

Thirdera

SERVICENOW ESS PORTAL UPGRADE TO EMPLOYEE CENTER PORTAL

STATEMENT OF WORK

For

*“BOARD OF COUNTY COMMISSIONERS OF THE
COUNTY OF DOUGLAS, STATE OF COLORADO.”*

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1. Signatures

Client	Board of County Commissioners of the County of Douglas, State of Colorado
Project Name	Branded EC portal upgrade
SOW ID	EC Portal

This Statement of Work (SOW) governed under Master Services Agreement dated July 24, 2024 ("Original Contract") between Thirdera LLC, a Cognizant company with offices at 370 Interlocken, Suite 520, Broomfield, CO 80021, ("Thirdera") and the Board of County Commissioners of the County of Douglas, State of Colorado ("Client" or "Douglas County") with offices at 100 Third Street, Castle Rock, CO 80104, which is the address for legal notice unless otherwise agreed.

Signatures below accept and certify legal authorization to execute this Statement of Work under the terms specified herein. The Effective Date of this Statement of Work is the latest date in the signature block on this page and the end date of the same shall be earlier of 14 weeks from the Effective Date or September 29, 2025. This SOW, together with the Agreement, constitutes the entire understanding between the parties regarding this project, superseding all prior oral and written agreements relating to the terms of this project. Conflicting or additional terms in a Client Purchase Order are explicitly rejected, unless agreed to in writing and signed by both parties.

Acknowledged and Accepted

Client	Thirdera, LLC, a Cognizant Company
Authorized Signature	Authorized Signature
Sara Knight	Printed Name
Title	Title
Date	Date

Client CONTACT:

Sara Knight, Service Delivery Manager, Douglas County, IT.
sknight@douglas.co.us 303-663-6170

THIRDERA CONTACT:

Alvin.Thumma@Cognizant.com 703-635-4228

Client Billing Information

Please fill in the information below:

Client BILLING INFORMATION	
Name:	IT Business Services
Address:	100 3 rd St. Suite 350
City, State Zip:	Castle Rock, CO 80104
Country:	United States
Billing Contact:	Susan Woodruff
Billing Contact Email:	ITBusinessServices@douglas.co.us
General Billing Email:	ITBusinessServices@douglas.co.us
Third Party AP System:	<input checked="" type="checkbox"/> NO <input type="checkbox"/> YES, indicate provider
PO Issued:	<input type="checkbox"/> NO <input checked="" type="checkbox"/> YES

2. Project Overview

We are helping Client to upgrade from the current portal to Employee Center (EC).

This statement of work outlines Thirdera's approach, timeline, cost, and other details to achieve Client's expressed needs. Client and Thirdera are working together to maximize the value of Client's investment in ServiceNow by way of introducing the below listed scope.

Project overview and Background

Goal

Douglas County encourages simple, lean processes which are reflected in the out-of-the-box design and to incorporate the functional out of the box features together accomplishes the full implementation of Employee Center at Douglas County.

Objectives

The ServiceNow Employee Center Portal (EC) provides a single unified portal for multi-department service delivery, enabling organizations to easily scale their IT services.

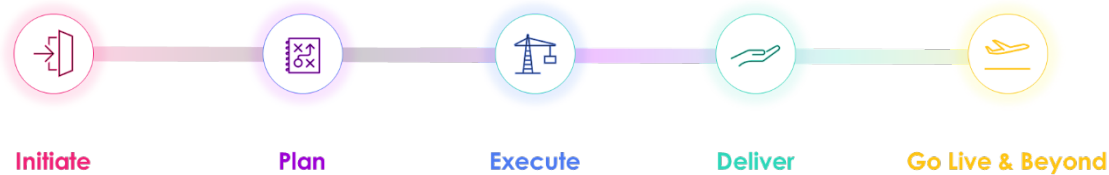
Key features of the ServiceNow Employee Center Portal include:

- A modern out-of-box experience, designed to scale across different department
- Employee self-service for reporting issues, requesting items, finding information, and completing approvals/tasks
- Curated Experiences to drive employee centric content discovery across the portal
- User analytics to track employee interactions
- Provides anytime, anywhere access to employee self-service, including a responsive design for desktop, laptop, tablet, and mobile phone

3. Thirdera Approach

Thirdera proposes a five-phased approach in preparing, implementing, and sustaining the ServiceNow platform.

