW, plus applicable taxes, travel and living expenses, and other reasonable expenses incurred in connection with the Services.

Payment is due upon receipt of invoice, payable within 45 days. Payment may be made electronically to an account specified by IBM or by other means agreed to by the parties. In the event of late payment, IBM reserves the right to suspend the provision of Services and to charge interest on amounts overdue in accordance with the Florida Local Government Prompt Payment Act. You do not have to pay any amount disputed in good faith while it is being investigated, but you remain obligated to pay any amount not in dispute.

If your customer number indicates that you require a Purchase Order (PO) for payment purposes, the Services under this SOW will not be provided until a PO for the charges specified in the Charges section is received. Any different or added terms contained in any PO or other ordering documents that might be exchanged in relation to activities under this SOW will not be applicable or of any effect. At its sole discretion, IBM may elect to begin delivery of Services after SOW signing, but prior to receipt of, on a limited, case-by-case basis.

## **2.9 Additional Terms and Conditions**

### **2.9.1 Termination**

Either party may terminate this SOW by giving the other party not less than 30 days written notice. Upon termination, you will pay the following amounts to IBM: i) the charges for Services IBM provides through termination, and all Materials IBM has prepared through termination, whether or not completed or delivered, and ii) if you terminate, all reasonable costs and expenses IBM incurs in terminating the Services. Also upon termination IBM will deliver to you any and all Materials that IBM has prepared or obtained on your behalf through the date of termination.

### **2.9.2 Offer Expiration Date**

This offer will expire on September 30, 2014, unless extended by IBM in writing.



This SOW, its Appendices and the Agreement identified below, are the complete agreement regarding Services, and replace any prior oral or written communications, representations, undertakings, warranties, promises, covenants, and commitments between you and IBM regarding the Services. In entering into this SOW, neither party is relying upon any representation that is not specified in this SOW or the Agreement. Additional or different terms in any written communication from you (such as a purchase order) are void. Each party agrees that no modifications have been made to this SOW. City of Fort Lauderdale IBM Customer Agreement for Services is HW81275, State of Florida Customer Agreement is Agreement Number 973-561-10-1.

Each party accepts the terms of this SOW by signing this SOW (or another document that incorporates it by reference) by hand or, where recognized by law, electronically. Once signed, please return a copy of this document to the IBM address shown below. Any reproduction of this SOW made by reliable means (for example, electronic image, photocopy, or facsimile) is considered an original and all Services ordered under this SOW are subject to it.

IN WITNESS WHEREOF, International Business Machines Corporation, a New York corporation authorized to transact business in the State of Florida, and the City of Fort Lauderdale, a Florida municipality, execute this Statement of Work RDIN-9JMVPK as follows:

ATTEST:

**City of Fort Lauderdale:**

\_\_\_\_\_  
Jonda K. Joseph, City Clerk

By: \_\_\_\_\_  
John P. "Jack" Seiler, Mayor

By: \_\_\_\_\_  
Lee R. Feldman, City Manager

Approved as to form:

\_\_\_\_\_  
City Attorney

WITNESSES:

**International Business Machines Corporation:**

\_\_\_\_\_  
(Signature)

By: \_\_\_\_\_  
(Signature)

Print Name: \_\_\_\_\_

Print Name: \_\_\_\_\_

\_\_\_\_\_  
(Signature)

Title: \_\_\_\_\_

Print Name: \_\_\_\_\_

ATTEST:

\_\_\_\_\_  
(Signature)

Print Name: \_\_\_\_\_

Secretary

(CORPORATE SEAL)

STATE OF \_\_\_\_\_:

COUNTY OF \_\_\_\_\_:

The foregoing instrument was acknowledged before me this \_\_\_\_ day of \_\_\_\_\_, 2014, by \_\_\_\_\_ as \_\_\_\_\_ for International Business Machines Corporation, a New York corporation authorized to transact business in the State of Florida.

(SEAL)

\_\_\_\_\_  
Notary Public, State of Florida (Signature of Notary Public)

\_\_\_\_\_  
Name of Notary Typed, Printed or Stamped

Personally Known \_\_\_\_ OR Produced Identification \_\_\_\_\_

Type of Identification Produced \_\_\_\_\_

## Appendix A: Project Procedures

### A - 1: Project Change Control Procedure

The following process will be followed if a change to this SOW is required:

- a. IBM and you may determine that it is necessary to exceed the number of estimated hours for the Services as stated in the "Charges" section. In such event, you may authorize additional hours and funding by the written request. The request must reference the SOW number. Through the end of the calendar year (i.e., December 31) during which this SOW is originally executed, additional hours, funding, and End Date extension may be requested in writing, at the originally contracted hourly rate, specified in the "Charges" section. If initiated by you and accepted by IBM or initiated by IBM and accepted by you, such acceptance letter or e-mail will act as a change authorization to this SOW. All other requested changes will require execution of a Project Change Request as discussed below.
- b. A Project Change Request (PCR) will be the vehicle for communicating change. The PCR must describe the change, the rationale for the change and the effect the change will have on the project.
- c. The designated Project Manager of the requesting party will review the proposed change and determine whether to submit the request to the other party.
- d. Both Project Managers will review the proposed change and agree to implement it, recommend it for further investigation, or reject it.
- e. IBM will specify any charges for such investigation. A PCR must be signed by authorized representatives from both parties to authorize investigation of the recommended changes. IBM will invoice you for any such charges per the terms of this SOW and the Agreement. The investigation will determine the effect that the implementation of the PCR will have on price, schedule and other terms and conditions of this SOW and the Agreement.
- f. A PCR must be accepted by authorized representatives from both parties to authorize implementation of any agreed changes to the SOW and the Agreement. Until a change is agreed to, both parties will continue to act in accordance with the latest agreed version of the SOW.
- g. A PCR that has been signed by authorized representatives from both parties constitutes a change authorization for purposes of this SOW and the Agreement.

