AGREEMENT

25-0953-RFP

Workday Enterprise Resource Planning (ERP) Software Implementation

This Agreement (the “agreement” or “contract”), is entered into on December 16, 2025 (“Effective Date”), by and between Pinellas County, a subdivision of the State of Florida whose primary address is 315 Court Street, Clearwater, Florida 33756 (“COUNTY”), (“CLIENT”) and Guidehouse Inc., a Delaware Corporation, whose primary address is 1676 International Drive, Suite 800, McLean, VA 22102 (hereinafter “CONTRACTOR”), (“Guidehouse”), (jointly, the “Parties”).

NOW THEREFORE, the Parties agree as follows:

A. **Documents Comprising Agreement**

1. This Agreement, including the documents listed below, constitutes the entire agreement and understanding of the Parties with respect to the transactions and services contemplated hereby and supersedes all prior agreements, arrangements, and understandings relating to the subject matter of the Agreement. The documents listed below are hereby incorporated into and made a part of this Agreement:

   a. Pinellas County Standard Terms & Conditions attached as Exhibit A.

   b. Contractor's Attachment 1, attached as Exhibit B.

   c. Contractor's response to Solicitation Section 6, titled Statement of Work attached as Exhibit C.

   d. Solicitation Section 5, titled Insurance Requirements attached as Exhibit D.

2. In the case of a conflict, the terms of this document govern, followed by the terms of the documents listed, which control in the order listed above.

B. **Term**

1. The initial term of this Agreement is for 24 months from the Effective Date ("Contract Term"). At the end of the initial term of this contract, this Agreement may be extended for One (1), additional six (6) month term, or such other renewal terms agreed to by the Parties.

C. **Expenditures Cap**

1. Payment and pricing terms for the initial and renewal terms are subject to the Pricing Proposals in Exhibit C. County expenditures under the Agreement will not exceed $5,670,000.00 for the Agreement Term without a written amendment to this Agreement.

IN WITNESS WHEREOF, the Parties have caused this Agreement to be executed by their undersigned officials, who are duly authorized to bind the Parties to the Agreement.

For Contractor: Guidehouse

Signature: Raed Hawat

Print Name and Title: Raed Hawat, Partner

Date: 11/21/2025

For County:

Signature:

Print Name and Title: Brian Scott, Chair

Date: December 16, 2025.

BOARD OF COUNTY COMMISSIONERS SEAL PINELLAS COUNTY, FLORIDA

ATTEST: KEN BURKE, CLERK

By:

APPROVED AS TO FORM

By: Keiah Townsend

Office of the County Attorney

PINELLAS COUNTY
STANDARD TERMS & CONDITIONS
GOODS & SERVICES AGREEMENTS

AS AMENDED FOR PINELLAS COUNTY CONTRACT 25-0953-RFP

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1. **DEFINITIONS**

   A. **“Agreement”** means the agreement CONTRACTOR is entering into with Pinellas County, including all documents and exhibits which are expressly incorporated by reference, and any amendments thereto, regardless of the title of the primary agreement document. The term “Agreement” may be used interchangeably with the terms “Contract.”

   B. “**CONTRACTOR**” means the entity entering into an agreement with Pinellas County and may be used interchangeably with the terms “bidder”, “respondent”, “contractor”, “vendor”, “submitter”, or “proposer” in relation to any solicitation for goods or services.

   C. **“Confidential Records”** and **“Confidential Information”** mean any information of any Party that is designated as confidential and/or exempt by Florida’s public records law, including information that constitutes a trade secret pursuant to Chapter 688, Florida Statutes *and* is designated in writing as a trade secret by CONTRACTOR (unless otherwise determined to be a non-confidential public record by applicable Florida law). Notwithstanding the foregoing, Confidential Information does not include information that: (i) becomes public other than as a result of a disclosure in breach of the Agreement; (ii) becomes available to the Party on a non-confidential basis from a third-party source which is not prohibited from disclosing such information; (iii) is known by the Party prior to its receipt from the other Party without any obligation or confidentiality with respect thereto; or (iv) is developed by the Party independently of any disclosures made in relation to the Agreement.

   D. **“CONTRACTOR Personnel”** means all employees of CONTRACTOR, and all employees of subcontractors of CONTRACTOR, including, but not limited to temporary and/or leased employees, who are providing the Services at any time during the project term.

   E. “**County**” or “**Pinellas County**” means Pinellas County, a governmental agency and subdivision of the State of Florida.

   F. **“Parties”** means Pinellas County and any CONTRACTOR(s) entering into an Agreement.

   G. “**Products**” means any products or goods provided pursuant to an Agreement, and may be used interchangeably with the terms “**Materials**” or “**Goods**”.

   H. **“Services”** means the work, duties and obligations to be carried out and performed by CONTRACTOR under an Agreement. Services include any component task, subtask, service, or function inherent, necessary, or a customarily part of the Services contracted for but not specifically described in the Agreement, and include the provision of all standard day-to-day administrative, overhead, and internal expenses, including costs of bonds and insurance, labor, materials, equipment, safety equipment, products, office supplies, consumables, tools, postage, computer hardware/software, telephone charges, copier usage, fax charges, travel, lodging, and per diem and all other costs required to perform Services except as otherwise specifically provided in the Agreement.

2. **ACCEPTANCE OF DELIVERABLES**

   For all deliverables under the Agreement that require formal acceptance by the COUNTY, the COUNTY will have 5 calendar days to review the deliverable(s) after receipt or completion of same by CONTRACTOR, and either accept or reject the deliverable(s) by written notice specifying any required changes, deficiencies, and/or additions necessary. CONTRACTOR will then have 7 calendar days to revise the deliverable(s) to resubmit and/or complete the deliverable(s) for review and approval by the COUNTY, which will then have 5 calendar days to review and approve, or reject the deliverable(s); provided however, that CONTRACTOR will not be responsible for any delays in the overall project schedule that result from the COUNTY’s failure to timely approve or reject deliverable(s) as provided herein. The County will acknowledge final acceptance of the deliverable(s) in writing.

If a deliverable is not accepted after three (3) attempts to redeliver, the COUNTY shall escalate the matter to the Steering Committee for resolution. If acceptance cannot be achieved following such escalation, the Parties acknowledge that the project cost and timeline may be subject to adjustment through a mutually agreed change order. Acceptance by the County shall not be unreasonably withheld or delayed. The deliverables or services shall be deemed accepted by the County after comments have been incorporated and the deliverable or service re-submitted.

3. <u>COMPLIANCE WITH APPLICABLE LAWS</u>

A. Compliance with Laws, Generally

The CONTRACTOR will comply with all laws, rules, codes, ordinances, and licensing requirements that are applicable to the conduct of its business and all Products and Services furnished, including those of Federal, State, and local agencies having jurisdiction and authority. Violation of such laws may be grounds for immediate contract termination.

B. Convicted Vendors

The CONTRACTOR warrants that neither it nor any affiliate is currently on the convicted Vendor list maintained pursuant to section 287.133 of the Florida Statutes, or on any similar list maintained by any other state or the federal government. The CONTRACTOR will immediately notify the COUNTY in writing if its ability to perform is compromised in any manner during the term of the Agreement.

C. Discrimination & Discriminatory Vendors

In the performance of the Services, the CONTRACTOR agrees not to discriminate against any employee or applicant for employment on grounds of race, creed, color, religion, gender, sexual orientation, gender-related identity, age, national origin, or disability.

As required by Section 287.134, Florida Statutes, an entity or affiliate that has been placed on the discriminatory CONTRACTOR list may not submit a bid, proposal or reply on a contract to provide any goods or services to a public entity, may not submit a bid, proposal or reply on a contract with a public entity for the construction or repair of a public building or public work, may not submit bids, proposals or replies on leases of real property to a public entity, may not be awarded or perform work as a CONTRACTOR, supplier, subcontractor, or consultant under contract with any public entity, and may not transact business with any public entity.

D. Public Entities Crimes

CONTRACTOR is directed to the Florida Public Entities Crime Act, Section 287.133, Florida Statutes, as well as Florida Statute 287.135 regarding Scrutinized Companies, and represents to COUNTY that CONTRACTOR is qualified to transact business with public entities in Florida, and to enter into and fully perform this Agreement subject to the provisions stated therein. Failure to comply with any of the above provisions will be considered a material breach of the Agreement.

4. <u>Conflict Of Interest</u>

The CONTRACTOR represents that it presently has no interest and will acquire no interest, either direct or indirect, which would conflict in any manner with the performance of the Services required hereunder, and that no person having any such interest will be employed by CONTRACTOR during the agreement term and any extensions; and during the term of this Agreement.

The CONTRACTOR must promptly notify the COUNTY in writing of any business association, interest, or other circumstance which constitutes a conflict of interest as provided herein. If the CONTRACTOR is in doubt as to whether a prospective business association, interest, or other circumstance constitutes a conflict of interest, the Contract may identify the prospective business association, interest or circumstance, the nature of work that the CONTRACTOR may undertake and request an opinion from CONTRACTOR's legal counsel, at CONTRACTOR's sole expense, as to whether the business association, interest or circumstance constitutes a conflict of interest if entered into by the CONTRACTOR.

5. **Cooperative Use of Contract By Other Government Agencies**

CONTRACTOR agrees to make available to any Florida Government Agency the pricing and terms and conditions of this Agreement. "Florida Government Agency" means all State of Florida agencies, the legislative and judicial branches, political subdivisions of Florida (including other Florida counties) local district school boards, community colleges, municipalities, or other public agencies, which may desire to contract under the terms and conditions of the Agreement. The COUNTY will not be a party to, and will not be responsible for, contracts between the CONTRACTOR and other Florida Government Agencies that adopt the terms of the Agreement. The COUNTY is not responsible for any disputes arising out of transactions made by others.

6. **Force Majeure**

Neither Party is responsible for a delay resulting from its failure to perform if neither the fault nor the negligence of the Party or its employees or agents contributed to the delay, and the delay is due directly to acts of God, wars, acts of public enemies, strikes, fires, floods, pandemics, or other similar cause wholly beyond the Party's control. In case of any delay the CONTRACTOR believes is excusable under this provision, the CONTRACTOR will notify the COUNTY in writing of the delay or potential delay and describe the cause of the delay either: 1) within ten (10) days after the cause that creates or will create the delay first arose, if the CONTRACTOR could not reasonably foresee that a delay could occur as a result; or, 2) if delay is not reasonably foreseeable, within five (5) days after the date the CONTRACTOR first had reason to believe that a delay could result. THE FOREGOING CONSTITUTES THE CONTRACTOR'S SOLE REMEDY OR EXCUSE WITH RESPECT TO DELAY. Providing notice in strict accordance with this paragraph is a condition precedent to such remedy. No claim for damages, other than for an extension of time, will be asserted against the COUNTY. The CONTRACTOR will not be entitled to an increase in the Contract price or payment of any kind from the COUNTY for direct, indirect, consequential, impact or other costs, expenses or damages, including but not limited to costs of acceleration or inefficiency, arising because of delay, disruption, interference, or hindrance from any cause whatsoever. If performance is suspended or delayed, in whole or in part, due to any of the causes described in this paragraph, after the causes have ceased to exist the CONTRACTOR will perform at no increased cost. Notwithstanding the above, if the COUNTY determines, in its sole discretion, that the delay will significantly impair the value of the Agreement to the COUNTY, the COUNTY may accept allocated performance or deliveries from the CONTRACTOR, provided that the CONTRACTOR grants preferential treatment to the COUNTY with respect to products subjected to allocation; or may purchase from other sources (without recourse to and by the CONTRACTOR for the related costs and expenses) to replace all or part of the Products or Services that are subject of the delay, which purchases may be deducted from the Agreement quantity; or may terminate the Agreement in whole or in part.

7. Indemnification And Liability

A. Indemnification

CONTRACTOR agrees to indemnify, the COUNTY, its officers, employees and agents from all third-party damages, suits, actions or claims, including reasonable attorney's fees incurred by the COUNTY, of any character brought on account of any injuries or damages received or sustained by any person, persons, or property directly arising from the Agreement due to the gross negligence or willful misconduct of CONTRACTOR; or by, or on account of, any claim or amounts recovered under the Workers' Compensation Law; or of any other laws, regulations, ordinance, order or decree; or arising from or by reason of any actual or claimed trademark, patent or copyright infringement or litigation based thereon; or for any violation of requirements of the Americans with Disabilities Act of 1990, as may be amended, and all rules and regulations issued pursuant thereto (collectively the "ADA") except when such injury, damage, or violation was caused by the sole negligence of the COUNTY.

B. Liability

Neither the COUNTY nor CONTRACTOR will make any express or implied agreements, guaranties or representations, or incur any debt, in the name of or on behalf of the other Party. Neither the COUNTY nor CONTRACTOR will be obligated by or have any liability under any agreements or representations made by the other that are not expressly authorized hereunder. The COUNTY will have no liability or obligation for any damages to any person or property directly or indirectly arising out of the operation by CONTRACTOR of its business, whether caused by CONTRACTOR's negligence or willful action or failure to act.

C. Limitation on Liability

Notwithstanding the terms of any other provision, the total liability of CONTRACTOR and its affiliates, directors, officers, employees, subcontractors, agents and representatives for all claims of any kind arising out of the Agreement, whether in contract, tort or otherwise, shall be limited to$5,000,000. Neither CONTRACTOR nor COUNTY shall in any event be liable for any indirect, consequential or punitive damages, even if COUNTY or CONTRACTOR have been advised of the possibility of such damages.

8. INSURANCE & CONDITIONS PRECEDENT

The Parties' rights and obligations under the Agreement are contingent upon and subject to the CONTRACTOR securing and/or providing any performance security or insurance coverage(s) required by the Agreement within 10 days of the Effective Date, unless another date is expressly designated. No services will be performed by the CONTRACTOR and the COUNTY will not incur any obligations of any type until CONTRACTOR satisfies these conditions. Unless waived in writing by the COUNTY, in the event the CONTRACTOR fails to satisfy the conditions precedent within the time required, the Agreement will be deemed not to have been entered into and will be null and void.

9. INTELLECTUAL PROPERTY

The parties do not anticipate that any intellectual property will be developed as a result of the Agreement. However, any intellectual property developed as a result of the Agreement will belong to and be the sole property of the COUNTY to be used for the purposes set forth under this Agreement. The rights conveyed to the COUNTY pursuant to this Agreement do not include rights to any preexisting Intellectual Property used, developed and refined by the CONTRACTOR and its subcontractors during their provision of Services under this Agreement. To the extent the deliverables contain any preexisting Intellectual Property, the County shall be granted a non-exclusive, non-assignable, royalty-free license to use such preexisting Intellectual Property solely in connection with the subject of the Agreement. This provision will survive the termination or expiration of this Agreement.

10. MISCELLANEOUS

A. Advertising

Subject to Chapter 119, Florida Statutes, the CONTRACTOR will not publicly disseminate any information concerning the Agreement without prior written approval from the COUNTY, including, but not limited to mentioning the Agreement in a press release or other promotional material, either in print or electronically, to any entity that is not a party to Agreement.

B. Amendment

The Agreement may be amended by mutual written agreement of the Parties.

C. Assignment

This Agreement, and any rights or obligations hereunder, will not be assigned, transferred subcontracted, or delegated to any other person or entity by the CONTRACTOR without express prior written consent of the COUNTY. Any purported assignment in violation of this section will be null and void.

D. Due Authority

By signing any Agreement, each Party represents and warrants that: (i) it has the full right and authority and has obtained all necessary approvals to enter into the Agreement; (ii) each person executing the Agreement on behalf of the Party is authorized to do so; (iii) the Agreement constitutes a valid and legally binding obligation of the Party, enforceable in accordance with its terms.

E. Equal Opportunity & County Gift/Gratuity Policy

Pinellas County is committed to a workplace, which is free from harassment or discrimination of any kind. CONTRACTOR and its agents are expected to conduct themselves accordingly in all interactions related to the Agreement. All employees of Pinellas County are prohibited from accepting gifts and/or gratuities from Contractors. CONTRACTOR agrees to ensure that its employees, subcontractors, consultants and other agents honor this policy.

