EXHIBIT A

SCOPE OF SERVICES AGREEMENT 2025-03

Crowe LLP

THIS SCOPE OF SERVICES AGREEMENT (“SOSA”) is made and entered into is made and entered into this ______ day of ___________ 2025, 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”.

WHEREAS, the County has an active Master Services Agreement, (the “MSA”) with the Consultant to perform services for the County governed and executed through Scope of Services Agreements (SOSA); and

WHEREAS, the County would like to engage Consultant to provide information technology training,

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 County and Consultant on July 9, 2024.

2. **SCOPE OF WORK**: All services described in Exhibit 1, attached hereto and incorporated herein, shall be performed by Consultant.

3. **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 Two Million, One Hundred Thirty-One thousand dollars ($2,131,000.00). 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.

4. **TERM**: It is mutually agreed by the parties that the term of this SOSA shall commence as of 12:01 a.m. on the 11th day of March 2025 and terminate at 11:59 p.m. on the 30th day of June 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.

5. **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.

Smart decisions. Lasting value.™

Douglas County, CO
Enterprise Resource Planning System and Services

Statement of Work
March 11th, 2025

Exhibit A – SOW #3

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1. Scope of Services

a. Services

Crowe will execute the following milestones during SOW #003:

- Prototyping (final signoff) **DED 10**
- Integration Requirements & Design (part 1) **DED 11**
- Integration Requirements & Design (part 2) **DED 12**
- Integration Development & Testing (part 1) **DED 13**
- Integration Development & Testing (part 2) **DED 14**
- Customization Requirements & Design (part 1) **DED 15**
- Customization Development & Testing (part 1) **DED 16**
- Pre-formatted Forms Design & Development **DED 17**
- Data Conversion Requirements & Design (part 1) **DED 18**
- Data Conversion Requirements & Design (part 2) **DED 19**
- Data Conversion Development & Testing (part 1) **DED 20**
- Data Conversion Development & Testing (part 2) **DED 21**
- Establish Environment (QA/Safe Set) **DED 22**
- Establish Environment (Production) **DED 23**
- Conference Room Pilot Preparation (part 1) **DED 24**
- Conference Room Pilot Preparation (part 2) **DED 25**
- Conference Room Pilot Preparation (part 3) **DED 26**
- Conference Room Pilot (first month) **DED 27**
- Conference Room Pilot (second month) **DED 28**
- Conference Room Pilot (final signoff) **DED 29**
- End User Training (first set of classes) **DED 30**
- End User Training (second set of classes) **DED 31**
- Cutover Preparation & Execution **DED 32**
- Post Cutover Support (first month) **DED 33**
- Post Cutover Support (second month) **DED 34**
- Post Cutover Support (third month) **DED 35**
- OCM Execution (months 1-3) **DED 36**
- OCM Execution (months 4-6) **DED 37**
- OCM Execution (months 7-9) **DED 38**
- OCM Execution (months 10-12) **DED 39**

b. Software / Modules

To address your requirements and goals, we are proposing Microsoft Dynamics 365. Dynamics 365 is recognized by such independent research groups as the Gartner Group and Forrester Research, Inc. to be industry leading ERP application software. A summary of how the overall solution meets your requirements is outlined below.

Functional Requirement Area	Proposed Software
• Accounts Payable	• Dynamics 365 Accounts Payable • Dynamics 365 Cash & Bank Management • Dynamics 365 Expense Management
• Accounts Receivable	• Dynamics 365 Accounts Receivable
• Bid Management / e-Procurement	• Dynamics 365 Procurement & Sourcing
• Budgeting	• Dynamics 365 Budget Planning & Control
• Cash Receipts	• Dynamics 365 Accounts Receivable • *(see note below)*
• Contract Management	• Dynamics 365 Procurement & Sourcing • Crowe Contract Manager
• Fixed Assets	• Dynamics 365 Fixed Assets
• General Ledger / Financial Reporting	• Dynamics 365 General Ledger • Dynamics 365 Financial Reports/Power BI
• Grant Management	• Dynamics 365 Projects & Grants
• Project Accounting	• Dynamics 365 Projects & Grants

Assumptions

1. It is assumed the County will implement an out-of-the-box Dynamics solution without customization of source code, except where explicitly indicated otherwise in this statement of work (i.e., details included in the Customizations Section), and the County is willing to consider changes to accounting and/or operational processes to conform to standard functionality of the Dynamics modules.
2. Our services include mandatory and desirable requirements that have been marked with a “S”, “C”, “F”, and “T” in Response column of the Scope of Work – Functional Requirements matrix, and do not include a comment specifically noting they are out of scope for the implementation. Notes would be in the requirements matrix, as well in the statement of work (e.g., Assumption Section and other comments throughout the statement of work). **Please note, Human Resource (other than core human resources required to support finance functions), Recruiting, Applicant Tracking, Payroll, and Time and Attendance functionality are listed as S, C, F, or T but are NOT in scope.**
3. During the review of requirements and the operational reviews for the project, Crowe has worked with the County to confirm the requirements (from the RFI) and analyze and document any functional gaps. The requirements formulate the basis for system review during prototyping sessions (including initial core user training), conference room pilot, and end user training.
4. Any changes to existing screens, inquiries, forms, and out-of-the-box reports (label

changes, addition of fields, adding selection criteria) will be considered out of scope and will be addressed through the project change control process, unless otherwise stated in the statement of work.

5. Any custom configuration (personalization) to the workspaces will be performed by the County.
6. It is assumed that out-of-the-box reports will address the County's standard reporting needs for this implementation, unless otherwise indicated in this response. We will work with appropriate County team members to review reports using the pre-packaged Dynamics reports or reporting tools / wizards.
7. It is assumed that standard out-of-the-box Dynamics workspaces will be used by the County. Any custom configuration (personalization) to the workspaces will be performed by the County.
8. For the purchasing module, it was assumed that core purchasing is included in the implementation (e.g., processing requisitions, purchase orders, purchase contracts, solicitations, and vendor portal including vendor registration). It was assumed that vendor catalogs using XML is not in scope and can be implemented in a later phase.
9. It is assumed that a single legal entity will be implemented.
10. It is assumed that the County will lead the on onboarding of their vendors on to the vendor portal. Crowe will train the County on how to onboard a particular vendor, however, that the County will own the interaction with vendors to sign on to the portal, train vendors on how to use the portal, and troubleshoot vendor portal issues.
11. Crowe assumes the County will provision a preliminary vendor registration form on their website where vendor base data will be captured to start the registration process. Vendor base data includes basic information like company/username, email address and phone. Crowe will work with the County to connect the County provisioned vendor form to Microsoft Flow and Microsoft Dynamics.
12. The County will be responsible for working with its vendors including all vendor communications, training, etc., as well as technical configuration and setup for the vendor portal.
13. Crowe will build business unit specific security policies for up to 31 business units (department or division), which will limit the data that business unit can see within Dynamics 365. Crowe will utilize the Dynamics 365 Security Policy framework to build business unit level security for the County across the following types of data at both the header and line level: Vendors, Vendor Purchase Requisitions, Vendor Purchase Orders, Vendor Purchase Agreements, Vendor Product Receipts, Vendor Invoices, Vendor Payments, Vendor Transactions, Customers, Customer Free Text Invoice, Customer Recurring Invoices, Customer Transactions, Customer Payments, Projects, Grants, Project Transactions, Grant Transactions, Fixed Assets, Fixed Asset Transactions, Travel Requisitions, Expense Reports, Cash Advances, Budget Plans, Budget Register Entries, General Budget Reservations, General Journals and General Ledger Transactions.
    - Crowe assumes that a maximum of five (5) dimensions can be used when building read / write security.
    - Crowe assumes that for read access, at the header and line level, the County will leverage a Workflow (Security) Department field. One or more users can be associated to a Workflow (Security) Department.
    - Smart filtering is the process in which a financial dimension entered drives the next financial dimensions available values. Crowe assumes that if the County leverages smart filtering, Microsoft Dynamics smart filtering will flow left to right / start to finish.

- Crowe assumes that the County will be critical in the testing of Security Policy. Crowe assumes the County will test the security policies in a timeframe consistent with the project schedule, with Crowe's assistance.

14. Crowe and the County will work together to evaluate the future account structure and financial reporting needs. The final solution will leverage the features and flexibility within Dynamics for 'dimensions' and financial reporting. It is assumed that Crowe will assist the County in designing/rationalizing the chart of accounts (i.e., natural account) and the County's reporting structure (comprised of Dynamics 'dimensions' and the natural account) by applying industry standards and facilitating discussions among the County groups to arrive at an agreed-upon structure to support the County moving forward. **Please reference section 3b. Implementation - Chart of Account Redesign for more detail.**

c. Data Conversions

The following table outlines the specific data conversions to be performed. For all automated data conversions listed below it is assumed that the County will export the data in a file format provided by Crowe (Excel-based), and Crowe will import the data into Dynamics.

Please note, we have started Data Conversion efforts within SOW # 2. However, we will not complete Data Conversion activities until SOW # 3.

Data Element	Comments
GL - Chart of Accounts	The County will provide a single file for the chart of accounts that Crowe will import. *Crowe will work with the County to reconfigure their chart of accounts.* *See Chart of Accounts restructuring for more details.*
GL - Summary Balances	Crowe will convert two years of GL History (summary balances by month), and will train the County on the tools to use to convert and validate any remaining years, if desired.
GL – Budget	Crowe will convert the current year budget, and will train the County on the tools to use to convert and validate any other budget years, if desired (e.g., prior year budget).
Budget Plan	The County will provide Crowe with a single file containing the County prior year budget by GL account
Workers / Positions	The County will provide Crowe with a single file containing workers (employees) and their position assignments.
Vendors	Includes vendors, 1099 balances and ACH bank information
Vendor ACH bank	The County will provide Crowe with a single file containing vendor ACH bank information to associate to the vendor master file.
Vendor Procurement Categories	The County will provide Crowe with a single file containing vendor assigned procurement categories (NAICS, NIGP, etc.) to associate to the vendor master file.
Open Purchase Requisitions	The County will provide a single file of open purchase requisitions (header and line information). Crowe will convert these into Purchase Requisitions in Dynamics. If there are a limited number of open purchase requisitions, it is our recommendation that that the County enter them manually into the new Dynamics system.
Open Purchase Orders	The County will provide a single file of open purchase orders (with header and line information). Crowe will convert these into Purchase Orders in Dynamics. If there are a limited number of open purchase orders, it is our recommendation that the County enter them manually into the new Dynamics system.
Open Purchasing Contracts	The County will provide a single file with its open purchasing contracts and Crowe will convert the contracts into Purchase Agreements in Dynamics.

Data Element	Comments
Contracts	The County will provide a single file with up to five contract templates, including terms and conditions within the contract template.
Open Payables	Crowe and the County will work together to determine the volume of transactions associated with Open Payables. If there are a limited number of these transactions it is our recommendation that the County enter them manually into the new Dynamics system.
P-Card transactions	The County will provide Crowe will a single file containing open p-card transactions. Crowe and the County will establish a cut-off period based on the purchase bank statement cycle to determine a date to turn on the integration. Open transactions from the prior cycle will then be imported.
Procurement Categories	The County will provide a single file with its procurement category hierarchy, as well as the default expense account codes associated with them.
Customers	Includes customers and open balances
Open Receivables	Crowe and the County will work together to determine the volume of transactions associated with Open Receivables. If there are a limited number of these transactions it is our recommendation that the County enter them manually into the new Dynamics system.
Unreconciled Bank transactions	The County will provide Crowe with a single file of unreconciled bank transactions as of a specific date. Crowe will import unreconciled bank transactions for bank reconciliation.
Open Travel Requisitions	The County will provide a single file of open travel requisitions (header and line information). Crowe will convert these into Travel Requisitions in Dynamics. If there are a limited number of open travel requisitions, it is our recommendation that that the County enter them manually into the new Dynamics system.
Open Expense Reports	The County will provide a single file of open expense reports (with header and line information). Crowe will convert these into Expense Reports in Dynamics. If there are a limited number of open expense reports, it is our recommendation that the County enter them manually into the new Dynamics system.
Fixed Assets	Includes fixed assets and book value
Grants and other Funding Sources	Crowe and the County will work together to determine the volume of grants and other funding sources used to fund capital and operating activities. If there are a limited number of these it is our recommendation that the County enter them manually into the new Dynamics system, otherwise the County will provide a single file with its grants and other funding sources.
Projects	Includes project information for open projects, project budgets and beginning project balances. It is assumed that the accumulated expense summaries project-to-date will be converted by category and loaded as part of the beginning project balances. Detailed expense transactions have not been included in the projects conversion process and estimate.

Data Element	Comments
	To create projects the conversion will also create "project contracts" in Dynamics (which are not vendor or legal contracts, but rather a mechanism for linking funding to projects, e.g. Project revenue budgets). The project contracts created as part of the automated conversion will be placeholders and will require the County to: 1. Specify funding sources (from those converted and/or from "internal" funding sources), and 2. Specify and add funding limits and funding rules, which will not be converted through an automated conversion.

- For all data elements, Crowe will provide the County an Excel-based workbook containing the format necessary for each element to import into Dynamics. The County will review the elements and map them to the appropriate fields in the County's source system(s). Additionally, the County will provide Crowe with the data in a format that can be imported into the Excel workbook. If needed, the County can filter and/or transform the data in Excel prior to the final conversion into Dynamics.
- It is assumed that any analysis and data preparation of the County's historical financial data, including mapping of data to file formats required for conversion, will be performed by the County.
- It is assumed that for any data conversions that include general ledger account numbers – the County will provide Crowe with the account numbers already mapped to account numbers that will be used within Dynamics.
- It is assumed that in-process (open) solicitation/solicitation bids will be entered in manually by the County. Crowe will provide direction on how to manually enter these records.
- Given the expected lower volume of data, it is assumed that the County will manually enter open purchase requisitions, open purchase orders, and open purchase contracts into Dynamics.
- Please note, Crowe will only load open transactions. Any closed historical transactions: purchase requisitions, purchase orders, AP invoices, AR invoices, and project transactions will NOT be imported.

Historical Transactions

- Crowe will only load open transactions into Dynamics. No time has been included in this statement of work to convert historical data (outside of 2 years of GL balances). Any closed historical transactions: purchase requisitions, purchase orders, AP invoices, AR invoices, and project transactions will NOT be imported.
- Closed projects and or funding sources may need to be imported in order to load historical balances for reporting purposes. Crowe has identified specific combinations of projects and funding sources that could be imported alongside their historical summarized balances. Transaction level balances can be loaded for open projects and open funding sources.

Funding Sources	Project	Conversion scope
Open Funding Sources	Open Projects	In scope for conversion
Open Funding Sources	Closed Projects	In scope for conversion (so we can track every dollar of open funding source)

Funding Sources	Project	Conversion scope
Closed Funding Sources	Open Projects	In scope for conversion (so we can track every dollar of open project)
Closed Funding Sources	Closed Projects	Not in scope for conversion

- The County may choose to convert summary balances, or use "historical conversion" dummy projects and funding sources for older historical balances. For instance, if a bond issuance (from 2002) is still open, and the County needs to account for every dollar of that bond – the County may decide it does not need to associate each dollar to specific projects from 2002. Instead, the County may choose to utilize a "historical conversion" project to account for older dollars spent from that bond. This decision can be discussed further during the implementation.
- Please note, Microsoft does not provide a reasonable way to import historical transactions into the system. In order to get historical information into the ERP system, the transactions would need to be imported as open, and then processed. We never recommend this – as it is costly/labor intensive and open to significant error. A customer can also create a separate data warehouse for historical transactions.
- Most of our customers keep their current systems available for a year or so, to a limited number of users for read-only access, in the event that someone needs to look up a 'document' that was closed prior to cutover (e.g., purchase order, AP invoice, etc.). They may also provide this access to their auditors for any of the closed transactions processed in that fiscal year prior to conversion as well.

Assumptions

1. A description of the automated data conversions included in the statement of work and cost estimate have been outlined in the Data Conversion Section.
2. It is assumed that the setup of any ancillary tables to support the automation of sending purchase orders and purchase agreements will be setup manually by the County.
3. All master data and dynamic data elements not explicitly targeted for automated data conversion will be manually entered into Dynamics by the County team members. Ancillary tables to support the electronic conversion will be manually loaded or entered by the County. Crowe will work with the County to develop a plan that identifies these ancillary tables.
4. The County is solely responsible for extracting required data into a format specified by Crowe for electronic or manual migration into Dynamics.
5. The County is solely responsible for the integrity of data converted to Dynamics.
6. Data conversions will be formally executed three times - once prior to the conference room pilot (to provide realistic base data for purposes of appropriately testing and validating the system), once as a part of the production cutover and one other time to be determined between the County and Crowe.

d. Interfaces

Crowe and the County have gathered requirements during SOW #1 and SOW #2. During this time, we gathered additional requirements regarding integrations in order to create scope for SOW #3. Please note, during requirement gathering sessions we will not have gotten down to the functional specification (FDD) level. Deeper requirement gathering for integrations will occur during SOW #3, specifically DED 11-14.

Please note, we have started Interface efforts within SOW # 1 & 2 i.e., gathering requirements. However, we will not complete Interface activities until SOW # 3.

1. Vendor ACH File – Treasury Automation

Source:	Dynamics 365
Target:	Bank
Frequency:	Weekly, monthly or on demand
Summary:	The County needs to send ACH transactions from Dynamics 365 to their Bank.

Below is a summary of the expected integration:

- Dynamics 365 will send a NACHA file to the bank on demand
- Crowe will send the NACHA file to a specific file path allowing for transfer the County's bank.
- It is assumed this will take place with **three** banks, per conversations with the County.
- It is assumed that the County will utilize Dynamics 365 ACH and custom integration functionality or Crowe's implementation of SKsoft's Treasury Automation Suite prenote functionality to address this interface requirement.

2. Automated Bank Reconciliation (BAI2 File) – Treasury Automation

Source:	Bank
Target:	Dynamics 365
Frequency:	Weekly, monthly or on demand
Summary:	The County needs to receive a bank reconciliation statement that will automate the reconciliation process between their bank account and Dynamics.

Below is a summary of the expected integration:

- It is assumed that the County will perform automated bank reconciliation whereby Dynamics will accept a BAI2 file from their bank. Per conversations with the County, It is assumed this will take place with **three** banks.
- The County will leverage Dynamics functionality for automated bank reconciliation that will allow users to import the BAI2 file and review the bank account activity within Dynamics - where Dynamics is comparing and matching its activity against the bank activity
- The County's bank will send a single BAI2 statement (file) for bank reconciliation per account

- It is assumed that the County will utilize Dynamics 365 Bank Statement and custom integration functionality or Crowe's implementation of SKsoft's Treasury Automation Suite bank reconciliation functionality to address this interface requirement.

3. Positive Pay – Treasury Automation

Source:	Dynamics 365 Accounts Payable
Target:	Bank
Frequency:	Weekly, monthly or on demand
Summary:	The County needs the ability submit positive pay transactions to a financial institution.

Below is a summary of the expected interface:

- It is assumed that the County will utilize positive pay to address this interface requirement.
- Crowe will work with the County's Bank to produce a positive pay file consistent with the capabilities of the bank.
- The integration will include basic payment information including bank account, vendor number, vendor name, vendor address, vendor contact, payment date, payment amount, and payment reference.
- The integration will generate a file based on a date range and a bank account.
- Crowe will send the positive pay file to a specific file path allowing for transfer the County's bank.
- It is assumed this will take place with **three** banks, per conversations with the County.
- It is assumed that the County will utilize Dynamics 365 Positive Pay and custom integration functionality or Crowe's implementation of SKsoft's Treasury Automation Suite prenote functionality to address this interface requirement.

4. EFT (Direct Debit, Wires) – Treasury Automation

Source:	Dynamics 365 Accounts Payable
Target:	Bank
Frequency:	Weekly, monthly or on demand
Summary:	The County needs the ability submit positive pay transactions to a financial institution.

Below is a summary of the expected interface:

- It is assumed that the County will utilize positive pay to address this interface requirement.
- It is assumed that the County will utilize Dynamics 365 Electronic Payment and custom integration functionality or Crowe's implementation of SKsoft's Treasury Automation Suite prenote functionality to address this interface requirement.
- It is assumed this will take place with **one** bank, per conversation with the County.
- Crowe will send the file to a specific file path allowing for transfer the County's bank.

- It is assumed that the County will utilize Dynamics 365 Positive Pay and custom integration functionality or Crowe's implementation of SKsoft's Treasury Automation Suite prenote functionality to address this interface requirement.

5. **Prenote – Treasury Automation**

Source:	Dynamics 365 Accounts Payable
Target:	Bank
Frequency:	Weekly, monthly or on demand
Summary:	The County needs the ability submit positive pay transactions to a financial institution.

Below is a summary of the expected interface:

- Crowe will develop the prenote file to conform to the bank's designated formatting specification files.
- It is assumed that the County will utilize Dynamics 365 prenote functionality or Crowe's implementation of SKsoft's Treasury Automation Suite prenote functionality to address this interface requirement.
- It is assumed this will take place with **three** banks, per conversations with the County.

6. **Yearly 1099 Submission**

Source:	Dynamics 365
Target:	US Treasury
Frequency:	Annual
Summary:	The County needs to electronically submit 1099 forms to the IRS.

Below is a summary of the expected interface:

- The Dynamics standard 1099 electronic filing feature will be used to address this interface requirement.
- Dynamics will generate a 1099 file within a secure folder using a batch job.
- The County will need to transmit the 1099 electronic file to their 1099 processing vendor for transmission to the US Treasury.

7. **Payroll Transactions**

Source:	ADP
Target:	Dynamics 365 General Ledger
Frequency:	Weekly, monthly or on demand
Summary:	The County needs the ability to electronically integrate ADP to Dynamics 365.

Below is a summary of the expected interface:

- Crowe will develop an interface that takes the payroll transactions and loads those transactions within the Dynamics General Ledger.
- It is assumed that the integration will create general journal entries in Dynamics General Ledger. No sub-ledger transactions are anticipated.

- Crowe will build an API and the API endpoint in Dynamics 365. It is assumed the County will build an API start point within ADP to interact with our API.
- It is assumed that if API functionality is not available for this integration a flat file will be used to execute the integration instead.

8. Cash Receipts (POS system)

Source:	See list below
Target:	Dynamics 365 – General Ledger
Frequency:	Weekly, monthly or on demand
Summary:	The County needs the ability to electronically send cash receipt transactions to Dynamics 365 General Ledger/Cash and Bank management.

Below is a summary of the expected interface:

- Crowe will develop an interface that will accept cash receipt transactions and import them into Dynamics 365 as a bank transaction.
- The following the County systems will integrate with Dynamics 365 through API:
  - **DRIVES, Landmark, Saddlebook, Creditiron, Tyler Property Tax, RealWare, Teller, MSB**
- The integration will accept cash receipt data, bank information, payment information, and more.
- Crowe will build an API and the API endpoint in Dynamics 365. It is assumed the County will build an API start point within each system to interact with our API.
- It is assumed the same data will be passed in using the same Dynamics 365 endpoint Crowe builds. Utilizing one standard will significantly decrease the overall cost and maintenance on both sides.
- It is assumed that if API functionality is not available for this integration a flat file will be used to execute the integration instead.

9. Vendor Payables

Source:	See list below
Target:	Dynamics 365 Accounts Payable
Frequency:	Weekly, monthly or on demand
Summary:	The County needs the ability to electronically send vendor payable transactions to Dynamics 365 Accounts Payable

Below is a summary of the expected interface:

- Crowe will develop an interface that will accept vendor payable transactions and import them into Dynamics 365 as an invoice transaction.
- The following the County systems will integrate with Dynamics 365 through API:
  - **DRIVES, MSB**

- The integration will accept invoice data, vendor information, payment information.
- Crowe will build an API and the API endpoint in Dynamics 365. It is assumed the County will build an API start point within each system to interact with our API.
- It is assumed the same data will be passed in using the same Dynamics 365 endpoint Crowe builds. Utilizing one standard will significantly decrease the overall cost and maintenance on both sides.
- It is assumed that if API functionality is not available for this integration a flat file will be used to execute the integration instead.

10. Personnel Budgeting (HR Position and Salary Costs)

Source:	ADP/Built
Target:	Dynamics 365 Budgeting/Human Resources
Frequency:	Weekly, monthly or on demand
Summary:	The County needs the ability to import current payroll and position and position information from HR/Payroll for budget planning.

Below is a summary of the expected interface:

- The County will export valid positions and associated payroll expenses from the HR/Payroll system either to a batch file or through an API.
- The position/payroll file will be imported into the Dynamics Human Resources module where it will be used for budget planning.
- Changes to valid positions and associated payroll expenses can be re-run during the budgeting planning process to receive budgeting adjustments.

11. Personnel Information

Source:	Dynamics Human Resources
Target:	ADP
Frequency:	Weekly, monthly or on demand
Summary:	The County needs the ability to electronically integrate employee business unit information from Dynamics 365 to ADP.

Below is a summary of the expected interface:

- Crowe will develop an interface that takes the financial dimension information by worker in Dynamics Human Resources and sends that data to ADP.
- It is assumed that the integration will not create any transactions between the source and target.
- Crowe will build an API, and the API start point in Dynamics 365. It is assumed the County will build an API endpoint within ADP to interact with our API.
- It is assumed that if API functionality is not available for this integration a flat file will be used to execute the integration instead.

12. CFMS

Source:	CFMS, Dynamics 365 General Ledger

Target:	Dynamics 365 General Ledger, CFMS
Frequency:	Weekly, monthly or on demand
Summary:	The County needs the ability to electronically integrate CFMS to Dynamics 365.

Below is a summary of the expected interface:

- Crowe will develop an interface that can export and import payroll and expense transactions with Dynamics 365 General ledge via a journal entry.
- Per conversation with the County, it is assumed that the integration will bi-directional with Dynamics 365 both consuming from and sending information to CFMS.
- Per conversation with the County, it is understood that a flat file (ex.csv) will need to be created and ingested as part of the interface as opposed to using an API.

13. TRS

Source:	Dynamics 365 General Ledger
Target:	TRS
Frequency:	Weekly, monthly or on demand
Summary:	The County needs the ability to send trial balance and general ledger information from Dynamics 365 to TRS.

Below is a summary of the expected interface:

- Crowe will develop a formatted export file that contains Dynamics 365 General Ledger trial balance information that can be loaded into TRS in a manner in which is acceptable to that integration.
- It is assumed that the integration will not create any transactions between the source and target.
- Per conversations with the County, it is assumed that a direct integration is not needed, but rather a custom file output to load into TRS.

14. DocuSign

Source:	Crowe Contract Manager
Target:	DocuSign
Frequency:	On demand
Summary:	The County needs the ability to electronically integrate contract records in the Crowe Contract Manager with DocuSign for proper signatures.

Below is a summary of the expected interface:

- Crowe will integrate DocuSign as part of the functionality needed to create and execute contracts within Crowe Contract Manager.
- It is assumed that this functionality will be directly embedded within Crowe Contract Manager.

15. SAMS.gov

Source:	Dynamics 365 Accounts Payable, SAMS.gov
Target:	SAMS.gov, Dynamics 365 Accounts Payable

Frequency:	Weekly, monthly or on demand
Summary:	The County needs the ability to electronically integrate Dynamics 365 to SAMS.gov to verify vendor debarment.

Below is a summary of the expected interface:

- Crowe will develop an interface that validates vendor records based on identifying information (ex. EIN) against the SAMS.gov platform and provides an update to Dynamics 365 indicating if they have been debarred.
- It is assumed that the integration will not create any transactions between the source and target and only provide a validation check.
- Crowe will build an API start point in Dynamics 365. It is assumed the County will work with SAMS.gov to build or provide an API endpoint within SAMS.gov to interact with our API.
- It is assumed that if API functionality is not available for this integration a flat file will be used to execute the integration instead.

16. SharePoint / Document Management

Source:	Dynamics 365
Target:	SharePoint
Frequency:	Near real time
Summary:	The County needs the ability to configure SharePoint as Dynamics 365's backend document repository and share designated pieces of metadata.

