

EXHIBIT A
SCOPE OF SERVICES AGREEMENT 2026-06
Crowe LLP

THIS SCOPE OF SERVICES AGREEMENT (“SOSA”) is made and entered into is made and entered into this 6th day of January, 2026, by and between the **BOARD OF COUNTY COMMISSIONERS OF THE COUNTY OF DOUGLAS, STATE OF COLORADO** (the “County”), and **Crowe LLP**, authorized to do business in Colorado (the “Consultant”). The County and the Consultant are collectively referred to herein as the “Parties”.

RECITALS

WHEREAS, the Parties entered into an active Master Services Agreement dated July 9, 2024, (the “MSA”) for the Consultant to perform services for the County governed and executed through Scope of Services Agreements (SOSA); and

WHEREAS, the County would like the Consultant to provide ERP system operational readiness support; and

WHEREAS, the County has budgeted and appropriated the necessary funds to satisfy the financial obligations set forth in this SOSA.

NOW, THEREFORE, for and in consideration of the premises and other good and valuable consideration, the Parties agree as follows:

- 1. MASTER SERVICES AGREEMENT:** This SOSA is subject and subordinate to the terms and conditions specified in the MSA, executed between the Parties.
- 2. CYBERSECURITY REQUIREMENTS:**
 - a. The Contractor(s) shall complete the Douglas County Cyber Security Awareness training prior to the start of work and access to any Douglas County facility or information system. This training is issued up to four (4) times per year.
 - b. The Contractor must pass state and federal fingerprint and background checks prior to the start of work and access to any Douglas County CJJ facility or information system. The Douglas County Justice Center, located at 4000 Justice Way in Castle Rock, CO 80109, is an example of a county CJJ facility
 - c. To complete the required fingerprinting, the Contractor and/or its associated personnel must set up vendor accounts with the Colorado Bureau of Investigations (CBI) at <https://cbi.colorado.gov/sections/biometric-identification-and-records-unit/new-accounts>. The Contractor shall be responsible for assigning all associated personnel to the account and complying with the section (b) fingerprint requirements under the CBI process.
 - d. The Contractor agrees and acknowledges it shall adhere to the CJIS security policy.
- 3. SCOPE OF WORK:** All services described in Exhibit 1, attached hereto and incorporated herein, shall be performed by the Consultant.

4. **MAXIMUM CONTRACT LIABILITY:** Any other provisions of this SOSA notwithstanding, in no event shall the County be liable for payment under this for any amount in excess of **NINETY-NINE THOUSAND FIVE HUNDRED DOLLARS AND ZERO CENTS (\$99,500.00)**. The County is not under obligation to make any future apportionment or allocation to this SOSA. Any potential expenditure for this SOSA outside the current fiscal year is subject to future annual appropriation of funds for any such proposed expenditure.
5. **TERM:** It is mutually agreed by the Parties that the term of this SOSA shall commence as of 12:01 a.m. on **January 1, 2026**, and terminate at 11:59 p.m. on **December 31, 2026**. This SOSA and/or any extension of its original term shall be contingent upon annual funding being appropriated, budgeted and otherwise made available for such purposes and subject to the County's satisfaction with all products and services received during the preceding term.
6. **COUNTY EXECUTION OF AGREEMENT:** This SOSA is expressly subject to and shall not be or become effective or binding on the County, until execution by all signatories of the County.

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Exhibit 1 Statement of Work

Project Name: Douglas County Budget Office – Change Adoption & Operational Readiness Support

Background

Douglas County is currently implementing Microsoft Dynamics 365, with go-live planned for July 1, 2026. The County's Budget Office, comprised of a Director, Assistant Director, and Analyst serves as the functional sponsor for the budgeting module and will be responsible for leading User Acceptance Testing (UAT) in early 2026 and operationalizing the new processes after go-live.

Current budgeting practices are highly manual, spreadsheet-driven, and will require modifications within the new Dynamics environment. This scale of change will also require hands-on support to adopt the new system and effectively champion the change across the organization.

The County seeks an embedded resource to quickly assess current workflows, translate them into Dynamics 365 capabilities, and prepare the Budget Office to successfully lead UAT, drive adoption, and support countywide transparency and self-service.