F. Execution in Counterparts.

The Agreement may be executed in counterparts, each of which will be deemed an original and all of which will constitute but one and the same instrument.

G. Governing Law & Venue

This Agreement and any associated purchases will be governed by and construed in accordance with the laws of the State of Florida (without regard to principles of conflicts of laws). The Parties agree that all actions or proceedings arising in connection with this Agreement will be tried and litigated exclusively in the appropriate court located in or for Pinellas County, Florida. This choice of venue is mandatory. Each Party waives any right it may have to assert the doctrine of *forum non conveniens* or similar doctrine or to object to venue with respect to any proceeding brought in accordance with this section.

H. Name Changes

The CONTRACTOR is responsible for immediately notifying the COUNTY of any company name change, which would cause invoicing to change from the name used at the time of the original Agreement.

I. Non-Exclusive Agreement

Entering into an Agreement imposes no obligation on the COUNTY to utilize the CONTRACTOR for all goods and/or services of the type contracted for which may develop during the agreement period. All agreements are non-exclusive. During the term of any Agreement the COUNTY reserves the right to contract with another provider for similar goods and/or services as it determines necessary in its sole discretion.

J. Parties to the Agreement

This Agreement creates no rights or privileges that are enforceable by anyone not a party to this Agreement. Nothing set forth in this Agreement is intended to create, or will create, any benefits, rights, or responsibilities to any third parties. Persons or entities not a party to the Agreement may not claim any benefit from the Agreement or as third-party beneficiaries thereto.

K. Project Monitoring

Project Monitoring - During the term of the Agreement, Contractor shall cooperate with the County, either directly or through its representatives, in monitoring Contractor's progress and performance of this Agreement.

L. Severability

If any section, subsection, sentence, clause, phrase, or portion of the Agreement is for any reason held invalid or unconstitutional by any court of competent jurisdiction, such portion will be deemed separate, distinct, and independent provision, and such holding will not affect the validity of the remaining portion thereof.

M. Waiver

The delay or failure by either Party to exercise or enforce any of its rights under the Agreement will not constitute or be deemed a waiver of the Party's right thereafter to enforce those rights, nor will any single or partial exercise of any such right preclude any other or further exercise of that or any other right.

11. NOTICES

Any notice or written communication pursuant to the terms of this Agreement must be delivered in person, by Certified Mail, Return Receipt Requested or private carrier express mail, or emailed to the person or persons designated in the Agreement. Notice will be deemed to have been given on the date shown on the return receipt, or date of actual delivery, whichever is earlier. Either designated recipient will notify the other, in writing, if someone else is designated to receive notice.

12. PAYMENT & FISCAL OBLIGATIONS

A. Fiscal Non-Funding

The Agreement is not a general obligation of the COUNTY. It is understood that neither this Agreement nor any representation by any COUNTY employee or officer creates any obligation to appropriate or make monies available for the purpose of the Agreement beyond the fiscal year in which this Agreement is executed. No liability will be incurred by the COUNTY, or any department, beyond the monies budgeted and available for this purpose. In the event that sufficient budgeted funds are not available for a new fiscal period, COUNTY will notify the CONTRACTOR of such occurrence and the Agreement will terminate on the last day of the then-current fiscal period without penalty or expense to the COUNTY.

B. Invoices

Invoices (if applicable) must be submitted to the billing email address indicated below or through such other means as permitted by COUNTY. Any invoiced payments will be made in accordance with the Local Government Prompt Payment Act, Florida Statutes § 218.70 et seq. COUNTY will notify CONTRACTOR in writing of a change in the billing email address.

Invoices must be emailed to:

FinanceAccountsPay@MyPinellasClerk.gov

Clerk of the Circuit Court and Comptroller

Attn: Finance Division, Accounts Payable

Invoices must be attached as a PDF, word processing document, or graphic image. Electronic external link redirects to download an invoice copy are unauthorized and will not be accepted.

To be considered a proper invoice, the following criteria must be included:

1. Ship to address and recipient:
    a. Board of County Commissioners (Board), or
    b. Clerk of the Circuit Court and Comptroller (Clerk); and
2. Reference the originating department that placed the order.
3. Vendor’s information:
    a. Legal name
    b. Remit to name and address
    c. Contact details, including email and phone number
4. Invoice numbering and naming:
    a. Unique invoice number
    b. Duplicate invoice numbers will not be accepted
    c. “Invoice” on the face of the document
    d. Statements, quotations, and estimates will not be accepted.
5. Purchase Order information:
    a. Valid purchase order number
    b. All costs of goods and services ordered
    c. The total invoice must not exceed the amount authorized on the purchase order
6. Dates:
    a. Invoice date
    b. Service/delivery date (if applicable)
    c. Due date per Agreement (default is 45 days after acceptance of valid invoice)
7. Descriptions:
    a. Detailed descriptions of goods or services provided

b. Item descriptions

c. Itemized costs

d. Quantities

e. Unit prices

f. Total amounts

g. Specify any applicable discounts or credits when available

8. No Sales or Use Tax:

   a. Exclude any sales or use taxes.

   b. County shall furnish a valid Consumer's Certificate of Exemption Form DR-14.

9. Supporting Documentation:

   a. Provide valid obligation to pay

   b. Delivery receipts, timesheets, work orders, etc.

Goods or services must be delivered or rendered before receipt of invoice unless they meet an exception outlined in F.S. 215.422(15) - Advance Payments or F.S. 216.181(16) - General Appropriations Advances related to advance payments.

Upon execution of the agreement, CONTRACTOR will complete and notarize the onboarding packet provided by COUNTY, which includes W-9 tax reporting information.

C. Taxes

The COUNTY is immune from taxation. The Florida State Sales Tax Exemption Number for Pinellas County is 85-8013287050C-7 and the Federal Excise Tax Exemption Number is 59-6000800. The COUNTY will have no liability for any sales, service, value added, use, excise, gross receipts, property, workers' compensation, unemployment compensation, withholding or other taxes, whether levied upon CONTRACTOR or CONTRACTOR's assets, or upon the COUNTY in connection with the Agreement. Payments to County are subject to applicable Florida taxes, which will be the sole responsibility of CONTRACTOR.

D. Travel Expenses

No travel or per diem reimbursement expenses will be paid unless expressly authorized in the Agreement and approved by the COUNTY in writing in advance. All bills for any authorized travel expenses will be submitted and paid in accordance with the rates and procedures specified in Section 112.061, Florida Statutes, and in compliance with the COUNTY's policy for travel expenses.

13. CONFIDENTIAL RECORDS, PUBLIC RECORDS & AUDIT

A. Audit

The COUNTY reserves the right to conduct an audit of the CONTRACTOR's records related to this Agreement and any Products or Services provided hereunder, pursuant to Pinellas County Code, Chapter 2. The CONTRACTOR must retain any such records for five (5) years following Contract completion and must provide the COUNTY or their authorized representatives complete access to such records for audit purposes during the term of the Agreement and for five (5) years following Agreement completion. This provision does not entitle COUNTY to audit any records that are not related to the Agreement.

B. Confidential Records & Information

Each party will maintain as confidential any Confidential Records & Information, to the extent authorized by Federal and Florida law. Access to Confidential Records & Information will be limited by the Parties to only those employees or agents that must have access to comply with the terms of the Agreement.

C. Cooperation with the Inspector General

CONTRACTOR will fully cooperate with the Pinellas County Clerk of the Circuit Court's Inspector General in any investigation, audit, inspection, review, or hearing initiated by the Inspector General on behalf of the COUNTY that is associated with the administration or performance of the Agreement, including but not limited to providing timely access to records, authorizing interviews of CONTRACTOR agents or employees, and responding to requests for information. CONTRACTOR will include and enforce this requirement in any subcontractor agreement.

D. Public Records

CONTRACTOR acknowledges that information and data it manages in relation to the Agreement may be public records in accordance with Chapter 119, Florida Statutes. CONTRACTOR agrees that prior to providing Services it will implement policies and procedures to maintain, produce, secure, and retain public records in accordance with applicable laws and regulations, including but not limited to Section 119.0701, Florida Statutes. Notwithstanding any other provision of this Agreement relating to compensation, the CONTRACTOR agrees to charge the COUNTY, and/or any third parties requesting public records only such fees allowed by Section 119.07, Florida Statutes, and County policy for locating and producing public records during the term of this Agreement. A CONTRACTOR who fails to provide the public records to the public agency within a reasonable time may be subject to penalties under s. 119.10.

Upon request from the COUNTY's custodian of public records, CONTRACTOR will provide the COUNTY with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Chapter 119, Florida Statutes, or as otherwise provided by law.

CONTRACTOR will ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract if the CONTRACTOR does not transfer the records to the COUNTY.

Upon completion of the contract, the CONTRACTOR will transfer to the COUNTY, at no cost, all public records in possession of the CONTRACTOR, or will keep and maintain public records as required by law. If the CONTRACTOR transfers all public records to the COUNTY upon completion of the contract, the CONTRACTOR will destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the CONTRACTOR keeps and maintains public records upon completion of the contract, the CONTRACTOR will meet all applicable requirements for retaining public records. All records stored electronically must be provided to the COUNTY, upon request from the COUNTY's custodian of public records, in a format that is compatible with the information technology systems of the COUNTY.

IF THE CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS, ADMINISTRATIVE SERVICES, AT

(727) 464-3341,

clerkinfo@mypinellasclerk.org

ATTN: PUBLIC RECORDS LIASON

315 COURT STREET, 4TH FLOOR, ROOM 400, CLEARWATER, FL 33756

The Parties acknowledge and agree that the statements and provisions in this Section are required by Florida Statutes to be included in certain contracts. The inclusion of these provisions will not be construed to imply that the CONTRACTOR has been delegated any governmental decision-making authority, governmental responsibility, or governmental function, or that CONTRACTOR is acting on behalf of the COUNTY as provided under section 119.011(2), Florida Statutes. As stated above, CONTRACTOR may contact the COUNTY with questions regarding the application of the Public Records Law; however, CONTRACTOR is advised to seek independent legal counsel as to its legal obligations. The COUNTY cannot provide CONTRACTOR advice regarding its legal rights or obligations.

E. Right to Ownership

All work created, originated and/or prepared by CONTRACTOR in performing Services including documentation or improvements related thereto, to the extent that such work, products, documentation, materials or information are described in or required by the Services (collectively, the “Work Product”) will be COUNTY’s property when completed and accepted to be used for the purposes set forth under this Agreement, if acceptance is required in this Agreement, and the COUNTY has made payment of the sums due therefore. The ideas, concepts, know. how or techniques developed during the course of this Agreement by the CONTRACTOR or jointly by CONTRACTOR and the COUNTY may be used by the COUNTY without obligation of notice or accounting to the CONTRACTOR. Any data, information or other materials furnished by the COUNTY for use by CONTRACTOR under this Agreement will remain the sole property of the COUNTY. CONTRACTOR shall retain sole and exclusive ownership of all right, title and interest in its work papers, proprietary information, processes, methodologies, know-how and software, including such information is of general application, anything that it may discover, create or develop during provision of the services (collectively, the “Contractor Property”). To the extend the deliverables contain any Contractor Property; the COUNTY shall be granted a non-exclusive, non-assignable, royalty-free license to use such Contractor Property solely in connection with the subject of the Agreement.

14. <u>TERMINATION</u>

A. CONTRACTOR Default Provisions and Remedies of COUNTY

1. **Events of Default -** Any of the following will constitute a “CONTRACTOR Event of Default” hereunder:

    i. CONTRACTOR fails to maintain the staffing necessary to perform the Services as required in the Agreement, fails to perform the Services as specified in the Agreement, or fails to complete the Services within the completion dates as specified in the Agreement;

ii. CONTRACTOR breaches Confidential Information Section of this Agreement;

iii. CONTRACTOR fails to gain acceptance of goods and/or services deliverable, for 2 consecutive iterations; or

iv. CONTRACTOR fails to perform or observe any of the other material provisions of this Agreement.

2. **Cure Provisions** - Upon the occurrence of a CONTRACTOR Event of Default as set out above, the COUNTY will provide written notice of such CONTRACTOR Event of Default to CONTRACTOR ("Notice to Cure"), and CONTRACTOR will have 30 calendar days after the date of a Notice to Cure to correct, cure, and/or remedy the CONTRACTOR Event of Default described in the written notice.

3. **Termination for Cause by the COUNTY** - In the event that CONTRACTOR fails to cure a CONTRACTOR Event of Default as authorized herein, or upon the occurrence of a CONTRACTOR Event of Default as specified in Termination – CONTRACTOR Default Provisions and Remedies of COUNTY – Events of Default Section of this Agreement, the COUNTY may terminate this Agreement in whole or in part, effective upon receipt by CONTRACTOR of thirty (30) days written notice of termination pursuant to this provision, and may pursue such remedies at law or in equity as may be available to the COUNTY.

B. COUNTY Default Provisions and Remedies of CONTRACTOR

1. **Events of Default** - Any of the following will constitute a "COUNTY Event of Default" hereunder:

i. the COUNTY fails to make timely undisputed payments as described in this Agreement;

ii. the COUNTY breaches Confidential Information Section of this Agreement; or

iii. the COUNTY fails to perform any of the other material provisions of this Agreement.

2. **Cure Provisions** - Upon the occurrence of a COUNTY Event of Default as set out above, CONTRACTOR will provide written notice of such COUNTY Event of Default to the COUNTY ("Notice to Cure"), and the COUNTY will have thirty (30) calendar days after the date of a Notice to Cure to correct, cure, and/or remedy the COUNTY Event of Default described in the written notice.

3. **Termination for Cause by CONTRACTOR** - In the event the COUNTY fails to cure a COUNTY Event of Default as authorized herein, CONTRACTOR may terminate this Agreement in whole or in part effective on receipt by the COUNTY of written notice of termination pursuant to this provision, and may pursue such remedies at law or in equity as may be available to the CONTRACTOR.

C. Termination for Convenience

Notwithstanding any other provision herein, the COUNTY may terminate this Agreement, without cause, by giving 30 days advance written notice to the CONTRACTOR of its election to terminate this Agreement pursuant to this provision.

15. PERFORMANCE

Contractor shall provide the services in accordance with an applicable schedule of performance. If a Milestone date falls on a day other than a Business Day, such time period will be extended automatically to the next Business Day.

Contractor agrees that the services provided for under the Agreement will be performed in a professional manner in accordance with recognized professional consulting standards for similar services and that qualified personnel will be assigned for that purpose. In providing the services, Contractor and its personnel shall exercise reasonable care. Contractor cannot guarantee or assure the achievement of any particular performance objective, nor can Contractor guarantee or assure any particular outcome for the County or any other person as a result of the Agreement or the performance of the services contemplated thereunder.

16. WARRANTY OF ABILITY TO PERFORM

The CONTRACTOR warrants that, to the best of its knowledge, there is no pending or threatened action, proceeding, or investigation, or any other legal or financial condition, that would in any way prohibit, restrain, or diminish the CONTRACTOR’s ability to satisfy its contract obligations.

17. SERVICES

The terms under this section are applicable if the Agreement includes the provision of SERVICES:

A. Additional Services

The COUNTY may elect to have CONTRACTOR perform Services that are not specifically described in the Statement of Work but are related to the Services (“Additional Services”), in which event CONTRACTOR will perform such Additional Services for the compensation specified in the Statement of Work or negotiated between the two Parties. CONTRACTOR will commence performing the applicable Additional Services promptly upon receipt of written approval as provided herein.

B. Descoping of Services

The COUNTY reserves the right, in its sole discretion, to de-scope Services upon written notification to the CONTRACTOR by the COUNTY. Upon issuance and receipt of the notification, the CONTRACTOR and the COUNTY will enter into a written amendment reducing the appropriate fee for the impacted Services by a sum equal to the amount associated with the de-scoped Services as defined in the payment schedule in this Agreement, if applicable, or as determined by mutual written consent of both Parties based upon the scope of work performed prior to issuance of notification.