Below is a summary of the expected interface:

- Crowe will assist the County in configuring it's SharePoint instance as to the backend documentation repository for Dynamics 365.
- Crowe will develop an integration between SharePoint and Dynamics 365 that will pass up to 4 pieces of metadata on up to 10 forms in Dynamics to SharePoint as part of document attachment to aid in sorting and searching functions within SharePoint.
- It is assumed that the integration will not create any transactions between the source and target
- Crowe will build an API and the API start point in Dynamics 365. It is assumed the County will build an API endpoint within SharePoint to interact with our API.
- It is assumed that if API functionality is not available for this integration a flat file will be used to execute the integration instead.

17. ServiceNow

Source:	Dynamics 365 Human Resources
Target:	Service Now
Frequency:	Weekly, monthly or on demand
Summary:	The County needs the ability to electronically integrate Dynamics 365 personnel financial dimensions to ServiceNow.

Below is a summary of the expected interface:

- Crowe will develop an interface that takes the financial dimension information by worker in Dynamics Human Resources and sends that data to ServiceNow.
- It is assumed that the integration will not create any transactions between the source and target.
- Crowe will build an API, and the API start point in Dynamics 365. It is assumed the County will build an API endpoint within ServiceNow to interact with our API.
- It is assumed that if API functionality is not available for this integration a flat file will be used to execute the integration instead.

18. Data Lake – Azure Synapse Link

Source:	Dynamics 365, JDE
Target:	Data Lake
Frequency:	Near real time
Summary:	The County needs the ability to establish a Data Lake to house transactional information from Dynamics 365 and legacy information from JDE.

Below is a summary of the expected interface:

- Crowe will help the County establish a Data Lake storage account and configure the Microsoft D365 Azure Synapse Link integration feature to transfer County-desired available tables from Dynamics 365 to the Data Lake in a Test and Production environment.
- Crowe will assist the County in transferring the legacy JDE data stored in the County's on-premise SQL Server Database into a Data Lake in its current schema and form. Any additional formatting and schema translation of the legacy data in the Data Lake will be performed by the County.

19. P-Card Workbench

Source:	JPMorgan Chase
Target:	Dynamics 365 - Accounts Payable
Frequency:	On Demand (as files are transferred)
Direction of Integration:	Two-way
Summary:	The County needs the ability to import a P-card file, approve P-card file transactions, produce a liability to the P-card banking institution, and produce a payment to the banking institution.

Below is a summary of the expected interface:

- **Import P-Card transaction File:** Crowe will work with the County to build an API interface for the JPMorgan P-card transaction file.
    - A P-card file (daily, weekly, monthly) will be imported on demand.
    - P-card file records will be imported with a specific status (e.g. 'Open').
    - P-card file records will then be approved in Dynamics 365 Expense Management via standard workflow routing to designated approvers.

- **Produce Liability to Banking Institution:** Dynamics 365 will gather all P-card transactions approved by Card Holders for payment – and will build the liability transaction journal against the JPMorgan vendor account.
    - All Card Holder Approved P-card transactions will make up the expenses (Debit) and the total amount of expenses will create the liability (Credit).
    - The status of these P-card transactions will update (e.g. 'Posted').

- **Produce Payment to Banking Institution:** Dynamics 365 will take all Reconciled P-card transactions and build the payment to the bank.
    - Any P-card transaction that is included in the payment to the bank will have a specific status (e.g. 'Posted').

All Reconciled records for a specified date range will build this payment journal (to JP Morgan). Liability (Debit) and Cash (credit).

Interface Notes

20. **Outbound API Interfaces:** It is assumed that with outbound API interfaces (Dynamics 365 to third party system) the third-party system will consume the Dynamics 365 webservices. If desired, Crowe and the County can determine if there are interfaces that may require Dynamics 365 to consume third party APIs to push information as needed – and if so, Crowe and the County will work together to determine the scope and possible additional cost. Note, Crowe assumes that any outbound interface, leveraging an API, will utilize the Dynamics JSON-based Odata Webservice to pull information.
21. **Inbound API Interfaces**: It is assumed that inbound API interfaces (third party system to Dynamics 365) will be initiated/pushed from the third-party system to Dynamics 365. If desired, Crowe and the County can determine if there are interfaces that may need to be initiated by Dynamics 365 – and if so, Crowe and the County will work together to determine the scope and possible additional cost. Note, Crowe assumes that any inbound interface, leveraging an API, will consume a Dynamics JSON-based Odata Webservice to push information.
22. **File Based Interfaces:** Any file-based interface will leverage the following assumptions:
    - Crowe assumes flat files will be in a pipe or comma delimited format.
    - Crowe assumes outbound integrations will leverage the Microsoft Recurring Integration Scheduler tool to transfer files from Dynamics 365 to the third-party system
    - Crowe assumes any file generated will be a full data export of the data entity unless there Identified and agreed upon need for incremental exports.
    - Crowe assumes any mapping, filtering, and default value functionality will utilize Microsoft Dynamics Data Management functionality.
    - Crowe assumes file-based interfaces will be scheduled to process files in a specific folder on a regularly scheduled basis (e.g., every hour, every few minutes, etc.). Crowe has not included any real time interfaces to or from third party systems. If desired, Crowe and the County can discuss real time interface needs.
23. Crowe assumes that all interfaces will leverage out of the box Microsoft Dynamics data entities. If additional data mapping is required, Crowe and the County can discuss additional effort.
24. It is assumed the County will be responsible for the programming and configuration of the third-party system to interact with Dynamics APIs.

25. The interfaces will only utilize standard Dynamics data fields, or those fields agreed to be implemented as a part of the limited set of customizations included in this statement of work.
26. For all interfaces involving importing data into Dynamics, if an error occurs during the processing of the file, the file will be moved to an error folder for holding and no transactions will be generated from it. The file will need to be corrected and re-run.
27. It is assumed that no user interface will be required to allow the County users to create, update or delete the data once it has been imported (outside of standard Dynamics features/ functionality).

Interface Methodology Overview
Crowe utilizes the Data Management functionality within Dynamics 365 to address integrations. Data management and integration in Dynamics 365 rely on out-of-the-box and custom data entities for migration, and support services for application integration. Microsoft Dynamics 365 can interface in an asynchronous and or synchronous fashion.

Dynamics 365 asynchronous integration capabilities:

- It builds on data entities and the rich data management platform (Data Import/Export Framework [DIXF]).
- It enables the exchange of documents/files between Dynamics 365 and any third-party application or service.
- It supports several document formats, source mapping, Extensible Stylesheet Language Transformations (XSLT), and filters.

Integration through the data management platform provides more capabilities and higher throughput for inserting/extracting data through entities. Typically, data goes through three phases in this integration scenario:

- **Source** – These are inbound data files or messages in the queue. Typical data formats include CSV, XML, and tab-delimited.
- **Staging** – These are automatically generated tables that map very closely to the data entity. When Data management enabled is true, staging tables are generated to provide intermediary storage. This enables the framework to do high-volume file parsing, transformation, and some validations.
- **Target** – This is the data entity where data will be imported.

Dynamics 365 synchronous integration capabilities:

Data entities enable public application programming interfaces (APIs) on entities to be exposed, which enables synchronous services. Synchronous services can be utilized for Microsoft office integrations, third-party mobile apps, or other applications, which can consume web services. Dynamics 365 offers the following synchronous service endpoints:

- Custom SOAP-based services, where custom classes can be deployed and consumed as SOAP services
- Custom JSON-based services, where custom classes can be deployed and consumed as JSON services
- Restful OData services, which support complete CRUD (create, retrieve, update, and delete) functionality to all public data entities that users can use to insert and retrieve data from the system
- Restful Metadata services, which provide element metadata information

e. Reporting

- **Standard Dynamics Reports & List Pages:** It is assumed that standard Dynamics reports will address the County's reporting needs for this implementation. Crowe will work with appropriate team members to review reports using the pre-packaged Dynamics reports or reporting tools / wizards.
- **Financial Statements / Reporting:** Crowe will work collaboratively with The County members to configure approved versions of the financial statements. The County will leverage Financial Reporter to configure these reports. Crowe will work with the County team members to configure approved versions of the following financial statements:
    - Statement of Net Position
    - Statement of Revenues, Expenses and Changes in Net Position
    - Cash Flow Statement.

  We have included 100 hours to assist the County in establishing the layouts of these statement statements, and training County team members in mapping accounts into the statements. The County will be responsible for completing the mappings.

  As referenced in Section 5.B.2, this estimate is based on the order of magnitude effort to complete the reports listed above. Barring a change of scope, or the County actions that would require Crowe to re-work material portions of the deliverable that are not tied to Crowe correcting deficiencies in the agreed upon deliverable, the forms listed below will be completed within the current cost of this SOW.
- **Business Intelligence / Power BI:** Dynamics 365 also offers a comprehensive set of data entities and Business Intelligence tools, like Power BI, that allow end-users to create additional reporting. **Crowe has included 40 hours to assist the County with additional Power BI reporting as part of the project.**

  Crowe and the County will work together to determine if additional reporting desired requires data entities within Dynamics 365. Crowe will provide an overview of the specific data entities within Dynamics 365, as well as assist the County in developing reporting leveraging the data entities (if desired). We will also provide two days of BI-specific training session for up to 15 participants each (as outlined in our Training Plan/ Knowledge Transfer Section) to help the County develop an understanding for how to utilize the data entities in building reports.

Assumptions

1. It is assumed Crowe will be responsible for the initial setup of the County core user roles and security prior to cutover. Crowe will train the County on user security/setup, and the County will be responsible for setting up all other the County users as well as ongoing maintenance of user roles/security.
2. Crowe and the County has started reporting efforts within SOW # 1 i.e., gathering requirements. However, we will not complete Reporting activities until SOW # 3.

f. Pre-Formatted Forms

As referenced in Section 5.B.2 Crowe budgeted up to 360 hours to customize forms included in Dynamics. The custom forms will be designed using a functional design document and will then be built to that specification. Custom forms within scope for this project include the following. It is assumed that a single format for each form will be developed. **As referenced in Section 5.B.2, this estimate is based on the order of magnitude effort to complete the forms listed below. Barring a change of scope, or the County actions that would require Crowe to re-work material portions of the deliverable that are not tied to Crowe correcting deficiencies in the agreed upon deliverable, the forms listed below will be completed within the current cost of this SOW.** *Please note, we have begun Pre-Formatted Form efforts within SOW # 1 and SOW #2 i.e., gathering requirements. However, we will not complete Form activities until SOW # 3, specifically DED 17 Preformatted Forms Design & Development.*

- Printed Purchase Order
- Purchase Agreement
- Check Format
- Customer Invoice
- Customer Statement
- Customer Letter

Assumptions

1. It is assumed that the County will leverage the standard out of the box form for purchase requisitions, solicitations, and project invoices.
2. It is assumed that a single format will be developed for each of the pre-formatted forms listed in the Pre-Formatted Forms Section. Should the County need additional formats to be developed, Crowe and the County will work together to determine the scope of the effort and additional cost.
3. Crowe and the County have been defining Pre-Formatted Form efforts within SOW # 1 and SOW # 2 i.e., gathering requirements. However, we will not complete Form activities until SOW # 3.

g. Workflows

Below we have outlined a summary of the expected workflows included in this statement of work. Crowe has included time to review these workflows for their applicability to the County's requirements and to determine the business process flow for each. Crowe will lead the development of the expected workflows, and we have included up to 300 hours to configure these workflows in the final solution*. Please note, Crowe and the County have begun workflow efforts within SOW # 1 and SOW #2 i.e., gathering requirements. However, we will not complete Form activities until SOW # 3, specifically DED 29: Conference Room Pilot (final signoff).*

As referenced in Section 5.B.2, this estimate is based on the order of magnitude effort to complete the workflows listed below. Barring a change of scope, or the County actions that would require Crowe to re-work material portions of the deliverable that are not tied to Crowe correcting deficiencies in the agreed upon deliverable, the workflows listed below will be completed within the current cost of this SOW.

- It is assumed that the workflows will be of medium complexity. If overly complex branching logic is needed, Crowe and the County will work together to determine the additional effort and cost. It is assumed that a common 'template' would exist for each workflow, and while the users would likely vary across departments, the general methodology for routing and processing reviews/approvals would remain fairly consistent for that workflow. *Note, an example of overly complex branching logic would be if the County requires different signing rules limits by position/job, approval hierarchy, or condition-based decisions within a department. – in essence requiring more than one workflow for each department.*

- Crowe will also train the County on how to configure and maintain workflows within Dynamics (included in system administration training). Workflow configuration is done within the Dynamics solution and is not a separate or distinct tool.

- Should the County desire additional assistance with workflows, Crowe and will work together to finalize the additional effort and cost.
    - **Accounts Payable**: 2-3 workflows, e.g., vendor disbursement, vendor invoice, vendor invoice approval journal
    - **Accounts Receivable:** 1-2 workflows, e.g., customer free text invoice, customer payment
    - **Budgeting**: 2-3 workflows, e.g., budget register entry, budget adjustments, etc.
    - **Cash & Bank Management:** 1 workflow, e.g., bank reconciliation journal approval
    - **Contract Manager:** 2-3 workflows, e.g., contract template approvals
    - **Debt Manager:** 1-2 workflows, e.g., debt records, debt payments
    - **Expense Management:** 1-2 workflows, e.g., travel requisitions, expense reports
    - **Fixed Assets:** 1 workflow, e.g., ledger post fixed assets journal
    - **General Ledger:** 1-2 workflows, e.g., ledger journal approval, advanced ledger entry approval
    - **Procurement & Sourcing**: 4-5 workflows, e.g. purchase agreement review/approval, purchase requisitions/purchase order change, purchase requisition, vendor addition (onboarding), vendor category addition (onboarding), vendor status change
    - **Project Management & Accounting:** 2-3 workflows, e.g., review budget revision,

review timesheet, review project invoice proposal

h. Customizations

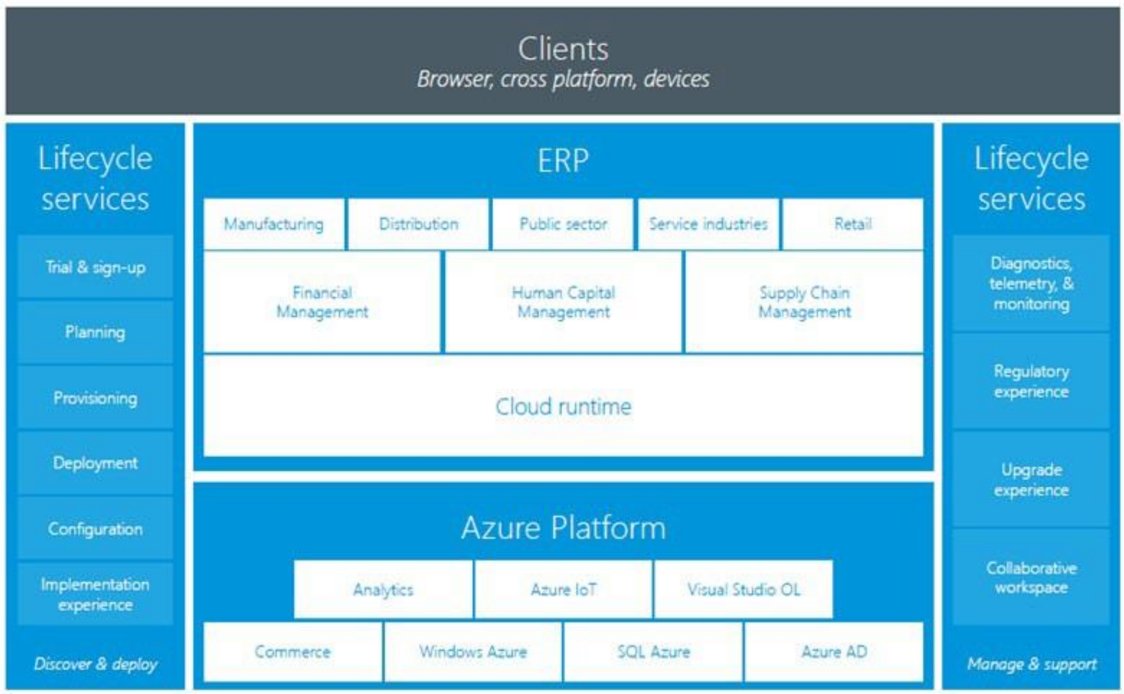
Given the strength of Dynamics 365 coupled with the Crowe Solution for State and Local Government, we have proposed the following customizations. *Please note, Crowe and the County have begun Customization activities within SOW # 1 and SOW #2 i.e., gathering requirements. However, we will not complete Customization activities until SOW # 3, specifically DED 15-16.*

Transparency Flag (Requirement 1.21): Crowe will build a customization that give the County the ability to report on payments to include or exclude due to sensitive nature for transparency reporting. (Flag to exclude from transparency reports.) Crowe will include this flag in one payment report.

Expose Solicitations (Requirement 5.03): Crowe will build a customization that gives the County the ability to interface online to post RFPs, RFQ's, quotes, bids. Crowe assumes that we will send solicitation documents to the County website.

2. Technical Architecture / Environments

We have proposed Dynamics 365, which is a cloud-delivered Enterprise Resource Planning (ERP) service, built on and for Microsoft Azure. The various elements of service provided as part of Dynamics 365 are represented in the diagram below:



Below we have provided an overview of the Azure deployment architecture. For this statement of work, we have included time to establish the following environments:

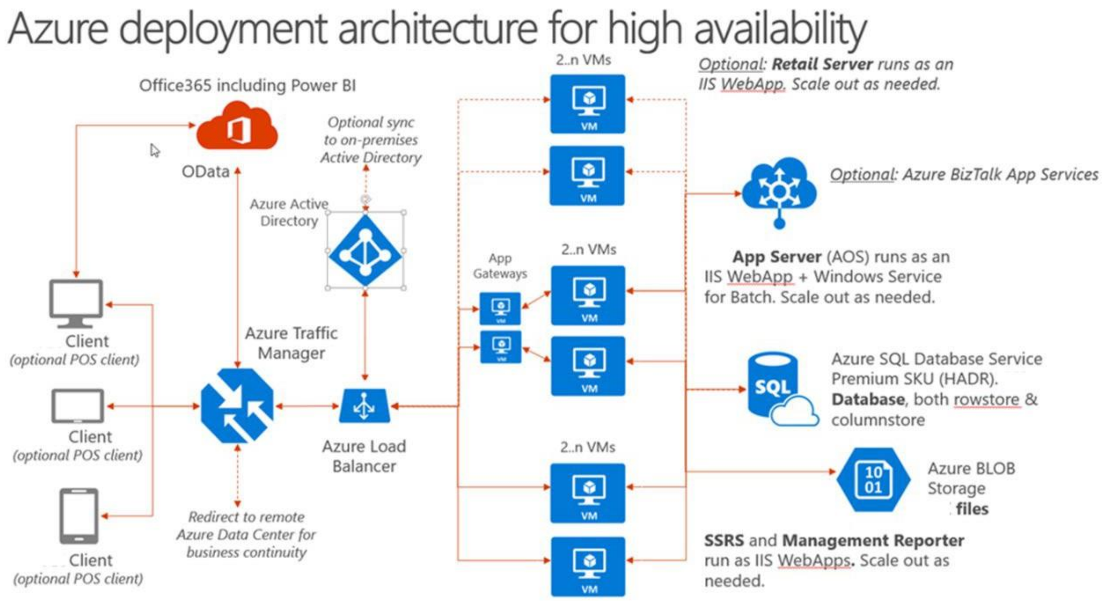
- Development environment *(Sandbox Tier 1 environment)*
- Test environment *(Sandbox Tier 2 environment)*
- QA/Safe Set environment *(Additional Sandbox Tier 2 environment)*
- Production environment
- Development resources – 4 Developer *(Additional Sandbox Tier 1 environments)*

Please note, production environment comes with disaster recovery and high availability. Additional details can be found in the Microsoft Dynamics 365 for Finance and Operations – Service Description brochure.

Please note initial environment setup was completed during SOW #1. The County has procured the minimum licensing needed to establish an environment with Microsoft. Crowe has provided the necessary licenses in a separate document, and we will continue to work with the County on procuring necessary licenses with Microsoft for both SOW #2 and SOW #3.

High-Level Architecture

The following diagram represents a high-level architectural design of the Azure deployment service that Microsoft designs and maintains as part of the subscription service. Please reference Microsoft's Brochure (Microsoft Dynamics 365 for Finance and Operations – Cloud Service Operations) for a complete description of the services included with Dynamics 365.



Assumptions

1. Crowe will work with the County to install and configure the document routing agent to connect the County's network printing devices to Dynamics 365.

3. Implementation

a. Implementation Approach

Below we have provided details for each of the activities associated with the Dynamics implementation. For SOW #1, Crowe will execute preparation and planning activities, capacity assessment, requirement gathering and organizational change management services. *Please note, we have also outlined the details of our organizational change management methodology in Section 3c Change Management Approach. For SOW #3, we will focus on executing our OCM Plan built during SOW #1.*

1. Prepare

Prepare

1.1 Initial Planning and Preparation

At the outset of the project, we will confirm expectations and finalize a plan that both Crowe and the County are in agreement with. We will work collaboratively with the County to finalize the plan, timeline and resources needed from both organizations. We will identify the steering committee members needed to drive the direction of the project. Crowe and the County will establish the vision and goals for the system & implementation. We will work together to finalize the scope, including the project objectives.

1.2 Kickoff Meeting

Crowe will work with the County to prepare for and execute a kickoff meeting with key individuals across your organization. This meeting will help introduce key County staff to the vision and objectives for the project, so people understand the goals for the project, what is expected and the overall approach and timing.

1.3 Capacity Assessment

Crowe will work with the County to prepare for and execute a capacity assessment review to assess the County's ability to properly staff the ERP project. During initial planning, Crowe will work with the County to build a plan, identifying 10 business areas within the County where capacity assessment work is required. Once a plan is mutually agreed to, Crowe will execute capacity assessment sessions with respective subject matter experts, previously identified, to gauge readiness to absorb 2-3 days on average per week in order to ensure a successful ERP implementation. Finally, Crowe will develop a capacity assessment deliverable, outlining each business area, our assessment of readiness, and recommendations to address inadequate capacity, if applicable.

2. Configure

2.1 Technical Infrastructure, Installation and Training

Four environment types will be provisioned to support the project - including production, QA/safe set, test and development. It is assumed that the environments will be established within the Microsoft Azure Cloud. Crowe will lead the setup of the environments and will work with the County staff during some of the setup activities to help accelerate the knowledge transfer (if desired). Crowe will work with the County to setup initial County access to the environment in preparation for prototyping sessions. Closer to cutover we will work with the County to make sure the necessary user access has been setup in production. A System Administration Training course (two days) will be provided to the technical team. *Please note, Crowe has included up to 40 hours of additional training time to support IT needs specifically in the workflow areas of the system.*

2.2 Gather/Finalize Functional Requirements

Crowe will work with the County to perform an operations review for your current functions. This will allow us to better understand your processes and requirements of the system. We will begin with the requirements included in the RFI and leverage our best practices and experiences during this time. We will meet with key business users at the County to review and confirm the detailed requirements that need to be supported with the new ERP system. We will group the detailed requirements into business scenarios that can be modeled during our prototyping sessions. Finally, we will build future state flow diagrams for eight (8) flows determined by the County and Crowe.

2.3 Prepare for Prototyping

In preparation for prototyping sessions, we will determine how to effectively configure Dynamics to support your requirements. We will document the initial configurations and begin to establish the necessary configurations and test data prior to prototyping sessions. *Note, as a part of the prototyping sessions, Crowe and the County will work collaboratively to finalize how to best configure Dynamics*.

2.4 Execute Prototyping (Configure System)

During prototyping we will provide high-level education to core users at the County, so you understand how the Dynamics system works. We will also review the business scenarios outlined and work collaboratively to review our initial configurations to determine if they appropriately meet the County's needs.

Crowe and the County will work together to refine the configurations as we model your business processes and requirements in the new system. We will facilitate collaborative sessions with the County core users to view the Dynamics system and determine the necessary Dynamics configuration to meet finalized functional requirements. During prototyping if changes are identified (business or technology) we will work together to document those changes and the potential impact. Crowe will work to configure the Dynamics system and will also document the initial business/data requirements for any data conversions, interfaces, custom forms/reports and/or enhancements needed in the final solution. As a part of the system configuration activities, we will also work with the County to redesign your chart of accounts. *Please reference the Chart of Account Redesign Section of the Statement of Work for more detail.*

Note, should the scope/amount of effort and/or timing differ from what is included in the statement of work, Crowe and the County will work together to mutually agree upon the approach.

2.5Technical Design and Development

This step involves converting data from existing systems, and creating the necessary integrations, reports and/or other customizations – if needed. The technical design and development takes place as a result of the decisions made during prototyping – since at that point the core users from the County should have a better understanding of how the final solution will need to come together.

For all technical design and development activities, we will work collaboratively with the County to finalize the business and technical requirements for each item; create a technical design and develop each item; test that each item works as expected - both from a business as well as a technical perspective - and execute integrated testing across all items to make sure that the full system works as expected. The technical changes will be fully tested by the County during the conference room pilot in the next phase.

3.Validate

Validate

3.1Develop Tailored Procedure Documents

Crowe will develop detailed procedure documents, tailored to the County's configurations, that outline the steps required to execute key activities within the new system. The procedure documents will include stepped instructions for performing business tasks within the Dynamics system, including annotated screen shots that help to guide the user through the system. These procedure documents will be validated by the County during the conference room pilot. They will also be used to assist with end user training at the County once the conference pilot is complete.

3.2Prepare for Conference Room Pilot

Crowe will develop the plan and detailed schedule for the conference room pilot where the County will validate that the system operates as expected based on the business requirements finalized during Step 2.2. We will organize the business scenarios into a logical schedule to validate the system. We will also prepare the pilot environment including initial data setup and user roles.

We will also provide the County core users with a list of 'homework' exercises that they will be responsible for completing so they become well versed in using Dynamics and verifying the final configuration of the system.

3.3Execute Conference Room Pilot (Validate System)

The purpose of conference room pilot is for the County core users to review and test the system to make sure it meets the business decisions made during prototyping. This includes thorough testing to validate the Dynamics configurations, processes/ procedures, data setup and conversions, interfaces with other systems, customizations and the general performance of the system. It is expected that data from your current system(s) will be used during the Conference Room Pilot to validate the Dynamics solution. This will allow the County to run parallel tests and validate prior to cutover to production.

Crowe will organize and facilitate the conference room pilot sessions. The core users at the County will execute the pilot scripts and validate the system meets the business decisions made during prototyping and will support your business needs. We will work with you (at the conclusion of this testing) to sign off on the final system.

4. Deploy

4.1 Train End Users

Instructor-led training will be provided on-site at the County and through remote sessions. Crowe personnel will provide the instructors for training sessions. In addition, the training exercises will be customized for your unique needs and all training exercises will be conducted on your actual system. This will allow your users to train on a system with your actual chart of account structure, configuration settings and realistic data.

End users across the County need to be trained on the new business processes and system prior to cutover. We will leverage a hybrid 'train-the-trainer' approach and Crowe will lead two end user training class for each functional area with the core user(s) helping support each training session. All subsequent classes will be led by the County core users. Procedure documents will be used as the basis for the training.

Please note, our experience has been that having core users at our clients participate in a 'train the trainer' approach as described above with Crowe leading the first class, has been a key element in helping our clients become more comfortable and self-sufficient with the new system. Please reference the Training / Knowledge Transfer Section for more details on training throughout the implementation across all user groups.

4.2 Develop and Execute the Cutover Plan

Crowe will document the activities to be performed prior to, during and after the cutover to the new system. This typically includes cutoffs to old systems, initial steps in the new system, etc. We specify the sequence of activities to take place, date/time and the person responsible. Crowe will work collaboratively with the County to coordinate and execute the cutover plan activities and communicate progress. It is typically helpful if you can identify a single point of contact for updates on progress and completion of activities (e.g., County Project Manager).

4.3 Conduct Readiness Review / Cutover to New System

Crowe will conduct a review to assess the County's readiness to cutover. This includes data, procedures, documentation, people/training and the final system. It is important for the County personnel to demonstrate readiness (including running the operation using the new system) before we cutover to the new system. Once all of the preparation is complete, and the County signs off that it is ready, we will cut over to the new system.