Project Objectives

- Build a quick understanding of current-state budgeting processes, tools, and decision workflows, and translate current practices into the Dynamics 365 future-state environment; identifying opportunities to streamline, modernize, and align with best practices.
- Prepare the Budget Office to operationalize the new system and confidently lead countywide adoption.
- Support readiness for UAT and go-live.

Project Approach

Crowe anticipates performing a variety of key activities to support system adoption including, but not limited to the tasks outlined in the table below:

Key Task	Activities
Adoption, Change Support & Hands-On Coaching	<ul style="list-style-type: none"> • Serve as a “bridge” between the Budget Office and ERP implementation team. • Provide ongoing coaching to help the team understand and perform their roles in the new system. • Facilitate learning sessions where Budget Office staff can see and practice their workflows in Dynamics. • Prepare the Budget Office champion system adoption across County departments. • Support the County’s goal of expanding transparency and driving self-service budgeting and reporting.
UAT Preparation & Support	<ul style="list-style-type: none"> • Develop UAT scenarios and test scripts reflecting County budgeting activities. • Coach the Budget Office team on their UAT responsibilities and execution approach. • Support coordination with the ERP project team to ensure test coverage aligns with the County’s business needs.
Go-Live Readiness Support	<ul style="list-style-type: none"> • Create a practical readiness plan outlining key tasks, ownership, and timelines. • Identify change risks and mitigation strategies prior to July 1, 2026. • Support preparation for the annual budget cycle, which begins immediately after go-live.
Ongoing Progress Reporting	<ul style="list-style-type: none"> • Weekly status meetings to monitor progress (virtual, on-site or hybrid), estimated ½ hour. • Regular alignment meetings to ensure recommendations reflect the configured Dynamics 365 environment.

Deliverables

Specific deliverables will be on an as-needed basis.

Out-of-Scope (Optional Add-Ons Available)

- *Technical system configuration or development within Dynamics 365*
- *Broader countywide change management beyond the Budget Office*
- *Post-go-live stabilization support unless added as a separate work stream*
- *Detailed financial analysis or budget modeling unrelated to system adoption*

Project Team

Crowe will provide the following resources for this engagement:

Team Member	Proposed Role and Professional Summary
<p>Bert Nuehring, Partner CPA, CGMA</p>	<p>Engagement Partner</p> <p>Bert is a Partner in the firm’s public sector practice with over forty years of experience in public accounting, auditing and consulting. Mr. Nuehring has assisted government agencies with technical accounting and auditing issues. He has performed services for local, state and federal governmental financial statements, budgets, Single Audit Act audits, Performance Audits, examinations, agreed-upon procedures, and incurred cost audits.</p>
<p>Jill Willis, Managing Director MBA, PMP, Prosci®, Certified Change Management Professional</p>	<p>Project Manager</p> <p>Jill has over 20 years of professional experience working for nonprofit and government entities. Jill is an experienced Managing Director for Crowe’s Consulting Public Sector Business Transformation Practice and leads the Crowe Strategy Lab offering. Jill has extensive knowledge in public sector organizational management and is a highly analytical professional with excellent communication and leadership skills; with a track record for managing complex projects in a thorough, thoughtful manner.</p> <p>Before joining the Crowe team, she was the Chief Financial Officer for a prominent Chicago non-profit, where she led efforts to transform the finance, accounting, payroll, purchasing, IT, and facility departments. She also worked at the Chicago Office of Tourism & Culture and City of Chicago.</p>
<p>Jason Lee, Senior Consultant Certified Associate of Project Management (CAPM)</p>	<p>Lead Business Analyst</p> <p>Jason is a Colorado resident and senior analyst for the Public Sector Business Transformation team. Jason holds a Bachelor of Arts in Business Management Economics from the University of California, Santa Cruz. Jason specializes in economic analysis, financial modeling, and program evaluation for state and local governments. He has supported agencies in designing and validating complex cost and revenue models, assessing incentive and capital programs, and delivering data-driven insights to inform strategic policy and operational decisions. Jason’s experience spans multi-year financial forecasts, activity-based cost studies, compliance audits, and stakeholder-facing reports.</p>

Timeline

The team anticipates work to begin in January 2026 and run through April 2026, with the option to extend in the months leading up to go-live. We will work with the County towards the end of April to determine if a timeline extension is necessary. If so, we will estimate time and materials budget based on the level of support required.