C. Personnel

1) Approval and Replacement of Personnel

The COUNTY will have the right to approve all CONTRACTOR Personnel assigned to provide the Services, which approval will not be unreasonably withheld. Prior to commencing the Services, the CONTRACTOR will provide at least ten (10) days written notice of the names and qualifications of the CONTRACTOR Personnel assigned to perform Services pursuant to the Agreement. Thereafter, during the term of this

Agreement, the CONTRACTOR will promptly and as required by the COUNTY provide written notice of the names and qualifications of any additional CONTRACTOR Personnel assigned to perform Services. The COUNTY, on a reasonable basis, will have the right to require the removal and replacement of any of the CONTRACTOR Personnel performing Services, at any time during the term of the Agreement. The COUNTY will notify CONTRACTOR in writing in the event the COUNTY requires such action. CONTRACTOR will accomplish any such removal within 48 hours after receipt of notice from the COUNTY and will promptly replace such person with another person, acceptable to the COUNTY, with sufficient knowledge and expertise to perform the Services assigned to such individual in accordance with this Agreement. In situations where individual CONTRACTOR Personnel are prohibited by applicable law from providing Services, removal and replacement of such CONTRACTOR Personnel will be immediate and not subject to such 48 hour replacement timeframe and the provisions of the Termination Section of this Agreement will apply if minimum required staffing is not maintained.

2) **E-Verify**

CONTRACTOR and any subcontractor(s) must register with and use the E-verify system in accordance with Florida Statutes Section 448.095. A contractor and subcontractor may not enter into a contract with the COUNTY unless each party registers with and uses the E-verify system If a contractor enters a contract with a subcontractor, the subcontractor must provide the contractor with an affidavit stating that the Subcontractor does not employ, contract with, or subcontract with unauthorized aliens. The contractor must maintain a copy of the affidavit for the duration of the contract. If the COUNTY, CONTRACTOR, or Subcontractor has a good faith belief that a person or entity with which it is contracting has knowingly violated Florida Statutes Section 448.09(1) will immediately terminate the contract with the person or entity. If the COUNTY has a good faith belief that a Subcontractor knowingly violated this provision, but the CONTRACTOR otherwise complied with this provision, the COUNTY will notify the CONTRACTOR and order that the CONTRACTOR immediately terminate the contract with the Subcontractor. A contract terminated under the provisions of this section is not a breach of contract and may not be considered such. Any contract termination under the provisions of this section may be challenged to Section 448.095(2)(d), Florida Statute. CONTRACTOR acknowledges upon termination of this agreement by the COUNTY for violation of this section by CONTRACTOR, CONTRACTOR may not be awarded a public contract for at least one (1) year. CONTRACTOR acknowledges that CONTRACTOR is liable for any additional costs incurred by the COUNTY as a result of termination of any contract for a violation of this section. CONTRACTOR or Subcontractor will insert in any subcontracts the clauses set forth in this section, requiring the subcontracts to include these clauses in any lower tier subcontracts. CONTRACTOR will be responsible for compliance by any Subcontractor or Lower Tier Subcontractor with the clause set for in this section.

3) **Independent CONTRACTOR Status and Compliance with the Immigration Reform and Control Act**

CONTRACTOR is and will remain an independent contractor and is neither agent, employee, partner, nor joint venturer of COUNTY. CONTRACTOR acknowledges that it is responsible for complying with the provisions of the Immigration Reform and Control Act of 1986 located at 8 U.S.C. 1324, et seq, and regulations relating thereto, as either may be amended from time to time. Failure to comply with the above provisions will be considered a material breach of the Agreement.

4) **Qualified Personnel**

CONTRACTOR agrees that each person performing Services will have the qualifications and requirements to fulfill any obligations.

D. **Quality of Services**

The CONTRACTOR agrees that all Services provided under an Agreement will be performed in compliance with the Agreement terms and to the satisfaction of the COUNTY.

18. EQUIPMENT MAINTENANCE

The terms under this section are applicable if the Agreement includes equipment maintenance:

A. **Extra Compensation**

No repairs, replacements of parts or equipment that will result in extra charges not covered by this contract will be performed by the CONTRACTOR without first submitting a written estimate of cost of same and securing written approval from the COUNTY.

B. **Addition and Deletion**

In the event any machine or equipment is subsequently purchased, the type of which is covered by the Agreement, such machine or equipment may, at the COUNTY's discretion, be added to the Agreement at the established rate and under the same terms and conditions. Any machine or equipment covered by the Agreement may, at the COUNTY's discretion, be deleted therefrom and the compensation contracted for proportionately reduced at any time, provided 30 days written notice is given to the CONTRACTOR.

19. DIGITAL CONTENT

The terms under this section are applicable if the Agreement includes software, online, or digital content services:

A. **Americans with Disabilities Act (ADA) Digital Accessibility Compliance**

All public-facing digital content and services produced, modified, hosted, or otherwise provided pursuant to the agreement—including but not limited to audiovisual content, documents, websites, web applications, mobile apps, software, kiosks, and other technology-based Products and Services—must comply with the Americans with Disabilities Act (ADA) and Section 504 of the Rehabilitation Act of 1973, and must be in conformance with requirements defined in the following standards: The Information and Communication Technology (ICT) Standards and Guidelines; the Web Content Accessibility Guidelines (WCAG) 2.1 Level AA; or such guidelines as may be subsequently adopted by the Department of Justice (DOJ) for compliance with the ADA. If guidelines are formally adopted by DOJ, those guidelines will be used as the standard for compliance regardless of whether they are more or less stringent than WCAG 2.1 AA.

COUNTY will notify CONTRACTOR in writing if it identifies an issue that renders the product inaccessible (the “Accessibility Issue”). Within 30 days of such notice, CONTRACTOR and COUNTY will meet and agree upon an appropriate and commercially reasonable timeline for resolution of the Accessibility Issue(s) (“Initial Meeting”).

Should any of the following conditions occur, it will constitute a material breach of the Agreement by CONTRACTOR and will be grounds for termination by COUNTY:

1. CONTRACTOR fails to acknowledge receipt of the notice and fails to meet within 30 days of receipt of the Notice;
2. CONTRACTOR unreasonably and solely withholds agreement regarding a timeline

for resolution; or

3. CONTRACTOR fails to materially resolve the Accessibility Issue(s) within the agreed-upon timeline.

B. Software Updates

At no additional charge to the COUNTY, the CONTRACTOR will provide all necessary updates to the software to comport with the purpose of this Agreement and to comply with legislative changes. “Update” means any published changes, additions or corrections to the Software that primarily include a minor modification or enhancement to the Software related to a bug fix, minor additional functionality or legislative changes that CONTRACTOR makes generally available to its customers. COUNTY will notify CONTRACTOR as soon as possible of any necessary changes to the functionality of the software to comply with legislative changes.

EXHIBITS:

- **EXHIBIT A: PAYMENT/INVOICES**
- **EXHIBIT B: DISPUTE RESOLUTION FOR PINELLAS COUNTY BOARD OF COUNTY COMMISSIONERS IN MATTERS OF INVOICE PAYMENTS**

20. EXHIBIT A: PAYMENT/INVOICES

PAYMENT/INVOICES:

For onboarding and invoice submission instructions, see section titled Payment & Fiscal Obligations.

Pinellas COUNTY offers a credit card payment process (ePayables) through Bank of America. Pinellas COUNTY does not charge vendors to participate in the program; however, there may be a charge by the company that processes your credit card transactions. For more information please visit Pinellas County's Purchasing website at (https://pinellas.gov/department/purchasing-risk-management-division/)

*If the Agreement specifies that Purchase Orders are to be utilized, the Purchase Order Number must appear on all packing slips, invoices and correspondence relating to the Order. County will not be responsible for goods delivered without a Purchase Order Number.

21. EXHIBIT B: DISPUTE RESOLUTION FOR PINELLAS COUNTY BOARD OF COUNTY COMMISSIONERS IN MATTERS OF INVOICE PAYMENTS:

Payment of invoices for work performed for Pinellas COUNTY Board of COUNTY Commissioners (COUNTY) is made, by standard, in arrears in accordance with Section 218.70, et. seq., Florida Statutes, the Local Government Prompt Payment Act.

If a dispute should arise as a result of non. payment of a payment request or invoice the following Dispute Resolution process will apply:

A. Pinellas COUNTY will notify a vendor in writing within 10 days of receipt of an improper invoice. The notice will indicate what steps the vendor should undertake to correct the invoice and resubmit a proper invoice to the COUNTY. Such steps should include requiring the vendor to contact the requesting department to validate the invoice and receive a sign off from that entity that would indicate that the invoice in question is in compliance with the terms and conditions of the Agreement, and then resubmitting the invoice as a "Corrected Invoice" to the requesting department to initiate the payment timeline.

   1. Requesting department for this purpose is defined as the COUNTY department for which the work is performed or to which goods are provided.
   2. Proper invoice for this purpose is defined as an invoice submitted for work performed that meets prior agreed upon terms or conditions to the satisfaction of Pinellas COUNTY.

B. Should a dispute result between the vendor and the COUNTY about payment of a payment request or an invoice then the vendor should submit their dissatisfaction in writing to the Requesting Department. Each Requesting Department will assign a representative who will act as a "Dispute Manager" to resolve the issue at departmental level.

C. The Dispute Manager will first initiate procedures to investigate the dispute and document the steps taken to resolve the issue in accordance with section 218.76 Florida Statutes. Such procedures must be commenced no later than 30 days after the date on which the payment request or invoice was received by Pinellas COUNTY and will not extend beyond 45 days after the date on which the payment request or invoice was received by Pinellas COUNTY.

D. The Dispute Manager should investigate and ascertain that the work, for which the payment request or invoice has been submitted, was performed to Pinellas COUNTY's satisfaction and duly accepted by the Proper Authority. Proper Authority for this purpose is defined as the Pinellas COUNTY representative who is designated as the approving authority for the work performed in the contractual document. The Dispute Manager will perform the required investigation and arrive at a solution before or at the 45-day timeframe for resolution of the dispute, per section 218.76, Florida Statutes. The COUNTY Administrator or his or her designee will be the final arbiter in resolving the issue before it becomes a legal matter. The COUNTY Administrator or his or her designee will issue their decision in writing.

E. Pinellas COUNTY Dispute Resolution Procedures will not be subject to Chapter 120 of the Florida Statutes. The procedures will also, per section 218.76, Florida Statutes, not be intended as an administrative proceeding which would prohibit a court from ruling again on any action resulting from the dispute.

F. Should the dispute be resolved in the COUNTY's favor interest charges begin to accrue 15 days after the final decision made by the COUNTY. Should the dispute be resolved in the vendor's favor the COUNTY will pay interest as of the original date the payment was due.

G. For any legal action to recover any fees due because of the application of sections 218.70 et. seq., Florida Statutes, an award will be made to cover court costs and reasonable attorney fees, including those fees incurred as a result of an appeal, to the prevailing party If it is found that the non. prevailing party held back any payment that was the reason for the dispute without having any reasonable lawful basis or fact to dispute the prevailing party's claim to those amounts.

Attachment 1

ADDITIONAL TERMS APPLICABLE TO IMPLEMENTATION SERVICES

Implementation Services means Guidehouse's services relating to system implementation, system integration, application development, or the design, coding and deployment of 1) Guidehouse Property (defined below) and/or 2) third-party hardware and system software, databases and application programs **("Third Party Software")**, as may be applicable and as further described in the statement of work **("SOW").**

Grant of License to Guidehouse Property. Guidehouse shall retain sole and exclusive ownership of all rights, title and interest in its work papers, proprietary information, processes, methodologies, data, computer programs, reports, specifications, know-how and other materials, and derivatives thereof, including such information as existed prior to the delivery of the Implementation Services and, to the extent such information is of general application, anything that it may discover, create or develop during provision of the Implementation Services **("Guidehouse Property")**. To the extent the Implementation Services include Guidehouse Property, Guidehouse hereby grants to Client a worldwide, non-exclusive, non-transferable, non-assignable right and license for the term defined in the SOW to use the Guidehouse Property solely for internal use. Client acknowledges that the Guidehouse Property contains proprietary and confidential information of Guidehouse and Client shall not and shall not permit others to use Guidehouse Property for purposed other than in furtherance of the Agreement nor to a) disassemble, decompile, decipher or reverse engineer Guidehouse Property; b) modify or make any derivative works of Guidehouse Property; or c) use the Guidehouse Property or Third Party Software to transmit through or post any material that is deemed abusive, harassing, obscene, slanderous, fraudulent, libelous, or otherwise unlawful.

Third Party License. To the extent the Implementation Services relate to implementing a third party's solution, Client expressly acknowledges that it will be required to license its own instance of Third Party Software at its sole expense in order to use the Implementation Services, and that Guidehouse has no obligation to support the Third Party Software. Guidehouse makes no warranties, express or implied, with respect to the Third Party Software, including, without limitation, their merchantability or fitness for a particular purpose. Any warranty Client has with respect to the Third Party Software shall be solely provided by the Third Party Software provider. Client will only use the Third Party Software in accordance with the Third Party Software license terms, and Guidehouse is not responsible for any violation by Client of such terms.

Additional Client Responsibilities.

Resources. At Guidehouse's request, Client shall supply on-site Guidehouse personnel specified in each SOW with: (a) suitable office space, desks, storage, furniture and other normal office equipment and support; (b) adequate computer resources; (c) telephone and facsimile service; (d) postage; (e) copying; and (f) general office supplies, all as necessary in connection with Guidehouse's performance of the Implementation Services.

Consents, Subject Matter Experience. Client will (i) provide Guidehouse reasonably noticed and scheduled access to Client's subject matter resources having suitable knowledge and expertise to perform their respective project roles; and (ii) Client will timely respond to Guidehouse's requests for information, approvals and decisions, and shall obtain all necessary consents and licenses from third parties for information, materials, hardware or software that is provided by or on behalf of Client.

Project Manager. For the term of the SOW, Client shall designate a project manager, who is an employee that will oversee the implementation project (the "**Project Manager"**). The Project Manager shall serve as the primary point of contact on behalf of Client in dealing with Guidehouse with respect to the Implementation Services. The Project Manager shall be responsible for coordinating, insofar as Guidehouse is concerned, all activities of Guidehouse affecting the Implementation Services. The Project Manager shall also work with Guidehouse to establish Client's priorities for the Implementation Services. Project Manager shall be available, as reasonably required, to be on-site at the appropriate Client location during progress and review meetings and at other times reasonably requested by Guidehouse.

Residuals. In no event shall either party or its affiliates be precluded from developing for itself, or for others, any original information or materials, whether in tangible or non-tangible form, which may be competitive with, or similar to, either the Implementation Services or the Deliverables so long as such party does not infringe any patent or copyright of any member of the Client or its subsidiaries or of Guidehouse or its subsidiaries. In addition, Guidehouse and Client shall be free to use its and their general knowledge, skills and experience, and any ideas, concepts, know how, and techniques that are acquired or used in the course of providing and receiving the Implementation Services which are retained in the unaided memories of employees who have had authorized access to the other party's Confidential Information; provided, however, neither Guidehouse nor Client may use (i) any personal information; (ii) any Confidential Information; (iii) any intellectual property of the other party used in the Implementation Services or derivatives thereof; or (iv) any other information or material of the other party that would constitute an infringement of that party's intellectual property.

Warranties, Viruses and Disabling Code.

*Warranties***.** Guidehouse warrants to Client that the Implementation Services will be performed or delivered, as applicable, by Guidehouse in a professional manner in accordance with recognized professional consulting standards for similar services and by qualified persons familiar with the requirements for the Implementation Services. Guidehouse warrants to Client that the Guidehouse Property and Deliverables will materially conform to the specifications set forth in the applicable SOW. The warranties above are for a period of ninety (90) days following Acceptance.

Viruses. Guidehouse will use and maintain commercially available anti-virus software that is designed to prevent the introduction of Viruses and/or similar items into the Deliverables, and Guidehouse shall not knowingly include or knowingly permit the inclusion of any Virus in any Deliverable. **"Virus"** means any virus, trojan, worm and other similar item.

Disabling Code. Guidehouse will not knowingly permit the inclusion of any Disabling Code in any Deliverable. **"Disabling Code"** means code that is designed to have the effect of: (a) permitting improper use, access, deletion or modification of one or more software programs or systems and/or hardware or hardware systems; or (b) improperly disabling, deactivating, damaging or shutting down one or more software programs or systems and/or hardware or hardware systems; in each case, including, without limitation, "time bombs," "protect codes," "data destruction keys," "trap doors" and similar code or devices.