5. Support

5.1Post-Cutover Support

Support

For a period of up to 60 days after cutover, we will assist the County users with the Dynamics system following "go-live". This support will be performed jointly with several of the County core users to continue to facilitate knowledge transfer. **We have included up to 650 hours of post-cutover support** to address functional and technical support after the cutover (including assistance with month end close procedures, where appropriate). We understand this is an important transition period for the County as you will be learning to use a new system to run your daily operations and financials. **For the 60 days of post-implementation support**, the implementation team that worked with the County will provide post-cutover support and will work closely with the County team. Some of the support will be provided on-site, and some will be remote.

Please note, we will work with the County to establish, as needed, an additional support contract after the 60 days of post-implementation support is completed - should it be mutually determined that additional assistance would be desired. It is typically easier to determine the level of assistance that may be desired closer to cutover than at the start of the project.

Functional

- Business support as users process transactions.
- Business support for key activities during the year *(e.g., year-end close/audit, etc.)*
- Assistance with user questions or issues with the Dynamics system
- Additional knowledge transfer and/or training sessions
- Assistance troubleshooting issues.

Technical Support

- Assistance with questions regarding the system design/implementation, interfaces, etc.
- Assistance troubleshooting and correcting technical issues.
- Assistance in working with Microsoft to address issues.
- Application of software patches and updates to the Dynamics software
- Assistance with maintenance of security and/or workflows
- Additional knowledge transfer and/or training sessions

Other

- Project Management for open issues / items
- Planning and assistance with the implementation of future functionality
- Planning and assistance with significant changes to business processes
- Planning and assistance with upgrades
- Planning and assistance with future desired development *(e.g., reports, customizations, etc.)*

Assumptions

1. It was assumed that 55-60 prototyping sessions (3-4 hours each) will be conducted with the County to determine the appropriate configuration of the system.
2. A conference room pilot process will be executed that will consist of two activities – validation that the system meets the functional scenarios/processes and validation of the system including all data conversions and "customizations". The conference room pilot process will take place over 50–55 sessions (3-4 hours each).

3. Crowe will facilitate the conference room pilot testing process, and the County core users will lead the testing/validation activities. The County will work with Crowe to make sure that all identified issues are logged and tracked through remediation until a final disposition is established (closed, placed on hold, withdrawn, withdrawn/duplicate, change, etc.)
4. The County personnel will be responsible for creating, maintaining and updating the documented tailored procedure documents after the conference room pilot (following any remediation specifically identified as part of the pilot).
5. It is assumed Crowe will be responsible for the initial setup of the County core user roles and security prior to cutover. Crowe will train the County on user security/setup, and the County will be responsible for setting up all other County users as well as ongoing maintenance of user roles/security.
6. We have not proposed a formalized business process redesign (BPR) effort for this project; however, we do expect to work with the County to help improve, and where applicable, automate the desired business processes as we finalize the configuration of the new system. Crowe will leverage best practices and our experience to drive end results for the County. Please note, we did include work to build out eight (8) future state flow diagrams. Crowe and the County will determine the future state flows to be built.
7. Post cutover support is intended to provide assistance with issues, problems, and questions pertaining to Dynamics and the implementation of Dynamics within the County business process areas. If desired, the support hours allocated to the 60-day support period can also be used to assist with system tuning. It is assumed that the County will be responsible for network optimization and infrastructure-related items. Post-cutover support is also intended to generally provide users with the assistance and consultation needed while going live on a new system. We will log all support incidents and requests and will discuss the prioritization of requests regularly with the County project manager to make sure that the support budget is allocated in alignment with user and business priorities. In the event that the County requests additional support services above and beyond the support budget, this will be addressed through the project change control process.

Implementation Activities/Responsibilities

Below is a summary of the responsibilities across Crowe and the County for the activities associated with this project. The Crowe Project Manager and the County Project Manager will work closely throughout the project to determine exactly what needs to be done and when.

Activity	Crowe Responsibilities	County Responsibilities
1. Prepare Phase		
Initial Planning & Preparation	• Crowe and the County to work together to finalize the vision, goals, project objectives and participation from the County for this project. • The Crowe Project Manager and the County Project Manager to work together to finalize the status meetings/reporting for the project. • The Crowe Project Manager and Crowe Organizational Change Management agent to work with the County to identify the ten (10) business areas where capacity assessment work should be done.	• Crowe and the County to work together to finalize the vision, goals, project objectives and participation from the County for this project. • The Crowe Project Manager and the County Project Manager to work together to finalize the status meetings/reporting for the project. • Crowe and the County to work together to finalize the list of ten (10) business areas where capacity assessment work should be completed.
Kickoff Meeting	• Develop a draft of the kickoff presentation and work with the County to finalize. • Work with the County to schedule the kickoff meeting. • Crowe to lead part of the presentation.	• Work with Crowe to finalize the kickoff presentation. • Lead the scheduling of the meeting, including logistics and the County resource attendance. • County to lead part of the presentation.
Execute Capacity Assessment Sessions	• Lead the Assessment Review Sessions to understand the County's capacity needs. • Develop an assessment review deliverable outlining assessment and recommendations.	• Participate in the Assessment Review Sessions to define the County's capacity needs.
2. Configure Phase		
2.1 Technical Infrastructure, Installation & Training		

Establish Environments	• Lead the establishment of the Dynamics environments across the Development, Test, QA/Safe Set and Production environments. • Once the County has purchased the Dynamics 365 subscription licenses, Crowe and the County will schedule time with Microsoft to review the process of activating your subscription. Both Crowe and the County will participate in this process to properly activate your subscription. • Crowe will validate the platform and application version. • Crowe will install the Crowe Solution for State and Local Government in the environments.	• Work with Crowe during install of the environments. • Both Crowe and the County will participate on a call with Microsoft to activate your subscription. • The County will activate your subscription, based on the call with Microsoft. The County will also provision Crowe resources in Life Cycle Services (LCS) and the environments (with appropriate access by Crowe resources). Crowe will provide guidance to the County on the level of access needed for the different types of consultants on the project. • The County will provide Crowe with assistance during the

Activity	Crowe Responsibilities	County Responsibilities
	• Crowe will lead the configuration of the environments with assistance from the County (e.g., license configuration, setting up batch jobs, email parameters, etc.). • Crowe will establish a development environment for each of the Crowe development resources on the project. • Crowe will provide documentation to the County on how to setup DevOps and manually deploy the Office Product add-in to user machines. It is assumed the County will setup DevOps (since you need to be the owner of the project) and will deploy the Office products and the Office add-in locally on the County user machines. Crowe will provide support during the setup of DevOps and the deployment of the Office product add-in for each of the core users on the implementation.	configuration of the environments (e.g., license configuration, setting up batch jobs, email parameters, etc.). • The County will setup DevOps (since you need to be the owner of the project) and will deploy the Office products and the Office add-in locally on the County user machines.
Technical Training	• Lead the system administration training. Note, this typically takes place closer to cutover. • Lead the developer training. Note, this typically takes place closer to cutover.	• Identify the necessary individuals for the training and participate in the training. • Note, where desired the County may 'shadow' Crowe on technical activities throughout the project.
2.2 Gather/Finalize Functional Requirements		
Initial Preparation	• Provide the County with the desired order and duration of the Operational Review Sessions – along with the types of individuals that should be included in each session • Identify and request key documentation from the County to review prior to executing the operational reviews	• Schedule the Operational Review Sessions, including logistics and identifying/scheduling necessary County resources. • Gather requested documentation (e.g., sample documents, sample reports, any process documentation, etc.) and provide to Crowe.

Activity	Crowe Responsibilities	County Responsibilities
Develop Business Scenarios	• Develop detailed business scenarios by functional area and tie the business scenarios back to the detailed requirements in the requirements matrix. • Review business scenarios with the core users at the County. • Incorporate the County feedback into the final business scenarios and finalize the business scenarios.	• Review the detailed business scenarios to make sure they are complete and correct. • Provide Crowe with any feedback or questions regarding the business scenarios. • Provide signoff on the final set of business scenarios.
Develop Future State Flow Diagrams	• Develop eight (8) future state flow diagrams, outlining how the County will use the system in a future state. • Review future state flows with the core users at the County. • Incorporate the County feedback into the final future state flow diagram and finalize the future state flows.	• Review the detailed future state Visio diagrams. • Provide Crowe with any feedback or questions regarding the future state flows. • Provide signoff on the final set of future state flows.
2.3 Prepare for Prototyping		
Prototyping Preparation	• Provide the County with the desired order and duration of the Prototyping sessions– along with the types of individuals that should be included in each session. • Provide the County with data requests needed to assist with configuration of Dynamics (e.g., sample of documents, sample reports, data extracts, etc.)	• Schedule the prototyping sessions, including logistics and identifying/scheduling necessary County resources. • Gather data requested by Crowe (e.g., sample of documents, sample reports, data extracts, etc.) and provide to the Crowe team prior to Prototyping sessions.
Prepare for Prototyping Sessions	• Lead the initial configuration of the Dynamics solution to address the business scenarios (in preparation for executing the Prototyping sessions). • Request sample data that can be entered (or possibly partially converted) into the Development environment	• Provide Crowe with sample data. This may just be a set of sample data that Crowe manually enters, or possibly data files (that are likely incomplete) that may be converted into the Development environment to support the prototyping sessions if a data conversion has been identified.

2.4 Execute Prototyping (Configure System)

Execute Prototyping Sessions	• Lead the Prototyping sessions where Crowe and the County will determine the agreed upon configurations, integrations, pre-formatted forms, customizations, reporting, workflows, and data conversions for the new solution to support the defined business scenarios.	• Core users at the County actively participate in the Prototyping sessions and work with Crowe to determine the agreed upon configurations, integrations, pre-formatted forms, customizations, reporting, workflows, and data conversions for the new solution to support the defined business scenarios.
Review / Finalize Prototyping Decisions in Business Scenarios	• Update the business scenarios with the appropriate details from the Prototyping sessions. • Note, it is assumed that this will take place throughout Prototyping, not just at the end.	• Review the updated business scenarios with the Prototyping decisions and provide Crowe with any feedback or questions regarding the business scenarios. • Once Prototyping is complete, provide signoff on the agreed upon configuration details for each of the business scenarios – as well as the required integrations, data conversions, pre-formatted forms, customizations, reporting and workflows). Note, all these items are captured within the business scenarios documentation.

2.5 Technical Design and Development

Data Conversions *(note, these are the Dynamics data conversions, not the Legacy Data / Data Mart)*	• Identify the detailed fields needed for each automated data conversion (i.e., field, data type, valid values, transformation logic.). • Develop a Data Conversion Template document (in Excel) for each data conversion. • Provide the County with Data Conversion templates (Excel) to be completed for agreed upon data conversions. • Answer the County questions that may arise as the County pulls together the data. • Design, configure and test the data conversion routines. • Provide feedback to the County regarding issues with data. • Work with the County to convert the data into the conference room pilot environment for validation. • Verify the data provided was properly converted into the conference room pilot environment. • Work with the County to convert the data into production (per the cutover plan) • Verify the data provided was properly converted into production (per the cutover plan)	• Work with Crowe to understand what data is needed for each of the data conversions. • Determine the final source of the data (e.g., existing County systems, 3rd party systems, manual data sources such as spreadsheets), and work with the appropriate parties to extract the data. • Provide Crowe with completed data conversion templates with the agreed upon data, including any agreed upon data mappings (e.g., if purchasing categories change – map from old to new). • Address the feedback provided by Crowe to the County regarding any data / data file conversion issues. Correct the data / data file and resubmit to Crowe. • Review the data loads and validate the converted data during the conference room pilot. • Review the data loads and validate the converted data into production (as a part of the cutover plan) data conversion files

Activity	Crowe Responsibilities	County Responsibilities
Integrations	• Develop the functional design document for the integration and review with the County. • Answer the County and 3rd party questions that may arise as the County works with other systems / departments / 3rd parties to either import and/or export the data for the integration. • Design, develop and test the integration either to or from Dynamics. • Provide feedback to the County regarding issues with data / integration files. • Validate that the integration is running (per the design) into the test environment prior to testing in Conference Room Pilot. • Load the final integration 'code' into the Test environment for Conference Room Pilot.	• Review the integration functional design document; provide Crowe with any feedback, and signoff on the document. • Work with the County system / department / 3rd party to either pull the necessary data from their system or validate the format of the data that needs to be sent to them from Dynamics. It is assumed that the County is responsible for coordinating with County systems / departments / 3rd parties. • Provide Crowe with data files to test for integrations that import data into Dynamics, Provide the other systems / departments / 3rd parties with the data from Dynamics if the integration exports data from Dynamics to another system. • Provide any agreed upon data mappings (e.g., if purchasing categories change – map from old to new) • Provide Crowe with the necessary file directory structure and security for the transfer of files. • Assist with the integration testing and provide Crowe with any feedback from the other departments / 3rd parties as the integration is tested. • Test and validate the integrations as a part of Conference Room Pilot.
Pre-Formatted Forms	• Develop the functional design document for the pre-formatted form and review with the County. • Design, develop and test the pre-formatted form. • Validate that the pre-formatted form is developed (per the specification) prior to testing in Conference Room Pilot.	• Review the pre-formatted functional design document; provide Crowe with any feedback and sign off on the document.

Activity	Crowe Responsibilities	County Responsibilities
Customizations	• Develop the functional design document for the customization and review with the County. Note, this includes reporting that requires development through SQL Server Reporting Services (formal, static reports). • Design, develop and test the customization. • Validate that the customization is developed (per the specification) prior to testing in Conference Room Pilot.	• Review the customization functional design document; provide Crowe with any feedback and sign off on the document.
Business Intelligence / Power BI Reporting	• Work with the County to identify & develop reporting (based on results of prototyping and agreed upon scope in the SOW)	• Work with Crowe to determine the reporting that may be needed.
3. Validate Phase		
3.1 Develop Tailored Procedure Documents		
Develop Tailored Procedure Documents	• Lead the development of the Tailored Procedure documents. • Update the Tailored Procedure documents based on remediation identified during the Conference Room Pilot (please reference step 3.3). *Note the County will use the Tailored Procedure documents to help execute their homework exercises (outlined below).*	• The County will be responsible for maintaining the Tailored Procedure documents after Conference Room Pilot is complete and Crowe has provided any updates to the Tailored Procedure Documents based on remediation identified during Conference Room Pilot.
Homework Exercises	• Work with the County to develop a schedule for homework that needs to be executed prior to Conference Room Pilot. • Develop homework exercises for the core users at the County so they can work to become more comfortable with common transactions / actions in the Dynamics system prior to Conference Room Pilot. *Note, we will also use homework exercises (with Tailored Procedure Documents) to guide the County through the required manual data entry.* • Provide the County with the Tailored Procedure documents, where appropriate to support the homework exercises.	• The County Project Manager to work with Crowe to develop the schedule for homework. • The County Project Manager to manage the County execution of homework exercises, and let Crowe know if there are questions. • The County core users will execute homework exercises so they can work to become more comfortable with common transactions / actions (including manual data entry) in the Dynamics system prior to Conference Room Pilot.

Activity	Crowe Responsibilities	County Responsibilities
3.2 Conference Room Pilot Preparation		
Data Preparation	• Validate that the data provided by the County for conversion was correctly converted into the QA/Safe Set environment prior to Conference Room Pilot. • Load the final set of converted data into the QA/Safe Set environment for Conference Room Pilot.	• Review the data loads into the QA/Safe Set environment (prior to Conference Room Pilot) and validate the data. • Manually enter data not converted (prior to Conference Room Pilot). Please note, typically Crowe will establish homework exercises for this, and will provide the County with the relevant Tailored Procedure Documents to support the activity.
Integration Preparation	• Validate that the integration is running (per the functional design) in the QA/Safe Set environment prior to validation in Conference Room Pilot. • Load the final integration 'code' into the QA/Safe Set environment for Conference Room Pilot.	• Assist with the integration testing and provide Crowe with any feedback from the other departments / 3rd parties as the integration is tested.
Pre-Formatted Forms / Customization Preparation	• Validate the customization is developed (per the functional design) prior to testing in Conference Room Pilot. • Load the final 'code' into the QA/Safe Set environment for Conference Room Pilot.	• The County core users may review these changes prior to Conference Room Pilot; however, the final testing/validation of the pre-formatted forms and customizations will take place in Conference Room Pilot.
Financial Reporting Preparation	• Lead the creation of the Financial Reports outlined in the statement of work. • Crowe to work with the County on the creation of these Financial Reports (so the County can become comfortable using this reporting tool).	• The County to assist Crowe in the creation of the Financial Reports outlined in the statement of work. • The County to create additional financial reports (if desired).
Workflow Preparation	• Configure the general patterns of workflows (per the agreed upon prototyping decisions outlined in the business scenarios). • Establish the general patterns of workflows in the QA/Safe Set environment for validation during Conference Room Pilot.	• Answer any questions that Crowe may have during the configuration of workflows. • Note, validation of the general patterns of workflows will take place during the Conference Room Pilot.

Activity	Crowe Responsibilities	County Responsibilities
	Please note, typically this validation takes place starting in the second month of Conference Room Pilot since in the first month we want to make sure all transactions flow properly through Dynamics first before we apply the full workflow.	
User Security Preparation	• Establish (and setup) the agreed upon roles, duties, and privileges in Dynamics security. • Work with the County to identify the users for the new system. • Provide assistance to the County as they identify the necessary roles / security for the County users. • Setup security for the County core users that will be testing during Conference Room Pilot, and provide assistance to the County as the County sets up remaining users.	• Identify the County users for the new system. • Identify the necessary roles and associated security for the County users of the new system. • Note, as a part of the cutover plan, the County will setup the security for the County users in Dynamics beyond the core users established for the Conference Room Pilot. Crowe, as well as the System Administration training and documentation will assist with this process.
Final Conference Room Pilot Preparation	• Establish Dynamics configurations for CRP. • Provide the County with the desired order and duration of the Conference Room Pilot sessions– along with the types of individuals that should be included in each session. • Work with the County to schedule the Conference Room Pilot sessions. • Develop the Conference Room Pilot Scripts.	• Schedule the Conference Room Pilot sessions, including logistics and the County resource attendance. • Print the materials needed to support the Conference Room Pilot sessions (e.g., Conference Room Pilot Scripts and Tailored Procedure Documents), if desired.

Activity	Crowe Responsibilities	County Responsibilities
3.3 Execute Conference Room Pilot (Validate System)		
Execute Conference Room Pilot Sessions	• Facilitate the Conference Room Pilot sessions where the County will validate that the Dynamics solution meets the agreed upon business and technical decisions documented and signed off during Prototyping. The following are reviewed during Conference Room Pilot: o All Business Scenarios o Data o Integrations o Pre-Formatted Forms o Customizations o Reporting / Financial Reports o Workflows o User Security • Address issues that may arise from the agreed upon data conversions, integrations, pre-formatted forms, customizations, reporting, workflows and user security for the core users and key roles.	• Execute the validation activities for the following: o All Business Scenarios o Data o Integrations o Pre-Formatted Forms o Customizations o Reporting / Financial Reports o Workflows o User Security • Provide Crowe with any feedback on gaps identified during the validation. • Validate the financial reporting. • Validate that the Tailored Procedure Documents properly support the agreed upon business scenarios and configuration decisions.
Complete Validation	• Update the business scenarios with the details from the Conference Room Pilot sessions. • Note, it is assumed that this will take place throughout Conference Room Pilot, not just at the end.	• Review the updated business scenarios with the Conference Room Pilot details, and provide Crowe with any feedback or questions regarding the business scenarios/system validation. • Once Conference Room Pilot is complete, provide signoff on the agreed upon validation details for each of the business scenarios. This will also include the data, integrations, pre-formatted forms, customizations, reporting, workflows and user security setup for core users and key roles.

Activity	Crowe Responsibilities	County Responsibilities
4. Deploy Phase		
4.1 Train End Users		
Training Preparation	• Update the Tailored Procedure documents (based on remediation identified during the Conference Room Pilot). • Work with the County to finalize the classes and allocation of training hours for each class. • Work with the County to agree upon a schedule for the training classes. • Develop the training agenda for each agreed upon class. • Prepare test data in the environment for training. • Work with the County to make sure users are setup with proper security prior to training. • Work with the County to finalize the licensing needed (so this can be in place prior to end user training beginning)	• Work with Crowe to finalize the classes and allocation of training hours for each class. • Work with Crowe to finalize the schedule for training. • Schedule the training sessions, including logistics and the County resource attendance. • Assist in printing the materials needed to support the Training sessions (e.g., Training Agenda and Tailored Procedure Documents), if printed materials are desired. • Work with Crowe to setup the user accounts and user security for the end users across the County prior to executing end training sessions. • Work with Crowe to finalize the licensing needed (so this can be in place prior to end user training beginning)
Execute Training Classes	• Lead the training class for each of the functional areas (based on the allocation of hours determined above).	• The County core users will assist Crowe in executing the first training class for each of the functional areas (based on the allocation of hours determined above). • The County will lead any subsequent training sessions. *Note, typically this may take place for onboarding new personnel after cutover.*
4.2 Develop and Execute the Cutover Plan		
Develop the Cutover Plan	• Lead the development of the cutover plan document. • Work closely with the County to incorporate both Crowe and the County activities into the cutover plan.	• Work with Crowe to identify the County cutover activities that need to be included in the plan.

Activity	Crowe Responsibilities	County Responsibilities
Execute the Cutover Plan	• Lead the execution of Crowe-related cutover activities. • Track progress and update the cutover plan based on progress made by the Crowe team and progress reported by the County on the County activities.	• Lead the execution of the County-related cutover activities. • The County Project Manager will lead and manage County- related activities and will report progress to the Crowe Project Manager.
4.3 Conduct Readiness Review / Cutover to New System		
Conduct Readiness Review	• Work with the County to schedule a readiness review prior to cutover. • Lead the execution of a readiness review with the County prior to cutover to the new system.	• Schedule the appropriate individuals to attend the readiness review. • Jointly execute the readiness review with Crowe and provide the County input into the readiness for cutover. • The County will make the final cutover decision, with input from Crowe. Once the decision to cutover is made, the County will provide a formal signoff stating the County is ready to go live. Crowe will countersign as well.

Activity	Crowe Responsibilities	County Responsibilities
5. Support Phase		
Post Cutover Support **(90 days)**	• Crowe implementation consultants provide support after cutover (per the scope outlined in the statement of work). The post cutover support hours are typically used for the following types of activities: ○ Working with the County to address issues and assisting the County in working through issues with Microsoft. ○ Helping the County users execute transactions and review information in the new system as the County users work to become comfortable with Dynamics. ○ Providing additional knowledge transfer / training. ○ Assisting the County with changes to workflows and user security. ○ Assisting the County with maintenance and technical support of the environments. • Manage the post-implementation support issue list and work with the County Project Manager to keep this properly updated. • Work closely with the County Project Manager to address post-implementation support issues. • Work closely with the County Project Manager to determine the best allocation of post-cutover support hours so the County can use these hours to address items the County deems as important (vs. using them on items the County may be comfortable addressing themselves).	• The County core users will assist with the functional post- cutover support. • The County Project Manager will work closely with the Crowe Project Manager to manage post-implementation support issues and determine how to best allocate the support hours. • The County will own changes to workflows and user security. Note, Crowe and the County to determine if the County would like assistance from Crowe with workflows and user security after cutover. Post-cutover support hours can be used to assist with these activities. • The County to own the maintenance and technical activities required to support the environments after the County goes live and 60 days of support have expired. Crowe and the County to determine if the County would like assistance from Crowe with maintenance and technical activities after cutover. Support hours can be used to assist with these activities.

Activity	Crowe Responsibilities	County Responsibilities
Project Management		
Project Management Executed by the Crowe and the County project managers.	• Work directly with the County project manager and Crowe team. • Work with the County project manager to finalize the vision and goals for the new system. • Work with the County project manager to develop and finalize the scope, structure and staffing for the project. • Maintain the project plan and drive the activities with the Crowe team. • Work with the County project manager to drive the County activities. • Coordinate, monitor and manage Crowe activities and resources. Make sure they understand their responsibilities. • Provide a weekly status report/milestone summary to the County. • Track and manage the issues and risks associated with the project. Note, it is expected that the issues will be tracked in DevOps and the risks will be tracked in Excel. • Meet weekly with the County to review the status, open issues, next steps, risks, deliverables, milestones, etc., • Meet at key milestones in the project with the Steering Committee for the County to keep them informed of how the project is going, make sure the project stays aligned with key deliverables as needed, as well as engage them as needed to resolve issues and mitigate risks that cannot be adequately addressed within the project team. • Work with the County project manager on project communications. • Work with the County project manager to schedule sessions and address staffing for both the County and Crowe resources throughout the project.	• Work closely with the Crowe project manager on the overall planning, execution and management of the project – and the County team. • Work with the Crowe project manager to finalize the vision and goals for the new system. • Work with the Crowe project manager to develop and finalize the scope, structure and staffing for the project. • Serve as the primary interface for the Crowe project team in resolving issues and coordinating activities (including sessions, meetings, training, etc.). • Provide status / updates on the County activities and responsibilities. • Prepare for and execute the Steering Committee meetings in conjunction with the Crowe project manager. • Coordinate, monitor and manage the County activities and resources. Make sure they understand their responsibilities. • Schedule the necessary County resources and sessions for the project • Work with the Crowe project manager on project communications. • Make sure the appropriate individuals at the County approve deliverables (in a timeframe that aligns with the project schedule)

b. Chart of account redesign

Crowe and the County will work together to evaluate the future account structure and financial reporting needs. The final solution will leverage the features and flexibility within Dynamics for 'dimensions' and financial reporting. It is assumed that Crowe will assist the County in designing/rationalizing the chart of accounts (i.e., natural account) and the County's reporting structure (e.g., account segments and the natural account) by applying industry standards and facilitating discussions among the County's groups to arrive at an agreed-upon structure to support the County moving forward. It is expected that Crowe will work with the County to review the current chart of accounts and make sure that the future structure, and accounting policies and practices adhere to reporting standards.

For data migration of account information, Crowe will build a mapping table from old account to new account. This mapping table will be leveraged as the 2 years of summary balances by account are converted into Dynamics. The mapping table will also be leveraged for other integrations outlined in this statement of work – which will allow the update/cross reference of the old to new accounts strings to be defined in one place, reducing the need to update existing systems or manually update transactions before conversion.

Crowe has allocated up to 120 hours to assist the County in restructuring your account structure. As referenced in Section 5.B.2, Crowe has allocated a defined effort to assist the County in the mapping exercise and creation of the mapping table in the Microsoft Dynamics 365 Financial Reporting tool. The effort is based on the order of magnitude effort to address the chart of accounts mapping. Barring a change of scope, or County actions that would require Crowe to re-work material portions of the deliverable that are not tied to Crowe correcting deficiencies in the agreed upon deliverable, Crowe will assist the County in the mapping, as defined above, within the current cost of this SOW.

Please note, Crowe and the County have started the Chart of Account redesign in SOW # 1 when we gathered requirements for chart of accounts. We will continue to prototype a future state chart of accounts in SOW # 2 and validate the mutually agreed upon future state chart of accounts in SOW # 3.

c. Organizational Change Management

Please note, Crowe has completed Stakeholder Analysis and Development of OCM Plan for SOW #2. It is assumed that Crowe and the County will execute the OCM Plan within the SOW #3 time frame.

Organizational change management (OCM) encompasses activities aimed at helping an organization successfully accept and adopt new technologies and new processes. Implementation of a new integrated financial (ERP) system, such as Dynamics, will transform multiple dimensions of an enterprise – organization, processes, technology, and people. Determining the appropriate organizational alignment to new business processes and building buy-in among users and other stakeholders, will be critical in your success with this new solution.

Crowe will work with the County to understand the people and groups impacted by the implementation of a new ERP system. We will work with you to define effective communication strategies and training activities to assist the County staff in understanding the changes, and helping your workforce more effectively embrace the new solution. Below we have provided the details behind the organizational change management methodology. All activities are tightly integrated with the overall ERP implementation methodology.