Fees

Our goal in setting fees is simple: to provide long-term, cost-effective pricing for our clients. We are confident that we can work together to achieve an optimized plan and budget for this engagement. We welcome the opportunity to discuss the approach with you and clarify our assumptions together to align on expectations. We have flexibility to scale our services up or down to best meet your needs. We are also flexible with our approach and welcome the opportunity to refine our scope of work, estimated timeline, and corresponding level of effort with you.

Our estimated time and materials across all team resources are outlined below. This does not include any services noted as optional within the approach section.

Resource Level	Blended Resource Rate	Estimated Hours (Time)	Estimated Fees
Engagement Partner	\$235	385	\$90,475
Project Manager			
Lead Business Analyst			
Materials (Travel)			\$9,025
Total Time and Materials Estimate		385	\$99,500

Assumptions:

- *Crowe reports directly to the County and not to any other third-party vendor or agency. the County will assist in facilitating work with the stakeholders as needed.*
- *The County will appoint a Project Manager to coordinate and oversee Crowe’s work, including identifying stakeholder availability for meetings, arranging meeting logistics, and overseeing County’s completion of assigned activities per the project schedule.*
- *We will only perform scope of work described above; implementation is not included in this scope of work. Only the deliverables and milestones described in our scope of work are included.*
- *The County’s Project Manager will facilitate internal deliverable reviews and provide consolidated feedback to Crowe within 5 business days, unless otherwise noted in the Proposal.*
- *The County will make data, documentation, and subject matter experts available to our team as needed to complete project activities, including those identified that are outside of the County. County executives and staff will be available to assist in this effort, including by participating in meetings, surveys, information requests, and other appropriate points of engagement to successfully achieve the objectives of the project.*
- *We can perform work in a mix of virtual and onsite environments and estimate on average 2-4 days weekly. We can adjust this approach per County’s preference at any time and estimate additional travel expenses in advance if requested.*
- *The County agrees to make all management decisions, including determining which, if any, recommendations to implement.*
- *The County will not send any sensitive information, including PII or PHI, to Crowe via unencrypted solutions. The County will notify Crowe of any information sent that is deemed to be confidential and it will be clearly marked as such.*
- *Crowe’s deliverables are intended for County personnel only.*
- *Professional fees for special projects outside of the agreed-upon scope will be determined based on project factors, such as type of project, subject matter experience required, scope, and resource requirements. Prior to commencing additional services, we will obtain your approval and agreement on the scoping and pricing, as applicable.*

Authorization:

If the services to be performed by Crowe and the terms of this Statement of Work as described above are acceptable, please provide authorization to proceed by returning one copy of this document signed by the appropriate official of the County.

Douglas County
(Client)

DocuSigned by:
John Huber DS DS
MW TC

Signed

A705DA1420E9430...

John Huber

Printed

Chief Information Officer

Title

1/1/2026

Date

CROWE LLP
(Crowe)

DocuSigned by:
Bert Nuehring

Signed

1D6DDFAF34E2496...

Bert Nuehring

Printed

Partner

Title

12/31/2025

Date

IN WITNESS WHEREOF, the County and the Consultant have executed this Contract as of the date in the first paragraph on the first page.

DocuSigned by:
By: Bert Muelring
ID6DDPAF34E2496...

Printed Name Consultant Name

Title: Partner

Date: 12/31/2025

**BOARD OF COUNTY COMMISSIONERS
OF THE COUNTY OF DOUGLAS**

Signed by:
Doug DeBord
BY: EB22981118E544C...

Doug DeBord
County Manager

DATE: 1/6/2026

DocuSigned by:
John Huber DS DS
MW TC
BY: A705DA1426E9438...

John Huber
Chief Information Officer

DATE: 1/1/2026

APPROVED AS TO FISCAL CONTENT:

Signed by:
Christie Guthrie
BY: C371FCD771FC4CD...