1. **Initiate and plan:** Team alignment, Project Kickoff, Environment Set-up, Governance alignment, Team RACI, Workshop preparation
2. **Plan:** Conduct Workshops, Design Solution, Story Creation, Sprint Planning, Project Plan finalization, Risk Planning, Resource planning, Stage Gate Planning
3. **Execute:** Execution Plan, System Configuration and Development
4. **Go-Live & Beyond:** Rollout Planning



The project is estimated at fourteen (14) weeks from initiate through go-live. The actual project plan and timeline will be mutually agreed to during phase the Plan Phase.

3.1. Phase One & Two – Initiate and Plan

Phase One & Two of the project includes the following activities:

- Project Initiation and Management
- Project Kickoff
- Environment Set-up & Readiness
- Requirements Workshops
- Stories (created in SDLC)
- Phase Two Implementation project timeline

3.1.1. Project Initiation and Management

The Thirdera and Client Engagement Managers (or assigned Client resource) will meet and establish the project controls – the fundamentals necessary to guide and control the engagement - and set the schedule for the requirements workshops and workshop output. The Project Initiation meeting topics include:

- Review and confirmation of the following project controls:
 - Review of contracted scope, verification of objectives, and definition of measurable success criteria
 - Identification of the core project team, role assignment, availability
 - Review/agree upon Change Control process
 - Review/agree upon communication and escalation paths
 - Review of Project Control documents: Burn Report, Project Plan, Status Report
 - Overview of SDLC tool to track stories, risks, issues, decisions, and action items
- Scheduling and logistics of the requirements workshops

During the project, the Thirdera Engagement Manager will continue to guide, lead, and assist Thirdera resources to maintain the budget and timeline for successful delivery. Client's Project Manager or Sponsor will maintain overall accountability for Client staff. These ongoing tasks will leverage the project control documents.

3.1.2. Requirements Workshops

The Workshops are limited to the applications and integrations listed in this SOW.

The objective of the Workshops is to review Client's business requirements and processes relative to each application with the appropriate Client resource(s) to determine the best way to set up, configure and implement the ServiceNow platform and document those requirements to set the baseline for Phase Two – Implementation.

The success of the Workshops is greatly dependent on the appropriate Client resource(s) and decision maker(s) attending and actively participating in the sessions. Participants include, but are not limited to, Application Owners, Application Process Owners, Business Process Owners, Business Unit representatives, Application Managers, Subject Matter Experts (SMEs) - anyone who has a thorough understanding of the relative business processes and rules, workflows, pain points and can make decisions regarding requirements. Thirdera will work with Client to determine workshop participants at the start of the project.

To prepare the workshop agenda we will need warm-up sessions, these are preliminary conversations to get to know at a high level, the Client's current processes as well as the main pain points and objectives they wish to achieve with this project. These conversations should be held with the process owners within the scope of the project after the kickoff and before the workshop.

Workshops will be held remotely via web conference(s).

3.1.3. Phases One & Two Checkpoint

At the end of Phase One, Thirdera will review the captured stories and implementation scope with Client to verify the planned Phase Two activities match the planned scope and schedule.

For all phases below, Thirdera's Managed Service team will assist Client with appropriate tasks.

3.1.4. Phase One & Two Deliverables

Type	Description	Owner
<i>Deliverable</i>	Document testing, training, and communication plans	Client
<i>Deliverable</i>	Document functional requirements in the form of Stories and add to the Product Backlog (Client or Thirdera instance of ServiceNow)	Thirdera
<i>Scope Item 1</i>	Facilitate UIUX Workshop Activities including the following: <ul style="list-style-type: none">- Reverse Demo of current portal- Listen and Discover Workshop- User Feedback Focus group Sessions (5 users, 1 hour session each)- Taxonomy Functionality Overview- Taxonomy Working sessions (3 sessions, 1hr each)	Thirdera