### A - 2: Deliverable Materials Acceptance Procedure

Except for Status Reports, Project Plans/Schedules, and Student Course Materials, deliverable Materials as defined herein will be reviewed and accepted in accordance with the following procedure:

- a. One printed draft of the deliverable Material will be submitted to your Project Manager. It is your Project Manager's responsibility to make and distribute additional copies to any other reviewers.
- a. Within five business days of receipt, your Project Manager will either accept the deliverable Material or provide the IBM Project Manager a written list of requested revisions. If IBM receives no response from your Project Manager within five business days, then the deliverable Material will be deemed accepted.
- b. The IBM Project Manager will consider your timely request for revisions, if any, within the context of IBM's obligations under this SOW.
- c. Those revisions agreed to by IBM will be made and the deliverable Material will be resubmitted to your Project Manager, at which time the deliverable Material will be deemed accepted.
- d. Those revisions not agreed to by IBM will be managed in accordance with Appendix A-1: Project Change Control Procedure.
- e. Any conflict arising from this deliverable Materials Acceptance Procedure will be addressed as specified in the Escalation Procedure set forth in Appendix A-3.

### **A - 3: Escalation Procedure**

The following procedure will be followed to resolve a conflict arising during the performance of this SOW.

- a. When a conflict arises between you and IBM, the project team member(s) will first strive to work out the problem internally.
- b. Level 1: If the project team cannot resolve the conflict within two business days, your Project Manager and the IBM Project Manager will meet to resolve the issue.
- c. Level 2: If the conflict is not resolved within three business days after being escalated to Level 1, your Executive Sponsor will meet with the IBM Project Executive to resolve the issue.
- d. If the conflict is resolved by either Level 1 or Level 2 intervention, the resolution will be addressed in accordance with the Project Change Control Procedure set forth in Appendix A-1.
- e. If the conflict remains unresolved after Level 2 intervention, then either party may terminate this SOW. If the conflict is addressed by termination, you agree to pay IBM as described in the "Termination" section of this SOW.
- f. During any conflict resolution, IBM agrees to provide Services relating to items not in dispute, to the extent practicable pending resolution of the conflict. You agree to pay invoices per this SOW and the Agreement.

## Appendix B: Materials

### B - 1: Status Reports

**Purpose:**

IBM will provide status reports advising FLPD's Project Manager of the progress and status of the IBM activities. The report will outline the IBM activities and describe the status of tasks worked on during that period. Significant accomplishments, milestones, and problems will be identified.

**Content:**

The report will consist of the following, as appropriate:

- Activities performed during the reporting period
- Activities planned for the next reporting period
- Project change control summary
- Problems, concerns, and recommendations
- Tasks for next reporting period
- Key resource or other requirements for reporting periods
- Other items of importance

**Delivery:**

IBM will deliver one (1) reproducible soft copy to FLPD's Project Manager.

### B - 2: High-level Timeline

**Purpose:**

Provide high-level timeline for the project.

**Content:**

The timeline will show the anticipated time frame for each activity in the SOW.

**Delivery:**

IBM will deliver one (1) copy of this document in softcopy format.

## Appendix C: Sample Project Change Request

PROJECT CHANGE REQUEST (PCR)		
<b>PCR Date:</b>	<b>Requested by:</b>	<b>PCR Number:</b>
<p>This PCR must be approved by both parties and signed below on or before the offer expiration date before the PCR can be implemented. This offer will expire on {insert mm/dd/yyyy}, unless extended by IBM in writing. All other terms in the referenced SOW not affected by this PCR remain in full force and effect.</p>		
<p>The parties agree that this PCR modifies the existing referenced SOW as follows:  <i>{insert language regarding the changes to the SOW here}</i></p>		
<p><i>{insert language regarding the impact of the changes here... sample text is below}</i></p> <p><b>If extending the date:</b> The new estimated End Date is {End Date}.</p> <p><b>If adding hours:</b> The additional estimated services hours for this PCR are {Number of hours}, at \${Hourly rate} per hour, for additional estimated professional services charges of \${Fee total}.</p> <p><b>If adding Fixed Fee Services:</b> The additional fixed fee for performing the Services defined in this PCR is \${Fee total}.</p> <p><b>If adding T&amp;L:</b> The additional estimated travel and living expenses (including actual transportation and lodging, and per diem meal expenses) for this PCR are \${Expenses} in accordance with your Travel Allowance and Subsistence Policy.</p>		
PCR Approval		
<p>In entering into this PCR, you are not relying upon any representation made by or on behalf of IBM that is not specified in the Agreement or the SOW, including, without limitation, the actual or estimated completion date, number of hours to provide any of the Services, charges to be paid, or the results of any of the Services to be provided under the SOW. Each of us agrees that the complete agreement between us about these Services consists of 1) this Project Change Request, 2) the referenced SOW including any previous mutually-approved PCRs, and 3) the Agreement or any equivalent agreement in effect between us as identified in the SOW.</p>		
Agreed to:	Agreed to:	
<i>{Customer Legal Name}</i>	International Business Machines Corporation	
By (Authorized Signature):	By (Authorized Signature):	
<b>DRAFT – NOT FOR SIGNATURE</b>	<b>DRAFT – NOT FOR SIGNATURE</b>	
Title:	Title:	
Name (type or print):	Name (type or print):	
Date:	Date:	
PCR Estimated Start Date (remove if not applicable):	Statement of Work Name:	
PCR Estimated End Date (remove if not applicable):	Statement of Work Number:	
	IBM Fax Number:	
	IBM Internet ID:	