Christie Guthrie
Finance Director

DATE: 1/6/2026

APPROVED AS TO LEGAL FORM:

Signed by:
Arielle Denis
BY: E31A124B1829457...

Arielle Denis
Assistant County Attorney

DATE: 1/2/2026

APPROVED AS TO INSURANCE REQUIREMENTS:

Signed by:
Megan Datwyler
BY: 33306CE1515540A...

Megan Datwyler
Risk Manager

DATE: 1/6/2026

Certificate Of Completion

Envelope Id: 02FF3C68-F6E2-4C25-91F3-F03BA5B7FBC8
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 Contract Type:
 Tuition Reimbursement Application:
 Source Envelope:
 Document Pages: 8
 Certificate Pages: 6
 AutoNav: Enabled
 Envelopeld Stamping: Enabled
 Time Zone: (UTC-07:00) Mountain Time (US & Canada)

Status: Completed
 Envelope Originator:
 Susan Woodruff
 100 Third St.
 Castle Rock, CO 80104
 swoodruff@douglas.co.us
 IP Address: 67.135.160.252

Record Tracking

Status: Original
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 Holder: Susan Woodruff
 swoodruff@douglas.co.us
 Location: DocuSign

Signer Events

Mike Wise
 mwise@douglas.co.us
 Deputy Director, Application Services
 Douglas County Government, Colorado
 Security Level: Email, Account Authentication
 (None)

Signature


 Signature Adoption: Pre-selected Style
 Using IP Address: 67.135.160.252

Timestamp

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Thom Curtis
 tcurtis@douglas.co.us
 Sr. Manager - PMO Services
 Security Level: Email, Account Authentication
 (None)


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Electronic Record and Signature Disclosure:
 Not Offered via DocuSign

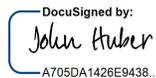
Bert Nuehring
 bert.nuehring@crowe.com
 Partner
 Crowe Horwath LLP
 Security Level: Email, Account Authentication
 (None)


 Signature Adoption: Pre-selected Style
 Using IP Address: 159.246.20.2

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 Signed: 12/31/2025 3:49:03 PM

Electronic Record and Signature Disclosure:
 Accepted: 12/30/2025 8:02:33 PM
 ID: eca11005-a5a8-4cb0-a236-6e3da470fbc7

John Huber
 jhuber@douglas.co.us
 Chief Information Officer
 Douglas County Government, Colorado
 Security Level: Email, Account Authentication
 (None)


 Signature Adoption: Pre-selected Style
 Using IP Address:
 2601:283:4e82:7370:cd4b:1c8f:b773:a17

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 Signed: 1/1/2026 3:02:40 PM