Stakeholder Analysis

Stakeholder Analysis

The first step in addressing organizational change management is to develop an understanding of the stakeholders affected by the project. A stakeholder is an individual or group of individuals who will either be affected by the impending change or has the ability to impact the progress of the change effort.

Effective stakeholder analysis is important in order to identify the stakeholders affected by the project, assess their understanding of and readiness for the changes, capture the potential challenges that may need to be mitigated as the project moves forward, and outline key communication and training needs that will help maximize their understanding, buy-in and success with the new system / processes.

During this initial phase, Crowe will work with the County to develop an understanding of the stakeholders affected by the project based upon project scope and scope of impact. We will assess stakeholder understanding and expectations of changes, experience with these types of changes, potential resistance to change, expected ability to accept and/or influence the changes - along with communication and training needs.

At the conclusion of the Stakeholder Analysis phase, we will develop a change management analysis document that summarizes the details of the stakeholder groups (please reference the sample of the stakeholder analysis below), and outlines high-level themes around organizational readiness, stakeholder readiness, communication and training. This document will be an input into the organizational change management plan, which is developed in the next phase.

Please note, Crowe and the County completed the stakeholder analysis as part of SOW #1. Crowe and the County will employ the stakeholder analysis as part of ongoing OCM efforts to occur in SOW #2 and #3.

			Stakeholder Analysis High | Medium | Low			
ID	**Stakeholder Group**	**# of Staff Impacted**	**Criticality to Project Success**	**Experience With Change**	**Degree of Resistance to Change**	**Ability to Influence Acceptance**
Executive Leadership						
1	Board of Directors		High	High	Low	High
2	Executive Director / CEO	1	High	High	Low	High
Finance						
3	CFO	1	High	High	Low	High
4	Accounting Director & Supervisors	3	High	Med	Med	Low
5	Accounting Staff	8	High	Med	Med	Low
6	Accounts Payable Director & Supervisors	2	High	Med	Med	Low
7	Accounts Payable Staff	7	High	Med	Med	Low
8	Accounts Receivable Director & Supervisors	1	High	Med	Med	Low
9	Accounts Receivable Staff	3	High	Med	Med	Low

Develop OCM Plan

Develop OCM Plan

Based upon the change management analysis document and feedback, Crowe will develop an OCM plan document. This plan will include key activities that will help enable the change and appropriately involve, inform, prepare, and leverage stakeholders. There are two main parts to the organizational change management plan:

- **Communication plan** outlining the types of communications recommended - including proposed content and/or key messages, channel for communication, frequency of communication, and the party responsible for executing the communication. Because communication is a two-way street, the plan will seek to identify mechanisms whereby the project can receive feedback from the team and keep a pulse on the stakeholder community to make sure the OCM activities are effective.

Communication Activity	Purpose/ Content Summary	Responsibility	Channel/ Media	Frequency/ Timing	Primary Audience
Executive Level Communications					
Executive Steering Committee Meeting	High-level project information and announcements about key milestones, upcoming events, and decisions needed or made. Highlight any major issues or risks.	Crowe and Client Project Managers	PDF and in-person review	As needed	Executive Steering Committee
Business Area Communications					
Core Users Meeting	Regular meeting to allow Client Core Users to talk through issues that cross modules / business areas.	Client Project Manager to coordinate. The Core Users involved may vary based on topic.	In person / conference call	Monthly, as needed (depending on the stage of the project)	Core Users
Department Meetings	Members of the project team attend regularly-scheduled department meetings to discuss the project and answer questions specific to the department.	Crowe Functional Lead / Project Manager or Client Core User / Project Manager, depending on topics, issues, and departments	In-person meeting	Ad hoc, making sure that we approach the Directors for meeting times.	Individual departments
Broader client / Project Team Communications					
Project Newsletter	High level project information and announcements about key milestones and upcoming events.	Client and Crowe Project Managers	PDF (1 page) delivered electronically	Follows project milestone and event schedule	All future users of Dynamics This would include most/all stakeholder groups internal to Client

- **Training plan** outlining the types of training required (process, system, supporting technology, etc.) and proposed timing. Training is essential to the success of this project.

Many stakeholder groups in the project will have unique training needs, and some may have limited/no training needs (e.g. some require communications only). Proactively outlining the training activities is an essential component to effectively addressing change management for your users and stakeholders.

Training Activity or Tool/Method	Description	Stakeholder Groups Receiving Training	Responsible	Timing	Training Materials
"Module Introduction" Training (during Prototyping)	Introduce the core users to the relevant functionality within Dynamics during project prototyping activities.	Core Users	Crowe	Initial module training will take place in conjunction with prototyping activities.	None – training is less formal
Homework Exercises (Post Prototyping)	Homework assignments to core users to help them become better acclimated to the Dynamics solution prior to conference room pilot.	Core Users	Crowe (prepare and monitor completion) Client to execute	Homework exercises will be executed after prototyping is completed and prior to conference room pilot.	Homework exercises, with tailored procedure documents & eLearning support
Module-based, instructor-led, classroom training (after Conference Room Pilot)	Detailed class-room instructor led training.	Planning will include the identification of training attendees and the scheduling of sessions to accommodate attendees (e.g., the number of sessions and timing of sessions).	Crowe (Train-the-Trainer) Client Core Users	End user training will take place after conference room pilot and prior to cutover. A detailed training schedule will be developed as part of the overall project.	Training Agenda with key topics (per module) Tailored procedure documents defining procedures for a specific process A prepared (configured) Dynamics training environment

Once the OCM plan is finalized, Crowe and the County will work together during the next phase (OCM execution) to integrate key OCM activities and milestones into the overall project plan for the ERP implementation. These activities may be addressed at a variety of stages throughout the project (e.g., prototyping/configuration of the new system, conference room pilot/system validation, training, etc.). The OCM plan will be used to help build buy-in among your users and stakeholders to the new, proposed solution along with the new business processes.

OCM-1. Change Management Analysis Document

The purpose of the change management analysis document is to identify and analyze stakeholders, the "scope of change", and the change environment at the County. This will include input from the Executives and Functional Area Owners and will be used to drive the details included in the OCM plan (next deliverable).

The change management analysis document will provide a summary of the stakeholders affected by the implementation, along with the key themes that should be considered by the team during the project across Organizational Readiness, Stakeholder Readiness, Communications and Training. Additionally, we will include a stakeholder matrix (see example below) that Crowe and the County will work together to complete. This document will be input into the organizational change management plan, which is developed next.

			Stakeholder Analysis High | Medium | Low				
ID	Stakeholder Group	# of Staff Impacted	Criticality to Project Success	Experience With Change	Degree of Resistance to Change	Ability to Influence Acceptance	Preferred Forms of Communication
ex.	Accounting Staff, EXAMPLE	8	High	Med	Med	Low	email, newsletter
Executive Leadership							
1	Board of Directors		High				
2	CEO	1	High				
Finance							
3	CFO	1	High				
4	Accounting Director & Supervisors		High				
5	Accounting Staff		High				
6	Accounts Payable Director & Supervisors		High				
7	Accounts Payable Staff		High				
8	Accounts Receivable Director & Supervisors		High				
9	Accounts Receivable Staff		High				
10	Budget Director & Supervisors		High				
11	Budget Management Staff		High				
Procurement							
12	Procurement Director & Supervisors		High				
13	Procurement Staff		High				
Projects & Grants							
14	Projects/Grants Mgmt Director & Supervisors		High				
15	Projects/Grants Mgmt Staff		High				
Fixed Assets / Inventory							
16	Fixed Assets Director & Supervisors		High				
17	Fixed Assets Staff		High				
18	Inventory Director & Supervisors		High				
19	Inventory Staff		High				
Information Technology							
20	CIO, CTO		High				
21	IT Director and Supervisors		High				
22	IT Staff		High				
External Stakeholders							
23	Banks		Low				
24	Vendors		Med				
25	Auditors		Low				
26	Unions		Med				

OCM-2. OCM Plan

The purpose of the change management plan is to outline the key activities recommended to address change management on this project. The plan is broken into two categories – the Communications Plan and the Training Plan.

Crowe will work with the County to develop the OCM plan. Below are items included in the OCM plan, along with a sample of each of the two sections for reference.

- Guiding Principles
- Communications Plan, broken into key areas such as
- Executive Level Communications
- Business Area Communications
- Broader Organization / Project Team Communications
- External Communications
- Other Communications
- Training Plan

Communication Activity	Purpose/ Content Summary	Responsibility	Channel/ Media	Frequency/ Timing	Primary Audience
Executive Level Communications					
Executive Steering Committee Meeting	High-level project information and announcements about key milestones, upcoming events, and decisions needed or made. Highlight any major issues or risks.	Crowe and Client Project Managers	PDF and in-person review	As needed	Executive Steering Committee
Business Area Communications					
Core Users Meeting	Regular meeting to allow Client Core Users to talk through issues that cross modules / business areas.	Client Project Manager to coordinate. The Core Users involved may vary based on topic.	In person / conference call	Monthly, as needed (depending on the stage of the project)	Core Users
Department Meetings	Members of the project team attend regularly-scheduled department meetings to discuss the project and answer questions specific to the department.	Crowe Functional Lead / Project Manager or Client Core User / Project Manager, depending on topics, issues, and departments	In-person meeting	Ad hoc, making sure that we approach the Directors for meeting times.	Individual departments
Broader client / Project Team Communications					
Project Newsletter	High level project information and announcements about key milestones and upcoming events.	Client and Crowe Project Managers	PDF (1 page) delivered electronically	Follows project milestone and event schedule	All future users of Dynamics This would include most/all stakeholder groups internal to Client

Training Activity or Tool/Method	Description	Stakeholder Groups Receiving Training	Responsible	Timing	Training Materials
"Module Introduction" Training (during Prototyping)	Introduce the core users to the relevant functionality within Dynamics during project prototyping activities.	Core Users	Crowe	Initial module training will take place in conjunction with prototyping activities.	None – training is less formal
Homework Exercises (Post Prototyping)	Homework assignments to core users to help them become better acclimated to the Dynamics solution prior to conference room pilot.	Core Users	Crowe (prepare and monitor completion) Client to execute	Homework exercises will be executed after prototyping is completed and prior to conference room pilot.	Homework exercises, with tailored procedure documents & eLearning support
Module-based, instructor-led, classroom training (after Conference Room Pilot)	Detailed class-room instructor led training.	Planning will include the identification of training attendees and the scheduling of sessions to accommodate attendees (e.g., the number of sessions and timing of sessions).	Crowe (Train-the-Trainer) Client Core Users	End user training will take place after conference room pilot and prior to cutover. A detailed training schedule will be developed as part of the overall project.	Training Agenda with key topics (per module) Tailored procedure documents defining procedures for a specific process A prepared (configured) Dynamics training environment

Execute OCM Plan

Communication and training activities will take place throughout the life of the project. Some activities may be best if executed by Crowe resources, and others may be more effective if performed by the County resources or stakeholders.

Execute OCM Plan

Once the OCM Plan is finalized, Crowe and the County will work together to agree on the communication and training activities that are most valuable to the project. We will also mutually agree on the OCM activities Crowe should assist with during the project, and the activities the County should be responsible for. For this project, we have included **192 hours** (roughly 16 hours per month, for 12 months) for Crowe to assist with the execution of OCM activities. *Should the County desire additional change management assistance, Crowe and the County will work together to determine the additional effort and cost.*

Organizational Change Management Deliverables

Below is a summary of the organizational change management deliverables. Note, a description of the deliverables is included below the table.

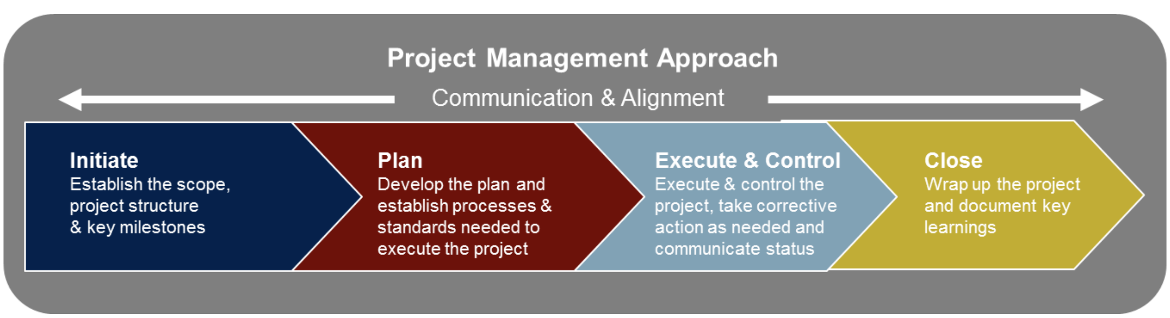
OCM Phase	Deliverable
1. Stakeholder Analysis	• Change Management Analysis Document
2. Develop OCM Plan	• Communication Plan • Training Plan
3. Execute OCM Plan	• Once the OCM Plan is completed, Crowe and the County will determine which activities the County would like Crowe to assist with (using the 240 hours of OCM Execution included in this statement of work)

d. Business Process Redesign

After speaking with the County, we decided to not propose a formalized business process redesign (BPR) effort for this project; however, we do expect to work with the County to help improve, and where applicable, automate the desired business processes as we finalize the configuration of the new system. Crowe will leverage best practices and our experience to drive end results for the County. *Please note, we did include work to build out eight (8) future state flow diagrams as part of SOW # 1. Crowe and the County will determine the future state flows to be built.*

e. Project Management

We understand that participation from many individuals is required for the County to effectively implement an ERP system. Keeping all parties aligned to deliver on a common goal is critical. Crowe will work collaboratively with the County to develop and coordinate all plans, activities, timelines, milestones and deliverables, as well as provide the necessary communication to all parties. This collaboration will allow us to leverage the unique expertise that exists within the County, develop greater buy-in from your team, and make it significantly easier for you to integrate the final solution into your organization once the project is complete. One of the critical success factors for implementation projects is strong management and oversight. We have over 30 years of experience successfully managing technology initiatives, and balancing conflicting priorities to deliver on time and within budget.



In order to deliver as planned, the appropriate disciplines, structure, tools and communication need to be in place to manage and align all work efforts. Crowe uses a standard methodology for project management. This methodology is aligned with the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK®).

Below is a summary of the key project management activities we will work through together.

- Finalize the vision and goals for the new system.
- Develop and finalize the scope, structure and staffing for the project.
- Finalize a detailed plan with key project milestones.
- Identify participation for the project, and make sure all parties understand their responsibilities.
- Meet regularly with the project team to review progress, manage the plan, review deliverables, and address any risks or issues that may arise. Provide status reporting for the project.
- Meet regularly with select members of management to review progress, review key deliverables as needed, and make sure the project stays aligned with the goals and vision (as needed).

We will provide comprehensive documentation throughout the project, including regular detailed project management deliverables (status report, milestone summary, timeline, etc.).

Communication

Status Monitoring and Reporting

The project status will be monitored and reported by the Crowe Project Manager. The purpose of status reporting is to keep the County informed of significant project activities. We will provide a status report to the County weekly. The status report will include the following:

- Brief description of major accomplishments from the previous week;
- Brief description of key milestones, dates and responsibilities;
- Brief description of upcoming activities and expected goals; and
- Brief description of any concerns or issues.

The Crowe Project Manager and select members of the team (as needed) will meet with the County regularly to review progress on the project. Crowe and the County will work together to determine the appropriate participation in those meetings. Agenda items for the status meetings should include the information defined for status reports, progress to schedule, issues, and other applicable topics.

Crowe will develop a regular project status report with milestone summary. Below are the key items typically included, along with a sample for reference.

Project Status Report: Set of summary milestones with planned start, planned finish, actual finish, % complete, status.

- Accomplishments for the past week
- Issues/Concerns
- Next Steps (both Crowe and the County)
- Key Indicators for
  - Work and Schedule
  - Scope
  - Team and Resources
  - Risk

Project Milestone Summary (Excel)

- More detailed milestones (that roll up into the summary milestones on the status report) with the Phase, Milestone, Planned Start, Planned Finish, Actual Finish, Status and any relevant notes.

Key Milestones

Milestone	Planned Start	Planned Finish	Actual Finish	% Cmpl	Status
Initial Planning	2/1	2/28	2/26	100%	Complete
Operational Reviews / Requirements	3/1	4/30	4/30	100%	Complete
Prototyping *(System Configuration)*	5/1	9/15		45%	Green
Data Conversion, Integration, Customization	9/15	1/30			Green
Conference Room Preparation	9/15	1/30			Green
Conference Room Pilot *(Validate System)*	2/1	3/31			Green
Train End Users	4/1	4/30			Green
Cutover Preparation	2/15	4/30			Green
Cutover	–	5/1			Green
Post Implementation Support					

Accomplishments

-

Issues/Concerns

-

Next Steps

Client

-

Crowe

-

Key Indicators

Please describe where your project is relative to the following

Work and Schedule: No concerns at this ti
Scope: No concerns with the
Team and Resources: No concerns at this ti
Risk: No concerns at this ti

Key Milestones

Ref	Phase	Milestones	DATES Planned Start	DATES Planned Complete	DATES Actual	Status*	G/Y/R	Notes/ Issues
Prepare								
1	Prepare	Initial Planning	2/1/2018	2/28/2018		On Track	Green	
2	Prepare	Kickoff Meeting	2/21/2018	2/26/2018		On Track	Green	
Configure								
3	Configure	Operational Reviews (Business Scenarios)	3/1/2018	4/30/2018		On Track	Green	
4	Configure	Prototype Preparation	5/1/2018	7/31/2018		On Track	Green	
5	Configure	Prototyping (System Configuration)	5/21/2018	9/15/2018		On Track	Green	
6	Data Conv	Data Conversion: Specifications	9/15/2018	10/30/2018		On Track	Green	
7	Data Conv	Data Conversion: Design/Develop/Test	11/1/2018	1/31/2019		On Track	Green	
8	Interfaces	Interface: Specifications	9/15/2018	10/30/2018		On Track	Green	
9	Interfaces	Interface: Design/Develop/Test	11/1/2018	1/31/2019		On Track	Green	
10	Customization	Report/Form/Customization: Specifications	9/15/2018	10/30/2018		On Track	Green	
11	Customization	Report/Form/Customization: Design/Develop/Test	11/1/2018	1/31/2019		On Track	Green	
12	Tech Env	Development Environment Setup Complete	–	3/31/2018		On Track	Green	
13	Tech Env	Test Environment Setup Complete	–	4/30/2018		On Track	Green	
14	Tech Env	QA/Safe Set Environment Setup Complete	–	11/30/2018		On Track	Green	
15	Tech Env	Production Environment Setup Complete	–	3/1/2019		On Track	Green	
Validate								
16	Validate	Finalize Tailored Procedure Documents	9/15/2018	1/15/2019		On Track	Green	
17	Validate	Prepare for Pilot (Including Pilot Scripts)	9/15/2018	1/31/2019		On Track	Green	
18	Validate	Execute Pilot (Validate System)	2/1/2019	3/31/2019		On Track	Green	
Deploy								
19	Deploy	Train End Users	4/1/2019	4/30/2019		On Track	Green	
20	Deploy	Cutover Planning / Preparation	2/15/2019	4/30/2019		On Track	Green	
21	Deploy	Readiness Review/Signoff	4/25/2019	4/30/2019		On Track	Green	
22	Deploy	Cutover to New System	–	5/1/2019		On Track	Green	
23	Deploy	Post-Launch Support	5/1/2019	7/31/2019		On Track	Green	

Meetings

The Crowe Project Manager and select members of the team (as needed) will meet with the County regularly to review progress on the project. Crowe and the County will work together to determine the appropriate participation in those meetings. Agenda items for the status meetings should include the information defined for status reports, progress to schedule, issues, and other applicable topics.

Additionally, we will meet regularly (as needed) with the Executive Sponsor/ Steering Committee from the County to review progress, review status/key deliverables as needed, and make sure the initiative stays aligned with the goals and vision established by the County. Crowe and the County will work together to determine the appropriate participation and frequency of those meetings.

Issue Management

Crowe and the County project manager will capture and report issues weekly as a part of the status reporting. Crowe and the County will review each issue, its priority and severity - and will work together to determine the appropriate course of action. Crowe will manage an issues list. Below are the key items typically included:

- Issue ID
- Issues Title / Description
- Category / Area
- Type of Issue
- Priority
- Owner
- Date
- Status

If an urgent issue arises, Crowe and the County may choose to address it outside of the weekly status process. Additionally, as needed, key issues that cannot be adequately addressed within the project team may be escalated to the Steering Committee.

Project Change Management

We follow a Project Change Management process designed to maintain project scope and control without unduly restricting creativity and necessary project changes. Below is a summary of our project change control plan.

Changes to project scope, project assumptions, accepted requirements or design are all candidates for the change management process. Should the County request any of these changes during the project which may affect the fee estimate and/or project schedule, the Crowe Project Manager will address the change according to the Project Change Management process.

The critical results of change management include:

- Documented and understood scope, purpose, and benefit for the change;
- Documented evaluation of the impact to project cost, schedule, and/or scope; and
- Documented change decisions.

The project change management process involves the following steps & key decision points:

- Crowe will work with the County to understand, document, and log the requested change including scope, purpose, and benefit.
- Crowe will assess the expected impact (cost, timing, etc.) if the change is implemented, and review the assessment with the County.
- Crowe and the County will work together to discuss the change and any options. The County will determine the appropriate course of action (e.g., accept, reject, defer, modify).
- Should the County choose to execute on the change request, the required activities would be considered outside of the current scope and billed separately. Crowe will begin work on the request

once the County provides signed authorization.

Risk Management

Crowe will manage a risk plan / list throughout the life of the project. Project risks will be driven by the project manager in conjunction with the County project sponsorship. Below are the key items typically included in a risk register:

- Risk ID
- Risk Title / Description
- Category / Area
- Type of Risk
- Probability
- Impact
- Risk Category
- Risk Response
- Owner
- Date
- Status

Project risk identification, risk assessment, and risk mitigation planning will use standard categories of organizational, technology, schedule, scope, and quality risks. The status of project risks will be communicated as part of the project status reporting.

Quality Assurance

Quality Assurance practices and activities are integrated throughout the implementation methodology – with the County signoff for critical path items at each stage.

1. **Operational Reviews - Business Requirements/Scenarios:** During the operational reviews we will work with the County to finalize the business scenarios / requirements that need to be implemented in the new system, and the County will sign off on the business scenarios / requirements before we move into system configuration.
2. **Prototyping - System Configuration:** During prototyping Crowe will work collaboratively with the County to model how the business scenarios / requirements will be met in the new system and configure the system. At the conclusion of prototyping, the County will sign off on the configuration decisions.
3. **Conference Room Pilot - System Validation:** During conference room pilot Crowe will provide the County with pilot scripts so the County staff can validate that the proposed configuration of the system (including any data conversions, interfaces and customizations), meets your business scenarios / requirements - prior to cutover. At the conclusion of the conference room pilot, the County will sign off on the final system.
4. **Cutover Readiness:** A detailed cutover plan will be created in conjunction with the County to identify and manage all of the activities that need to be addressed prior to cutover. A cutover readiness review will take place prior to cutover. Crowe and the County will review the County readiness, and once the County signs off it is ready, we will cutover to the new system.

Acceptance (Milestones/Deliverables)

We have outlined the fixed fee milestones in the Price Proposal. At the conclusion of each milestone, Crowe will work with the County to sign-off on the milestone/deliverable. The County sign-off on a milestone/deliverable will constitute acceptance of the milestone/deliverable. Upon County sign-off of each of milestone/deliverable, Crowe will invoice the County for the milestone/deliverable.

For final cutover to production, Crowe will perform a readiness review with the County to verify the County is prepared to go live. At the conclusion of this review, the County will sign-off that the County is prepared to cutover to the new solution. Once the County signs off that you are ready, we will cutover to the new solution according to the agreed upon cutover plan – and Crowe will invoice the County for this milestone/ deliverable.

Below is our standard language around Deliverable Acceptance and Final Acceptance for the Final Configured System Deliverable.

a. Deliverable Acceptance: Upon delivery by Crowe of a Deliverable to Client in accordance with this SOW, Client will have ten (10) business days, or longer as may be defined in the Statement of Work or mutually agreed between the parties in writing, from the date of receipt of the Deliverable to evaluate, review and test such Deliverable ("Test Period") in accordance with the specifications and test criteria set forth in the applicable SOW. In the event that Client believes that a Deliverable does not conform to the specifications or the test criteria set forth in this SOW, then Client will notify Crowe in writing within the Test Period setting forth the reason or reasons why Client believes that such Deliverable does not conform. Client will identify all non-conformities within a single written notice of rejection unless a non conformity prevents Client from evaluating or testing certain portions of a Deliverable. Client may reject a Deliverable only for its material failure to conform to either the specifications or test criteria set forth in this SOW. If Crowe has not received a written notice of rejection of a Deliverable within the Test Period, then such Deliverable will be deemed to be accepted by Client.

   If Client delivers to Crowe written notice of rejection of a Deliverable within the Test Period, then Crowe will have fifteen (15) business days from the date of receipt of a written notice of rejection, or a mutually agreed date between the parties in writing, either (i) to correct the non-conformities that Client identifies in the written notice or (ii) to develop a plan mutually agreeable to Client and Crowe to correct the non-conformities that Client identified in the written notice within a period of time agreed to by the parties in the plan; but in no event will this be for a period of time less than thirty days. Upon correction, Crowe will resubmit the corrected Deliverable to Client for evaluation, review, and testing and the procedure set forth above will be repeated. Such procedure will continue until the earlier of (i) the expiration of the Test Period without delivery of a written notice of rejection by Client, or (ii) the date written notice of acceptance is delivered to Crowe by Client ("Date of Acceptance"). In the event that the Client puts the Deliverable into use in its regular Client business operations or into use in the Dynamics production environment, then such Deliverable will be deemed to be accepted by the Client, unless previously notified by Client of not meeting original specifications within the specified time period.

Assumptions

1. A County project manager will be assigned to the project and will serve as the primary interface for the project team in resolving issues, coordinating activities (including sessions, meetings, training, design), and approving deliverables. The County project manager will be responsible for leading and monitoring all activities for which the County staff are responsible.
2. It is assumed that the County project manager will be able to dedicate 4 - 5 days/week on average throughout the implementation.
3. It is assumed that the County core users will be able to dedicate at least 3 days/week on average throughout the implementation.
4. The County will be responsible for ensuring adequate support is in place from key stakeholders throughout the County for the initiative, as well as the timeline mutually

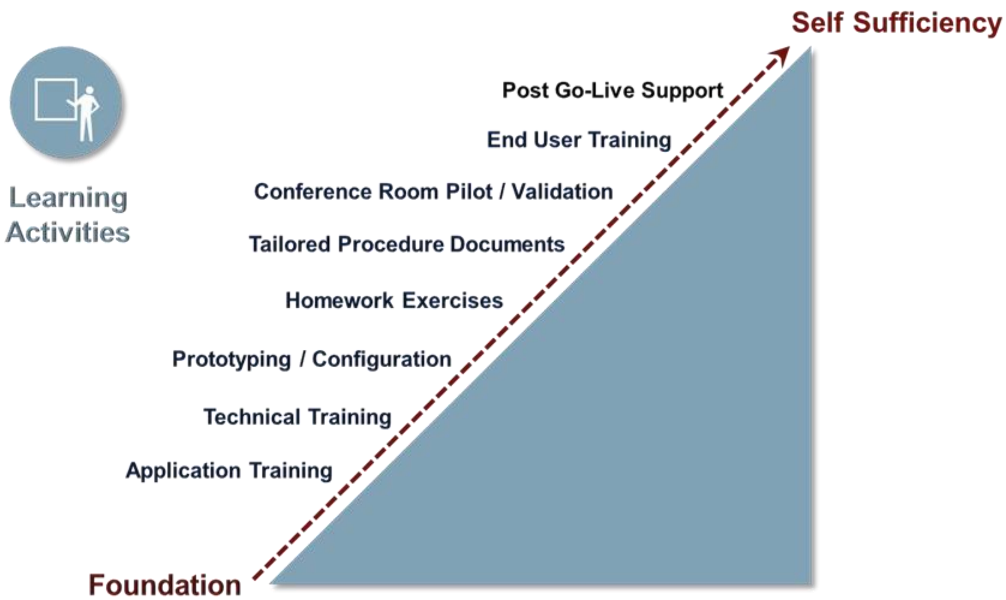
agreed-to between Crowe and the County.