Disclaimer. THE ABOVE CONSTITUTES THE ONLY WARRANTIES GRANTED BY GUIDEHOUSE WITH RESPECT TO THE DELIVERABLES OR IMPLEMENTATION SERVICES AND ARE EXPRESSLY MADE IN LIEU OF ANY OTHER EXPRESS OR IMPLIED WARRANTIES, INCLUDING ANY IMPLIED WARRANTY OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE. REGARDLESS OF ANY COURSE OF DEALING, PROMOTIONAL LITERATURE OR OTHER ACTIONS APPARENTLY CREATING A WARRANTY, GUIDEHOUSE MAKES NO WARRANTIES, EXPRESS OR IMPLIED, EXCEPT AS DETAILED IN THIS ATTACHMENT 1 RESPECTING THE FUNCTIONAL CHARACTERISTICS OR PERFORMANCE OF THE DELIVERABLES OR IMPLEMENTATION SERVICES OR OF THE PROFITABILITY OR OTHER BENEFITS TO BE OBTAINED BY CLIENT FROM THE USE OF THE DELIVERABLES OR IMPLEMENTATION SERVICES.

EXHIBIT C

Statement of Work

Workday Deployment Project

Pinellas County, FL

File Name:	**Guidehouse_Pinellas Workday Deployment SOW**
Version:	4.0
Date:	November 6, 2025

1.0 General

This Statement of Work ("SOW") details the Services that Guidehouse Inc., referenced below as "Guidehouse" or "GH," will perform for the deployment of Workday for "Pinellas County," referenced below as "Client" or "County," and includes a description of the scope, deliverables, roles and responsibilities, expected project timeline, fees and payment schedule. This SOW will be the governing project document outlining project scope and milestones as mutually agreed to by both parties.

If Client wishes to secure additional Services to deploy functionality not included in the scope of this SOW, change the roles and responsibilities, change the timeline of deployment, or otherwise initiate additional efforts outside the scope of this SOW, Guidehouse will provide a proposal for such Services and develop a separate SOW or Change Order subject to the Change Order Process defined in the Master Consulting Services Agreement, referenced below as Agreement.

Incorporation by Reference; Conflict. This SOW is governed by the terms and conditions of that certain Master Consulting Services Agreement by and between Guidehouse and the Client, effective as of 12/16/2025 (the "Agreement"). The terms of the Agreement and any related exhibits, attachments, or proposals, are hereby expressly incorporated by reference into and made a part of this SOW. In the event of a conflict between the terms and conditions of the Agreement and any related exhibits, attachments, or proposals, this SOW shall take precedence and control. This SOW may be executed (including by facsimile and PDF signature) in one or more counterparts, with the same effect as if the parties had signed the same document. This SOW may be modified or amended only by a written document signed by both parties. The parties hereto acknowledge having read this SOW and agree to be bound by its terms.

2.0 Methodology and Scope

The Guidehouse+ (GH+) Workday deployment methodology consists of five stages: Base Camp, Plan, Architect & Configure, Test, and Deploy (each, a "Stage"). The Professional Services and deliverables within each Stage of the methodology are explained in Appendix A. The project scope has been defined through the procurement process and follow-on discussions with Client and is detailed in the Project Scope section also included in Appendix A. Any feature, functionality, and/or services not explicitly identified in this SOW is out of scope.

3.0 Fees

Guidehouse shall provide to Client the Services as set forth herein on a fixed fee basis. The fixed fees due Guidehouse for the Services under this SOW are $4.361M, which includes $159,900 of travel for key project milestone activities within the deployment, which will be coordinated with Client on a mutually agreed upon schedule. Each milestone event signoff will trigger the Guidehouse invoicing process. Invoicing will occur as outlined in Section 3.1 and such invoices will be due and payable per terms in the Agreement. The estimated deployment start date is January 12, 2026.

3.1 Payment Schedule

The payment schedule for services is set forth below. Invoices will be submitted to Client on these dates, or monthly, following Client acceptance of all applicable Deliverables. Deliverables for each milestone are identified in the table below with an estimated milestone date based on project schedule. Upon acceptance of all Deliverables listed under each milestone, Guidehouse shall prepare and submit an invoice to Client for the applicable milestone. Submission and approval dates for each project Deliverable will be finalized upon completion of the project work plan during the Plan stage of the engagement. If it becomes necessary to move a Deliverable (other than a Deliverable for which Client is solely responsible) from one month to another, Guidehouse will notify Client and obtain Client's written approval through the Project Change Control Process set forth in Section 5 of this SOW.

Note: Milestone payment amounts will be finalized once detailed requirements and approach are finalized through collaborative discussions between Guidehouse and the County.

Phase 1 – HCM, Benefits, Payroll, Recruiting, Talent, Performance, Learning

Payment	Stage	Deliverables	Month	Date	Payment Amount
HCM-01	Base Camp	Framework and Process Discovery Workshops (3.1.1)	2	2/28/2026	$13,628
HCM-02	Base Camp	Client Project Team Training Plan (3.1.2)	2	2/28/2026	$13,628
HCM-03	Base Camp	Vision and Guiding Principles (3.1.3)	2	2/28/2026	$13,628
HCM-04	Base Camp	Integration Strategy and Inventory (3.1.4)	2	2/28/2026	$13,628
HCM-05	Base Camp	Data Conversion Strategy (3.1.5)	2	2/28/2026	$13,628
HCM-06	Base Camp	Base Camp Final Readout Presentation (3.1.6)	2	2/28/2026	$13,628
HCM-07	Base Camp	Postproduction Support Model Workshop #1: Building Your Support Team (3.1.7)	2	2/28/2026	$13,628
HCM-08	Base Camp	Change Readiness Workshops (3.1.8)	2	2/28/2026	$13,628
HCM-09	Plan	Project Organization Chart (3.2.1)	3	3/31/2026	$13,628
HCM-10	Plan	Project Plan (3.2.2)	3	3/31/2026	$13,628
HCM-11	Plan	Project Charter (3.2.3)	3	3/31/2026	$13,628
HCM-12	Plan	Change Management Strategy (3.2.4)	3	3/31/2026	$13,628
HCM-13	Plan	Communication Plan (3.2.5)	3	3/31/2026	$13,628
HCM-14	Plan	Tenant Strategy (3.2.6)	3	3/31/2026	$13,628
HCM-15	Plan	Testing Strategy (3.2.7)	3	3/31/2026	$13,628
HCM-16	Plan	Knowledge Transfer Tool (3.2.8)	3	3/31/2026	$13,628
HCM-17	Architect & Configure	Architect and Configuration Documents (3.3.1)	5	5/31/2026	$254,386
HCM-18	Architect & Configure	Customer Confirmation Sessions (3.3.2)	6	6/30/2026	$254,386
HCM-19	Architect & Configure	Configuration Unit Testing (3.3.3)	7	7/31/2026	$42,398
HCM-20	Architect & Configure	Reporting and Analytics Build and Unit Test (3.3.4)	7	7/31/2026	$42,398
HCM-21	Architect & Configure	Integrations Build and Unit Test (3.3.5)	7	7/31/2026	$42,398

HCM-22	Architect & Configure	Configuration Change Control Plan (3.3.6)	7	7/31/2026	$42,398
HCM-23	Architect & Configure	Training Strategy (3.3.7)	7	7/31/2026	$42,398
HCM-24	Architect & Configure	Postproduction Support Model Workshop #2: Establishing Processes, Tools, and Governance (3.3.8)	7	7/31/2026	$42,398
HCM-25	Test	Training Curriculum Plan (3.4.5)	10	10/31/2026	$95,395
HCM-26	Test	Training Content Development (3.4.7)	10	10/31/2026	$95,395
HCM-27	Test	Postproduction Support Model Workshop #3: Readiness and Ongoing Success (3.4.8)	10	10/31/2026	$95,395
HCM-28	Test	End-to-End Testing (3.4.1)	11	11/30/2026	$95,395
HCM-29	Test	Payroll Parallel Testing (3.4.2)	11	11/30/2026	$95,395
HCM-30	Test	Production Preparedness Structure and Support Model (3.4.3)	11	11/30/2026	$95,395
HCM-31	Test	Cutover Plan (3.4.4)	11	11/30/2026	$95,395
HCM-32	Test	Train-the Trainer (3.4.6)	10	11/30/2026	$95,395
HCM-33	Deploy	Go-live Authorization Form (3.5.1)	12	12/31/2026	$109,020
HCM-34	Deploy	Go-live (3.5.2)	12	12/31/2026	$109,020
HCM-35	Support	Post Go-Live Support - Month 1 (3.5.3)	13	1/31/2027	$109,020
HCM-36	Support	Post Go-Live Hypercare Support - Month 3 (3.5.4)	15	3/31/2027	$109,020
Total					**$2,180,448**

Phase 2 - Financials, Sourcing, CLM

Payment	Stage	Deliverables	Month	Date	Payment Amount
FIN-01	Base Camp	Framework and Process Discovery Workshops (3.1.1)	12	12/31/2026	$11,197
FIN-02	Base Camp	Client Project Team Training Plan (3.1.2)	12	12/31/2026	$11,197
FIN-03	Base Camp	Vision and Guiding Principles (3.1.3)	12	12/31/2026	$11,197
FIN-04	Base Camp	Integration Strategy and Inventory (3.1.4)	13	1/31/2027	$11,197
FIN-05	Base Camp	Data Conversion Strategy (3.1.5)	13	1/31/2027	$11,197
FIN-06	Base Camp	Base Camp Final Readout Presentation (3.1.6)	13	1/31/2027	$11,197
FIN-07	Base Camp	Postproduction Support Model Workshop #1: Building Your Support Team (3.1.7)	13	1/31/2027	$11,197
FIN-08	Base Camp	Change Readiness Workshops (3.1.8)	13	1/31/2027	$11,197
FIN-09	Plan	Project Organization Chart (3.2.1)	13	1/31/2027	$11,197

FIN-10	Plan	Project Plan (3.2.2)	13	1/31/2027	$11,197
FIN-11	Plan	Project Charter (3.2.3)	13	1/31/2027	$11,197
FIN-12	Plan	Change Management Strategy (3.2.4)	13	1/31/2027	$11,197
FIN-13	Plan	Communication Plan (3.2.5)	13	1/31/2027	$11,197
FIN-14	Plan	Tenant Strategy (3.2.6)	13	1/31/2027	$11,197
FIN-15	Plan	Testing Strategy (3.2.7)	13	1/31/2027	$11,197
FIN-16	Plan	Knowledge Transfer Tool (3.2.8)	13	1/31/2027	$11,197
FIN-17	Architect & Configure	Architect and Configuration Documents (3.3.1)	15	3/31/2027	$104,503
FIN-18	Architect & Configure	Customer Confirmation Sessions (3.3.2)	16	3/31/2027	$104,504
FIN-19	Architect & Configure	Configuration Unit Testing (3.3.3)	17	4/30/2027	$ 209,007
FIN-20	Architect & Configure	Reporting and Analytics Build and Unit Test (3.3.4)	17	5/31/2027	$41,801
FIN-21	Architect & Configure	Integrations Build and Unit Test (3.3.5)	17	5/31/2027	$41,801
FIN-22	Architect & Configure	Configuration Change Control Plan (3.3.6)	17	5/31/2027	$41,801
FIN-23	Architect & Configure	Training Strategy (3.3.7)	17	5/31/2027	$41,801
FIN-24	Architect & Configure	Postproduction Support Model Workshop #2: Establishing Processes, Tools, and Governance (3.3.8)	17	5/31/2027	$41,801
FIN-25	Test	Production Preparedness Structure and Support Model (3.4.3)	18	6/30/2027	$89,574
FIN-26	Test	Cutover Plan (3.4.4)	19	7/31/2027	$89,574
FIN-27	Test	Training Curriculum Plan (3.4.5)	19	7/31/2027	$89,574
FIN-28	Test	End-to-End Testing (3.4.1)	19	7/31/2027	$89,574
FIN-29	Test	Train-the Trainer (3.4.6)	20	8/31/2027	$89,574
FIN-30	Test	Training Content Development (3.4.7)	20	8/31/2027	$89,574
FIN-31	Test	Postproduction Support Model Workshop #3: Readiness and Ongoing Success (3.4.8)	20	8/31/2027	$89,574
FIN-32	Deploy	Go-live Authorization Form (3.5.1)	21	9/30/2027	$89,574
FIN-33	Deploy	Go-live (3.5.2)	21	9/30/2027	$89,574
FIN-34	Support	Post Go-Live Support - Month 1 (3.5.3)	22	10/31/2027	$89,574
FIN-35	Support	Post Go-Live Hypercare Support - Month 3 (3.5.4)	24	12/31/2027	$89,576
Total					**$1,791,487**

Phase 3 – Adaptive Planning

Payment	Stage	Deliverables	Month	Date	Payment Amount
PLN-01	Plan	Project Plan (3.2.2)	20	8/31/2027	$19,453
PLN-02	Plan	Tenant Strategy (3.2.6)	20	8/31/2027	$19,453
PLN-03	Architect & Configure	Architect and Configuration Documents (3.3.1)	21	9/30/2027	$68,086
PLN-04	Architect & Configure	Configuration Unit Testing (3.3.3)	22	10/31/2027	$68,086
PLN-05	Testing	End to End Testing (3.4.1)	23	11/30/2027	$68,086
PLN-06	Testing	Training Curriculum Plan (3.4.5)	23	11/30/2027	$68,086
PLN-07	Deploy	Go-Live (3.5.2)	24	12/31/2027	$38,909
PLN-08	Support	Post Go-Live Support - Month 1 (3.5.3)	25	1/31/2028	$19,453
PLN-09	Support	Post Go-Live Hypercare Support - Month 3 (3.5.4)	27	3/31/2028	$19,453
Total					**$389,065**

3.2 Deliverable Criteria and Acceptance

As Guidehouse completes the deliverable(s), it will present Client with Acceptance Forms and/or electronic approval via CAMPSite. Within five (5) business days (excluding days marked as holidays as noted per Client's calendar to be furnished in advance of execution of this SOW) of Client's receipt of the deliverable(s) and Acceptance Form from Guidehouse ("Acceptance Period"), Client shall either (a) approve the Acceptance Form electronically to signify Client's agreement that the deliverable(s) comply with their respective acceptance criteria ("Accept") or (b) notify Guidehouse in writing of the basis of its belief that the deliverable(s) do not comply with their respective acceptance criteria ("Reject"). If Client does not Accept or Reject a deliverable prior to expiration of the applicable Acceptance Period, the project timeline may extend beyond the agreed upon schedule. Every attempt will be made to rectify concerns and come to an Acceptance of the deliverable, including escalation to the Steering Committee for action. If a deliverable is not accepted after three (3) attempts to redeliver, the County shall escalate the matter to the Steering Committee for resolution. If acceptance cannot be achieved following such escalation, the Parties acknowledge that the project cost and timeline may be subject to adjustment through a mutually agreed change order.

As part of overarching deliverable acceptance, Guidehouse will utilize the Collaboration and Project Management Site (CAMPSite) to capture electronic approval from Client for the payment milestones outlined in section 3.1. An automated workflow will provide Client a notification inside of CAMPSite as well as through email, that a milestone has been submitted for review. Acceptance will capture date, timestamp, and approval information with full history available. If a milestone is deemed unacceptable, Client will both reject and provide comments directly within CAMPSite for Guidehouse to review and remediate prior to re-submission.

4.0 Steering Committee

The Steering Committee provides overall governance for the deployment.
Responsibilities include:

- Defines and maintains a set of project "Guiding Principles" or "Vision and Goals"
- Ensuring alignment with business objectives
- Monitoring project financials
- Reviewing risk mitigation plans and ensuring the timely resolution of all issues; including taking ownership to manage operational organizational issues and risks through closure.
- Reviewing and approving change requests that impact budget, scope or schedule

The Steering Committee will meet on a regular basis and be comprised of Client Executive Sponsor, Client Project Manager, Guidehouse Project Director / Executive Sponsor, Guidehouse Project Manager, and Workday Delivery Assurance Manager.