Type	Description	Owner
	<ul style="list-style-type: none"> - Guided Tour Functionality Review & Working session (Functionality review 30mins, working session 2hrs) - First version mockup review and stakeholder/user feedback - Final design approval 	
<i>Deliverable</i>	Design 3 Mockup pages (landing page, Topic page, tickets page) using out of box widgets and apply Douglas County Styling – one iteration	Thirdera
<i>Deliverable</i>	Recommended Taxonomy topic structure (Up to 3 topic levels deep) – Mapping what SC and KB categories should link to newly created topics.	Thirdera
<i>Scope Item 2</i>	Self-Service Portal Service Catalog review: <ul style="list-style-type: none"> - Testing existing catalog items on EC interface and identify breaks. - Each identified break should generate a story with a recommended solution – Not looking to enhance forms, just ensure they work on EC. - Can use Free Thirdera Store App “Instance analyzer” to identify old code quickly. 	Thirdera
<i>Deliverable</i>	Review, edit, prioritize, and approve Stories in the Product Backlog	Client
<i>Deliverable</i>	Phase 3 Activities Timeline	Thirdera

3.2. Phase Three – Execute

3.2.1. Application Configuration Services

Prior to implementation, Thirdera will validate the environments and supporting resources with the Client. Dedicated non-production environment(s) configured substantially similar to production are required for IT work and requested for this project. All Phase Three work will be done remotely unless agreed in writing to and planned.

The details provided here are **typical configurations** for an implementation of this size and scope. The implementation is related to the following items. Significantly complex requirements may have an effect on the effort, duration, and cost of this project. Any significant change will be discussed with Client and may result in a Change Order as outlined in the **Project Change Order** section of this document.

3.2.2. Phase Three Activities

Type	Description	Owner
<i>Task</i>	Sprint Planning - assign stories to developers and Sprints <ul style="list-style-type: none"> • Sprint will be timeboxed to 2 weeks • Sprint Planning will take place during the first day of the Sprint 	Thirdera

Type	Description	Owner
Task	Scrum Meetings – perform 2 to 3 half-hour status on story development and testing progress per week	Thirdera
Task	Sprint Review – demonstrate development completed during Sprint <ul style="list-style-type: none"> Roll incomplete stories into next sprint Reassess story priority and assignments 	Thirdera
Scope Item 1	Configure landing page out of box widgets and apply Douglas County Styling	Thirdera
Scope Item 2	Configure out of the box EC experience including megamenu taxonomy, landing page and standard ticket pages.	Thirdera
Scope Item 3	Brand align EC experience to match Douglas County branding.	Thirdera
Scope Item 4	Configure up to 4 custom widgets of medium complexity: <ul style="list-style-type: none"> Each widget development hours shall not exceed 15hours each Does not include building out any integrations 	Thirdera
Scope Item 5	Configure out of the box AI search experience with no additional customizations	Thirdera
Scope Item 6	<i>Catalog items; create up to two (2) simple items and four (4) complex</i>	Thirdera
Scope Item 7	Configure up to 5 guided tours (each exceeding no more that 15 steps). Each tour should be defined in the Guided tour workshop.	Thirdera
Scope Item 8	Catalog item updates as part of catalog remediation based on assessment. Should not exceed 50 catalog items.	Thirdera
Task	Promote update sets to test instance	Client
Task	Daily testing of completed stories	Client
Deliverable	Draft document of update sets and data requirements for change control	Thirdera

3.3. Phase Four – Deliver

3.3.1. User Acceptance Testing (UAT)

This stage of the project will allow Client personnel the ability to test the configured ServiceNow applications and integrations.

- **UAT Execution Plan** – Thirdera and Client PM will create a mutually agreeable plan prior to the start of UAT to document the methods to report, prioritize and track UAT issues, and acceptance criteria.
- **User Testing** – Thirdera will be available to answer questions and make immediate configuration changes to resolve issues based on the hours scoped for this task. Thirdera resource(s) can be available remotely or onsite with advanced notice, planning and approval. Client is responsible for travel expenses.
- **Issue Resolution** – Thirdera will resolve reported issues within scope of the requirement. Issues or items identified out of scope will require a Change Order to add into scope.
- **UAT Acceptance** – Once all issues have been resolved, the Thirdera Engagement Manager will require a statement from Client acknowledging all issues are resolved and migration to Production is approved.