5. It is assumed that Crowe resources will have secured, external access to the Dynamics environments in order to be able to configure and develop against the Dynamics environments remotely, when needed. This will also be a requirement for purposes of support.
6. It is assumed that the Crowe Project Manager will dedicate, on average half time to lead/manage the implementation of Dynamics at the County. This time commitment is consistent with other projects of similar size and complexity. Should the County desire additional project management support, Crowe and the County will work together to mutually agree on the additional effort and cost.
7. The following is a list of activities that will be conducted on-site. All other project activities will be conducted remotely. If additional on-site time is desired, it will be addressed through the project change control process.
   a. Crowe resources will be on-site for 2 trips (3 days each) to execute the conference room pilot with the County. *Please note, additional conference room pilot sessions will be completed through remote sessions.*
   b. Crowe resources will be on-site for 2 trips (3 - 4 days each) days to lead end-user training activities. *Please note, additional training sessions will be completed through remote sessions.*
   c. 2 individuals from Crowe will be on-site after cutover to the new system (2 trips, 3 days each).
   d. A Crowe resource will be on-site for 4 trips (2 days each) to assist with organizational change management analysis and planning activities. It is assumed that a Crowe resource will be on-site 7-9 times for 1-2 days each trip, for the execution of the OCM activities.
   e. It is assumed that the Crowe project manager will be onsite during key implementation activities (e.g., operational reviews, prototyping, conference room pilot, training, cutover, etc.).
   f. Regular project status meetings will take place during the pre-defined trips above or will be conducted via conference calls.
   g. All other project activities, including installation of the software and post-cutover support, will be conducted remotely.

f. Training / Knowledge Transfer

Overview

Training and knowledge transfer activities throughout project are very important for the County resources to get comfortable with a new solution. During the ERP implementation multiple training methods will be used to transfer knowledge to the County. Each of these methods builds upon each other throughout the implementation.



Users and Learning Activities

There are three main types of users. *Note we are expecting to train up to 15 core/end users per functional area/module as a part of the Dynamics implementation.*

- **Core users:** Business users (subject matter experts) that will be intimately involved throughout the implementation and will be making decisions on how the system is configured. This typically involves roughly 1-3 people per functional area.
- **End users**: Business users that will be trained once the system is configured (just prior to cutover).
- **Technical users:** The technical staff members that will need to help support the new system when the implementation project is complete.

Core Users:

The following training approaches will be used for core users of the system. With the core users, training builds upon itself throughout the phases of the implementation.

Prototyping

- At the beginning of prototyping Crowe will introduce the core users to the relevant functionality within Dynamics before we work together to finalize configurations within the Dynamics ERP system.

- During prototyping the core users will work side-by-side with Crowe consultants to determine how the new system should be configured. This knowledge transfer allows the core users to start working with the system early in the implementation process and learning how it works.

Tailored Procedure Documents and Homework Exercises

- At the conclusion of prototyping, tailored procedure documentation will be developed to address the business scenarios. These documents will serve as both procedures and end user training reference guides. Once developed and validated during conference room pilot, the County project team will assume responsibility for long-term maintenance of the procedure documentation.
- Additionally, after prototyping, Crowe will provide the core users with 'homework' exercises that they will be responsible for completing so they become well versed in using the new ERP system. The tailored procedure documents will be provided to the County core users to assist them with the homework exercises.

Conference Room Pilot

- Once prototyping is complete, core users will then validate the system by confirming that it is setup properly.
- The core users will walk through all business processes and scenarios under the guidance of Crowe. This should confirm that they have a deep understanding of how the system works.
- All of the technical components of the project – data migration, interfaces, customizations and reports – are validated during the Conference Room Pilot.

End User, Instructor Led Training

As part of the project Crowe will develop a training plan for the project that will define the timeline for training and training preparation activities (training content, logistics/facilities planning, etc.) – along with the courses needed, the training topics necessary within each course, and the course participants. Once the plan has been determined, it is assumed that the County will manage the registration and scheduling of its internal resources for the training schedule, including needed facilities.

- Instructor-led training will be provided on-site at the County, however, we do not anticipate ever training session to be covered on site and will leverage remote sessions for those that are not scheduled to be on-site. In addition, the training exercises will be customized for your unique needs and all training exercises will be conducted on your actual system. This will allow your users to train on a system with your actual chart of account structure, configuration settings and realistic data.
- End users across the County need to be trained on the new business processes and system prior to cutover. We will leverage a 'train-the-trainer' approach.
- Crowe will lead two training session for each functional area/module with the core user(s) helping support that training session. All subsequent sessions will be led by the County core users. Should the County desire additional training assistance – Crowe and the County can work together to determine the scope of effort and additional cost.
- The tailored procedure documents, customized for the County, will be made available to the County for future use/customization and support future "train the trainer" activities.
- Total anticipated instructor led training courses are listed below (total days combined across the two training session). Crowe and the County will work together to finalize the end user training schedule.

Train-the-Trainer Course Description	Duration (per class)
Accounts Payable	2 days
Accounts Receivable	2 days
Budget Planning	4 days
Cash Management	2 days
Expense Management	2 days
Fixed Assets	2 days
General Ledger / Financial Reporting / Budget Maintenance	3 days
Procurement and Sourcing (including Budget Control)	4 days
Project Management & Accounting	4 days
System Administration Training	2 days
Workflow Training (additional training)	2 days
Business Intelligence / Power BI	2 days
Vendor Collaboration	2 days

End Users:

- End users will be primarily trained through instructor-led training.
- If desired, some end users could also leverage the eLearning courses.

Technical Users:

- We will deliver a System Administrator training session for designated the County technical team members. We will provide technical training to both system administration resources at the County as well as technical support resources, as needed. Administration training will include core concepts of the product architecture, how to install and configure the setup of the system, and how to operate, administrate, troubleshoot and maintain the system (e.g., apply patches), business continuity and recovery (backup/restore), security administration, and workflow design.
- Technical team members can optionally go through the prototyping process or the end user training program as well.

Assumptions

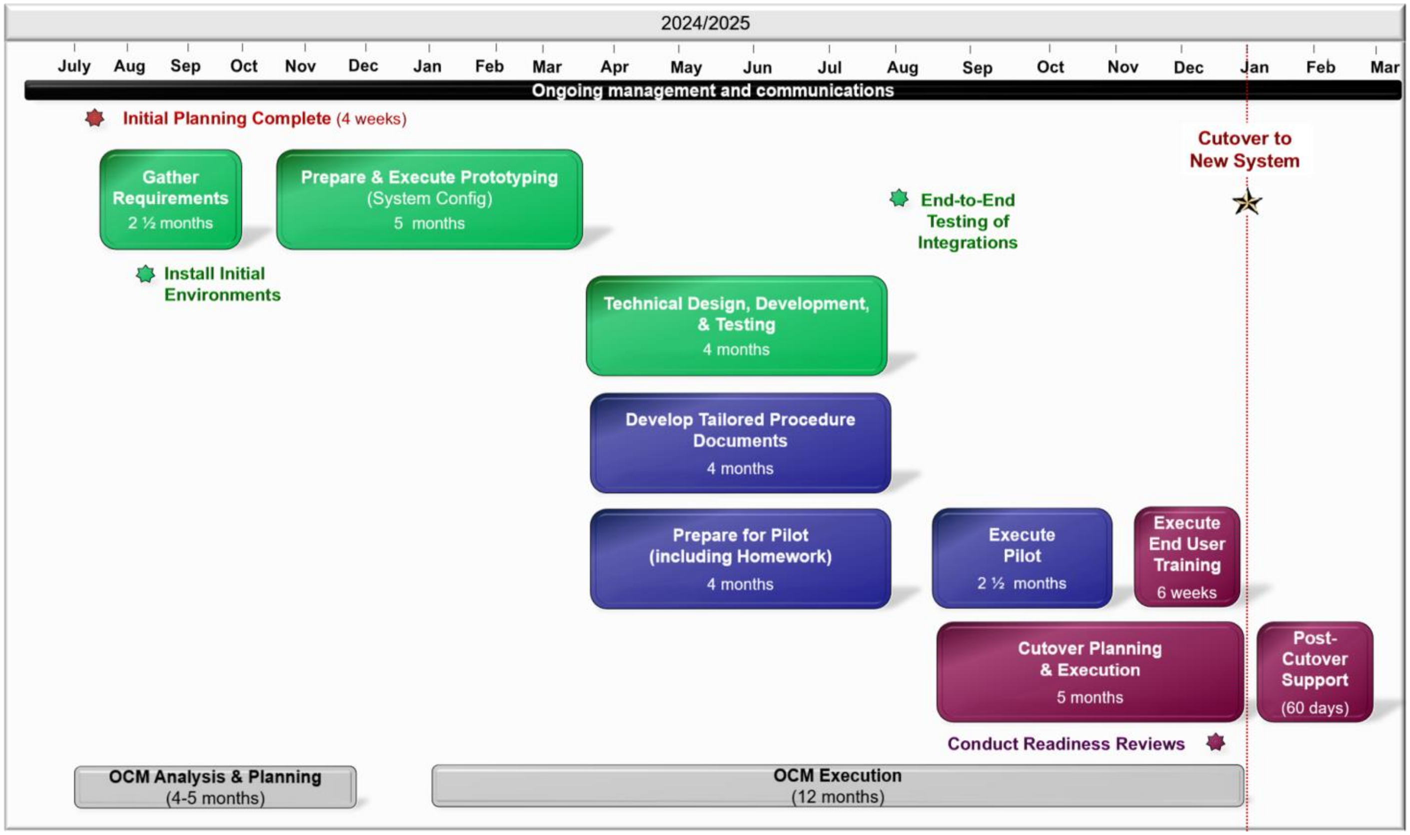
1. Crowe will lead two training session (up to 15 participants) for each functional area with the core user(s) helping support those training sessions. All subsequent classes will be led by the County core users. It is assumed that the County core users will assist Crowe with the initial training classes – to help make sure that the County trainers are properly prepared if they need to teach subsequent classes. Crowe will utilize training scripts and the developed tailored procedure documents to provide written instruction and guidance to session attendees and these can then be used for all subsequent downstream training.
2. Crowe will provide Microsoft Dynamics System Administration/ Support training for the County technical administration team (2 days).
3. Crowe will provide Microsoft Dynamics Workflow Training and have added 40 hours for the additional training.

g. Project Schedule

Below we have provided an initial project schedule - including the activities and milestones for this implementation. We are recommending a 16-month implementation with 2 months of support. SOW #1 scope allowed the County and Crowe to complete DED 6, DED 37, DED 38 and start DED 7. Crowe has used the information gathered during DED 1-6 to firm up assumptions made for SOW #3. Crowe and the County executed SOW #2 before starting DED 7. Crowe included DED 7, Prototyping (first set of scenarios) in SOW #1 to make sure that there was not a work stoppage as we firmed up SOW #2. *Please note, DED 7, Prototyping (first set of scenarios), will be used for Crowe to prepare for Prototyping*.

SOW #2 included DED 8-9, Prototyping (second set and third set of scenarios).

SOW #3 includes DED 10 Prototyping (final signoff) through the remaining DED's, including remaining OCM DED's. **Prior to project execution, Crowe and the County will work together to mutually agree upon a final schedule**. *Please note, depending on the final timeline for the project, Crowe and the County will determine if budget planning goes live at the same time as all of the other modules, or sometime shortly after the go live.*

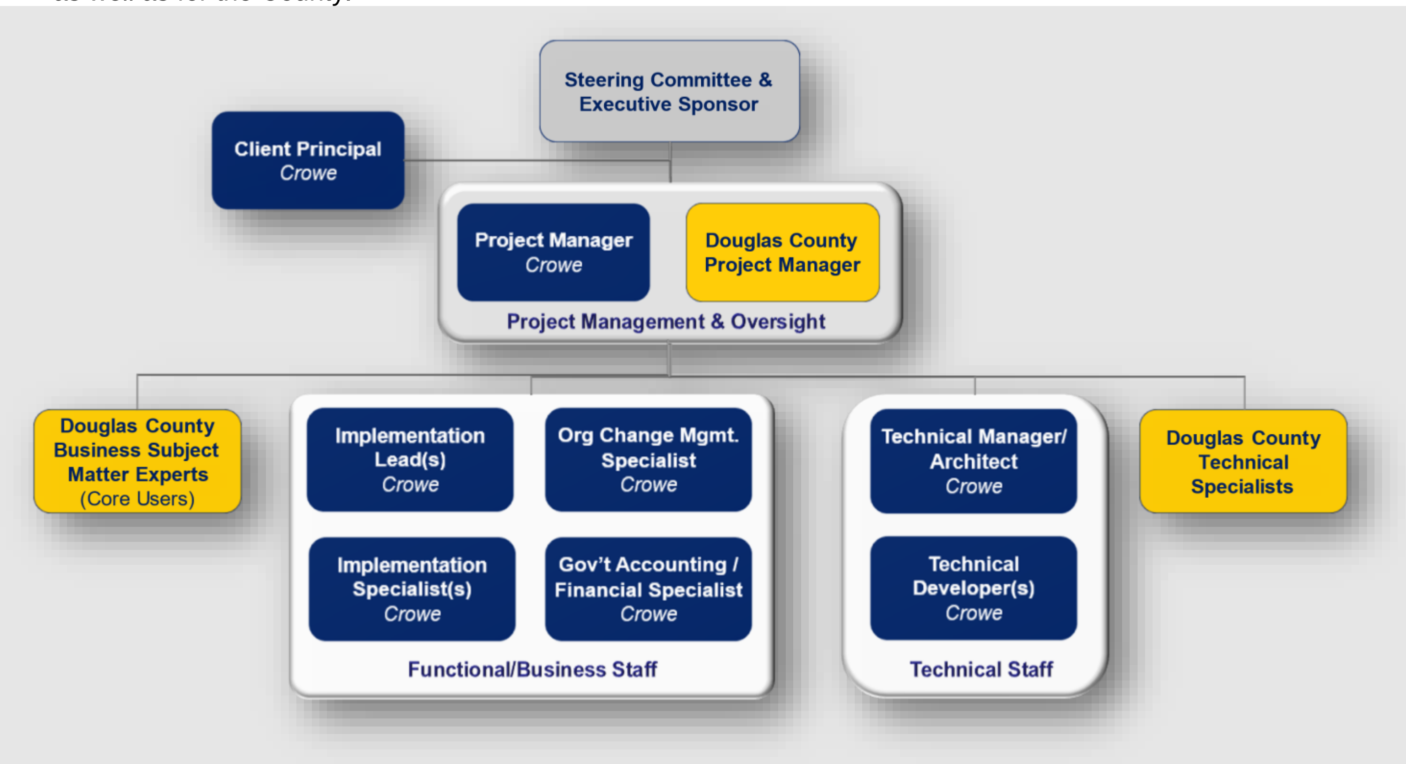


Below are some of the key activities/milestones for the County to maintain the above schedule:

- The County can allocate 3 days/week of the core users during prototyping to focus on this project. All configuration decisions regarding the new system will need to be finalized over a 4-month period.
- For interfaces, the ‘owners’ of the external systems will be able to provide sufficient support to the project team during prototyping to finalize the requirements for the interfaces. Additionally, the ‘owners’ of the external systems will be able to provide sufficient technical support during the design, development testing of the interfaces with Dynamics - over a 4 month period designated for technical design, development and testing – as well as during the conference room pilot and preparation for cutover.
- The County can allocate 3 days/week of the core users during conference room pilot to focus on this project. All validation activities for the new system (conference room pilot) will need to be finalized over an 8-10 week period.
- The County can allocate 3-4 days/week of core users during end user training. Training activities will take place over a 6-week period. Training will begin 1-2 weeks after conference room pilot is complete.
- The County can allocate 2-3 days/week of core users after cutover (for at least the first 60 days) to assist Crowe in providing end users at the County with support in using the new system.

4. Team Structure / Roles & Responsibilities

Below we have outlined our proposed project team, highlighting key roles for the Crowe team members as well as for the County.



Crowe Roles and Responsibilities

Below is a listing of the key roles that will be involved in the project and a brief description of each role. Final staffing will be based upon availability and will take place during preliminary project planning.

- **Client Principal:** The Client Principal is responsible for the overall project and the County relationship. They will provide oversight to the team and will assist with the overall strategy for the project, project management and communications, and review approaches and deliverables to deliver a high-quality implementation.
- **Project Manager:** The Crowe Project Manager will oversee and manage the day-to-day activities and consulting resources. They will work directly with the County's Project Manager and will be responsible for planning and managing the overall project and making sure activities are conducted properly and delivered on time. The project manager will work with the County to help drive the detailed planning, execution of activities, communications, status reporting and quality assurance for the project.
- **Dynamics Implementation Lead(s):** The Dynamics Implementation Leads are responsible for leading the operations review, prototyping, education, configuration of Dynamics, conference room pilot, training activities and cutover planning/ preparation. This individual(s) will also assist with the initial post-cutover support.
- **Dynamics Implementation Specialist(s):** The Dynamics Implementation Specialists will assist with the operations review, prototyping, education, configuration of Dynamics, conference room pilot, end user training activities, cutover planning/preparation, and post go-live support for the County immediately following the cutover. They will also drive the development of the tailored procedure documents.
- **Organizational Change Management Specialist:** The Organizational Change Management Specialist is

responsible for working with the County to help assess the stakeholder readiness for this project and provide guidance on the communications and training desired to help improve end user acceptance of the final solution.

- **Technical Manager / Architect:** The Technical Manager / Architect is responsible for leading the technical team and activities required to implement the system (software installation, design, development, testing and deployment). They are responsible for helping architect the technical aspects of the implementation and provides solid knowledge of design and development best practices. They will serve as the primary point of contact for the County technical team and will assist with technical training/knowledge transfer.
- **Technical Developer(s):** The Technical Developer(s) is responsible for assisting with technical designs, development, implementation and unit testing of the technical changes (e.g., data conversions, interfaces, customizations, etc.). This individual(s) will correct issues that may arise during testing and will help provide the necessary technical training/knowledge transfer to the County.

County Roles and Responsibilities

The following are the key roles and responsibilities for the County resources. Crowe acknowledges and appreciates the County's commitment of personnel that will be involved in the project implementation

- **Executive Sponsor:** The Executive Sponsor is responsible for setting the vision and overall direction for the project, securing commitment of human and financial resources and securing the commitment of senior management. ***Expected commitment is limited, 1-2 hours a month.***
- **Steering Committee:** The Steering Committee is responsible for providing overall guidance and direction to the project, monitoring the progress of the project and helping resolve issues that cannot be resolved within the project team. These individuals will also approve any changes to the plan, if needed, and will allocate the necessary human and financial resources to meet the project needs. Typically, the Steering Committee is comprised of both business and technical individuals. ***Expected commitment is limited, 1-2 hours a month.***
- **County Project Manager**: The County Project Manager is responsible for coordinating and assisting with the management of the project, including scheduling the necessary resources/ sessions and ensuring all activities are understood by the County resources. He/she will coordinate, monitor and manage the County activities and resources – and will work closely with the Crowe project manager. The County project manager will help ensure that the County is able to meet its commitments as well as help ensure that the County embraces and adopts the process and new solution. ***Expected commitment is, on average, 4-5 days/week (based on a 16-month schedule)***
- **County Subject Matter Experts (Core Users):** The County Subject Matter Experts (Core Users) are responsible for helping outline and finalize the requirements and provide information about the current processes. They will also work hand-in-hand with the Crowe implementation leads/specialists to help configure the new solution, finalize reporting needs, and provide information regarding data conversions and integrations/customizations for the new system.

  These individuals will be responsible for executing the conference room pilot scripts and approving the final tailored procedure documents to verify the system meets the County's needs, as well as assisting with the cutover activities and leading the supplemental training sessions beyond the Crowe-led end user training. ***Expected commitment is, on average, 3 days/week (based on a 16-month schedule)***
- **County Technical Specialists:** The County Technical Specialists are responsible for providing the knowledge and understanding of the current technical environment. They will assist Crowe with the design/development of data conversions (including pulling the necessary data from existing systems) – and interfaces to external systems (if needed). The County will select a key technical support resource(s) that Crowe will work with to transfer the knowledge of how the solution was implemented and how to support the solution once the project is complete. Once the new system is in place, they will be responsible for providing the necessary technical support for the application and environment. ***Expected commitment will be varied (as needed) throughout the project. Data conversion and interface activities are areas in which their time will be needed the most.***

County Resources - Responsibilities

Below is a summary of the key activities the County resources will be responsible for during the project.

- **Business Process/Requirements:** County personnel will be responsible for working with Crowe to help the project team understand current and desired processes as well as outline all of the business scenarios needed to support operations in the new system. It is expected this will be led by the core users for the project.
- **Users/Roles:** Crowe will train the County personnel on how to setup user roles, duties and permissions and assist with setting up the core users on the project. The County will work with Crowe to setup and maintain user roles, duties and permissions.
- **Data Entry/Validation:** County personnel will be responsible for setting up master data and ancillary tables not targeted for data conversion. Additionally, it is assumed that Crowe will provide the County with a tool to load GL balances and budgets into the system. We will convert the first two years of GL

history and the current year budget; and the County will convert any remaining years – as desired (without assistance from Crowe). It is assumed that the County is responsible for validating data converted into Dynamics.

- **Workflows:** County will be responsible for maintenance of the workflows in the final solution after cutover.
- **Financial Reports:** County will be responsible for assisting Crowe in the creation of the custom financial reports using Financial Reports. Crowe will create the reports outlined in this statement of work, and will also train County users as we do this. Financial Reports can be a powerful reporting tool over the ledger, and our experience has shown that the best way for users to learn is to work side-by-side with Crowe (and assist) as initial reports are created.
- **Dynamics Proficiency:** At the conclusion of prototyping, Crowe will provide the County core users with a list of 'homework' exercises that they will be responsible for completing so they become well versed in using Dynamics and verifying the final configuration of the system. This is critical since the core users will be ultimately responsible for assisting with the training and support of the end users across the County.
- **Procedure Documents:** The core users at the County will be responsible for maintaining the tailored procedure documents after conference room pilot – and keeping them up to date after the implementation has been completed.
- **Conference Room Pilot:** The core users at the County will be responsible for driving the testing during the conference room pilot. Crowe will help facilitate the testing/validation process; however, ultimately the County will be responsible for executing the test cases; determining if any test cases were missing and signing off on the final system.
- **Training:** Crowe will lead the first training session for end users for each functional area. It is expected that the core users at the County will assist Crowe during those initial training sessions, as well as will be responsible for any subsequent training sessions.
- **Cutover Plan:** The County will be responsible for working with Crowe to develop a cutover checklist. the County will be responsible for leading and managing all activities assigned to the County personnel.
- **Support:** The core users at the County need to be proficient and well versed in Dynamics and the configurations for the County at the time of cutover. It is expected that the core users will help Crowe support all end users after cutover.
- **Technical Management:** Crowe will set up Dynamics in all 3 environments and will provide the County with technical training that covers the Dynamics environment and system administration. Once the system goes live, the County will be responsible for Users/Data and the Application as described in the Roles and Responsibilities of the Microsoft Service diagram. Tasks related to these activities can also be accomplished with Crowe's assistance through additional ongoing support services, should the County desire to do so.
- **Project Management:** A project manager from the County will serve as the primary interface for the team in resolving issues, coordinating activities (including sessions, meetings, training, design, the County deliverables, etc.) and approving final project deliverables. The County project manager will be responsible for leading and monitoring all activities for which the County staff are responsible.

5. Pricing

The milestone plan assumes a total of an 16-month implementation with 3 months of support. It is assumed Crowe will bill the County monthly for the milestones, and payments will be net 30 days. Below milestones are for SOW #3. Nothing in this section will be construed to create a multi-year contract in violation of the MSA or to create an obligation on the part of the County to appropriate funds. The MSA shall control.

a. Implementation Services

Below we have provided pricing for our implementation services, software and software maintenance. We have provided a fixed fee estimate for the implementation services. *Please note, our implementation services milestones are inclusive of travel expenses and days of post-cutover support.*

Configure	
10 Prototyping (final signoff)	$116,000
11. Integration Requirements & Design (part 1)	$76,000
12. Integration Requirements & Design (part 2)	$76,000
13. Integration Development & Testing (part 1)	$144,000
14. Integration Development & Testing (part 2)	$144,000
15. Customization Requirements & Design (part 1)	$11,000
16. Customization Requirements & Design (part 2)	$24,000
17. Pre-formatted Forms Design & Development	$80,000
18. Data Conversion Requirements & Design (part 1)	$67,000
19. Data Conversion Requirements & Design (part 2)	$67,000
20. Data Conversion Development & Testing (part 1)	$93,000
21. Data Conversion Development & Testing (part 2)	$93,000
22. Establish Environment (QA/Safe Set)	$19,000
23. Establish Environment (Production)	$19,000
Validate	
24. Conference Room Pilot Preparation (part 1)	$136,000
25. Conference Room Pilot Preparation (part 2)	$136,000
26. Conference Room Pilot Preparation (part 3)	$136,000
27. Conference Room Pilot (first month)	$86,000
28. Conference Room Pilot (second month)	$86,000
29. Conference Room Pilot (final signoff)	$51,000
Deploy	
30. End User Training (first set of classes)	$93,000
31. End User Training (second set of classes)	$93,000
32. Cutover Preparation & Execution	$87,000
Support	
33. Post Cutover Support (first month)	$46,000
34. Post Cutover Support (second Month)	$46,000
35. Post Cutover Support (third month)	$46,000
OCM	
36. OCM Execution (months 1-3)	$15,000
37. OCM Execution (months 4-6)	$15,000
38. OCM Execution (months 7-9)	$15,000
39. OCM Execution (months 10-12)	$15,000

Total	**$2,131,000**

The milestone plan assumes a 16-month implementation with 3 months of support. It is assumed Crowe will bill the County monthly for the milestones, and payments will be net 30 days.

b. Hours

Below we have outlined places where 'hours' are included in the SOW. They fall into 2 categories, which we have described below.

1. Defined Number of Hours (how the hours are used will be determined during the project)

Below we have listed the 2 places in the SOW where we have included a defined number of hours for an activity that will be tracked in a 'time and materials' manner during the initial implementation. These items represent areas where we expect assistance to be provided; however, it is not possible at the start of a project to identify exactly how the hours will be used.

- **Business Intelligence / Power BI reporting (40 hours)**
- **Post Cutover Support (600 hours)**
- **Chart of Account Redesign (120 hours)**

During the course of the project, Crowe and the County will work together to determine how to use the number of hours included with this activity. Crowe will report the hours used to the County on a regular basis (timing mutually agreed upon with the County – not more frequently than weekly). Should the County desire additional hours of assistance beyond those identified in this statement of work for this activity, the additional hours will be addressed through the project change control process.

2. Order of Magnitude Effort (based on a defined business scope)

Below we have listed the 4 places in the SOW where we have included a defined effort in our fixed fee cost that represents the expected order of magnitude effort for Crowe, based on the defined scope of each activity within this SOW. The effort is based on similarly sized public sector projects and includes reasonable time to work with the County to define, develop, tweak, and refine each of these items.

- **Pre-formatted Forms**
- **Workflows**
- **Financial Reporting**
- **Chat of Account Redesign**

If concerns arise regarding the effort, Crowe will work with the County to review the reason for the concern (e.g., recent decisions require re-working material portions of the deliverable, the County resources may not have sufficient time to engage in the activity with Crowe, etc.) and mutually agree upon an approach to address the concern. Should it be determined that additional assistance from Crowe will be needed beyond what was included in our fixed fee, the additional effort will be addressed through the change control process. Development of additional pre-formatted forms, workflows or mutually agreed upon additional assistance with the chart of accounts will be addressed through the change control process. Please note, detailed hours will not be reported to the County for these areas.

c. Software / Maintenance

It is assumed that the County will purchase the Microsoft software subscription and maintenance/support using the County's Enterprise Agreement (EA). Additionally, the software licensing and maintenance for the Crowe Solution for State and Local Government will be purchased from Crowe through a separate contract. *Please note, the County's tenant is in the Government Cloud (GCC).*

d. Additional Services

Should changes in scope or additional services be mutually agreed to between Crowe and the County, the following rates would be used to estimate the effort for the requested change. These rates will be in effect for 18 months from the start of the contract. For each subsequent year the hourly rates will increase by 3%. If it is determined travel is required for any changes, the appropriate travel costs would be included in the final estimate provided to the County.