5.0 Project Change Controls

The parties acknowledge and agree that the avoidance of project delays is critical to Guidehouse's ability to provide the Services and maintaining the project budget and timeline. In the event of any project delay whether due to circumstances within the control of Client, Guidehouse, or factors outside either party's control, both parties will work together in good faith to minimize the impact and keep the project on track.

If the issue escalation process has been exhausted, either party may convene a Steering Committee meeting to resolve such delays and to develop a mutually agreed upon solution. The Steering Committee will take into consideration the cause of the delay and negotiate in good faith. If the Steering Committee determines there are project impacts, including, but not limited to, changes in project scope, estimated level of effort, project timeline, project resource commitments, or fees and/or expenses, a mutually agreed upon change order will be entered into in accordance with the Agreement. All Change Orders must have written approval by the appropriate Client authority.

Hourly Rates for Change Orders

Resource	Hourly Rate
Delivery Director	$269
Engagement Manager	$239
Functional/Technical Architect	$239
Managing Consultant	$219
Senior Consultant	$189
Consultant	$159
Offshore Integration/Data Consultant	$69

The above rates will be in effect at the start of the project through December 31, 2026, and will escalate by 3% at the beginning of each subsequent calendar year.

6.0 Expiration of Offer

The offer set forth in this SOW is valid only through January 30, 2026. (“SOW Offer Expiration Date”), and in the event this SOW is not executed by such date, the offer may be rescinded by Guidehouse, in which case all terms are null and void, and neither Party shall have any obligation in relation hereto.

Appendix A: Project Staffing, Deployment Approach, Workday Methodology and Project Scope

1.0 Roles and Responsibilities

The following roles are required to make the project successful.

1.1 Guidehouse Roles

Guidehouse project team roles and responsibilities included in this SOW are described below. The extent of each Guidehouse's team member's involvement will vary by task as defined in the Project Plan.

Guidehouse Role	Est. # of Staff	Skills/Responsibility
Engagement Partner	1 (at 10%)	Responsible for being the point of contact representing Guidehouse management team Works with the Project Manager and Engagement Director to prevent escalated issues from impacting the project timeline Confirms that the appropriate Guidehouse resources are available for the project and works with the Workday Engagement Manager to resolve any escalated issues in a time-effective manner. Serves on the Steering Committee.
Project Director / Executive Sponsor	1 (at 15%)	Responsible for being the point of contact representing Guidehouse management team. Works with both Project Managers to prevent escalated issues from impacting the project timeline. Engage Client executives in identifying key strategic organizational objectives that provide guiding principles to the Workday project.
Project Manager	1 (at 75%)	Key partner in collaboration with Client Project Manager to define project standards, policies, procedures, and manage the overall project to completion. Supports Change Management effort
Change Management Lead	1 (at 15%)	Partners with Client Change Management Lead to develop and drive execution of the change management plan, training plan, and leadership action plan for Client.
Functional Lead	2-3 (at 15%)	Guides and supports functional consultants with key design, configuration and testing decisions.
Functional Consultants (1 Per Business Area)	13 (at 50%-100%)	Leads design workshops and partners with Client lead to understand, document and configure key business requirements Supports Client functional leads through all phases of the project including assisting with Test Scenario/Test Script creation for designated functional area and associated business processes

Guidehouse Role	Est. # of Staff	Skills/Responsibility
Integration Lead	1 (at 25%)	Provides technical knowledge and expertise related to Client integration requirements. Assists with the creation of comprehensive Integration Test Scenarios/Test Scripts for use by the Client.
Integration Consultant(s)	2 (at 25%)	Works with Guidehouse Integration Lead to develop and design integrations
Data Lead	1 (at 50%)	Provides data knowledge and expertise related to functional areas within scope for Client implementation.
Reporting & Prism Analytics Consultant	1 (at 15%)	Assists Client in prioritization of reports and development of key custom reports and Prism Analytics use cases within Workday
Extend Consultant	1 (at 15%)	Provides technical knowledge and expertise related to Extend applications. Prioritize and develop applications in scope.

1.2 Client Roles

The table below provides guidance on the minimum number of the project resources required by Client for the project. Client will assume responsibility for the following roles and tasks. The Client will designate resources to fill the roles below in some cases the Client may designate a resource to multiple roles. Detailed roles and responsibilities will be documented in the Project Charter and Project Organizational Chart.

Client Role	Est. # of Staff	Skills / Responsibilities
Executive Sponsors / Steering Committee	3-5 (at 10%)	Responsible for being a champion of the project within the organization, managing stakeholder engagement, and ensuring appropriate resources are aligned with the project Key attendee in Steering Committee meetings and project governance meetings Continuously keeps organizational goals in mind while monitoring project success and timeframes

Client Role	Est. # of Staff	Skills / Responsibilities
Project Manager	1 (at 100%)	Primary individual responsible for managing the project to completion with Guidehouse Project Manager With Guidehouse Project Manager, develops, manages, and maintains the Project Plan Manages milestone completion and deadlines in conjunction with the project plan Maintains and mitigates issue log Presents project status and issues impacting timeline to the Steering Committee Responsible for signing off on key deliverables outlined in SOW
Change Management Lead	1 (at 50%)	Support execution of the change management plan for Client
Change Agents	1 per department (at 10%)	Support execution of the change management plan for Client Change representative for assigned areas of the organization
Training Lead	1 (at 50% during Test & Deploy)	Training Coordinator for the organization Knowledge of Departments and their participation requirements
Trainers	5-10 (at 25% during Test & Deploy)	Complete the train-the-trainer classes and deliver end user training to all Client end users (will not be needed if Client chooses the option to have Guidehouse deliver end user training directly)

Client Role	Est. # of Staff	Skills / Responsibilities
Functional Leads *One per functional area and co-lead recommended*	8-10 (at 25-50%)	Plays a key role during the Base Camp workshops Leads the functional team for a specific functional area(s), e.g., Benefits Attends workshops to identify opportunities for improvement, areas for standardization, unique variances, and potential differences in functionality Communicates business requirements Gathers reports and defines reporting requirements Conduct system testing during Unit, End to End and Production Dress Rehearsal Testing Key resource during end user training activities Expected Workday subject matter expert after deployment
Functional SMEs	10-15 (at 15%)	Providing specialized knowledge of business processes and department procedures Providing support to the functional lead in building test scenarios, executing test scenarios, and reporting of test outcomes and related defects Creation of job aids and other training documentation unless otherwise assigned Assisting with data conversion validation and integration requirements Providing end user guidance
Integration Lead	1 (at 50%)	Technical Resource Creates or maintains integrations between Workday and other systems Typical backgrounds include XML, XSLT, and Java Participates in all phases of the project
Data Lead	1 (at 50%)	Responsible for providing technical knowledge and expertise on current systems used Leads the data mapping activities from the legacy systems to Workday Builds the data migration programs from legacy systems Leads data validation activities Participates in all phases of the project
Reporting Lead	1 (at 25-50%)	Creates and maintains simple to complex reports and dashboards within Workday Participates in all phases of the project

Client Role	Est. # of Staff	Skills / Responsibilities
Test Lead	1 (at 25-50%)	All testing activities including assisting with the creation of test scenarios and scripts Contributor to the Test Strategy and Test Plan
Security Lead	1 (at 25%)	Responsible for configuring and administering Workday configurable security after go-live Participates in all phases of the project

2.0 Deployment Approach

Based on a projected project start date of January 5, 2026, the start dates and go-live dates of each phase are listed below. The length of each stage within each phase is represented in the subsequent graphic. A project plan (the "Project Plan") will be delivered in the Plan Stage and housed in CAMPSite that will confirm exact dates and duration of each Stage.

Phase 1a – Core HCM and Benefits

- Start Date: January 5, 2026
- Go-Live Date: October 1, 2026

Phase 1b – Payroll, Time Tracking, Absence Management, Scheduling

- Start Date: January 5, 2026
- Go-Live Date: January 1, 2027

Phase 1c – Talent, Learning, Recruiting, Performance Management

- Start Date: October 1, 2026
- Go-Live Date: July 1, 2027

Phase 2a – Financials

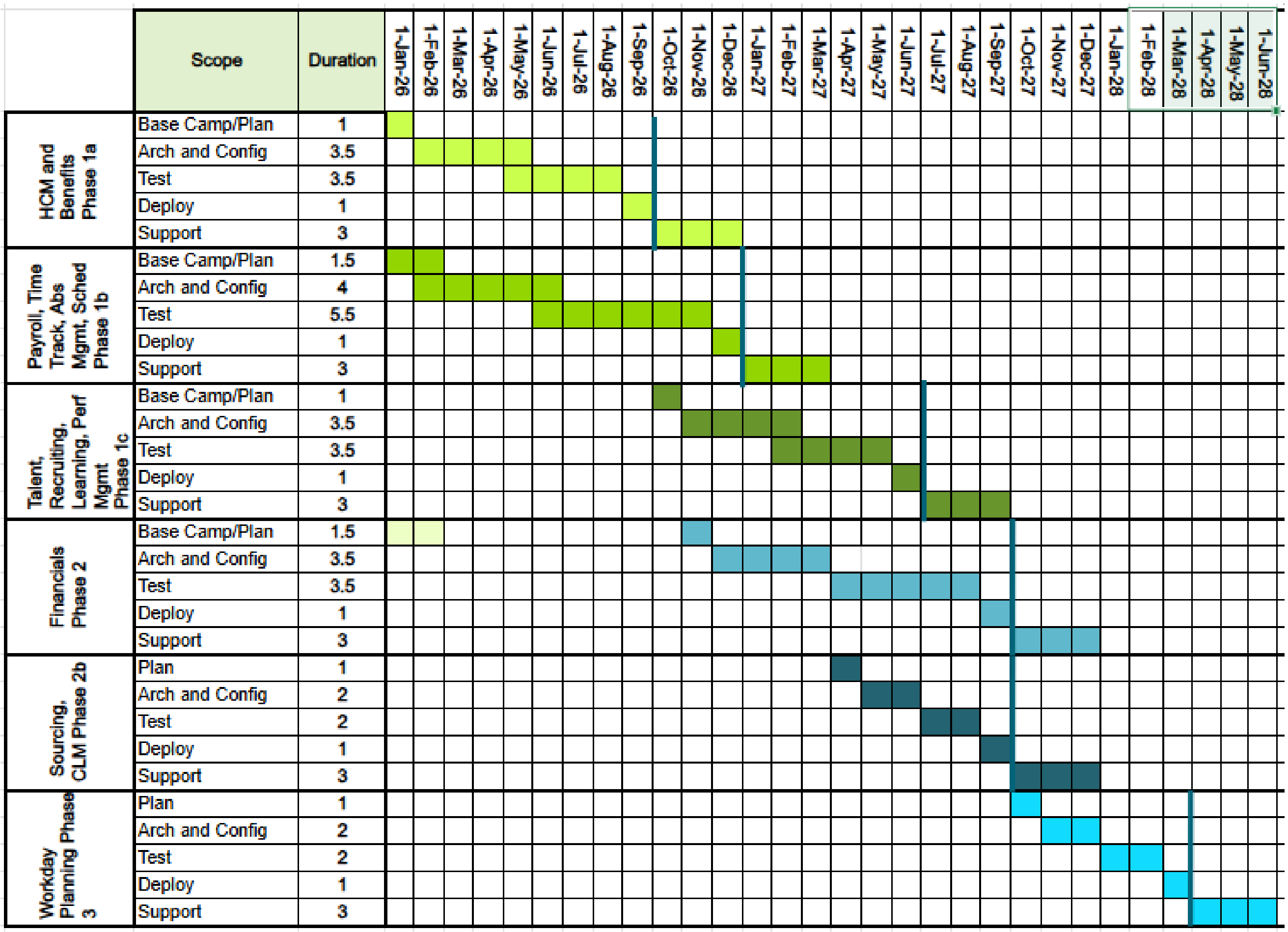
- Start Date: November 1, 2026
- Go-Live Date: October 1, 2027

Phase 2b – Sourcing, CLM

- Start Date: April 1, 2027
- Go-Live Date: October 1, 2027

Phase 3 – Planning

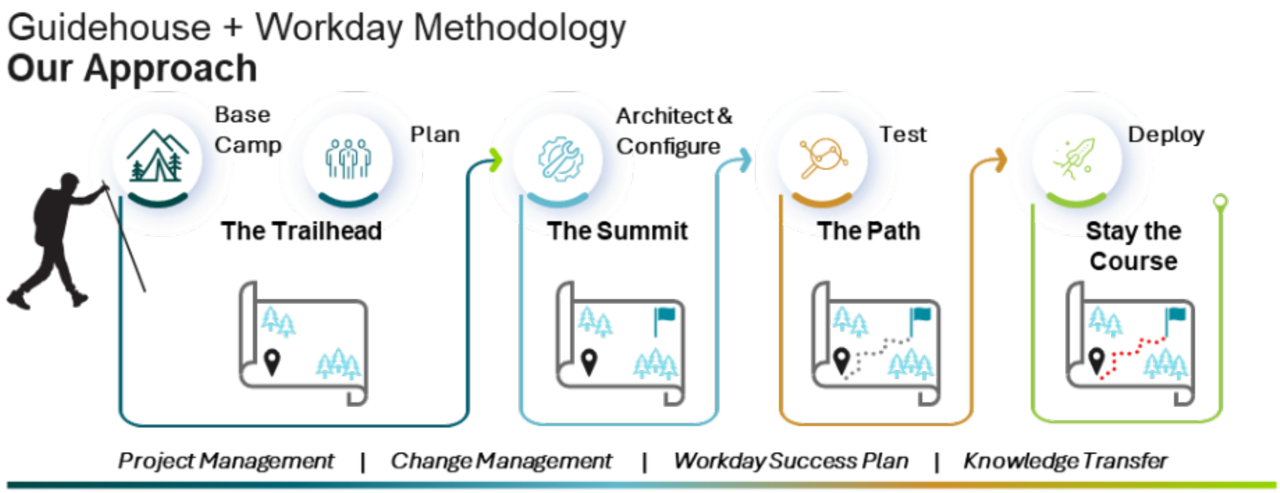
- Start Date: October 1, 2027
- Go-Live Date: April 1, 2028



3.0 Methodology

Guidehouse will leverage the GH+ Workday Methodology (GH+ Workday) tailored to suit the cloud-based deployment of the Client's Workday Deployment project for each phase. GH+ Workday utilizes templates, methods and scripts that are specific for public sector Workday deployments and will be adapted for the Client's Project for each phase of the Project. The approach utilized by Guidehouse to perform these services includes a combination of Guidehouse's Base Camp stage of the deployment as well as Workday's Deployment Methodology of Plan, Architect & Configure, Test and Deploy.

The following is a graphical view of the overall methodology.



The following describes the various stages as part of the GH+ Workday methodology: Each stage will be completed separately for each phase of the project and Deliverables will have separate acceptance process for each phase.

Deliverables and their owners are listed for each stage. The Primary Owner is accountable for the deliverable. The Secondary Owner works with the Primary Owner to achieve successful completion of the deliverable but is not responsible for producing/executing the resulting deliverable.

Description/meaning of the responsibility levels

Primary Owner	The party that is responsible for performing the majority of the work with assistance from the counterpart.
Secondary Owner	The party supports creating part of the Deliverable or assists in performing the activity with their Lead counterpart.
Shared	The parties shall share responsibilities for performing the tasks and work.

3.1 Stage 0: Base Camp

The Base Camp stage will enable Guidehouse professionals to collaborate with the Client project team early in your Workday project. Through several workshops dedicated to process discovery, technology enablement, and organization readiness, our team documents where and how the current actions within your existing processes align to or differ from various leading practices we have identified based on our consultant’s experience implementing Workday.