3.3.2. Phase Four Activities

Type	Description	Owner
<i>Deliverable</i>	Documented role-based end-user test cases	Client
<i>Task</i>	Confirm change windows for release; ensure proper communication planning has begun, and enlist training resources	Client
<i>Deliverable</i>	Client is responsible for overall test execution plan to include, but not limited to, test lead, user acceptance test cases, and UAT feedback tracking methodology.	Client
<i>Task</i>	Conduct a 4-hour knowledge transfer session to the Managed Services team including deployment instructions (how to migrate from dev to prod), configurations made to standup the new portal, managing Taxonomy, and updating guided tours.	Thirdera
<i>Task</i>	Defect remediation	Thirdera

3.4. Phase Five – Go-Live and Beyond

3.4.1. Production Migration/Rollout/Go Live

During this stage, Thirdera Consultant will work with Client ServiceNow Admin to prepare for the migration to Production. Go Live will start upon initial promotion to the ServiceNow production environment. Rollout and Go Live activities are the responsibility of Client, i.e., deployment plan, communications to end users, establishing end user issue reporting processes, initiating Change processes. Following sign off of UAT and code move to production, Thirdera will provide Post Go-Live support for 10 business days to support any

issues configured within the scope of this contract that arise during production. Non Thirdera Post Go-live configurations are excluded.

3.4.2. Phase Five Activities

Type	Description	Owner
Task	Rollout and Go Live activities, i.e., communications to end users, checklist, establishing end user issue reporting processes, initiating Change processes.	Client
Deliverable	Promotion to PROD	Client

3.4.3. Project Completion Parameters

The SOW is completed when the limited scope of Services contained in Section 3 is complete. Activities reliant on the Client's participation that are delayed or unable to be completed in a timely manner due to the Client are the responsibility of the Client. This SOW and Thirdera's estimates are based on the assumptions herein and as otherwise stated in this SOW. Thirdera's performance of obligations under this SOW are conditioned upon and subject to the assumptions under section 8 being true and the dependencies thereunder being timely satisfied. Deviations that occur during the proposed project will be managed through a project change order and may result in adjustments to the project scope, estimated schedule, charges, and other terms.

3.4.4. Post-Production Support – Informational

Following Post Go-Live support period, on-going operation support is suggested. This service pulls from the collective expertise of Thirdera's technical resource pool to provide best-in-class operational support to Client for a period of two weeks (10 business days). During this time the On Demand team will perform administrative functions such as adding, modifying, deactivating users, managing groups and group memberships, resolving defects that may occur and liaising with ServiceNow should the defect be related to the ServiceNow platform itself, and fulfilling enhancement requests. All of the aforementioned items are entered and managed via Thirdera's On Demand portal which allows for Client and Thirdera to tightly collaborate on issues and enhancements and further provides transparency. A separate SOW will be required.

4. Out of Scope

The following are deemed out of scope as related to this SOW:

- Defining or documenting Standard Operating Procedures, Operating Processes, or any kind of work instructions.
- Data cleansing and normalization of data models (each record must have a unique field or combination of fields)
- Administrative or Application Training
- Performance testing
- Any items not explicitly stated as in scope in Section 2 herein.

5. Project Roles

The following lists and describes the roles and responsibilities of both the Client and Thirdera teams. During the **Initiate and Plan** phases, Client and Thirdera will identify and assemble Project team members and outline roles and responsibilities, as well as provide contact information for Project team and other necessary points of contact. The following lists describe the roles and responsibilities for the teams. Note, all resources may not be used throughout the engagement.

5.1. Thirdera Consultant Roles

Consultant Role/Title	Description
Engagement Manager (EM)	Overall project or workstream health and escalations. Manages project delivery and maintain client satisfaction. Drives project methodology and communications. Manages project scope, schedule, budget, invoices and resources. Manage project issues, risks and actions.
Business Analyst (BA)	Knowledge of requirements and story management as well as overall agile and hybrid methods. Produces requirements and story documentation for use in ServiceNow platform or workflow development. Understands ServiceNow functional aspects and how to translate business requirements into functional capabilities. Facilitate movement of requirements and stories to functional implementation.
Specialized / Sr. Technical Consultant (STC)	Advanced knowledge of ServiceNow platform and applications. Advanced development experience implementing ServiceNow applications. Code Review of TC code. Shepherds TCs helping with implementation questions and approach.
Technical Consultant (TC)	Performs platform configurations. Knowledge of specific ServiceNow applications. Completes platform and application configurations as directed by senior development team member. Creates framework and provides drafts for all technical documentation.
User Designer / User Experience (UI/UX)	Expertise in user experience and design principles to create engaging experiences on the ServiceNow platform. Understand requirements and translate them into design specifications. Using wireframes and mockups, gathers feedback and iterates on designs until an agreed-upon design is implemented. Conducts user testing and incorporates feedback to deliver final design files.