Role	Hourly Rate
Client Principal	$315
Project Manager	$235
Dynamics Functional Lead	$235
Dynamics Functional Specialist	$185
Dynamics Technical Architect	$235
Dynamics Senior Developer	$185
Dynamics Developer	$160

e. Reductions In Scope

During the project, should the County request reductions in scope - those changes will be documented in a change order (statement of work) mutually agreed to by Crowe and the County. Crowe will work with the County to determine if the 'credit' for reduced scope should be applied to additional scope that has been or may be requested by the County, or if the 'credit' for the reduction in scope should be applied to an upcoming milestone to reduce the cost of the milestone. 'Credits' for reduction in scope will not be applied to milestones already invoiced.

4. Deliverable Expectation Documents (DED's)

a. DED Acceptance

DED Acceptance (for all deliverables):

- **Acceptance Form:** An acceptance form will be developed and mutually agreed to between Crowe and the County to be utilized for DED acceptance. For each of the DEDs, Crowe will work with the County to obtain signoff. It is expected that the form will contain the following types of information:
  - DED ID/Name
  - Date
  - Client Owner (for signoff)
  - Description/Overview
  - Required Changes/Updates (only if needed)
  - Approval (accepted as complete, accepted pending required changes, not accepted)
  - Additional Notes (only if needed)
  - Signature with date

- **Acceptance Criteria:** All deliverables will be formally reviewed and accepted by the County using the Deliverable Expectation Document (DED) below as a guide. Deliverables shall be accepted by the County when:
  - The deliverable contains the components specified in the Scope / Deliverable Outline of the DED.
  - The deliverable has been reviewed for and meets acceptable standards for content, quality, formatting, and spelling.
  - Crowe and the County have agreed to and accepted the content of each outlined component, or Crowe and the County have agreed that the content is no longer required for acceptance.
  - Crowe and the County have resolved identified content or quality issues.

Example Acceptance Form

Date	
Client Owner	
DED	
Description/ Overview	
Required Changes/Updates (if needed)	
Additional Notes (if needed)	

Client Owner Signature	**Date**	**Approval**
		☐ **Accepted as Is/Complete** ☐ **Accepted, Pending Required Changes Above** ☐ **Not Accepted (see notes)**

b. DED Forms

DED 10: Prototyping (final signoff)

Phase: Configure

Objective/Purpose:

As a part of the prototyping sessions Crowe will be capturing the agreed upon business and configuration decisions for each business scenario - as we work collaboratively with the County to review the system and agree upon the final configurations. At the end of the execution of prototyping schedule (over a 4 month period), these business and configuration decisions are finalized. While many decisions may be made mid-stream with Prototyping, since this is an integrated solution a number of decisions can have an impact on other business areas and need to be finalized at the end. At the end of Prototyping, Crowe will provide an updated Business Scenario workbook with the business and configuration decisions mutually agreed to between Crowe and the County during the Prototyping sessions.

Scope / Deliverable Outline:

This deliverable includes the execution of the last set of prototyping sessions. Should changes be mutually agreed to between Crowe and the County regarding the prototyping schedule, those changes will be documented. Once this is complete, the final set of prototyping updates will be made to the business scenarios, including the following information. Below we have included part of a scenario workbook as a sample for reference.

- Business / configuration decisions made
- Outstanding issues / action items
- Additional enhancements / development (outside of original scope)

The following areas are included in the business scenarios and will be reviewing during prototyping. High-level decisions will be captured in the business scenarios; however, the detailed functional design documents for each will be developed in future DED's.

- Detailed Interface requirements
  (DED 11: Integration Requirements & Design (part 1) and DED 12: Integration Requirements & Design (part 2))
- Customization requirements
  (DED 15: Customization Requirements & Design)
- Pre-formatted forms requirements
  (DED 17: Pre-formatted Forms Design and Development)
- Data conversion requirements
  (DED 18: Data Conversion Requirements & Design (part 1) and DED 19: Data Conversion Requirements & Design (part 2))

Detailed decisions are also captured around user-based reporting and workflows in the business scenarios workbook. Detailed configuration of user-based reporting and workflows is not included at this step.

Projects and Grants							
Business Area	**Functional Area**	**Scenario ID**	**Scenario Name**	**Scenario Description**	**Status**	**Require-ments**	**Business / Configuration Decisions (Prototyping)**
Projects & Grants	**Grant Setup**	PG-140	New Grants: Grant Setup	Need the ability to setup new grants. The following information needs to be tracked and recorded at the grant level: • Grant number and name • CFDA Number • Grantor entity • Grant awarded date • Grant expiration date (last date to seek reimbursement)	Closed	GA-2317, GA-2318	• Grant Number/Name: use Grant Id and Grant Name fields • CFDA Number: use the CFDA number field in the setup fast tab of the grant details for the CFDA# • Grantor Entity: use the Grant customer field • Grant Awarded Date: use the 'Actual awarded date' to store the date the grant was awarded • Grant Expiration Date: use the 'Actual expiration date for the grant expieration date. *Set an alert on grant expiration date to notify the grant is about to expire/remaining funding will be lost.*
Projects & Grants	**Project Budget**	PG-300	Capital Project Budget: Costs	Needs the ability to establish budgets for capital projects and sub-projects costs. Project cost budgets may span multiple years. Capital Projects are budgeted using FTA ALIs. Multi-year budgets will need to be allocated to the individual years of the project. Need the ability to utilize a workflow to submit, review, and approve an initial capital project budget.	Closed	GA-2321, GA-2322, GA-2323	Will utilize the project budget form on the project budget to establish a cost budget for capital projects. The cost budget can be broken out into individual years, as needed. The cost budget will be sent through an approval workflow (Project Manager, Grant Manager, PMO Director) - regardless of the amount. Should a change be required with the cost budget, the workflow will be triggered again for that change.
Projects & Grants	**Project Purchasing Transactions**	PG-610	Project Purchase Orders: Year End Carry Forward	Need the ability to roll-forward open project purchase orders for multi-year projects/grants.	Closed	GA-2429	Will leverage the year end carry forward process to review and select the capital purchase orders to be rolled forward. This activity will take place as a part of the year end processing, and will likely occur within the last week of the previous year. It was agreed that no new capital purchase orders will be created within the last 2 weeks of the fiscal year. *The Projects department will be responsible for closing any purchase orders that do not roll over if they remain open at year end.*
Projects & Grants	**Project Transactions**	PG-905	Adjust project transactions	Need the ability to review project transactions that have been posted, identify errors, and correct these errors. Project transaction adjustments may include one or more of the following: • Project transaction needs to be coded to a different project • Project transaction needs to be coded to a different category • Project transaction needs to be re-processed through a different funding packet	Closed	New	Will adjust project transactions only when AP-related costs have already been posted and processed against a project. Confirmed adjustments can be made to the project, category and funding after the AP-related costs have been processed. Will use the adjust transaction functionality. Security will be limited to a select set of Capital Project Managers and the PMO Director.

Crowe Role:

- Provide the County with the desired order and duration of the Prototyping sessions– along with the types of individuals that should be included in each session.
- Provide the County with data requests needed to assist with configuration of Dynamics (e.g. sample of documents, sample reports, data extracts, etc.).
- Lead the initial configuration of the Dynamics solution to address the business scenarios (in preparation for executing the Prototyping sessions).
- Lead the Prototyping sessions where Crowe and the County will determine the agreed upon configurations, integrations, pre-formatted forms, customizations, reporting, workflows and data conversions for the new solution to support the defined business scenarios.
- Provide final updates to the business scenarios document with the appropriate details from the Prototyping sessions.

County Role

- Identify and help schedule the necessary County resources.
- Gather data requested by Crowe (e.g. sample of documents, sample reports, data extracts, etc.) and provide to the Crowe team prior to Prototyping sessions.

- Project manager and core users at the County actively participate in the Prototyping sessions and work with Crowe to determine the agreed upon configurations, integrations, pre-formatted forms, customizations, reporting, workflows and data conversions for the new solution to support the defined business scenarios.
- Review the updated business scenarios with the Prototyping decisions, and provide Crowe with any feedback or questions regarding the decisions captured.
- The County core users for each functional area will be responsible for signing off on the accuracy and completeness of the decisions made, as this will be the basis for future activities in preparation for Conference Room Pilot (system validation).

Notes:

- None.

DED 11: Integration Requirements & Design (part 1)

Phase: Configure

Objective/Purpose:

At the conclusion of Prototyping, Crowe and the County will review the interfaces and mutually agree on the assignment of each interface into 2 groups (of roughly equal size/effort). Many times there are interfaces that are more straightforward and design/development can begin immediately, and others where the County may need to do some additional follow-up before a functional design can be finalized. Crowe will develop an Interface Functional Design document for each of the agreed upon interfaces included in the final solution for the County. This DED refers to delivering the interface functional design documents identified in Interface Group 1 (of 2).

Scope / Deliverable Outline:

For each of the interfaces included in Interface Group 1, Crowe will develop an Interface Functional Design document. This document will include the following sections.

- Overview / Objectives for the Interface
- Source System
- Target System
- Field mapping
- Transformation Logic
- Error Handling
- Assumptions

Crowe Role:

- Develop the Functional Design document for the interface and review with the County.
- Answer County and 3rd party questions that may arise as the County works with other systems / departments / 3rd parties to determine how to either import and/or export the data for the integration.

County Role:

- Review the interface Functional Design document; provide Crowe with any feedback, and signoff on the document.
- Work with the County system / department / 3rd party to determine how to pull the necessary data from their system or validate the format of the data that needs to be sent to them from Dynamics. It is assumed that the County is responsible for coordinating with County systems / departments / 3rd parties.

Notes:

- None.

DED 12: Integration Requirements & Design (part 2)

Phase: Configure

Objective/Purpose:

At the conclusion of Prototyping, Crowe and the County will review the interfaces and mutually agree on the assignment of each interface into 2 groups (of roughly equal size/effort). Many times there are interfaces that are more straightforward and design/development can begin immediately, and others where the County may need to do some additional follow-up before a functional design can be finalized. Crowe will develop an Interface Functional Design document for each of the agreed upon interfaces included in the final solution for the County. This DED refers to delivering the interface functional design documents identified in Interface Group 2 (of 2).

Scope / Deliverable Outline:

For each of the interfaces included in Interface Group 2, Crowe will develop an Interface Functional Design document. This document will include the following sections.

- Overview / Objectives for the Interface
- Source System
- Target System
- Field mapping
- Transformation Logic
- Error Handling
- Assumptions

Crowe Role:

- Develop the Functional Design document for the interface and review with THE COUNTY.
- Answer County and 3rd party questions that may arise as the County works with other systems / departments / 3rd parties to determine how to either import and/or export the data for the integration.

County Role:

- Review the interface Functional Design document; provide Crowe with any feedback, and signoff on the document.
- Work with the County system / department / 3rd party to determine how to pull the necessary data from their system or validate the format of the data that needs to be sent to them from Dynamics. It is assumed that the County is responsible for coordinating with the County systems / departments / 3rd parties.

Notes:

- None.

DED 13: Integration Development & Testing (part 1)

Phase: Configure

Objective/Purpose:

For each of the interfaces included in Interface Group 1, Crowe will develop and test the interface (per the agreed upon Interface Functional Design Document). It is expected that this will take place prior to execution of the Conference Room Pilot.

Scope / Deliverable Outline:

For each of the interfaces included in Interface Group 1, Crowe will develop and test the interface.

Crowe Role:

- Develop and test each interface in Interface Group 1 (per the Interface Functional Design Document), and will include the Interface 'code' in the Dynamics environment that will be used to execute the Conference Room Pilot.
- Develop test scripts for each interface, and document test results.
- Provide feedback to the County during development and testing of any issues with the data / interface files.
- Crowe and the County will execute an initial test of each of the interfaces included in Interface Group 1 prior to the start of the Conference Room Pilot (unless the parties mutually agree there are valid reasons why that may not be possible).
- Assist the County in addressing questions that may arise as the County works with the County's system/ department / 3rd party' to develop and test the interface.

County Role:

- Work with the County system/ department/ 3rd party to make sure they can support the implementation schedule. Should there be any issues – Crowe and the County will work together to determine the impact.
- Work with the County system / department / 3rd party to either pull the necessary data from their system or validate the format of the data that needs to be sent to them from Dynamics.
- Provide Crowe with data files to test for interfaces that import data into Dynamics – or provide the other system / department / 3rd party with the data from Dynamics if the interface exports data from Dynamics to another system.

- Provide agreed upon data mappings, if needed (e.g. if purchasing categories change – map from old to new).
- Provide Crowe with the necessary file directory structure and security for transfer of files.

Notes:

- This does not constitute final testing of the interface. It is only executed to make sure that the interface operates materially as designed. Final testing and signoff of interfaces takes place during the Conference Room Pilot in **DED 29: Conference Room Pilot (final signoff)**

DED 14: Integration Development & Testing (part 2)

Phase: Configure

Objective/Purpose:

For each of the interfaces included in Interface Group 2, Crowe will develop and test the interface (per the agreed upon Interface Functional Design Document). It is expected that this will take place prior to execution of the Conference Room Pilot.

Scope / Deliverable Outline:

For each of the interfaces included in Interface Group 2, Crowe will develop and test the interface.

Crowe Role:

- Develop and test each interface in Interface Group 2 (per the Interface Functional Design Document), and will include the Interface 'code' in the Dynamics environment that will be used to execute the Conference Room Pilot.
- Develop test scripts for each interface, and document test results.
- Provide feedback to the County during development and testing of any issues with the data / interface files.
- Crowe and the County will execute an initial test of each of the interfaces included in Interface Group 2 prior to the start of the Conference Room Pilot (unless the parties mutually agree there are valid reasons why that may not be possible).
- Assist the County in addressing questions that may arise as the County works with the County's system/ department / 3rd party' to develop and test the interface.

County Role:

- Work with the County system/ department/ 3rd party to make sure they can support the implementation schedule. Should there be any issues – Crowe and the County will work together to determine the impact.
- Work with the County system / department / 3rd party to either pull the necessary data from their system or validate the format of the data that needs to be sent to them from Dynamics.
- Provide Crowe with data files to test for interfaces that import data into Dynamics – or provide the other system / department / 3rd party with the data from Dynamics if the interface exports data from Dynamics to another system.

- Provide agreed upon data mappings, if needed (e.g. if purchasing categories change – map from old to new).
- Provide Crowe with the necessary file directory structure and security for transfer of files.

Notes:

- This does not constitute final testing of the interface. It is only executed to make sure that the interface operates materially as designed. Final testing and signoff of interfaces takes place during the Conference Room Pilot in **DED 29: Conference Room Pilot (final signoff)**.

DED 15: Customization Requirements & Design

Phase: Configure

Objective/Purpose:

At the conclusion of Prototyping, Crowe and the County will review the proposed customizations and agree upon a final list to be included in the County's solution. Crowe will develop a Customization Functional Design document for each of the agreed upon customizations included in the final solution for the County. This DED refers to delivering the customization Functional Design documents.

Scope / Deliverable Outline:

For each of the agreed upon customizations, Crowe will develop a Customization Functional Design document. This document will outline the customization requirements and high-level design, and will include the following sections.

- Overview / Objectives for the Customization
- Detailed Logic for Changes and/or New Customization
- Assumptions

Crowe Role:

- Develop the Functional Design document for the customization and review with the County. *Note, this includes reporting that requires development through SQL Server Reporting Services (formal, static reports).*

County Role:

- Review the customization Functional Design document; provide Crowe with any feedback, and signoff on the document.

Notes:

- Customizations will include reporting that requires development through SQL Server Reporting Services (formal, static reports). Financial Reporting using the Financial Reporting Tool, and other reporting leveraging Power BI and the Dynamics Data Entities, are user-based reporting mechanisms and will not require technical development or a customization Functional Design document.

DED 16: Customization Development & Testing

Phase: Configure

Objective/Purpose:

For each of the agreed upon customizations, Crowe will develop and test the customization (per the agreed upon Customization Functional Design Document). It is expected that this will take place prior to execution of the Conference Room Pilot.

Scope / Deliverable Outline:

For each of the agreed upon customizations, Crowe will develop and test the customization.

Crowe Role:

- Develop and test each agreed upon customization.
- Develop test scripts for each customization, and document test results.
- Include the customization 'code' in the Dynamics environment that will be used to execute the Conference Room Pilot, and validate the code is running properly in the environment to support the Conference Room Pilot.
- Crowe will provide feedback to the County during development and testing of the customization.

County Role:

- Answer questions Crowe may have regarding the customization.

Notes:

- This does not constitute final testing of the customization. It is only executed to make sure that the customization operates materially as designed. Final testing and signoff of customizations takes place during the Conference Room Pilot in **DED 29: Conference Room Pilot (final signoff)**.

DED 17: Pre-formatted Forms Design and Development

Phase: Configure

Objective/Purpose:

At the conclusion of Prototyping, Crowe and the County will review the proposed pre-formatted forms and agree upon a final list to be included in the County's solution. For each of the agreed upon pre-formatted forms, Crowe will create a Pre-Formatted Form Functional Design document, and will develop and test the pre-formatted form (per the agreed upon Functional Design document). It is expected that this will take place prior to execution of the Conference Room Pilot.

Scope / Deliverable Outline:

For each of the agreed upon pre-formatted forms, Crowe will develop a Pre-Formatted Form Functional Design document. This document will include the following sections.

- Overview of the Pre-Formatted Form Changes
- Detailed Changes to the Pre-Formatted Form
- Assumptions

For each of the agreed upon pre-formatted forms, Crowe will develop and test the changes to the pre-formatted form.

Crowe Role:

- Develop the Functional Design document for the pre-formatted and review with the County.
- Develop and test each agreed upon pre-formatted forms.
- Develop test scripts for each pre-formatted form, and document test results.
- Include the pre-formatted form 'code' in the Dynamics environment that will be used to execute the Conference Room Pilot, and validate the code is running properly in the environment to support the Conference Room Pilot.
- Crowe will provide feedback to the County during development and testing of the pre-formatted form.

County Role:

- Review the pre-formatted form Functional Design document; provide Crowe with any feedback, and signoff on the document.
- Answer questions Crowe may have regarding the pre-formatted form changes.

Notes:

- This does not constitute final testing of the pre-formatted form. It is only executed to make sure that the pre-formatted form operates materially as designed. Final testing and signoff of pre-formatted forms takes place during the Conference Room Pilot in **DED 29: Conference Room Pilot (final signoff)**.

DED 18: Data Conversion Requirements & Design (part 1)

Phase: Configure

Objective/Purpose:

At the conclusion of Prototyping, Crowe and the County will review the automated data conversion requirements and mutually agree on the assignment of each automated data conversion into 2 groups (of roughly equal size/effort). Many times, there are data conversions that are more straightforward, and design/development can begin immediately, and others where the County may need to do some additional follow-up before a template can be finalized or the data requires greater cleanup. Crowe will develop a Data Conversion Template document for each of the agreed upon automated data conversions included in the final solution for the County. This DED refers to delivering the Data Conversion Templates identified in Data Group 1 (of 2).

Scope / Deliverable Outline:

For each of the agreed upon data conversions in Data Group 1, Crowe will develop a Data Conversion Template in Excel. This document will include the following.

- Overview / Objectives for the Data Conversion
- Detailed fields needed for conversion (including field, data type, valid values, transformation logic)
- Assumptions

Crowe Role:

- Identify detailed fields needed for conversion (i.e., field, data type, valid values, transformation logic.) and develop the data conversion template for the data conversions included in Data Group 1.
- Answer County questions that may arise as the County pulls together the data.

County Role:

- Work with Crowe to understand what data is needed for each of the data conversions, and determine the final source of the data (e.g. existing County systems, 3rd party systems, manual data sources such as spreadsheets).

Notes:

- None.

DED 19: Data Conversion Requirements & Design (part 2)

Phase: Configure

Objective/Purpose:

At the conclusion of Prototyping, Crowe and the County will review the automated data conversion requirements and mutually agree on the assignment of each automated data conversion into 2 groups (of roughly equal size/effort). Many times there are data conversions that are more straightforward and design/development can begin immediately, and others where the County may need to do some additional follow-up before a template can be finalized or the data requires greater cleanup. Crowe will develop a Data Conversion Template document for each of the agreed upon automated data conversions included in the final solution for the County. This DED refers to delivering the Data Conversion Templates identified in Data Group 2 (of 2).

Scope / Deliverable Outline:

For each of the agreed upon data conversions in Data Group 2, Crowe will develop a Data Conversion Template in Excel. This document will include the following.

- Overview / Objectives for the Data Conversion
- Detailed fields needed for conversion (including field, data type, valid values, transformation logic)
- Assumptions

Crowe Role:

- Identify detailed fields needed for conversion (i.e., field, data type, valid values, transformation logic.) and develop the data conversion template for the data conversions included in Data Group 2.
- Answer County questions that may arise as the County pulls together the data.

County Role:

- Work with Crowe to understand what data is needed for each of the data conversions, and determine the final source of the data (e.g. existing the County systems, 3rd party systems, manual data sources such as spreadsheets).

Notes:

- None.

DED 20: Data Conversion Development & Testing (part 1)

Phase: Configure

Objective/Purpose:

For each of the automated data conversions included in Data Group 1, Crowe will develop the data conversion routine, and will test and execute the data load (per the agreed upon Data Conversion Template). The data will be converted into the environment used to support the Conference Room Pilot activities. It is expected that the initial data load will take place prior to execution of the Conference Room Pilot.

Scope / Deliverable Outline:

For each of the agreed upon data conversions in Data Group 1, Crowe will develop and test the data conversion. The converted data will be included in the Dynamics environment that will be used to execute the Conference Room Pilot.

Crowe Role:

- Develop the data conversion routine, and test and execute the data load for each data conversion in Data Group 1 (per the Data Conversion Template).
- Validate that the data provided by the County was converted as specified.
- Provide feedback to the County during development and testing of any issues with the data files.
- Assist the County in addressing questions that may arise as the County pulls data together.

County Role:

- Provide Crowe with completed data conversion templates for Data Group 1 with the agreed upon data, including any agreed upon data mappings (e.g. if purchasing categories change – map from old to new).
- Address feedback provided by Crowe to the County regarding any data/data file conversion issues.
- Correct the data / data file and resubmit to Crowe if there are issues.
- the County is ultimately responsible for the quality of the data provided to Crowe to be converted.

Notes:

- It is anticipated that initial test runs of data conversions into a non-production environment may take place to determine acceptability of the data before the final conversion into the Conference Room Pilot test environment.
- This does not constitute final testing of the converted data. It is only executed to make sure that the data is converted materially as specified in the data conversion template. Final testing and signoff of the data conversions takes place during the Conference Room Pilot in **DED 29: Conference Room Pilot (final signoff)**.

DED 21: Data Conversion Development & Testing (part 2)

Phase: Configure

Objective/Purpose:

For each of the automated data conversions included in Data Group 2, Crowe will develop the data conversion routine, and will test and execute the data load (per the agreed upon Data Conversion Template). The data will be converted into the environment used to support the Conference Room Pilot activities. It is expected that the initial data load will take place prior to execution of the Conference Room Pilot.

Scope / Deliverable Outline:

For each of the agreed upon data conversions in Data Group 2, Crowe will develop and test the data conversion. The converted data will be included in the Dynamics environment that will be used to execute the Conference Room Pilot.

Crowe Role:

- Develop the data conversion routine, and test and execute the data load for each data conversion in Data Group 2 (per the Data Conversion Template).
- Validate that the data provided by the County was converted as specified.
- Provide feedback to the County during development and testing of any issues with the data files.
- Assist the County in addressing questions that may arise as the County pulls data together.

County Role:

- Provide Crowe with completed data conversion templates for Data Group 2 with the agreed upon data, including any agreed upon data mappings (e.g. if purchasing categories change – map from old to new).
- Address feedback provided by Crowe to the County regarding any data/data file conversion issues.
- Correct the data / data file and resubmit to Crowe if there are issues.
- the County is ultimately responsible for the quality of the data provided to Crowe to be converted.

Notes:

- It is anticipated that initial test runs of data conversions into a non-production environment may take place to determine acceptability of the data before the final conversion into the Conference Room Pilot test environment.
- This does not constitute final testing of the converted data. It is only executed to make sure that the data is converted materially as specified in the data conversion template. Final testing and signoff of the data conversions takes place during the Conference Room Pilot in **DED 29: Conference Room Pilot (final signoff)**.

DED 22: Establish Environment (QA/Safe Set)

Phase: Configure

Objective/Purpose:

This DED refers to setting up the QA/Safe Set environment. The QA/Safe Set environment will be used to establish manually entered data and Dynamics configurations in preparation for Conference Room Pilot. It also anticipated that this environment may be used in cutover preparation.

Scope / Deliverable Outline:

Establish the QA/Safe Set environment, inclusive of the Dynamics software and Crowe Solution for State and Local Government.

Crowe Role:

- Crowe will establish the QA/Safe Set environment, inclusive of the Dynamics software and the Crowe Solution for State and Local Government.
- Crowe will install the Crowe Solution for State and Local Government in the environment.
- Crowe will lead the configuration of the environment with assistance from the County (e.g. license configuration, setting up batch jobs, email parameters, etc.).

County Role:

- The County will provide Crowe with the necessary access to install/establish the environment.
- The County will provision Crowe resources in Life Cycle Services (LCS) and the environment (with appropriate access by Crowe resource). Crowe will provide guidance to the County on the level of access needed for the different types of consultants on the project.
- The County will provide Crowe with assistance during the configuration of the environment.

Notes:

- This DED refers to establishing the QA/Safe Set environment during prototyping (possibly sooner).

DED 23: Establish Environment (Production)

Phase: Configure

Objective/Purpose:

This DED refers to setting up the production environment. The production environment will ultimately be the environment the County transacts business in once the system goes live.

Scope / Deliverable Outline:

Establish the production environment, inclusive of the Dynamics software and Crowe Solution for State and Local Government.

Crowe Role:

- Crowe will establish the Production environment, inclusive of the Dynamics software and the Crowe Solution for State and Local Government.
- Crowe will install the Crowe Solution for State and Local Government in the environment.
- Crowe will lead the configuration of the environment with assistance from the County (e.g. license configuration, setting up batch jobs, email parameters, etc.).

County Role:

- The County will provide Crowe with the necessary access to install/establish the environment.
- The County will provision Crowe resources in Life Cycle Services (LCS) and the environment (with appropriate access by Crowe resource). Crowe will provide guidance to the County on the level of access needed for the different types of consultants on the project.
- The County will provide Crowe with assistance during the configuration of the environment.

Notes:

- This DED refers to establishing the production environment prior to cutover.