The table below presents the deliverables for this stage:

Section #	Deliverable	Output	Guidehouse Responsibilities	Client Responsibilities
3.1.1	Framework and Process	Demonstrate and document Workday leading practices of key	Primary Owner Functional and Technical Teams	Secondary Owner Functional Leads / Functional SMEs

Section #	Deliverable	Output	Guidehouse Responsibilities	Client Responsibilities
	Discovery Workshops	business processes and discover differences in Client processes including Workday Foundation Data Model Sessions. Deliverable format: Meetings held	• Documents where and how the current actions within the Client's existing processes align to or differ from various leading practices within Workday	• Understand current-state processes and develop a future-state roadmap, along with identifying Business Process improvement plans and Key Performance Indicators (KPIs).
3.1.2	Client Project Team Training Plan	Provide support and guidance using Workday provided tools and resources to develop Workday's Training Planner outlining Workday training assignments for project team members. Deliverable format: Workday provided Excel spreadsheet	Secondary Owner Change Lead • Provide Workday Training Readiness Workshop • Provide recommendations for project team training and use of Workday Training credits. • Identify core Product Training sessions to attend and assist in prioritizing training	Primary Owner Training Coordinator • Review and populate Workday Training Planner. • Identify project team members that will attend training programs • Identify project team members that will require access to Workday Community • Complete Workday Customer Training Coordinator Hub preparation • Complete Workday Customer PM training • Schedule, register for and attend Workday training classes • Confirm Project Manager Training • Confirm and track fundamentals training
3.1.3	Vision and Guiding Principles	Sponsor Roadmap Workshop and Guiding Principles Workshop Align a clear vision to the execution of the project.	Primary Owner Change Management Lead • Facilitate Sponsor and Guiding Principles	Secondary Owner Change Management Lead, Executive Sponsors • Project leadership will participate in

Section #	Deliverable	Output	Guidehouse Responsibilities	Client Responsibilities
		Prepare entire project team for alignment on the journey ahead. Define overarching Client long-term vision for project. Deliverable format: Word or PowerPoint based on Client preference	workshops. • Provide final Guiding Principles statement document to be reviewed and approved by Client.	workshops, provide feedback, and approve
3.1.4	Integration Strategy and Inventory	A detailed discovery session, diving into current integration landscape for all in-scope interfaces to create a detailed list of integrations related to the areas that may interface with Workday. Define approach for and final scope of integrations. Deliverable format: Integrations listing within Word and Excel. Integrations list will be loaded in CAMPSite for tracking design, build, and test processes.	Primary Owner Integration Lead • Provide initial integration list and additional context/information to shape complete list of integrations.	Secondary Owner Integration Lead • Review document and provide insight to vendors, current systems, and data transfer processes.
3.1.5	Data Conversion Strategy	Document outlining the complete data extraction, load, and transformation process required throughout the project. Data Gathering Workshops will be held to customize and explain the standard data	Primary Owner Data Lead • Construct the data conversion strategy based on Workday methodology and best practices and assure that Client specific	Secondary Owner Data Lead • Review document and provide insight to Legacy system and current data transfer processes.

Section #	Deliverable	Output	Guidehouse Responsibilities	Client Responsibilities
		gathering workbooks based on objects that are in or out of scope. Client will populate these workbooks after the sessions with assistance from Guidehouse. Deliverable format: Word document	needs are addressed within strategy.	
3.1.6	Base Camp Final Readout Presentation	Documentation of where and how the current actions within Client's existing processes align to or differ from various leading practices. These differences – or Deltas – will be combined into a comprehensive presentation and reviewed with the project team during the Baseline Process Delta Review meeting. Deliverable format: PowerPoint presentation	Primary Owner Functional and Technical Leads • Capturing discovery items throughout base camp sessions and comparing current practices to best practices within Workday. Guidehouse will summarize this comparison and present findings to Client team.	Secondary Owner Functional and Technical Leads • Participating in appropriate base camp sessions and providing responses throughout discovery.
3.1.7	Postproduction Support Model Workshop #1: Building Your Support Team	Guidehouse will facilitate a total of three postproduction support model workshops to guide and support the County in building their support model. These discussions will guide the County in initial sustainability planning including support models, supports	Primary Owner Change Management and Project Manager • Introduce and discuss initial planning and discussion for support model and structure for support team and the roles and responsibilities for project roles	Secondary Owner Executive Sponsors and Project Manager • Participation in workshop and completion of assignments, tasks, and follow up as needed.

Section #	Deliverable	Output	Guidehouse Responsibilities	Client Responsibilities
		processes, tools, and governance planning.	(functional, technical, etc.) • Align support roles to Workday Training Planner and use of Workday training credits.	
3.1.8	Change Readiness Workshops	A series of workshops that build the foundation for change management and readiness activities throughout the project. Includes: Communications Planning & Stakeholder Identification, Change Management Overview, Executive Sponsor Roadmap, Project Vision and Guiding Principles, Workday Project Team Training, Change Execution and Next Steps	Primary Owner Change Management Lead • Guidehouse will facilitate change readiness workshops and utilize information gathered to develop Communications Plan, Change Management Strategy, and project's Guiding Principles	Secondary Owner Executive Sponsors, Project Team, and Change Lead • Participation in workshops and completion of tasks as needed.

3.2 Stage 1: Plan

In the Plan stage, project management processes and controls will be defined. In collaboration with Client, we will confirm that our plan and approach are aligned with Client goals and objectives. We will meet with project stakeholders, review necessary documentation and materials, and further define the oversight, project goals and timeline. At the end of the Plan stage, we expect to solidify and refine the project plan, create status reporting processes and templates, define the project governance structure, and conduct the project kick-off meeting.

The table below presents the deliverables for this stage:

Section #	Deliverable	Output	Guidehouse Responsibilities	Client Responsibilities
3.2.1	Project Organization Chart	A chart depicting the hierarchical structure of the project team inclusive of both Client and Guidehouse project team members. Deliverable format: PowerPoint slide with Visio organization chart	Primary Owner Project Manager • Evaluate current organizational structure and make recommendations for best structure for implementation success.	Secondary Owner Project Manager • Need to understand who is authorized make decisions on the team, roles and responsibilities, and when to escalate decisions to a higher level.
3.2.2	Project Plan	Update standard Project Plan for Client specific timing and full scope. Baseline Schedule and Work Breakdown Structure Deliverable format: Project Plan in CAMPSite	Primary Owner Project Manager • Provide initial project plan with deliverables and milestones • Review and refine the project plan	Secondary Owner Project Manager • Update initial project plan with Customer deliverables and milestones including external dependencies • Review and refine the project plan
3.2.3	Project Charter	Workshops designed to define the Project Charter. This will be a co-creation experience with the Project Team, the Executive Sponsors, and representatives from key departments. The workshops will incorporate principles of design thinking to come to a collaborative and mutually agreed upon outcomes. Project Charter documents: • Defined Project Goals • Success Metrics • Governing Principles	Primary Owner Project Manager • Conduct interviews and workshops with select stakeholders from the Project, Executive Sponsors, and key Departments	Secondary Owner Project Manager • Review project charter. • Provide input as needed. • Begin to finalize resources, roles and responsibilities for the Customer project team • Identify Executive Sponsor members

Section #	Deliverable	Output	Guidehouse Responsibilities	Client Responsibilities
		• Governance/decision making model Deliverable format: Word document		
3.2.4	Change Management Strategy	Provide a strategy for building stakeholder engagement throughout the project and aligned to project stages. Strategy will reference change components including the Communications Plan, Training Strategy, and Change Network. Deliverable format: Microsoft Word document	Primary Owner Change Management Lead • Lead the development of the Word document	Secondary Owner Change Management Lead • Participate in Change Management workshops and stakeholder interviews • Provide input and feedback
3.2.5	Communication Plan	Guidehouse will lead the design of a Communication Plan which outlines recommended communications and activities at each stage of the project. The Communication Plan is a living document and will evolve with the project. Deliverable format: Microsoft Word/Excel	Primary Owner • Lead the development of the Communication Plan incorporating best practices and recommended activities for a Workday project	Secondary Owner • Participate in Communication Readiness workshop • Provide input on existing communication delivery methods • Update and execute the Communication Plan
3.2.6	Tenant Strategy	Document and confirm tenant strategy for creation, timeline management, maintenance, and purpose. Deliverable format: Word document	Primary Owner Project Manager • Document the use of various tenants throughout the project, their purpose and planned life of	Secondary Owner Project Manager • Review and communicate the planned tenant deployments

Section #	Deliverable	Output	Guidehouse Responsibilities	Client Responsibilities
			each tenant • Responsible for the completion of the deliverable	
3.2.7	Testing Strategy	Define approach for testing application functionality, integration, data conversions, and reports. Deliverable format: Word document	Primary Owner Project Manager • Strategy covers each cycle of the project's testing and defines the elements and processes to be utilized • Responsible for the completion of the deliverables	Secondary Owner Project Manager, Test Lead • Contribute and assist the vendor Project Manager
3.2.8	Knowledge Transfer Tool – Knowledge Maps	Guidehouse will provide knowledge maps by functional area, which identify the skills and knowledge that will be acquired throughout the project. The assigned knowledge owners will use to build and assess their Workday knowledge with support and guidance from Guidehouse consultants with the goal of self-sufficiency and sustainability	Shared Owner • Introduce Knowledge Maps • Provide Postproduction Support Readiness Workshop #1: Identifying Support Team • Provide learning and coaching support and guidance • Document learning recommendation	Shared Owner • Identify knowledge owners as part of Postproduction Support Model • Complete required Workday training • Actively participate in project and learning activities • Complete self-assessment of learning and assignments

3.3 Stage 2: Architect and Configure

This stage enables Client and the Guidehouse Team to align on a common understanding of business requirements and processes. We will conduct a series of workshops at this stage which focus on Design, specifically:

- Configuration Design. We will work with Client to design the foundational and the organization components of the Workday solution.
- Business Process Design. We will work with Client to make any revisions as required.
- Integration & Report Design. Integrations and reports identified as in scope for the project will be reviewed and designed for Workday.

Following Design, Guidehouse will complete the configuration of the Workday solution based on the business process design, configuration analysis and integration design from the architect process. Configurations are completed, data conversion for set up is executed, integration configuration is finalized, and the tenant is prepared for the subsequent testing stages. We will guide Client through the following critical activities:

- Customer Confirmation Sessions are conducted.
- Integrations identified in the previous stage are developed; and
- Unit testing is completed for configurations and integrations.

The table below presents the deliverables for this stage:

Section #	Deliverable	Output	Guidehouse Responsibilities	Client Responsibilities
3.3.1	Architect and Configuration Documents	Use Workday Methodology to design and configure sections of functionality in Workday called "Worksets" and update A&C Documents. Deliverable format: Configuration decisions will be captured in excel configuration workbooks. Business Process decisions will be captured in excel business process workbooks.	Primary Owner Functional and Technical Teams • Schedule Design Sessions. • Provide agenda and meeting objectives for each Workshop. Facilitate/conduct design sessions. • Provide presentations after completion of design sessions with meeting notes. • Provide templates of configuration workbooks and business process workbooks in advance of each of the design sessions.	Secondary Owner Functional Leads / Functional SMEs • Identify key stakeholder groups to participate in design workshops. • Organize/schedule stakeholder engagement to participate in design sessions. • Attend and participate in design sessions and follow up design session events

Section #	Deliverable	Output	Guidehouse Responsibilities	Client Responsibilities
			• Document Design decisions in the configuration workbooks and business process workbooks. • Facilitate/conduct design follow up sessions for areas requiring additional detail.	
3.3.2	Customer Confirmation Sessions	Presentation of key business process workflow by Client project team to Client stakeholder community with Guidehouse support and guidance. Deliverable format: Meetings held for each functional area.	Primary Owner Functional and Technical Teams • Provide sample slide presentations. • Support creation of presentation and demo scripts. • Support Client in the delivery of the sessions. • Completion of follow up actions including requirements updates and configuration updates.	Secondary Owner Functional Leads / Functional SMEs • Prepare customer confirmation session presentations and demo scripts. • Prepare transactional data for use in sessions. Lead customer confirmation sessions. • Completion of follow up actions and updates to requirements and configuration workbooks. • Confirm design decision by actively processing transactions in Workday tenant during these sessions
3.3.3	Configuration Unit Testing	Complete Unit Testing based on standard Unit Test scenarios that are adapted for Client-specific business rules.	Shared Ownership Functional and Technical Teams • Support the Client development of unit	Shared Ownership Test Lead and Functional Leads / Functional SMEs • Development of unit test scenarios with

Section #	Deliverable	Output	Guidehouse Responsibilities	Client Responsibilities
		A comprehensive package of Test Scenarios/Scripts to be used by the Client for various phases of testing. These should be indexed by department or centralized function for ease of coordinating testing across the Client. Reporting and Integration testing are separate deliverables. Review of design and unit test results to confirm functionality is working as designed and can proceed to next round of testing. Deliverable format: Functional Unit Test scenarios will be in CAMPSite.	test scenarios. • Confirm Client has appropriate understanding of configuration and business processes to complete testing. • Support Client's unit testing of configuration by participating in daily standups and testing sessions. • Resolve configuration issues identified in failed tests.	SMEs. • Identify Test Lead to oversee testing activities and track progress. • Schedule testing activities, inform project team, and forecast burndown chart with appropriate business/departmental representation of testers. • Arrange logistics (e.g., testing rooms, conference calls) as needed. • Conduct unit tests in Workday tenant and track results in CAMPSite.
3.3.4	Reporting and Analytics Build and Unit Test	Review of design and unit test results to confirm reports and analytics build is in line and can proceed to next round of testing. Finalize the Report Inventory and complete the assessment of the reporting needs of your organization against what is available by default in Workday. Determine which custom reports will be developed as well as	Primary Owner Technical Team	Secondary Owner Functional Leads / Technical Leads

Section #	Deliverable	Output	Guidehouse Responsibilities	Client Responsibilities
		development ownership.		
3.3.5	Integrations Build and Unit Test	Define and document the requirements, capture unit test scenarios, and develop the integrations via EIB, Studio, or Cloud Connect tools. Review of design and unit test results to confirm integrations can proceed to next round of testing. Deliverable format: Status of integrations in CAMPSite will be progressed from design, build, unit test, to be ready for end-to-end and/or parallel testing	Shared Ownership Technical Team • Build integrations as identified in the integration inventory as in scope for go-live and assigned to Vendor. • Provide knowledge transfer on integrations to Client integrations team. • Confirm Client knows how to run and test integrations. • Support Client's unit testing of integrations.	Shared Ownership Technical Leads / Functional SMEs / Vendors • Respond to questions from Vendor's integration developers, participating in functional and technical discussions to support integration design and development. • Facilitate discussions with vendors and internal third-party systems owners as needed. • Build integrations as identified in the integration inventory as in scope for go-live and assigned to Client.
3.3.6	Configuration Change Control Plan	Discuss and document the process to request, configure, test, approve, and migrate configuration changes during End-to-End Testing as a preparation for Production Change Control process. Deliverable format: Word document	Primary Owner Project Manager	Secondary Owner Project Manager

Section #	Deliverable	Output	Guidehouse Responsibilities	Client Responsibilities
3.3.7	Training Strategy	Training Strategy is customized to meet the needs of Client that will meet the identified needs for training development and delivery. Includes: Audiences/Roles for training, content development needs, roles and responsibilities, critical risks, assumptions, and dependencies, timeline for training activities, and training delivery methods	Primary Owner Change Management Lead • Conduct training planning session to gather insight and input into Training Strategy	Secondary Owner Change Management and/or Training Lead • Confirm Client's training resources • Provide insight on Client's training needs • Engage additional Client training resources as needed • Decide if the optional Guidehouse training services are needed
3.3.8	Postproduction Support Model Workshop #2: Establishing Processes, Tools, and Governance	Guidehouse will facilitate a total of three postproduction support model workshops to guide and support the County in building their support model. These discussions will guide the County in initial sustainability planning including support models, supports processes, tools, and governance planning.	Primary Owner Change Management and Project Manager • Identify and discuss the support processes and tools available for County • Identify and recommend support and governance models and stakeholder engagement for sustainability	Secondary Owner Executive Sponsors and Project Manager • Participation in workshops and completion of assignments, tasks, and follow up as needed.

3.4 Stage 3: Test

The Test stage confirms that the configured Workday system meets the requirements of Client. Each test effort contains a different set of conditions and a designated purpose. We will work with Client to develop agreed-upon exit criteria for each test effort. These criteria must be met to proceed forward towards Go-Live. During this stage, the following major activities will occur:

- End-to-end testing of functionality and integrations performed by Client's project team to verify the system functions as expected.