Consultant Role/Title	Description
Sr. User Designer / User Experience (SUI/UX)	Advanced knowledge of ServiceNow, user experience and design principles to create effective and engaging experiences on the ServiceNow platform. Leads the team to understand business requirements and user needs, and translates them into design specifications. Creates wireframes and mockups that meet user requirements and improve the overall experience. Provides User Experience advisory when required. Iterates on designs based on stakeholder feedback and conducts user testing to ensure the final design meets user needs and expectations. Delivers final design files compatible with ServiceNow.
Quality Assurance Analyst (QAA)	Knowledge of testing methods and procedures. Completes testing activities.

5.2. Client Roles

Client Role	Description
Executive Sponsor	The chair of the project board and senior member of the organization. Due to the problem-solving needs of the role, the executive sponsor often needs to be able to exert pressure within the organization to overcome resistance to the project.
Project Sponsor(s)	Senior member(s) of the organization who serve as champions for the project, obtain budgets for the project, and accept responsibility for problems escalated from the project manager. Also, the project sponsor(s) sign-off on documents.
Project Manager	Responsible for the successful planning and execution of the project, coordination of activities and resources.
Business Process Owners (SMEs)	Individuals who have a vested interest in the success of the project and may either be directly involved with a process in the implementation or benefit from its results. Informed stakeholders who will receive updates on the engagement.
Training Consultant	Builds and performs the training activities associated with a project. Deliverables include building training plans, trainer and end user manuals. Leads training classes covering topics of process awareness to technology end user training.
Quality Assurance Analyst	Responsible for Quality Assurance / Quality Control plan and test case creation, functional and integration testing of implemented requirements, as well as for working with the Client's Testing Coordinator during User Acceptance Testing and Production Validation Testing. Required to ensure traceability from User Story to Test Case and to any Defects that might be logged as part of testing activities.

Client Role	Description
OCM / Training Consultant	Builds and performs the training activities associated with a project. Deliverables include building training plans, trainer and end user manuals for self-service education. Leads training classes covering topics of process awareness to technology end user training.
System Administrator	Has fundamental understanding on the product toolset and will administer the product after go-live. Works closely with the Thirdera Solution Architect and Solutions Consultants throughout the project duration. (May be a third-party role)

6. Estimated Costs

6.1. Services

T&M: All services will be delivered on a time and materials, non-fixed fee, basis. Estimated Service Costs are listed in the following table.

ROLE	DELIVERY AREA (North America, Global)	RATE/H R	HOUR S	TOTAL
Engagement Manager (EM)	Latin America	\$131	122	\$15,982.00
Sr Technical Consultant	Latin America	\$127	494	\$62,738.00
Business Analyst	North America	\$198	96	\$19,008.00
Sr. UI/UX Designer (UIUX)	North America	\$283	164	\$46,412.00
UI/UX Designer	North America	\$209	123	\$25,707.00
TOTAL				\$169,847.00
One-time Discount				\$25,477.00
TOTAL				\$144,370.00

6.2. Travel and Expenses

Estimated Travel Budget
\$0

T&E will be invoiced as incurred during the engagement. Thirdera will only bill actual travel expenses. The travel and expense policy will be as specified in the Agreement. If no such policy is specified in the Agreement, Thirdera's Travel and Expense Policy shall apply.

There is no travel currently requested or planned for this engagement.