Electronic Record and Signature Disclosure:
 Not Offered via DocuSign

Signer Events	Signature	Timestamp
<p>Amy Williams awilliam@douglas.co.us 1-8472267263 Paralegal Douglas County Colorado Security Level: Email, SMS, Account Authentication (None)</p> <p>Electronic Record and Signature Disclosure: Not Offered via DocuSign</p>	<p>Completed</p> <p>Signed by link sent to awilliam@douglas.co.us Using IP Address: 67.135.162.224</p>	<p>Sent: 1/1/2026 3:02:44 PM Viewed: 1/2/2026 8:11:41 AM Signed: 1/2/2026 8:11:45 AM</p>
<p>Arielle Denis adenis@douglas.co.us Assistant County Attorney Security Level: Email, Account Authentication (None)</p> <p>Electronic Record and Signature Disclosure: Not Offered via DocuSign</p>	<p>Signed by: <i>Arielle Denis</i> E31A124B1829457...</p> <p>Signature Adoption: Pre-selected Style Using IP Address: 67.135.162.252</p>	<p>Sent: 1/2/2026 8:11:47 AM Viewed: 1/2/2026 8:17:16 AM Signed: 1/2/2026 8:17:30 AM</p>
<p>Megan Datwyler mdatwyler@douglas.co.us Risk Manager Security Level: Email, Account Authentication (None)</p> <p>Electronic Record and Signature Disclosure: Accepted: 1/6/2026 7:45:15 AM ID: fcb7cc6b-8d8f-4e22-a0aa-27ce2cbe9366</p>	<p>Signed by: <i>Megan Datwyler</i> 33306CF1515540A...</p> <p>Signature Adoption: Pre-selected Style Using IP Address: 216.160.166.148 Signed using mobile</p>	<p>Sent: 1/2/2026 8:17:33 AM Resent: 1/5/2026 3:22:50 PM Viewed: 1/6/2026 7:45:15 AM Signed: 1/6/2026 7:45:25 AM</p>
<p>Craig Kronhart ckronhart@douglas.co.us 1-3038753429 Security Level: Email, SMS, Account Authentication (None)</p> <p>Electronic Record and Signature Disclosure: Not Offered via DocuSign</p>	<p>Completed</p> <p>Signed by link sent to ckronhart@douglas.co.us Using IP Address: 67.135.162.224</p>	<p>Sent: 1/6/2026 7:45:28 AM Viewed: 1/6/2026 9:40:28 AM Signed: 1/6/2026 9:49:06 AM</p>
<p>Christie Guthrie cguthrie@douglas.co.us Finance Director Security Level: Email, Account Authentication (None)</p> <p>Electronic Record and Signature Disclosure: Not Offered via DocuSign</p>	<p>Signed by: <i>Christie Guthrie</i> C371FCD771FC4CD...</p> <p>Signature Adoption: Pre-selected Style Using IP Address: 67.135.162.224</p>	<p>Sent: 1/6/2026 9:49:09 AM Viewed: 1/6/2026 3:55:29 PM Signed: 1/6/2026 3:56:07 PM</p>
<p>Doug DeBord DDebord@douglas.co.us 1-7208847671 County Manager Security Level: Email, SMS, Account Authentication (None)</p> <p>Electronic Record and Signature Disclosure: Not Offered via DocuSign</p>	<p>Signed by: <i>Doug DeBord</i> EB22981118E544C...</p> <p>Signature Adoption: Pre-selected Style Signed by link sent to DDebord@douglas.co.us Using IP Address: 67.135.162.224</p>	<p>Sent: 1/6/2026 3:56:10 PM Viewed: 1/6/2026 4:05:41 PM Signed: 1/6/2026 4:05:47 PM</p>

Signer Events	Signature	Timestamp
Amy Williams awilliam@douglas.co.us Paralegal Douglas County Colorado Security Level: Email, Account Authentication (None) Electronic Record and Signature Disclosure: Not Offered via DocuSign	Completed Using IP Address: 67.135.162.252	Sent: 1/6/2026 4:05:50 PM Viewed: 1/6/2026 4:11:53 PM Signed: 1/6/2026 4:12:20 PM

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Agent Delivery Events	Status	Timestamp
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Intermediary Delivery Events	Status	Timestamp
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Certified Delivery Events	Status	Timestamp
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Carbon Copy Events	Status	Timestamp
Susan Woodruff swoodruff@douglas.co.us Business Services, IT Douglas County Security Level: Email, Account Authentication (None) Electronic Record and Signature Disclosure: Accepted: 4/23/2025 11:22:36 AM ID: d77cd777-1598-49b9-b6b0-5ab979988ef5		Sent: 1/6/2026 4:12:22 PM Resent: 1/6/2026 4:12:28 PM Viewed: 1/8/2026 2:52:58 PM

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Notary Events	Signature	Timestamp
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Completed	Security Checked	1/6/2026 4:12:22 PM

Payment Events	Status	Timestamps
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Electronic Record and Signature Disclosure

ELECTRONIC RECORD AND SIGNATURE DISCLOSURE

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At any time, you may request from us a paper copy of any record provided or made available electronically to you by us. You will have the ability to download and print documents we send to you through the DocuSign system during and immediately after the signing session and, if you elect to create a DocuSign account, you may access the documents for a limited period of time (usually 30 days) after such documents are first sent to you. After such time, if you wish for us to send you paper copies of any such documents from our office to you, you will be charged a \$0.00 per-page fee. You may request delivery of such paper copies from us by following the procedure described below.