- Payroll Parallel testing performed by Client's project team to verify correct payroll calculations and processing.
- Production Dress Rehearsal testing performed by Client's end users/stakeholders to verify system usability is met.

To accelerate testing and maintain quality excellence, the Guidehouse Team utilizes Jira functionality within CAMPSite, a tool which enables a project team to collaborate, manage, and report on work in real time.

Based on the testing strategy developed in the Plan stage, Guidehouse and Client will develop the test plan. Additionally, Guidehouse will actively participate in test scenario/script development and support the execution of test scenarios/scripts by the Client. Defect resolutions will be led by Guidehouse and conducted by the Client as a method of knowledge transfer for the future state; this applies to all phases of testing Client is responsible for actively participating in the Test phase and allocating the appropriate resources to support testing efforts as needed. Client will also be responsible for testing sign-off at the end of each testing cycle to confirm all Day-1 critical requirements are satisfied, allowing subsequent project activities to occur.

The table below presents the deliverables for this stage:

Section #	Deliverable	Output	Guidehouse Responsibilities	Client Responsibilities
3.4.1	End-to-End Testing	End-to-end testing of Workday, including configurations, business processes, data conversions, integrations, and reports to demonstrate how Workday will function in production. Guidehouse will provide standard test scenarios and Client will modify the scenarios to Client's requirements. Guidehouse will provide reasonable guidance to support testing. Deliverable format: End to End Test scenarios will be in CAMPSite.	Secondary Owner Functional and Technical Teams • Support the Client development of test scenarios. • Confirm Client has appropriate understanding of configuration and business processes to complete testing. • Support Client's End to End testing of configuration by participating in daily standups and testing sessions. • Resolve configuration issues identified in failed tests.	Primary Owner Test Lead and Functional Leads / Functional SMEs • Execute all test scenarios • Document results as defined in the testing strategy • Maintain and update issue list • Evaluate whether the test results met the exit criteria for the testing stage • Coordinate with internal and external system owners tor end to end integration testing
3.4.2	Payroll Parallel Testing	Parallel testing of 2 payroll periods between legacy system and configured Workday environment.	Secondary Owner Functional and Technical Teams • Provide payroll	Primary Owner Testing Lead, Functional Leads / Functional SMEs

Section #	Deliverable	Output	Guidehouse Responsibilities	Client Responsibilities
		Verify that payroll is calculating appropriately.	parallel comparison templates • Provide support and resolve issues as necessary • Adjust configuration as needed to resolve defects in collaboration with the Client project team	Payroll Workstream Functional Leads / Functional SMEs • Confirm completion of End-to-End Testing prior to Parallel Testing • Determine the pay periods to parallel test 2 parallel cycles • Develop and perform parallel testing cycles to validate same period processing against legacy production application
3.4.3	Production Preparedness Structure and Support Model	Document the approach and team structure to support the go-live effort, such as method to support end user issues, process to implement fixes, and contact methods for Client and Guidehouse teams. Deliverable format: Word document	Shared Ownership Project Manager • Develop Acceptance Certificate and document the decisions as to open tickets	Shared Ownership Project Manager • Participate in discussions and review of information and inputs
3.4.4	Cutover Plan	Documented plan of the cutover from legacy applications to Workday, including overall planning, production support, and detailed checklist.	Primary Owner Project Manager • In collaboration with the Client project team, develop a cutover plan	Secondary Owner Project Manager • Client creates Cutover plan in collaboration with Guidehouse • Assign ownership of each activity on the plan and target date for completion • Determine cutover meeting cadence and meetings as planned

Section #	Deliverable	Output	Guidehouse Responsibilities	Client Responsibilities
				• Develop and finalize an internal post-production support structure including processes and procedures for system and data maintenance • Document external dependencies and considerations for cutover (e.g., systems, schedule, stakeholder)
3.4.5	Training Curriculum Plan	Training Curriculum Plan that provides a training narrative of courses, audiences, delivery methods, training tenant management, and training logistics. The Plan will estimate the number of classes for each in-person course to validate if we have enough instructors and training classes. Deliverable format: Word document, Excel spreadsheet, and other formats as needed.	Primary Owner Change Management Lead • Provide Training Curriculum Plan template • Populate standard list of job aids and course proposals	Secondary Owner Change Management Lead and/or Training Lead • Provide input into development of Training Curriculum Plan. • Coordinate with Project team on identification of job aids and training materials • Engage Client resources to support training as identified • Confirm role assignments and identification of training audiences • Confirm logistics required for training
3.4.6	Train-the-Trainer	Guidehouse will provide a Train-the-Trainer model focused on providing Client trainers with the information, tools, and knowledge to	Primary Owner Change Management Lead • Facilitate presentation skills workshop	Secondary Owner Change Management Lead and/or Training Lead • Facilitate functional sessions

Section #	Deliverable	Output	Guidehouse Responsibilities	Client Responsibilities
		be successful delivering training to end users.	• Support functional sessions	
3.4.7	Training Content Development	Development of training materials identified in the Training Curriculum Plan. Job aids will be the foundation for other training delivery methods (i.e., facilitator guides, videos, etc.) Guidehouse will provide job aid templates to accelerate the development of job aids.	Secondary Owner Training Lead • Provide templates of required job aids and facilitator guides • Support development efforts as needed	Primary Owner Training Lead • Coordinate the review and approval of training materials • Post training materials
3.4.8	Postproduction Support Model Workshop #3: Readiness and Ongoing Success	Guidehouse will facilitate a total of three postproduction support model workshops to guide and support the County in building their support model. These discussions will guide the County in initial sustainability planning including support models, supports processes, tools, and governance planning.	Primary Owner Change Management and Project Manager • Evaluate go live readiness including Support and Postproduction Model, Workday release management, and roadmap for sustainability and success.	Secondary Owner Executive Sponsors and Project Manager • Participation in workshops and completion of assignments, tasks, and follow up as needed.

Guidehouse Standard Job Aid Templates	
Cross Functional Job Aids	
Getting Started - Delegate Task	Getting Started - Use Your Inbox
Getting Started - Log In to Workday	Getting Started - Identify Your Place in the Organization
Getting Started - Workday Mobile	Getting Started - Additional Navigation for Managers
Getting Started - Tools and Navigation	Manage Workday Profile (Contacts, Addresses, etc.)
Getting Started - Workday Search	Getting Started - Use Your Inbox
HCM Job Aids	
Create and Edit Positions	Request and Manage Time Off (Correct and Cancel)

Edit Position Restrictions	Manage Time Off for Employees (Entering, Reviewing)
Hire Employee	Manage Your Leave of Absence
Hire Contract Contingent Worker	Manage Worker Leave of Absence
Change Job (Transfer, Promote, Supervisor, etc)	Enter Time (and Quick Add, Add by schedule)
Terminate Employee Involuntary	Manage Employee Time
Terminate Employee (Voluntary)	Complete and View Withholdings
Job Requisition (Default Definition)	View Pay Information (Pay slips, Bonus, One-Time)
Create and Manage Job Requisition	Payment Elections
Refer Candidate	Change Benefits for Life Event
Manage a Candidate (Recruiting Hub)	Open Enrollment
Apply for Job (Job Hub)	Add or Change Beneficiaries and Dependents
Request Compensation Change	Request a One-Time Payment
FIN Job Aids	
Create Ad Hoc Payment (create, approve, correct, cancel)	Create sponsor Invoice for Cost Reimbursement Award
Create and Edit Budget Amendment	Create sponsor Invoice for Fixed
Register and Manage an Asset	Manage Inventory (Adjustments, Counts, Moves, Return)
Create and Modify Customer Account	Create Inventory Pick List
Request a Customer	Create/Edit Requisition
Create Customer Invoice	Create/Edit Purchase Order
Create and Modify Customer Payment	Create Change Order
Record Customer Deposit	Create Receipt and Receipt for Partial and Over
Create and Modify Customer Contract	Create Returns to Supplier
Create, Edit Expense Report	Create and Edit a Project (New and from a Template)
Create Payment Election for Self-Service, Worker and Non-Worker Expense Report	Request a Supplier
Create Spend Authorization	Create Supplier Invoice (from a PO or Contract)
Create and Manage Accounting Journals (create, approve, current, future, adjustment, reversal)	Create Supplier Invoice (no PO)
Accounting Adjustment	Create Supplier Invoice Adjustments
Create Award	Manage Supplier Account Match Exceptions
Correct Award	Create a Supplier Invoice Request
Create Award and Budget Amendment	Create and Manage Supplier Contract
Create Supplier Contract Amendment	

3.5 Stage 4: Deploy

Upon successfully meeting the exit criteria from the Testing stage, the project proceeds to the Deploy stage where Client will go live on Workday. During this phase, Guidehouse will lead production data conversion and drive the final training of end-users.

The table below presents the deliverables for this stage:

Section #	Deliverable	Output	Guidehouse Responsibilities	Client Responsibilities
3.5.1	Go-live Authorization Form	Document authorizing the move Client to production tenant. Deliverable format: Word document	Secondary Owner Project Manager • Develop document and summarize results	Primary Owner Project Manager • Participate in monitoring elements of the Authorization form and resolve any outstanding items with vendor r
3.5.2	Go-live	All tasks identified as part of the cutover required to enable production for end users, including scheduling integrations, entering catch-up transactions, and communications. Deliverable format: Cutover plan updated	Shared Ownership Project Manager, Functional and Technical Teams	Shared Ownership Project Manager, Functional Leads, Functional SMEs
3.5.3	Post Go-Live Support – Month 1	Completion of Post Go-Live Support and successful resolution on any defects identified related to tested configuration, integrations, or reports. Deliverable format: Word document	Secondary Owner Project Manager • Develop Acceptance Certificate and document the decisions as to open tickets	Primary Owner Project Manager • Participate in discussions and review of information and inputs
3.5.4	Post Go-live Hypercare Support – Month 2 & 3	Providing level 2 and 3 support and successful resolution on any defects identified during the Hypercare period.	Secondary Owner Project Manager • Develop Acceptance Certificate and document the decisions as to open	Primary Owner Project Manager • Participate in discussions and review of information and

Section #	Deliverable	Output	Guidehouse Responsibilities	Client Responsibilities
		Deliverable format: Word document	tickets	inputs

Post-Production Support

The Post-Production Support period includes one month of post-production support followed by two months of hypercare immediately following go-live of HCM/Payroll and Financials phases. “Go-Live” means the date on which the software components associated with a particular phase of the Workday solution are ready and available for use by the Client in the production environment. Our team’s post-production support services will assist the Client with resolving functional and technical issues that arise. During the month of post-production support, services will be provided on-site or remote as appropriate. Guidehouse will help monitor integration health, serve as an escalation point for any issues that arise, coordinate Go-Live Office Hours for end users, continue our knowledge transfer activities, and assist in completing any remaining conversion activities. During the hypercare period, the Client resources are the first line of support to handle all requests and tasks, while Guidehouse consultants will dedicate time to help troubleshoot, offer processing advice, and resolve issues when Client resources need assistance.

CAMPSite will continue to be available for the Client team to log issue tickets and document resolutions during the post-production support period. Upon completion of the post-production period, Guidehouse will provide an extract of Jiras as a CSV file and Confluence in their native file format (e.g., Word, Excel, PowerPoint, etc.) of the project data from CAMPSite which typically includes RAID, Meeting Minutes, Configuration/Conversion/Integration/Report Issue Types, Report and Integration specs.

4.0 Project Scope

The scope of this SOW consists of implementation services for Workday functional areas listed in Section 4.1 below, deliverables, and other services as defined in this SOW to achieve Client’s project goals including but not limited to project management, business process change, change management, and interface development. Professional and deployment services provided by Guidehouse are targeted to deploy a Workday solution that meets Client’s business operation needs while reducing manual processes and following Workday leading practices Guidehouse has identified through working with similar public sector organizations, where possible. Guidehouse will provide all services required to deploy the software solutions identified in Section 4.1 below, subject to the functionality in the software solutions identified.

4.1 Workday Functional Scope

Guidehouse will design and configure generally available functionality as prioritized by Client. The configuration of each component listed below will be prioritized and designed during the early stages of the project. The listed processes are representations of key business processes to be designed and configured.

Based on a review of the requirements and experience with similar Workday implementations, the following assumptions were made with respect to the functional scope. The final configuration scope will be determined during the Architect and Configure stage of the project, with appropriate consideration given to project timeline, resources, and budget. If requirements or scope assumptions changes would impact the project timeline, resources, or budget, the decision will be escalated to the Executive Sponsors for review.

Functional Configuration and Setup

Product Component	Scope Description	Project Phase
Core HCM	SKU/Product Description: Consists of Worker Information and Skills, Country Specific Information and Reporting, Staffing (which includes Onboarding), Compensation, Benefits, Talent Optimization, Absence, Safety Incident Tracking, Retirees, Employee and Manager Self-Service, and Worklets and Reports for Human Capital Management. Deployment Scope: Full Supervisory Organization structure, up to 1 company, up to 1 custom organization type on worker profiles. 2 staffing models, up to 20 job family groups, up to 50 job families, up to 750 job profiles, 1 management level hierarchy, up to 20 work shifts. Up to 10 custom security groups. Includes Mobile setup for all HCM product areas. Includes enablement of delivered Workday HR-related Hub(s). Includes one Onboarding Plan and eVerify. Up to 10 custom objects. Reports and Security for custom objects.	1a
Compensation	SKU/Product Description: Consists of the Compensation Framework, Manage Compensation Plans for Salary and Hourly, Allowance, Merit, Bonus, One-Time Payment, Compensation Statements, Severance, and Compensation Survey Management. Deployment Scope: Includes USD Currency. Up to 60 grades and up to 150 grade profiles, up to 10 allowance plans, up to 10 one-time payment plans. Includes up to 2 calculated plans. Includes enablement of delivered Workday Compensation-related Hub(s). Out of scope: compensation steps and step processing.	1a
Benefits	SKU/Product Description: Consists of Setup Benefits, Costs and Rates, Health Care Plans, Insurance Plans, Retirement Savings Plans, Health Savings Plans, Spending Accounts, Additional Benefit Plans, Enrollment Events and Rules, Default Coverage and Auto-Enrollment, Cross Plan Dependencies, Benefit Credits and Surcharges, Multiple Jobs, Open Enrollment, Benefit Changes, Passive Events, Evidence of Insurability, COBRA, Patient Protection and Affordable Care Act, and Dependents and Beneficiaries.	1a

Product Component	Scope Description	Project Phase
	Deployment Scope: Up to 5 Benefit Groups, up to 30 benefit plans, flex credits, domestic partner and children, 2 rate bands, cobra, 3 enrollment event rules (e.g., different waiting periods by benefit group), 10 cross plan rules, 5 passive events. Includes enablement of delivered Workday Benefits-related Hub(s). Includes configuration of Open Enrollment Home Page help text and knowledge transfer for configuration of plan-specific help text. Includes retiree benefits. Out of scope: Grandfathered plans.	
Absence	SKU/Product Description: Consists of Time Off Plans, Absence Calendar, Team Absence Calendar, Request and Correct Absence, Accrual and Balance Tracking, Leave of Absence Types, and Leave of Absence Entitlements and Balance Tracking. Deployment Scope: Up to 10 Time Off Plans, up to 3 floating holiday plans, and up to 5 auto-zero plans (bereavement, jury duty, birthday, etc.). Up to 10 Leave of Absence Plans (e.g., Short Term Disability, Long Term Disability, FMLA, Personal Leave). Includes enablement of delivered Workday Absence-related Hub(s).	1b
Payroll	SKU/Product Description: Consists of Earnings Codes, Deduction Codes, Period Schedules, Federal IDs, Unions, Payment Election Rules, Run Categories, Tax Exceptions, Tax Reporting, Payment Elections, Pay Groups, Payroll Processing, W-4 Withholdings, FICA Medicare Exemptions, FICA OASDI Exemptions, State Withholdings, FUTA Exemption, SUTA Exemption, Work & Residence Counties & Cities. Deployment Scope: Up to 200 earnings and deductions. Up to 6 Federal IDs. Payroll processed in 1 state. 2-4 period schedules (including 21-day time period for Public Safety FLSA). Integration to one external G/L system, Two parallel tests, integrations testing support, costing allocations set up on positions/employees, and 2 payment election rules. Calendar year go-live. Includes enablement of delivered Workday Pay-related Hub(s).	1b
Time Tracking	SKU/Product Description: Consists of Worker Time Entry, Time Entry Templates, Time Types, Period Schedules, Calculation Scenarios. Deployment Scope: 15 Time Entry Templates (number of separate employee groups with different rules for entering time, typically seen as union groups and several different groups for exempt workers). 100 Time Entry Codes in use (Currently used today). 50 Time Calculations. 100 Work Schedule Calendars. 40 Time Entry Validations. 1 Country (USA),	1b