DED 24: Conference Room Pilot Preparation (part 1)

Phase: Validate

Objective/Purpose:

This deliverable will include the completion of the following activities:

1. Develop tailored procedure documents (group 1 of 2)
2. Develop homework exercises (group 1 of 2)
3. Environment preparation and configuration for Conference Room Pilot (group 1 of 3)

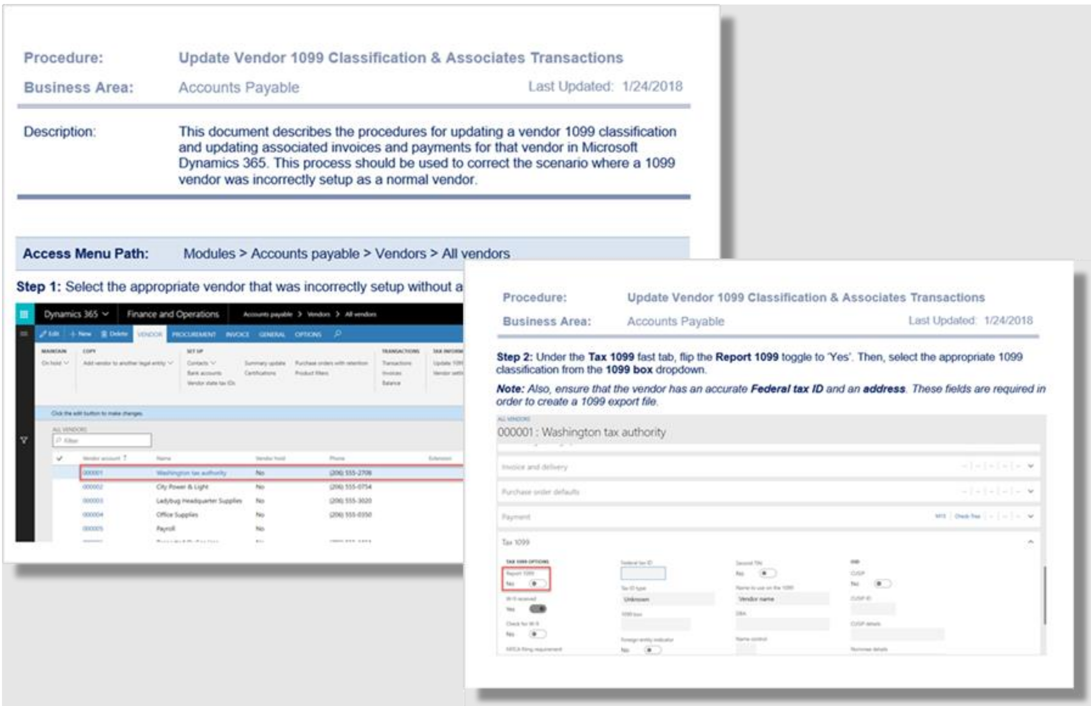
1. Tailored Procedure Documents: In preparation for the Conference Room Pilot, after Prototyping is completed, Crowe will develop a set of tailored procedure documents that outline the steps required to execute key activities within the new system. These documents are based on the configuration decisions agreed to and signed off during Prototyping. Business scenarios will be mapped back to a tailored procedure document. Tailored procedure documents will be used by the County to execute homework exercises after prototyping. Tailored procedure documents will also be used during conference room pilot for validation, as well as during end user training. The tailored procedure documents will be delivered in 2 Groups (of roughly equal size/effort), as mutually defined by the County and Crowe based on the expected homework exercises and/or manual data entry tasks that need to be executed by the County prior to Conference Room Pilot. This DED refers to delivering the tailored procedure documents identified in Procedure Group 1 (of 2).

2. Homework Exercises: The purpose of homework exercises is to provide the County core users with a set of activities that allows them to practice common transactions in the new system, as well as guide them through data setup that may be needed to support the Conference Room Pilot and final solution during the conference room pilot preparation phase. Homework exercises will be delivered in 2 Groups (of roughly equal size/effort), as mutually defined by Crowe and the County. This DED refers to delivering the homework exercises identified in Homework Group 1 (of 2).

3. Environment Preparation: In preparation for the Conference Room Pilot, after prototyping is completed, Crowe will also establish the agreed upon configurations in Dynamics based on the decisions made and signed off during Prototyping. This may include establishing Dynamics configurations, configuration of financial reports using the Financial Reporting tool, configuration of Power BI reports, user security preparation for conference room pilot, workflow setup for conference room pilot, etc. Crowe and the County will work together to outline the key environment preparation activities, and assign them to three groups to be addressed throughout the Conference Room Pilot preparation period (roughly 5 months). This DED refers to executing the environment preparation activities agreed to in Preparation Group 1 (of 3).

Scope / Deliverable Outline:

1. Tailored Procedure Documents: Crowe will provide the County with the Tailored Procedure Documents included in Procedure Group 1. Below is a sample for reference.



<u>2. Homework Exercises:</u> Crowe will provide the County with the Homework Exercises included in Homework Group 1. The homework exercises to be executed will be defined as follows, and the procedure documents needed to execute the homework exercise will be provided by Crowe. Please note, homework exercises may be practice for common transactions or they may be required the County data setup for Production / Conference Room Pilot.

- Exercise Name
- Description
- Due Date
- Assigned to
- Associated Procedure Documents

<u>3. Environment Preparation:</u> Establish initial configurations/activities agreed to for Preparation Group 1.

Crowe Role:

- Work with the County to develop a schedule for homework that needs to be executed prior to Conference Room Pilot.
- Develop the tailored procedure documents in Procedure Group 1.
- Develop the homework exercises in Homework Group 1, and provide relevant tailored procedure document(s) for each homework exercise.
- Assist the County in addressing questions that may arise as the County executes the homework exercises.
- Execute configuration/preparation activities agreed to in Preparation Group 1.

County Role:

- Work with Crowe to develop the schedule for homework.
- Manage the County execution of homework exercises, and let Crowe know if there are questions.
- The County core users will execute homework exercises. This will guide them through practice with common transactions / actions, as well as manual data entry needed for the new system prior to Conference Room Pilot.
- Environment Preparation
    - For security setup, identify County users for the new system and work with Crowe to determine appropriate roles and security.
    - For workflow setup, answer questions Crowe may have during the configuration of workflows.
    - For financial reporting, assist Crowe in the creation and mapping of the financial statements agreed to in the scope of the statement of work. Configure, as needed, any additional financial reports.

Notes:

- The tailored procedure documents will be created in Word.
- Business scenarios will be mapped back to a tailored procedure document.
- This does not constitute final validation of the accuracy of the tailored procedure documents. It is expected that they are produced to materially meet the configuration decisions agreed to and signed off during Prototyping. Final validation of the tailored procedure documents takes place during the Conference Room Pilot in **DED 29: Conference Room Pilot (final signoff)**.

DED 25: Conference Room Pilot Preparation (part 2)

Phase: Validate

Objective/Purpose:

This deliverable will include the completion of the following activities:

1. Develop tailored procedure documents (group 2 of 2)
2. Develop homework exercises (group 2 of 2)
3. Environment preparation and configuration for Conference Room Pilot (group 2 of 3)

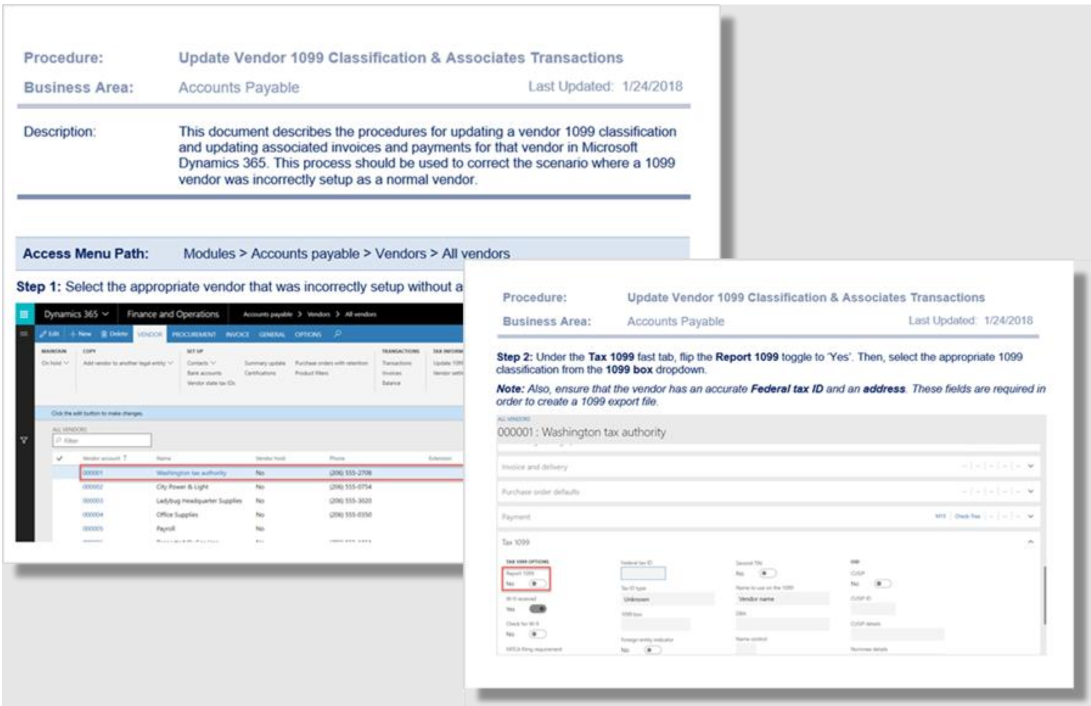
<u>1. Tailored Procedure Documents:</u> In preparation for the Conference Room Pilot, after Prototyping is completed, Crowe will develop a set of tailored procedure documents that outline the steps required to execute key activities within the new system. These documents are based on the configuration decisions agreed to and signed off during Prototyping. Business scenarios will be mapped back to a tailored procedure document. Tailored procedure documents will be used by the County to execute homework exercises after prototyping. Tailored procedure documents will also be used during conference room pilot for validation, as well as during end user training. The tailored procedure documents will be delivered in 2 Groups (of roughly equal size/effort), as mutually defined by the County and Crowe based on the expected homework exercises and/or manual data entry tasks that need to be executed by the County prior to Conference Room Pilot. This DED refers to delivering the tailored procedure documents identified in Procedure Group 2 (of 2).

<u>2. Homework Exercises:</u> The purpose of homework exercises is to provide the County core users with a set of activities that allows them to practice common transactions in the new system, as well as guide them through data setup that may be needed to support the Conference Room Pilot and final solution during the conference room pilot preparation phase. Homework exercises will be delivered in 2 Groups (of roughly equal size/effort), as mutually defined by Crowe and the County. This DED refers to delivering the homework exercises identified in Homework Group 2 (of 2).

<u>3. Environment Preparation:</u> In preparation for the Conference Room Pilot, after prototyping is completed, Crowe will also establish the agreed upon configurations in Dynamics based on the decisions made and signed off during Prototyping. This may include establishing Dynamics configurations, configuration of financial reports using the Financial Reporting tool, configuration of Power BI reports, user security preparation for conference room pilot, workflow setup for conference room pilot, etc. Crowe and the County will work together to outline the key environment preparation activities, and assign them to three groups to be addressed throughout the Conference Room Pilot preparation period (roughly 4 months). This DED refers to executing the environment preparation activities agreed to in Preparation Group 2 (of 3).

Scope / Deliverable Outline:

<u>1. Tailored Procedure Documents:</u> Crowe will provide the County with the Tailored Procedure Documents included in Procedure Group 2. Below is a sample for reference.



2. Homework Exercises: Crowe will provide the County with the Homework Exercises included in Homework Group 2. The homework exercises to be executed will be defined as follows, and the procedure documents needed to execute the homework exercise will be provided by Crowe. Please note, homework exercises may be practice for common transactions or they may be required the County data setup for Production / Conference Room Pilot.

- Exercise Name
- Description
- Due Date
- Assigned to
- Associated Procedure Documents

3. Environment Preparation: Establish initial configurations/activities agreed to for Preparation Group 2.

Crowe Role:

- Develop the tailored procedure documents in Procedure Group 2.
- Develop the homework exercises in Homework Group 2, and provide relevant tailored procedure document(s) for each homework exercise
- Assist the County in addressing questions that may arise as the County executes the homework exercises.
- Execute configuration/preparation activities agreed to in Preparation Group 2.

County Role:

- Manage the County execution of homework exercises, and let Crowe know if there are questions.
- The County core users will execute homework exercises. This will guide them through practice with common transactions / actions, as well as manual data entry needed for the new system prior to Conference Room Pilot.
- Environment Preparation
    - For security setup, identify the County users for the new system and work with Crowe to determine appropriate roles and security.
    - For workflow setup, answer questions Crowe may have during the configuration of workflows.
    - For financial reporting, assist Crowe in the creation and mapping of the financial statements agreed to in the scope of the statement of work. Configure, as needed, any additional financial reports.

Notes:

- The tailored procedure documents will be created in Word.
- Business scenarios will be mapped back to a tailored procedure document.
- This does not constitute final validation of the accuracy of the tailored procedure documents. It is expected that they are produced to materially meet the configuration decisions agreed to and signed off during Prototyping. Final validation of the tailored procedure documents takes place during the Conference Room Pilot in **DED 29: Conference Room Pilot (final signoff)**.

DED 26: Conference Room Pilot Preparation (part 3)

Phase: Validate

Objective/Purpose:

This deliverable will include the completion of the following activities:

1. Environment preparation and configuration for Conference Room Pilot (group 3 of 3)
2. Development of test scripts for the Conference Room Pilot

1. Environment Preparation: In preparation for the Conference Room Pilot, after prototyping is completed, Crowe will also establish the agreed upon configurations in Dynamics based on the decisions made and signed off during Prototyping. This may include establishing Dynamics configurations, configuration of financial reports using the Financial Reporting tool, configuration of Power BI reports, user security preparation for conference room pilot, workflow setup for conference room pilot, etc. Crowe and the County will work together to outline the key environment preparation activities, and assign them to three groups to be addressed throughout the Conference Room Pilot preparation period (roughly 4 months). This DED refers to executing the environment preparation activities agreed to in Preparation Group 3 (of 3).

2. Test Scripts: In preparation for the Conference Room Pilot, Crowe will develop the Conference Room Pilot Test Scripts to guide system validation activities. Typically, a test script is created for each module of the system. At times this may be broken down into more granular groups of related activities. Test scripts and tailored procedure documents are used to guide the Conference Room Pilot.

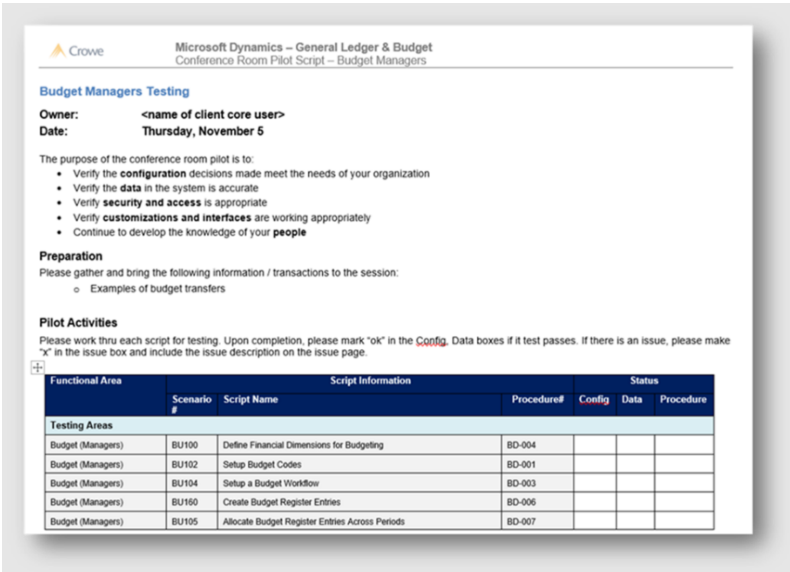
Scope / Deliverable Outline:

1. Environment Preparation: Establish initial configurations/activities agreed to for Preparation Group 3.

2. Test Scripts: Crowe will provide The County with Conference Room Pilot Scripts for each of the modules included in the scope of the SOW. Below are key items typically included in a test script, along with a sample for reference.

- Functional Area to be tested
- Owner (the County)
- Date of Testing
- Purpose of the testing
- Any preparatory activities
- Pilot Activities, including
  - Script# (which represents the procedure document that is being tested with each of the detailed steps)
  - Name
  - Business Scenario(s) it ties back to
  - Status of Testing

- Note, each of the business scenarios, as well as the agreed upon interfaces, customizations, pre-formatted forms, automated data conversions as well as the general patterns for the agreed upon workflows are included in the Conference Room Pilot Scripts for validation.



Crowe

Microsoft Dynamics – General Ledger & Budget
Conference Room Pilot Script – Budget Managers

Budget Managers Testing

Owner: <name of client core user>
Date: Thursday, November 5

The purpose of the conference room pilot is to:

- Verify the **configuration** decisions made meet the needs of your organization
- Verify the **data** in the system is accurate
- Verify **security and access** is appropriate
- Verify **customizations and interfaces** are working appropriately
- Continue to develop the knowledge of your **people**

Preparation
Please gather and bring the following information / transactions to the session:

- Examples of budget transfers

Pilot Activities
Please work thru each script for testing. Upon completion, please mark "ok" in the Config, Data boxes if it test passes. If there is an issue, please make "x" in the issue box and include the issue description on the issue page.

Functional Area	Script Information			Status		
	Scenario #	Script Name	Procedure#	Config	Data	Procedure
Testing Areas						
Budget (Managers)	BU100	Define Financial Dimensions for Budgeting	BD-004			
Budget (Managers)	BU102	Setup Budget Codes	BD-001			
Budget (Managers)	BU104	Setup a Budget Workflow	BD-003			
Budget (Managers)	BU160	Create Budget Register Entries	BD-006			
Budget (Managers)	BU105	Allocate Budget Register Entries Across Periods	BD-007			

Crowe Role:

- Execute configuration/preparation activities agreed to in Preparation Group 3.
- Develop the conference room pilot scripts, and review with the County
- Provide the County with the desired order and duration of the Conference Room Pilot sessions– along with the types of individuals that should be included in each session
- Work with the County to schedule the Conference Room Pilot sessions

County Role:

- Environment Preparation
    - For security setup, identify the County users for the new system and work with Crowe to determine appropriate roles and security.
    - For workflow setup, answer questions Crowe may have during the configuration of workflows.
    - For financial reporting, assist Crowe in the creation and mapping of the financial statements agreed to in the scope of the statement of work. Configure, as needed, any additional financial reports.
    - Note, the County will be responsible for making sure that the agreed upon data that needs to be manually entered by the County is in place prior to the start of the conference room pilot. Crowe guides these activities (as noted in **DED 24: Conference Room Pilot Preparation (part 1) and DED 25: Conference Room Pilot Preparation (part 2)** through the homework exercises.
- Schedule the Conference Room Pilot sessions, including the County resource attendance.
- Assist in printing the materials (if desired) to support the Conference Room Pilot sessions (e.g. Test Scripts and Procedure Documents).

Notes:

- None.

DED 27: Conference Room Pilot (first month)

Phase: Validate

Objective/Purpose:

Prior to the execution of the Conference Room Pilot, Crowe and the County will mutually agree to a
2 ½ month schedule of Conference Room Pilot sessions that addresses each of the functional areas included in the scope of the SOW and test/validate each of the business scenarios. These Conference Room Pilot sessions will be organized and facilitated by Crowe. The County core users will be responsible for executing the conference room pilot test scripts and validating the solution meets the agreed upon business and configuration decisions signed off by the County as a part of Prototyping

For this DED, Crowe will facilitate the sessions scheduled for the first month of conference room pilot. Not all business scenarios will be finalized at this point. Final validation by the County of the business scenarios (including configuration details, interfaces, customizations, pre-formatted forms, data, and general patterns for agreed upon workflows) will be established in **DED 29: Conference Room Pilot (final signoff)**.

Scope / Deliverable Outline:

This deliverable includes the schedule for the 2 ½ month Conference Room Pilot, and the facilitation/ execution of the sessions scheduled for the first month of Conference Room Pilot.

Crowe Role:

- Facilitate the first month of the Conference Room Pilot sessions where the County will validate that the Dynamics solution meets the agreed upon business and technical decisions documented and signed off during Prototyping. The following are reviewed during Conference Room Pilot:
    - All Business Scenarios
    - Data
    - Interfaces
    - Pre-Formatted Forms
    - Customizations (if applicable)
    - Reporting / Financial Reports
    - Workflow Patterns
    - User Security for Core Users and Key Roles

- Update the business scenario documentation for the scenarios that have been tested in the first month, including any new or changed scenarios. Note if new business scenarios are added at this point that would impact the project budget or schedule, Crowe will let the County know before working through those changes and the project change control process will be utilized.

- Update the CRP test scripts

- Identify and document any issues found during CRP.

- Work to address issues that may arise from the agreed upon data conversions, interfaces, pre-formatted forms, customizations, reporting, workflow patterns, and user security for the core users and key roles.

County Role:

- Active, engaged participation from appropriate County core users to execute the validation activities for the following:
    - All Business Scenarios
    - Data
    - Interfaces
    - Pre-Formatted Forms
    - Customizations (if applicable)
    - Reporting / Financial Reports
    - Workflow Patterns
    - User Security for Core Users and Key Roles
- Provide Crowe with any feedback on issues identified during the validation.
- Validate that the procedure documents properly support the agreed upon business scenarios and configuration decisions.
- Provide feedback on updates to the conference room pilot scripts that have been executed.
- Work to address issues that may arise regarding converted data (i.e. the County data needs to be corrected and resubmitted for conversion) or issues with aspects of integrations the County is responsible for.

Notes:

- This DED is only focused on the execution of the conference room pilot sessions. Final validation by the County of the business scenarios (including configuration details, interfaces, customizations, pre-formatted forms, data, and general patterns for the agreed upon workflows) will be established in **DED 29: Conference Room Pilot (final signoff)**
- The County and Crowe may determine adjustments to the initial Conference Room Pilot schedule are appropriate for a variety of reasons. It is assumed that if the schedule should change mid-way through Conference Room Pilot, that those mutually agreed upon schedule changes are reflected in the expected sessions to be delivered in this month.

DED 28: Conference Room Pilot (second month)

Phase: Validate

Objective/Purpose:

Prior to the execution of the Conference Room Pilot, Crowe and the County will mutually agree to a
2 ½ month schedule of Conference Room Pilot sessions that addresses each of the functional areas included in the scope of the SOW and test/validate each of the business scenarios. These Conference Room Pilot sessions will be organized and facilitated by Crowe. The County core users will be responsible for executing the conference room pilot test scripts and validating the solution meets the agreed upon business and configuration decisions signed off by the County as a part of Prototyping.

For this DED, Crowe will facilitate the sessions scheduled for the second month of conference room pilot. Not all business scenarios will be finalized at this point. Final validation by the County of the business scenarios (including configuration details, interfaces, customizations, pre-formatted forms, data, and general patterns for agreed upon workflows) will be established in **DED 29: Conference Room Pilot (final signoff)**.

Scope / Deliverable Outline:

This deliverable includes the facilitation/execution of the sessions scheduled for the second month of Conference Room Pilot.

Crowe Role:

- Facilitate the second month of the Conference Room Pilot sessions where the County will validate that the Dynamics solution meets the agreed upon business and technical decisions documented and signed off during Prototyping. The following are reviewed during Conference Room Pilot:
    - All Business Scenarios
    - Data
    - Interfaces
    - Pre-Formatted Forms
    - Customizations (if applicable)
    - Reporting / Financial Reports
    - Workflow Patterns
    - User Security for Core Users and Key Roles

- Update the business scenario documentation for the scenarios that have been tested in the second month, including any new or changed scenarios. Note if new business scenarios are added at this point that would impact the project budget or schedule, Crowe will let the County know before working through those changes and the project change control process will be utilized.
- Identify and document any issues found during CRP.
- Update the CRP test scripts
- Work to address issues that may arise from the agreed upon data conversions, interfaces, pre-formatted forms, customizations, reporting, workflow patterns, and user security for the core users and key roles.

County Role:

- Active, engaged participation from appropriate County core users to execute the validation activities for the following:
  - All Business Scenarios
  - Data
  - Interfaces
  - Pre-Formatted Forms
  - Customizations (if applicable)
  - Reporting / Financial Reports
  - Workflow Patterns
  - User Security for Core Users and Key Roles
- Provide Crowe with any feedback on issues identified during the validation.
- Validate that the procedure documents properly support the agreed upon business scenarios and configuration decisions.
- Provide feedback on updates to the conference room pilot scripts that have been executed.
- Work to address issues that may arise regarding converted data (i.e. the County data needs to be corrected and resubmitted for conversion) or issues with aspects of integrations the County is responsible for.

Notes:

- This DED is only focused on the execution of the conference room pilot sessions. Final validation by the County of the business scenarios (including configuration details, interfaces, customizations, pre-formatted forms, data, and general patterns for the agreed upon workflows) will be established in **DED 29: Conference Room Pilot (final signoff)**
- The County and Crowe may determine adjustments to the initial Conference Room Pilot schedule are appropriate for a variety of reasons. It is assumed that if the schedule should change mid-way through Conference Room Pilot, that those mutually agreed upon schedule changes are reflected in the expected sessions to be delivered in this month.

DED 29: Conference Room Pilot (final signoff)

Phase: Validate

Objective/Purpose:

This is the end of the Conference Room Pilot where all remaining business scenarios are tested, all identified issues are resolved or an acceptable plan is mutually agreed to between Crowe and the County, and the system is validated.

As a part of the conference room pilot sessions Crowe will be capturing the status of the validation activities for each item listed in the Conference Room Pilot Scripts, as well as each business scenario in the workbook. As noted in **DED 27 Conference Room Pilot (month 1) and DED 29 Conference Room Pilot (month 2)**, Crowe is responsible for organizing and facilitating the Conference Room Pilot Sessions, and the County is responsible for executing the pilot scripts during the sessions and validating the solution. Crowe will capture open issues if they arise during the validation sessions.

- If the issue is tied to a Crowe activity (e.g. changes need to be made to a procedure document; the configuration is not established per agreed upon scenarios signed off during Prototyping; there are issues with pre-formatted forms, customizations, interfaces, data conversions per the appropriate signed off functional design document) - Crowe will address the item.
- If the issue is tied to a County activity (e.g. errors in the data manually entered, errors in the data provided to Crowe for conversion; open issues with the system/department/ 3rd party aspect of the interface, etc.) – the County will address those items.

At the end of Conference Room Pilot, Crowe will provide an updated Business Scenario workbook with the validation status for each business scenario, and an updated set of Conference Room Pilot Scripts with the validation status for each item.

Scope / Deliverable Outline:

- Updated business scenarios documentation based on the conference room pilot, including any new or changed requirements. Note if new business scenarios are added at this point that would impact the project budget or schedule, Crowe will let the County know before working through those changes and the project change control process will be utilized.
- Updated Conference Room Pilot Scripts, reflecting the execution of the pilot.
- Issues identified are resolved or plan in place to resolve the issue.

Crowe will capture the status of the validation activities for each item listed in the Conference Room Pilot Scripts, as well as each business scenario in the workbook.

Business Scenario Workbook (with Validation Details): Once Conference Room Pilot is complete, the business scenarios are updated with the following information. Below we have included part of a scenario workbook as a sample for reference.

- Final Validation Status of the Scenario

- Note, prior to Conference Room Pilot the procedure document that addresses the scenario is also updated for reference.

Projects and Grants									
Business Area	**Functional Area**	**Scenario ID**	**Scenario Name**	**Scenario Description**	**Status**	**Require-ments**	**Business / Configuration Decisions (Prototyping)**	**Proce-dure #**	**Valid-ation Status**
Projects & Grants	**Grant Setup**	PG-140	New Grants: Grant Setup	Need the ability to setup new grants. The following information needs to be tracked and recorded at the grant level: • Grant number and name • CFDA Number • Grantor entity • Grant awarded date • Grant expiration date (last date to seek reimbursement)	Closed	GA-2317, GA-2318	• <u>Grant Number/Name</u>: use Grant Id and Grant Name fields • <u>CFDA Number</u>: use the CFDA number field in the setup fast tab of the grant details for the CFDA# • <u>Grantor Entity</u>: use the Grant customer field • <u>Grant Awarded Date</u>: use the 'Actual awarded date' to store the date the grant was awarded • <u>Grant Expiration Date</u>: use the 'Actual expiration date for the grant expieration date. *Set an alert on grant expiration date to notify the grant is about to expire/remaining funding will be lost.*	AXP-022	Open
Projects & Grants	**Project Budget**	PG-300	Capital Project Budget: Costs	Needs the ability to establish budgets for capital projects and sub-projects costs. Project cost budgets may span multiple years. Capital Projects are budgeted using FTA ALIs. Multi-year budgets will need to be allocated to the individual years of the project. Need the ability to utilize a workflow to submit, review, and approve an initial capital project budget.	Closed	GA-2321, GA-2322, GA-2323	Will utilize the project budget form on the project budget to establish a cost budget for capital projects. The cost budget can be broken out into individual years, as needed. The cost budget will be sent through an approval workflow (Project Manager, Grant Manager, PMO Director) - regardless of the amount. Should a change be required with the cost budget, the workflow will be triggered again for that change.	AXP-075	Open
Projects & Grants	**Project Purchasing Transactions**	PG-610	Project Purchase Orders: Year End Carry Forward	Need the ability to roll-forward open project purchase orders for multi-year projects/grants.	Closed	GA-2429	Will leverage the year end carry forward process to review and select the capital purchase orders to be rolled forward. This activity will take place as a part of the year end processing, and will likely occur within the last week of the previous year. It was agreed that no new capital purchase orders will be created within the last 2 weeks of the fiscal year. *The Projects department will be responsible for closing any purchase orders that do not roll over if they remain open at year end.*	AXP-220	Open
Projects & Grants	**Project Transactions**	PG-905	Adjust project transactions	Need the ability to review project transactions that have been posted, identify errors, and correct these errors. Project transaction adjustments may include one or more of the following: • Project transaction needs to be coded to a different project • Project transaction needs to be coded to a different category • Project transaction needs to be re-processed through a different funding packet	Closed	New	Will adjust project transactions only when AP-related costs have already been posted and processed against a project. Confirmed adjustments can be made to the project, category and funding after the AP-related costs have been processed. Will use the adjust transaction functionality. Security will be limited to a select set of Capital Project Managers and the PMO Director.	AXP-332	Open

<u>Conference Room Pilot Scripts (with Validation Details)</u>: Through execution of each of the Conference Room Pilot Scripts, the status of testing/validation is updated on the script by Crowe. As noted previously, the agreed upon interfaces, customizations, pre-formatted forms, automated data conversions as well as the general patterns for the workflows are included in the Conference Room Pilot Scripts for validation. Final workflows are established in the production environment closer to cutover in conjunction with user/security setup.