Withdrawing your consent

If you decide to receive notices and disclosures from us electronically, you may at any time change your mind and tell us that thereafter you want to receive required notices and disclosures only in paper format. How you must inform us of your decision to receive future notices and disclosure in paper format and withdraw your consent to receive notices and disclosures electronically is described below.

Consequences of changing your mind

If you elect to receive required notices and disclosures only in paper format, it will slow the speed at which we can complete certain steps in transactions with you and delivering services to you because we will need first to send the required notices or disclosures to you in paper format, and then wait until we receive back from you your acknowledgment of your receipt of such paper notices or disclosures. Further, you will no longer be able to use the DocuSign system to receive required notices and consents electronically from us or to sign electronically documents from us.

All notices and disclosures will be sent to you electronically

Unless you tell us otherwise in accordance with the procedures described herein, we will provide electronically to you through the DocuSign system all required notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you during the course of our relationship with you. To reduce the chance of you inadvertently not receiving any notice or disclosure, we prefer to provide all of the required notices and disclosures to you by the same method and to the same address that you have given us. Thus, you can receive all the disclosures and notices electronically or in paper format through the paper mail delivery system. If you do not agree with this process, please let us know as described below. Please also see the paragraph immediately above that describes the consequences of your electing not to receive delivery of the notices and disclosures electronically from us.

How to contact Carahsoft OBO County of Douglas, CO:

You may contact us to let us know of your changes as to how we may contact you electronically, to request paper copies of certain information from us, and to withdraw your prior consent to receive notices and disclosures electronically as follows:

To contact us by email send messages to: joleson@douglas.co.us

To advise Carahsoft OBO County of Douglas, CO of your new email address

To let us know of a change in your email address where we should send notices and disclosures electronically to you, you must send an email message to us at joleson@douglas.co.us and in the body of such request you must state: your previous email address, your new email address. We do not require any other information from you to change your email address.

If you created a DocuSign account, you may update it with your new email address through your account preferences.

To request paper copies from Carahsoft OBO County of Douglas, CO

To request delivery from us of paper copies of the notices and disclosures previously provided by us to you electronically, you must send us an email to joleson@douglas.co.us and in the body of such request you must state your email address, full name, mailing address, and telephone number. We will bill you for any fees at that time, if any.

To withdraw your consent with Carahsoft OBO County of Douglas, CO

To inform us that you no longer wish to receive future notices and disclosures in electronic format you may:

- i. decline to sign a document from within your signing session, and on the subsequent page, select the check-box indicating you wish to withdraw your consent, or you may;
- ii. send us an email to joleson@douglas.co.us and in the body of such request you must state your email, full name, mailing address, and telephone number. We do not need any other information from you to withdraw consent.. The consequences of your withdrawing consent for online documents will be that transactions may take a longer time to process..

Required hardware and software

The minimum system requirements for using the DocuSign system may change over time. The current system requirements are found here: <https://support.docusign.com/guides/signer-guide-signing-system-requirements>.

Acknowledging your access and consent to receive and sign documents electronically

To confirm to us that you can access this information electronically, which will be similar to other electronic notices and disclosures that we will provide to you, please confirm that you have read this ERSD, and (i) that you are able to print on paper or electronically save this ERSD for your future reference and access; or (ii) that you are able to email this ERSD to an email address where you will be able to print on paper or save it for your future reference and access. Further, if you consent to receiving notices and disclosures exclusively in electronic format as described herein, then select the check-box next to ‘I agree to use electronic records and signatures’ before clicking ‘CONTINUE’ within the DocuSign system.

By selecting the check-box next to ‘I agree to use electronic records and signatures’, you confirm that:

- You can access and read this Electronic Record and Signature Disclosure; and
- You can print on paper this Electronic Record and Signature Disclosure, or save or send this Electronic Record and Disclosure to a location where you can print it, for future reference and access; and
- Until or unless you notify Carahsoft OBO County of Douglas, CO as described above, you consent to receive exclusively through electronic means all notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you by Carahsoft OBO County of Douglas, CO during the course of your relationship with Carahsoft OBO County of Douglas, CO.