7. Invoicing

7.1. Terms

Currency: USD

Payment Terms: Net 30

Invoicing is as follows:

Thirdera Accounts Receivable Information:

Thirdera

844.804.6111

billing@thirdera.com

8. Assumptions and Dependencies

This SOW and Thirdera's estimates are based on the following key assumptions. Deviations that occur during the proposed project will be managed through a project change order as defined in the section titled Appendix A and may result in adjustments to the project scope, estimated schedule, charges, and other terms. The scope and obligations of Thirdera are limited to the tasks and parameters documented herein

Thirdera requires a lead-time of four (4) to six (6) weeks from the date of SOW signature to start the engagement. Any proposed schedules described herein begin solely based upon the date of signature. Should the anticipated contract signing date be delayed, the proposed start dates will likely change accordingly. The lead time is a general estimate, and the engagement may start sooner upon the agreement of the parties. This is dependent on the delivery requirements and related factors.

1. Information provided by Client (in place as of the Effective Date of this SOW) has been used to compute scope items that can be accomplished.
2. Client is responsible for ensuring that they have the appropriate ServiceNow licensing in place to deliver the in-scope solution.

3. Onsite visits by Thirdera team members will be scheduled on an as-needed basis. While onsite, Client will provide adequate individual and group workspaces. Individual workspaces include desk, chair, & internet connectivity. Group workspaces typically include an appropriately sized conference room based on the number of attendees, internet access, and all necessary audio/visual hardware.
4. Client will provide Thirdera resources with sufficient access via written authorization (typically Admin role) to all pre-production ServiceNow instances. Resources will also require sufficient access to the production instance if responsible for the release of functionality to end-users. Client will provide appropriate technologies for remote work.
5. All work will be performed during normal business hours for US based Thirdera consultants, defined as Monday through Friday 8AM - 5PM (based on Client core team primary time zone) and excluding holidays.
6. If the Phase One workshop determines the Phase Two level of effort is greater than what is estimated in this SOW, a Change Order will be processed to add hours/dollars to the scope.
7. Additional reviews and revisions of Deliverables may require additional work and Change Orders.
8. Project schedule is subject to change upon acceptance of this document and further refinement of project scope and schedule with Client. Unintended delays in testing and other client deliverables sometimes occur and may result in the need for a project Change Order.
9. Thirdera engages its team of subject matter experts to deliver Client's project to a defined and agreed upon timeline. Any project delays greater than two (2) business weeks will result in one of two actions:
 - 1) Thirdera will retain the project team and may invoice Client for the hours assigned to the project, regardless of whether work was performed in addition to the extra hours required, however, will not do so without Client explicit written consent; OR if Client wants to keep their assigned project team beyond a two-week delay, then a retainer fee would be invoiced to the client and acknowledged in writing between both parties OR
 - 2) Thirdera may reassign team members to work on other projects. When Client is ready to re-engage, Thirdera will re-allocate resources to the project with proper lead time.
10. Client is responsible for all business communication unless otherwise stated in this SOW.
11. Client is responsible for planning, developing testing materials and execution of User Acceptance Testing (UAT) prior to production deployment.
12. Client is responsible for planning, training collateral, and execution of end-user training, unless otherwise noted.
13. Client is responsible for all end user documentation unless otherwise stated in this SOW.
14. Client will properly allocate resources to ensure participation in accordance with the Client responsibilities defined in the SOW. If Client does not provide adequate resources, it may lead to an extended schedule and possible budget increases.

15. Regarding testing, a **defect** occurs when a feature or function is not working as described in a specific client-approved requirement (user story); a defect is an adjustment or refinement that needs to be made to satisfy the requirement. Not all defects are critical either and therefore we need to classify and prioritize defects. We will then determine if the defect(s) must be resolved before go-live or they can be resolved after go-live. An **enhancement** or a new requirement is a completely new feature or function that is not accounted for in a client-approved requirement (user story), or previously defined story that was approved for a sprint or release. In other words, if a feature or function is undocumented, unapproved, or out of scope, but becomes a requirement, then this is considered an enhancement or new requirement. Enhancements / new requirements that subsequently are documented, approved, and requested to be delivered, often require additional resources (people, time, funding) to deliver.
16. Defect Management – The project team, including both Thirdera and Client will review and agree to the defect categorization per the following definitions:
- Critical - A showstopper. Work cannot continue past this point without resolution.
 - High - Work can continue but requires additional effort/actions by user outside of standard procedures.
 - Moderate - Work can continue with minimal disruption to procedures.
 - Low - Work can continue with no disruption. Changes are cosmetic and do not detract from standard procedures.