Crowe Role:

- Facilitate the end of the Conference Room Pilot sessions where the County will validate that the Dynamics solution meets the agreed upon business and technical decisions documented and signed off during Prototyping. The following are reviewed during Conference Room Pilot:
  - All Business Scenarios
  - Data
  - Interfaces
  - Pre-Formatted Forms
  - Customizations (if applicable)
  - Reporting / Financial Reports
  - Workflow Patterns
  - User Security for Core Users and Key Roles

- Update the business scenario documentation for the scenarios that have been tested in the third month, including any new or changed scenarios. Note if new business scenarios are added at this point that would impact the project budget or schedule, Crowe will let the County know before working through those changes and the project change control process will be utilized.

- Update the CRP test scripts

- Identify and document any issues found during CRP.

- Work to address issues that may arise from the agreed upon data conversions, interfaces, pre-formatted forms, customizations, reporting, workflow patterns, and user security for the core users and key roles.

County Role:

- Active, engaged participation from appropriate County core users to execute the validation activities for the following:
  - All Business Scenarios
  - Data
  - Interfaces
  - Pre-Formatted Forms
  - Customizations (if applicable)
  - Reporting / Financial Reports
  - Workflow Patterns
  - User Security for Core Users and Key Roles
- Provide Crowe with any feedback on issues identified during the validation.
- Validate that the Procedure Documents properly support the agreed upon business scenarios and configuration decisions.
- Update the conference room pilot scripts that have been executed.
- Work to address issues that may arise regarding converted data (i.e. the County data needs to be corrected and resubmitted for conversion) or issues with aspects of integrations the County is responsible for.
- The County core users for each functional area will be responsible for executing the pilot activities and signing off on the accuracy of the solution in preparation for cutover.

Notes:

- The County will be responsible for maintaining the procedure documents after the Conference Room Pilot is complete and Crowe has provided any updates to the procedure documents based on issues identified during the Conference Room Pilot.

DED 30: End User Training (first set of classes)

Phase: Deploy

Objective/Purpose:

Prior to executing End User Training, Crowe and the County will mutually agree to an end user training schedule (4 weeks) that addresses each of the functional areas included in the scope of the SOW.

This DED represents the first half of the training schedule (2 weeks), and will include the following items:

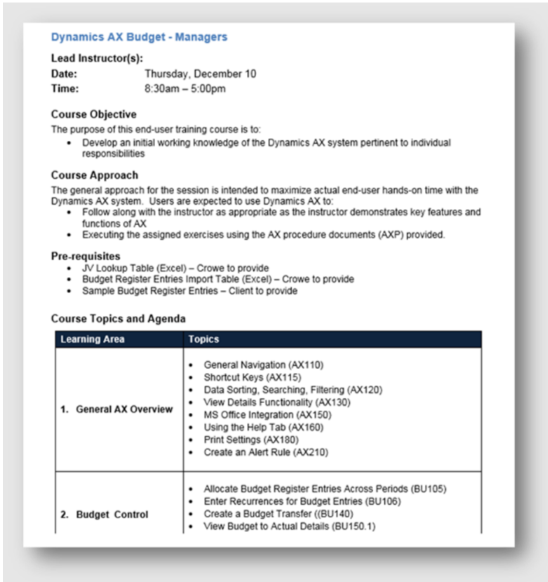
- Development of an agreed upon end user training schedule
- Development of a training agenda for each class in the first 2 weeks
- Execution of the agreed upon training in the first 2 weeks

Crowe will lead one end user training class for each functional area, with the County core users helping support each training session (per the scope outlined in this SOW). All subsequent classes will be led by the County core users. Please note, the training documentation that will be used in conjunction with the training agenda for each class is the relevant set of tailored procedure documents produced in previous DEDs.

Scope / Deliverable Outline:

- <u>Training Schedule:</u> Crowe will work with the County to develop a list of the agreed upon classes with dates, times and expected attendees (per the scope outlined in this SOW).

- <u>Training Agendas:</u> Crowe will develop a training agenda for each class for the first 2 weeks of training. The purpose of the training agenda is to outline the topics that will be covered by the class. Below are key items typically included, along with a sample for reference.
    - Course Name
    - Course Objective
    - Users identified for each the Class
    - Date/Time of the Specific Class
    - Pre-Requisites (if needed)
    - Course Topics (with a cross reference by topic to the appropriate procedure documents)



Dynamics AX Budget - Managers

Lead Instructor(s):
Date: Thursday, December 10
Time: 8:30am – 5:00pm

Course Objective

The purpose of this end-user training course is to:

- Develop an initial working knowledge of the Dynamics AX system pertinent to individual responsibilities

Course Approach

The general approach for the session is intended to maximize actual end-user hands-on time with the Dynamics AX system. Users are expected to use Dynamics AX to:

- Follow along with the instructor as appropriate as the instructor demonstrates key features and functions of AX
- Executing the assigned exercises using the AX procedure documents (AXP) provided.

Pre-requisites

- JV Lookup Table (Excel) – Crowe to provide
- Budget Register Entries Import Table (Excel) – Crowe to provide
- Sample Budget Register Entries – Client to provide

Course Topics and Agenda

Learning Area	Topics
1. General AX Overview	• General Navigation (AX110) • Shortcut Keys (AX115) • Data Sorting, Searching, Filtering (AX120) • View Details Functionality (AX130) • MS Office Integration (AX150) • Using the Help Tab (AX160) • Print Settings (AX180) • Create an Alert Rule (AX210)
2. Budget Control	• Allocate Budget Register Entries Across Periods (BU105) • Enter Recurrences for Budget Entries (BU106) • Create a Budget Transfer ((BU140) • View Budget to Actual Details (BU150.1)

- End User Training: Crowe will deliver one end user training session with the County end users for each of the functional areas, per the scope defined in this SOW. The appropriate procedure documents will be included with each training class.

Crowe Role:

- Work with the County to finalize the classes and allocation of training hours for each class.
- Work with the County to agree upon a schedule for the training classes.
- Update the procedure documents (based on remediation identified during the Conference Room Pilot).
- Develop the training agenda for each agreed upon class.
- Prepare test data in the environment for training for the agreed upon classes.
- Work with the County to make sure users are setup with proper security prior to training.
- Lead the training class for each of the functional areas per the agreed upon schedule

County Role:

- Work with Crowe to finalize the classes and allocation of training hours for each class.
- Work with Crowe to finalize the schedule for training.
- Schedule the training sessions, including logistics and the County resource attendance.
- Assist in printing the materials needed to support the Training sessions (e.g. Training Agenda and Procedure Documents), if printed materials are desired.
- Work with Crowe to setup the user accounts and user security for the end users across the County prior to executing end user training sessions.
- The County core users will assist Crowe in executing the training class for each of the

functional areas (based on the agreed upon training schedule). A train the trainer approach is included. The County will lead any subsequent training sessions (if they are needed).

Notes:

- None.

DED 31: End User Training (second set of classes)

Phase: Deploy

Objective/Purpose:

Prior to executing End User Training, Crowe and the County will mutually agree to an end user training schedule (4 weeks) that addresses each of the functional areas included in the scope of the SOW.

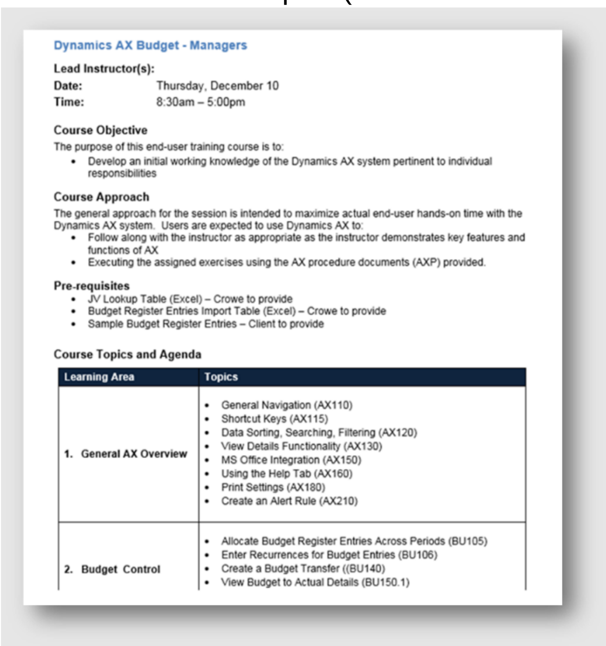
This DED represents the second half of the training schedule (2 weeks), and will include the following items:

- Development of a training agenda for each class in the second 2 weeks
- Execution of the agreed upon training in the second 2 weeks

Crowe will lead one end user training class for each functional area, with the County core users helping support each training session (per the scope outlined in this SOW). All subsequent classes will be led by the County core users. Please note, the training documentation that will be used in conjunction with the training agenda for each class is the relevant set of tailored procedure documents produced in previous DEDs.

Scope / Deliverable Outline:

- Training Agendas: Crowe will develop a training agenda for each class for the first 2 weeks of training. The purpose of the training agenda is to outline the topics that will be covered by the class. Below are key items typically included, along with a sample for reference.
  - Course Name
  - Course Objective
  - Users identified for each the Class
  - Date/Time of the Specific Class
  - Pre-Requisites (if needed)
  - Course Topics (with a cross reference by topic to the appropriate procedure documents)



Dynamics AX Budget - Managers

Lead Instructor(s):
Date: Thursday, December 10
Time: 8:30am – 5:00pm

Course Objective

The purpose of this end-user training course is to:

- Develop an initial working knowledge of the Dynamics AX system pertinent to individual responsibilities

Course Approach

The general approach for the session is intended to maximize actual end-user hands-on time with the Dynamics AX system. Users are expected to use Dynamics AX to:

- Follow along with the instructor as appropriate as the instructor demonstrates key features and functions of AX
- Executing the assigned exercises using the AX procedure documents (AXP) provided.

Pre-requisites

- JV Lookup Table (Excel) – Crowe to provide
- Budget Register Entries Import Table (Excel) – Crowe to provide
- Sample Budget Register Entries – Client to provide

Course Topics and Agenda

Learning Area	Topics
1. General AX Overview	• General Navigation (AX110) • Shortcut Keys (AX115) • Data Sorting, Searching, Filtering (AX120) • View Details Functionality (AX130) • MS Office Integration (AX150) • Using the Help Tab (AX160) • Print Settings (AX180) • Create an Alert Rule (AX210)
2. Budget Control	• Allocate Budget Register Entries Across Periods (BU105) • Enter Recurrences for Budget Entries (BU106) • Create a Budget Transfer ((BU140) • View Budget to Actual Details (BU150.1)

- End User Training: Crowe will deliver one end user training session with the County end users for each of the functional areas, per the scope defined in this SOW. The appropriate procedure documents will be included with each training class.

Crowe Role:

- Work with the County to finalize the classes and allocation of training hours for each class.
- Work with the County to agree upon a schedule for the training classes.
- Update the procedure documents (based on remediation identified during the Conference Room Pilot).
- Develop the training agenda for each agreed upon class.
- Prepare test data in the environment for training for the agreed upon classes.
- Work with the County to make sure users are setup with proper security prior to training.
- Lead the training class for each of the functional areas per the agreed upon schedule

County Role:

- Work with Crowe to finalize the classes and allocation of training hours for each class.
- Work with Crowe to finalize the schedule for training.
- Schedule the training sessions, including logistics and the County resource attendance.
- Assist in printing the materials needed to support the Training sessions (e.g. Training Agenda and Procedure Documents), if printed materials are desired.
- Work with Crowe to setup the user accounts and user security for the end users across the County prior to executing end user training sessions.
- THE COUNTY core users will assist Crowe in executing the training class for each of the functional areas (based on the agreed upon training schedule). A train the trainer approach is included. The County will lead any subsequent training sessions (if they are needed).

Notes:

- None.

DED 32: Cutover Preparation and Execution

Phase: Deploy

Objective/Purpose:

This deliverable will include the completion of the following activities:

- Develop the Cutover Plan including a list of activities required for cutover to the production system (pre-cutover, during cutover, and post-cutover.)
- Execute Cutover Plan (through cutover)
- Execute a Readiness Review (prior to Cutover)

Scope / Deliverable Outline:

The cutover plan captures all activities that need to be executed prior to, during and post cutover. It includes activities for both Crowe and the County. The plan is reviewed regularly prior to and after go-live cutover.

- Develop Cutover Plan: The County and Crowe will work together to identify the pre-cutover, cutover and post-cutover activities. Crowe will capture the list of activities in the cutover plan. Typically, this plan, along with issues identified, are tracked in Excel or DevOps. Below are the key items included, along with a sample below for reference:
  - Stage (pre or post cutover)
  - Status (not started, in progress, completed, etc.)
  - Type (Business, functional or technical)
  - Category (production validation, technical environment readiness, etc.)
  - Activity
  - Owner
  - Due Date
  - Notes

Cutover Plan Activities

Status	Functional or Technical	Pre or Post Cutover	Area	Cutover Activity	Owner
In Process	Functional	Pre-Cutover	Report Mapping	Complete mapping - cash flow	Crowe Client
In Process	Functional	Pre-Cutover	Period End Close (Oct)	Complete accrual transactions from AP	Client
In Process	Functional	Pre-Cutover	Period End Close (Oct)	Reconcile, complete adjusting entries and post transactions	Client
In Process	Functional	Pre-Cutover	2014 Validation	Provide approval of Jan - Dec to move to PROD	Client
In Process	Functional	Pre-Cutover	Budget PROD Validation	Finalize and provide 2016 budget for data conversion	Client
In Process	Functional	Pre-Cutover	Budget PROD Validation	Complete 2016 budget conversion and load into PROD	Crowe
In Process	Technical	Pre-Cutover	Technical Environment Readiness	Complete setup of backup strategy cycle in PROD	Crowe
In Process	Technical	Pre-Cutover	System Admin Training	Conduct System admin training	Crowe Client
Not Started	Technical	Pre-Cutover	Technical Environment Readiness	Setup workflow batch jobs	Crowe
Not Started	Technical	Post-Cutover	Technical Environment Readiness	Load Balancer - Configuration for basic local / global traffic management	Client

- Execute Cutover Plan – Crowe will regularly review the plan with the County prior-to and after go live. Crowe will track the progress and update the cutover plan based on the progress made by Crowe and progress reported by the County on County activities. The County will be responsible for leading the execution of the County related activities, and reporting progress to Crowe on the status of these activities. Crowe and the County will work together to resolve identified issues, and provide a prioritization and escalation plan for issue resolution.

- Conduct Readiness Review: Prior to cutover, Crowe will prepare for a readiness review, and will execute the readiness review with the County. Crowe and the County will work together to determine the final cutover decision. Once the decision to cutover is made, the County will provide a formal signoff stating the County is ready to go live, and Crowe will countersign as well. Crowe will provide the final readiness review documentation to walk through during the readiness review, and will update this documentation at the completion of the readiness review with the County.

Crowe Role:

- Lead the development of the cutover plan document.
- Work closely with the County to incorporate both Crowe and the County activities into the cutover plan.
- Lead the execution of Crowe-related cutover activities.
- Track progress and update the cutover plan based on progress made by the Crowe team and progress reported by the County on the County activities.
- Work with the County to schedule a readiness review prior to cutover.
- Lead the execution of a readiness review with the County prior to cutover to the new system.

County Role:

- Work with the County to identify the County cutover activities that need to be included in the plan.
- Lead the execution of the County related cutover activities.
- It is expected that the County Manager will lead and manage the County related activities and will report progress to the Crowe Project Manager.
- Schedule the appropriate individuals to attend the readiness review.

- Jointly execute the readiness review with Crowe and provide the County input into the readiness for cutover.
- The County will make the final cutover decision. Once the decision to cutover is made, the County will provide a formal signoff stating the County is ready to go live. Crowe will countersign as well.

Notes:

- Please note, once the County cuts over to the new system - any of the items on the cutover plan that are executed post-cutover are managed through the support process at that point.

- Scheduling and execution of system administration training is managed through the cutover plan.

DED 33: Post Cutover Support (first month)

Phase: Support

Objective/Purpose:

Crowe will provide post-cutover support to the County after go live. It is anticipated that support time will be spread across the 90 day support period. The post cutover support time is typically used for the following types of activities. Crowe has included **600 hours to be used for support.**

- Working with the County to address issues not covered within the pre-go live scope of this SOW
- Assisting the County in working through issues with Microsoft not covered within the pre-go live scope of this SOW. Please note, after go live it is expected Crowe's assistance with Microsoft issues will be covered by support unless Crowe and the County mutually agree ahead of time.
- Helping the County users execute transactions and review information in the new system as the County users become comfortable with Dynamics
- Providing additional knowledge transfer / training
- Assisting the County with changes to workflows and user security
- Assisting the County with maintenance and technical support of the environments.

Crowe and the County will work together throughout the 90 day post-cutover support period to determine the best allocation of the post-cutover support hours. This DED addresses the month 1 (of 3) for post-cutover support. Crowe will track and provide a report of the total post-cutover support hours used during the first month.

Scope / Deliverable Outline:

This deliverable includes the execution of the first month of post cutover support activities (as described above), which includes identifying, prioritizing and helping remedy outstanding issues.

Crowe Role:

- Provide post-cutover support (as outlined above)
- Track and provide a report of the total post-cutover support hours used during the first month by resource.
- Track outstanding issues encountered in the first month.
- Manage the post-implementation support issue list and work with the County project manager to keep this properly updated.
- Work closely with the County project manager to address post-implementation support issues.

- Work closely with the County project manager to determine the best allocation of post-cutover support hours so the County can use these hours to address items the County deems as important (vs. using them on items the County may be comfortable addressing themselves).

County Role:

- The County core users to assist with the functional post-cutover support.
- The County project manager will work closely with the Crowe project manager to manage post-implementation support issues and determine how to best allocate the support hours.
- Own changes to workflows and user security. Note, Crowe and the County to determine if the County would like assistance from Crowe with workflows and user security after cutover. Post-cutover support hours can be used to assist with these activities.

Notes:

- None.

DED 34: Post Cutover Support (second month)

Phase: Support

Objective/Purpose:

Crowe will provide post-cutover support to the County after go live. It is anticipated that support time will be spread across the 90 day support period. The post cutover support time is typically used for the following types of activities. Crowe has included **600 hours to be used for support**.

- Working with the County to address issues not covered within the pre-go live scope of this SOW.
- Assisting the County in working through issues with Microsoft not covered within the pre-go live scope of this SOW. Please note, after go live it is expected Crowe's assistance with Microsoft issues will be covered by support unless Crowe and the County mutually agree ahead of time.
- Helping the County users execute transactions and review information in the new system as the County users become comfortable with Dynamics
- Providing additional knowledge transfer / training
- Assisting the County with changes to workflows and user security
- Assisting the County with maintenance and technical support of the environments.

Crowe and the County will work together throughout the 90 day post-cutover support period to determine the best allocation of the post-cutover support hours. This DED addresses the month 2 (of 3) for post-cutover support. Crowe will track and provide a report of the total post-cutover support hours used during the second month.

Scope / Deliverable Outline:

This deliverable includes the execution of the second month of post cutover support activities (as described above), which includes identifying, prioritizing and helping remedy outstanding issues.

Crowe Role:

- Provide post-cutover support (as outlined above)
- Track and provide a report of the total post-cutover support hours used during the second month by resource.
- Track outstanding issues encountered in the second month.
- Manage the post-implementation support issue list and work with the County project manager to keep this properly updated.
- Work closely with the County project manager to address post-implementation support issues.
- Work closely with the County project manager to determine the best allocation of post-cutover support hours so the County can use these hours to address items the County deems as important (vs. using them on items the County may be comfortable addressing

themselves).

County Role:

- The County core users to assist with the functional post-cutover support.
- The County project manager will work closely with the Crowe project manager to manage post-implementation support issues and determine how to best allocate the support hours.
- Own changes to workflows and user security. Note, Crowe and the County to determine if the County would like assistance from Crowe with workflows and user security after cutover. Post-cutover support hours can be used to assist with these activities.

Notes:

- None.

DED 35: Post Cutover Support (third month)

Phase: Support

Objective/Purpose:

Crowe will provide post-cutover support to the County after go live. It is anticipated that support time will be spread across the 90 day support period. The post cutover support time is typically used for the following types of activities. Crowe has included **600 hours to be used for support.**

- Working with the County to address issues not covered within the pre-go live scope of this SOW.
- Assisting the County in working through issues with Microsoft not covered within the pre-go live scope of this SOW. Please note, after go live it is expected Crowe's assistance with Microsoft issues will be covered by support unless Crowe and the County mutually agree ahead of time.
- Helping the County users execute transactions and review information in the new system as the County users become comfortable with Dynamics
- Providing additional knowledge transfer / training
- Assisting the County with changes to workflows and user security
- Assisting the County with maintenance and technical support of the environments.

Crowe and the County will work together throughout the 90 day post-cutover support period to determine the best allocation of the post-cutover support hours. This DED addresses the month 3 (of 3) for post-cutover support. Crowe will track and provide a report of the total post-cutover support hours used during the third month.

Scope / Deliverable Outline:

This deliverable includes the execution of the third month of post cutover support activities (as described above), which includes identifying, prioritizing and helping remedy outstanding issues.

Crowe Role:

- Provide post-cutover support (as outlined above)
- Track and provide a report of the total post-cutover support hours used during the third month by resource.
- Track outstanding issues encountered in the third month.
- Manage the post-implementation support issue list and work with the the County project manager to keep this properly updated.
- Work closely with the County project manager to address post-implementation support issues.
- Work closely with the County project manager to determine the best allocation of post-cutover support hours so the County can use these hours to address items the County deems as important (vs. using them on items the County may be comfortable addressing themselves).

County Role:

- The County core users to assist with the functional post-cutover support.
- The County project manager will work closely with the Crowe project manager to manage post-implementation support issues and determine how to best allocate the support hours.
- Own changes to workflows and user security. Note, Crowe and the County to determine if the County would like assistance from Crowe with workflows and user security after cutover. Post-cutover support hours can be used to assist with these activities.

Notes:

- None.

DED 36: Organizational Change Management Execution (months 1-3)

Phase: Organizational Change Management

Objective/Purpose:

Once the OCM Plan is completed, Crowe and the County will determine which activities we mutually agree would be best for Crowe to assist with (using the 240 hours of OCM Execution included in the SOW for the project) vs. the County. This DED represents months 1-3 of OCM execution.

Scope / Deliverable Outline:

Crowe and the County will work together to determine how to best allocate the OCM execution hours included in this SOW to the activities in the OCM plan. Crowe will execute the activities mutually agreed to.

Crowe Role:

- Execute the OCM activities for Crowe, mutually agreed to.

County Role:

- Execute the OCM activities for the County, mutually agreed to.

Notes:

- Note, we assumed the OCM hours would spread evenly across the 15 months (at roughly 16 hours per month). This DED represents months 1-3 of OCM execution. Should it be mutually determined that a different allocation is desired, Crowe and the County would document the allocation and revise the OCM execution deliverable payments accordingly.
- Crowe and the County may determine whether or not OCM execution activity is needed. Crowe and the County may also determine whether the remaining OCM execution hours may be applied to other activities on the project, if desired.

DED 37: Organizational Change Management Execution (months 4-6)

Phase: Organizational Change Management

Objective/Purpose:

Once the OCM Plan is completed, Crowe and the County will determine which activities we mutually agree would be best for Crowe to assist with (using the 240 hours of OCM Execution included in the SOW for the project) vs. the County. This DED represents months 4-6 of OCM execution.

Scope / Deliverable Outline:

Crowe and the County will work together to determine how to best allocate the OCM execution hours included in this SOW to the activities in the OCM plan. Crowe will execute the activities mutually agreed to.

Crowe Role:

- Execute the OCM activities for Crowe, mutually agreed to.

County Role:

- Execute the OCM activities for the County, mutually agreed to.

Notes:

- Note, we assumed the OCM hours would spread evenly across the 15 months (at roughly 16 hours per month). This DED represents months 4-6 of OCM execution. Should it be mutually determined that a different allocation is desired, Crowe and the County would document the allocation and revise the OCM execution deliverable payments accordingly.
- Crowe and the County may determine whether or not OCM execution activity is needed. Crowe and the County may also determine whether the remaining OCM execution hours may be applied to other activities on the project, if desired.

DED 38: Organizational Change Management Execution (months 7-9)

Phase: Organizational Change Management

Objective/Purpose:

Once the OCM Plan is completed, Crowe and the Conty will determine which activities we mutually agree would be best for Crowe to assist with (using the 240 hours of OCM Execution included in the SOW for the project) vs. the County. This DED represents months 7-9 of OCM execution.

Scope / Deliverable Outline:

Crowe and the County will work together to determine how to best allocate the OCM execution hours included in this SOW to the activities in the OCM plan. Crowe will execute the activities mutually agreed to.

Crowe Role:

- Execute the OCM activities for Crowe, mutually agreed to.

County Role:

- Execute the OCM activities for the County, mutually agreed to.

Notes:

- Note, we assumed the OCM hours would spread evenly across the 15 months (at roughly 16 hours per month). This DED represents months 7-9 of OCM execution. Should it be mutually determined that a different allocation is desired, Crowe and the County would document the allocation and revise the OCM execution deliverable payments accordingly.
- Crowe and the County may determine whether or not OCM execution activity is needed. Crowe and the County may also determine whether the remaining OCM execution hours may be applied to other activities on the project, if desired.

DED 39: Organizational Change Management Execution (months 10-12)

Phase: Organizational Change Management

Objective/Purpose:

Once the OCM Plan is completed, Crowe and the County will determine which activities we mutually agree would be best for Crowe to assist with (using the 240 hours of OCM Execution included in the SOW for the project) vs. the County. This DED represents months 10-12 of OCM execution.

Scope / Deliverable Outline:

Crowe and the County will work together to determine how to best allocate the OCM execution hours included in this SOW to the activities in the OCM plan. Crowe will execute the activities mutually agreed to.

Crowe Role:

- Execute the OCM activities for Crowe, mutually agreed to.

County Role:

- Execute the OCM activities for the County, mutually agreed to.

Notes:

- Note, we assumed the OCM hours would spread evenly across the 15 months (at roughly 16 hours per month). This DED represents months 10-12 of OCM execution. Should it be mutually determined that a different allocation is desired, Crowe and the County would document the allocation and revise the OCM execution deliverable payments accordingly.
- Crowe and the County may determine whether or not OCM execution activity is needed. Crowe and the County may also determine whether the remaining OCM execution hours may be applied to other activities on the project, if desired.