Additional details:

- All defects will be entered into the SDLC / Agile module and associated with a parent story within ServiceNow.
 - Steps to recreate the defect will be provided if applicable.
 - ServiceNow platform issues (HI ticket) will be managed by the Client and work with Thirdera; the ticket number assigned by ServiceNow will be added to the Short Description to clearly identify it as a ServiceNow platform issue.
17. At the end of the project and/or completion of milestone if fixed fee, Client will need to sign-off on acceptance of all deliverables. Sign-off is required within five (5) business days. If Thirdera does not receive sign-off following receipt by Client, Thirdera will consider Client's lack of response as approval and deemed acceptance of the completed deliverables.
18. Thirdera may utilize our subcontracting partners to perform work under this contract as necessary.
19. If Client cancels or terminates for any reason other than for uncured cause, Client shall pay Thirdera for all services rendered to the date of cancellation. Any unused funds that have been prepaid by the Client will be refunded to the Client
20. Becoming a valued Thirdera client entitles Client to automatic membership in Thirdera's exclusive Client Club, a unique program designed to promote Thirdera's clients' ServiceNow journeys. Thirdera may use Client's name in promotional materials, including case studies, press releases, and thought leadership as well as request participation in reference calls. Company shall discontinue use of the Client's name in any or all future materials upon thirty (30) days prior written notice.

21. This SOW is a quotation by Thirdera which shall expire as of 5 pm PT on September 29, 2025 unless it is executed by both parties prior to such time. Thirdera reserves the right to review and adjust the scope, terms, and estimate provided if Client does not execute this SOW by such time.

9. Change Control

Change Order(s) (CO) capture noteworthy changes to identified scope items, engagement duration, resources, or budget that are appropriately documented in writing and approved by both parties. If there is a conflict between the terms and conditions set forth in an executed CO and those set forth in the Original Contract or task, the Original Contract shall prevail, unless the CO otherwise expressly provides that it is intended to modify specified terms of the Original Contract.

Client or Thirdera may identify and/or request a change in scope to the SOW that may add or remove tasks, and/or increase or decrease time estimates and cost. If this occurs, an addendum can be made to this SOW in the form of a Change Order. The Change Control process follows.

1. Client or Thirdera identifies and/or requests a change in scope.
2. Thirdera PM completes the Change Order form and delivers it to the Client PM.
3. Client PM processes the Change Order through Client's Change Control process.
4. Once reviewed and signed, Client PM returns the Change Order to Thirdera PM.
5. The Thirdera team will commence work as stated in the Change Order.

Notes:

- Work associated with the Change Order will commence *after* Client signs the Change Order.
- Some Change Orders are created to formally document a change but do not have a time or cost impact (\$0 Change Order).
- A copy of the Change Order is provided under Appendix A.

Appendix A – Change Order Form

Change Order Number: #_

This Change Order is governed by the terms and conditions of the Master Services Agreement between Thirdera, LLC ("Thirdera") and [Client] ("Client") dated MMDDYYYY and modifies the [PROJECT NAME] Statement of Work ("SOW") executed between the parties, effective MMDDYYYY. This Change Order is effective as of the date of the last signature below.

Description of the Change in Services:

< insert brief summary of change >

Change in Cost to the Project:

Role or Milestone	Hourly Rate	Estimated Hours	Totals
			\$ 0.00
			\$ 0.00
Estimated Change Order Total			\$ 0.00
Original SOW Amount (plus any previous COs)			\$ 0.00
Revised Project Amount			\$ 0.00

Estimated Start Date:

Estimated End Date:

This change request will be funded by:

- ☐ A New Purchase Order
☐ A Modification of Purchase Order No. _____
☐ Direct Bill to Client
☐ No Cost to Client (\$0 Change)

All other terms, conditions and technical requirements contained in the SOW executed [LONG DATE] remain in full force and effect.

Client

SAMPLE DO NOT SIGN

Authorized Signature

Printed Name

Title

Date

Thirdera, LLC

SAMPLE DO NOT SIGN

Authorized Signature

Printed Name

Title

Date

Appendix B – Douglas County BRD (Business Requirement Document)

See attached PDF file.



Flex Business
Requirement Employee