Product Component	Scope Description	Project Phase
	Multiple holiday calendars with holidays populated by the calendar, worker calendar load (no eligibility rules). Includes enablement of delivered Workday Time and Pay-related Hub(s).	
Scheduling	SKU/Product Description: Consists of Schedule Tags, Scheduling Engine, Labor Demand, Worker Availability, Scheduling Preferences, Worker Schedule Settings. Deployment Scope: Set up and maintain Schedule Tag assignments, Worker Availability, Worker Preferences, Workers Level Overrides, Set up High Level Scheduling Orgs and Scheduling Org configuration, 1 country, 1 state. Includes enablement of delivered Workday Schedule-related Hub(s), Mass Change Shifts, Shift and Schedule Management.	1b
Performance/Talent	SKU/Product Description: Consists of Goals, Development Items, Career Interests, Talent Reviews, Performance Reviews, Talent and Performance Calibrations, Feedback, Succession, Talent Matrix Reports, Talent Pools, View Talent Across Organizations, Workforce Metrics, and Talent Insight Apps. Deployment Scope: Up to 3 performance review templates, 1 individual development plan, 1 performance improvement plan, and 1 disciplinary action plan. Includes Goal configuration, Competencies, Opportunity Graph, Opportunity Marketplace and Career Hub. Includes enablement of delivered Workday Talent-related Hub(s).	1c
Recruiting & Messaging	SKU/Product Description: Consists of Recruiting Basics, Recruiting Workflow, Job Requisitions, Evergreen Requisitions, Career Sites, Agency Management, Job Postings, Candidates, Referrals, Questionnaires, Candidate Pools, Recruiting Compliance, Job Offers/Offer Letter, and Recruiting Reports. Deployment Scope: 1 Internal Career site for employees and 1 External Career site for external applicants. 1 unique workflow for candidate application, hiring process, background checks, and approval routing. Up to 20 candidate applicant questionnaires (one questionnaire per job requisition and no more than 25 questions). Up to 3 job offer letter templates and 2 Candidate List Grids. Includes one-way and two-way messaging setup, 1 recruiting campaign, 1 landing page (related to the recruiting campaign), 1 recruiting event, enable Candidate Engagement Hub. 2 notification branding templates. Includes enablement of delivered Workday Recruiting-related Hub(s). Out of Scope: Agency Management	1c

Product Component	Scope Description	Project Phase
Learning	SKU/Product Description: Consists of course topics, learning programs, course surveys, learning audiences, learning campaigns, course messaging, SCORM-compliant packaged content and learning history (transcripts). Deployment Scope: Up to 10 Topics, 5 Programs, 3 surveys, 5 Audiences, 5 Campaigns, up to 5 Segmented Security Groups, 1 Message Template, up to 5 Training Rooms, 3 Learning Validations, 5 Prerequisites. Includes enablement of delivered Workday Learning-related Hub(s).	1c
Prism Analytics	SKU/Product Description: Consists of data sources and tools to combine Workday and non-Workday data to create business analytics inside of Workday. Deployment Scope: See Section 4.5 Prism Scope.	1
Help	SKU/Product Description: Consists of case management and Knowledge Management Deployment Scope: Up to 8 Case Types, 4 Audiences for Knowledge Management, 1 Language (English), and 4 Routing Rules. Includes enabling Workday Assistant and Innovation Services capabilities.	1c
Extend	SKU/Product Description: Consists of access to Workday developer site and provisioning of own development tenants. Deployment Scope: See Section 4.6 Extend Scope.	1
Journeys	Deployment Scope: Onboarding with Journey, Open Enrollment, 1 Custom Journey	1c
Core Financials	SKU/Product Description: Consists of a Foundational Data Model, Company Accounting Details, Financial Accounting, Journals, Ledgers and Ledger Status Maintenance and Period Close. Deployment Scope: Up to 6 companies for accounting, 1 account set. Accounting books, pre-encumbrance and encumbrance ledgers, account posting rule set, up to 3 allocations, up to 10 custom security groups, balancing worktags.	2
Financial Budgets	SKU/Product Description: Consists of Budget Structures, Plan Types, Amendment Types, Budget Check. Deployment Scope: 1 virtual parent budget structure, 1 virtual child budget structure. 5 amendment types, budget check.	2
Banking & Settlement	SKU/Product Description: Consists of Bank Accounts, Bank Account Transfers, Bank Account Reconciliation, Ad Hoc Payments, Ad Hoc Bank	2

Product Component	Scope Description	Project Phase
	Transactions, BAI2 integrations, Settlement Activities, Bank Fee Statements. Deployment Scope: Up to 5 financial institutions, 20 bank accounts, and up to 5 bank accounts with BAI2 reconciliation within a single institution.	
Business Assets	SKU/Product Description: Consists of tracking and management of assets, pooled and composite assets and rights management on assets. Deployment Scope: Up to 50,000 business assets, up to 30 trackable spend categories, 1 depreciation method, 1 tax book, including leased assets, multi-book asset configuration.	2
Accounts Receivable	SKU/Product Description: Consists of Customer Names, Customer Addresses, Contact Information, Customer Invoices and Customer Contracts. Deployment Scope: Up to 2,000 customers, custom payment application rules, up to 5 customer contract types, customer portal, tax collection, late fees and interest calculations, AR aging, deferred revenue, retiree insurance billing. • Retiree insurance billing will include an integration of the retiree monthly insurance amounts from Workday benefits to Customer Accounts to create monthly invoices for the Retirees.	2
Grants Management	SKU/Product Description: Consists of Grantors, Grantor Types, ALN, FAIN, Award Contracts, Grants, Grant Billing, Indirect Cost Calculation, Effort Certification, Award Budgets, Award Tasks. Deployment Scope: Conversion of all active grants (up to 1,500). 1 object class set and mapping, basis types, up to 10 indirect cost rate agreements, program income and match/cost share solutions, grant budget, grant invoicing. Out of Scope: Principal Investigator setup, Award Credits, Salary Over the Cap.	2
Projects	SKU/Product Description: Consists of Project Tracking, Project Plans, Project Capitalization, Project Labor Costing, Project Budgets. Deployment Scope: Up to 5,000 projects, project descriptions, project role assignments, project plans, project resource plans, project time, project capitalization. Project labor capitalization based on payroll costs. Out of Scope: Functionality within Project Billing SKU.	2

Product Component	Scope Description	Project Phase
Procurement	SKU/Product Description: Consists of Requisitions, Purchase Orders, Purchase Items, Supplier Names, Supplier Catalogs, Match Rules, Match Events, Receiving and Supplier Contracts. Deployment Scope: Supplier Contracts with up to 15 supplier contract types, up to 15 requisition types, up to 15 purchase order types, up to 2 PCard billing accounts with card holders, up to 3 punchout integrations.	2
Inventory	SKU/Product Description: Consists of Inventory Sites, Par Locations, Stocking Locations, Stock Requests, Cost Markups, Lots, Put-Away and Goods Delivery Deployment Scope: Up to 6,000 purchase items, 50 inventory par locations and 2 warehouses/storage locations, up to 500 storage locations.	2
Supplier Accounts	SKU/Product Description: Consists of Supplier Names, Supplier Addresses, Contact Information, Supplier Invoices, Match Rules, Match Events Deployment Scope: Suppliers, sales tax, standard matching process complexity, supplier invoicing, 1099-MISC and 1099-NEC mapping, OCR configuration. Out of Scope: Supplier Portal	2
Expenses	SKU/Product Description: Consists of Spend Authorizations, Expense Items, Expense Rate Tables, Expense Policies and Expense Reports. Deployment Scope: Self Service Expense Reimbursement, Spend Authorizations, Cash Advances.	2
Strategic Sourcing	SKU/Product Description: Consists of Sourcing Projects, RFP from Template, Supplier Connector, Req to Project Connector Deployment Scope: Supplier onboarding, up to 5 RFx template(s) including the description, up to 5 questionnaires & worksheets, up to 20 Intake Routing Rules, up to 5 Pipeline Project Types, requisition to project connector. Note: Contract creation requires Contract Lifecycle Management	2a
Contract Lifecycle Management	SKU/Product Description: Consists of End-to-end workflows, Automated redlining, Clause library and contract templates, “Ask AI” across contracts, Custom AI models, Advanced search and customizable dashboards. Deployment Scope: Redlining features, up to 5 additional fields, up to 10 CLM folders (additional included through syncing SharePoint 365, Google	2a

Product Component	Scope Description	Project Phase
	Drive, OneDrive, Box, Dropbox), up to 3 contract templates, up to 5 clauses, up to 3 intake workflows, up to 3 approval workflows, up to 5 alerts, up to 3 dashboards, and e-signature integration with eligible DocuSign or Adobe Sign account.	
Adaptive Planning	**Financial Planning Deployment Scope:** The following dimensions will be used for financial planning: - Account - Department - Fund - Other financial dimensions configured in Workday as chart of account element - 1 Currency - Budgets are planned in time periods of months, quarters, or years - Import data from up to 1 source (data must be provided in XLS file) - All dimension values have less than 10,000 elements- Only Bottoms Up or Top Down modeling is included in scope **Revenue Planning** - Direct input or data provided in a flat file (e.g. .xls) - Up to 6 dimensions will be used for revenue planning - Includes mapping to the Income Statement **Capital Planning** - Direct input or data provided in a flat file (e.g. .xls) for project data - Up to 6 dimensions will be used for capital planning - Scoring and ranking process is out of scope **Expense Planning** - Up to 3 expense models to support modeling for all operating expense accounts - Up to 6 dimensions will be used for expense planning - Includes expense drivers and calculations - Includes mapping to the Income Statement **Personnel Planning** - Position planning for new, open, and filled positions - Includes workforce drivers and calculations (e.g., Wages, taxes, benefits) - Up to 3 employee groups: Salary, Hourly, and Contingent - Up to 10 dimensions will be used for workforce planning - Allocations to other departments - Bargaining Units are out of scope	2a

Product Component	Scope Description	Project Phase
	- Capitalized Labor is out of scope **Reporting** - Guidehouse will configure up to 5 HTML or Office Connect reports: training for additional reports in scope - Reports in excel need to be pre-formatted - Each view is a single report (e.g., each tab in an Excel workbook is a single report) - Budget book publishing is out of scope **Dashboards:** - Conduct one remote hands-on workshop to walk-through building dashboards/charts/graphs/perspectives using Customer Data from Customer's Workday Adaptive Planning Instance - Guidehouse to configure up to 2 dashboard perspectives including charts and graphs **Support Customer configuring dashboards and charts/graphs that includes:** - Provide best practice guidance around design of dashboards and charts/graphs - Consult with Customer on specific charts/graphs design challenges **Additional Models** - Up to 1 long range planning model (e.g., 5-10 yr horizon), using high level drivers, which may not be included in the annual planning models. **Integrations – Workday FIN to/from Adaptive** - GL Account Balances (Actuals) – Up to 3 years - Historical budget import – Up to 3 years - Up to 6 dimensions included for GL Actuals - Includes user sync configuration (Log in from Workday into Adaptive) - Includes financial drill back to Workday from Adaptive - Includes publishing financial plan from Adaptive to Workday - Up to 1 plan structure and template for publishing **Integrations – Workday HCM to/from Adaptive**	

Product Component	Scope Description	Project Phase
	- Import existing worker, and open and filled position data from Workday into Adaptive - Up to 10 dimensions included for HCM imports	

4.2 Integration Scope

Guidehouse and Client shall partner on the design and development of scoped integrations, as stated in this Statement of Work. The Integration Scope will be reviewed, the list prioritized and finalized during the initial stages of the deployment. Once the design of the integrations has been completed and design specifications have been created, the team will finalize details and scope of the integrations Workday and Client's ancillary systems.

For all Guidehouse owned integrations, Guidehouse shall be responsible for developing the Workday portion of the integration and Client shall lead the work effort on the third party/legacy system components. Guidehouse will utilize all available Workday Integration Cloud services tools to assist Client in this effort.

The following table provides a list of the Integrations that are in scope for your Workday deployment project.

Integrations in Scope:

Int. ID	Name	Direction	Functional Area	Owner	Map Back to
INT001	SAP/HANA/HHS	Inbound	FIN-Supplier Accounts	GH	One to one map to provided interface list
INT002	Duke Energy	Inbound	FIN-Supplier Accounts	GH	One to one map to provided interface list
INT003	SAP/HANA	Inbound	FIN-Core Financial Management	GH	One to one map to provided interface list
INT004	Accela	Inbound	FIN-Core Financial Management	Client	One to one map to provided interface list
INT005	Tyler/MUNIS	Inbound	FIN-Core Financial Management	Client	One to one map to provided interface list
INT006	Carescope	Outbound	FIN-Procurement	Client	One to one map to provided interface list
INT007	Stars	Outbound	HCM-HCM	GH	One to one map to provided interface list

INT008	Cigna	Outbound	HCM-Benefits	GH	One to one map to provided interface list
INT009	ARAG	Outbound	HCM-Benefits	GH	One to one map to provided interface list
INT010	AIP	Outbound	HCM-Benefits	GH	One to one map to provided interface list
INT011	Itedium	Outbound	HCM-Benefits	GH	One to one map to provided interface list
INT012	UHC	Outbound	HCM-Benefits	GH	One to one map to provided interface list
INT013	TASC	Outbound	HCM-Benefits	GH	One to one map to provided interface list
INT014	TASC	Outbound	HCM-Benefits	GH	One to one map to provided interface list
INT015	Securian	Outbound	HCM-Benefits	GH	One to one map to provided interface list
INT016	UMR	Outbound	HCM-Benefits	GH	One to one map to provided interface list
INT017	EyeMed	Outbound	HCM-Benefits	GH	One to one map to provided interface list
INT018	Aflac	Outbound	HCM-Benefits	GH	One to one map to provided interface list
INT019	You Decide	Outbound	HCM-Benefits	GH	One to one map to provided interface list
INT020	Bank of America	Inbound	FIN-Expense Management	GH	One to one map to provided interface list
INT021	B2GNow	Outbound	FIN-Core Financial Management	GH	One to one map to provided interface list
INT022	DHSMV	Outbound	HCM-HCM	GH	One to one map to provided interface list
INT023	Cityworks	Outbound	HCM-HCM	GH	One to one map to provided interface list
INT024	Cityworks	Outbound	FIN-Supplier Accounts	GH	One to one map to provided interface list
INT025	ESRI/GIS	Outbound	FIN-Projects	GH	One to one map to provided interface list

INT026	GivePulse	Outbound	HCM-HCM	GH	One to one map to provided interface list
INT027	Okta / Entra	Inbound	HCM-HCM	GH	One to one map to provided interface list
INT028	Payroll / Retirement Vendors	Outbound	HCM-Payroll	Client	One to one map to provided interface list
INT029	Payment Works	Outbound	HCM-Payroll	GH	One to one map to provided interface list
INT030	Wells Fargo	Inbound	FIN-Core Financial Management	GH	One to one map to provided interface list
INT031	Wells Fargo	Outbound	HCM-Payroll	GH	One to one map to provided interface list
INT032	Wells Fargo	Outbound	HCM-Payroll	GH	One to one map to provided interface list
INT033	3 Other Banks	Outbound	HCM-Payroll	GH	One to one map to provided interface list
INT034	BCC Applications	Inbound	FIN-Customer Accounts	GH	One to one map to provided interface list
INT035	PaymentWorks	Inbound	FIN-Supplier Accounts	GH	One to one map to provided interface list
INT036	Tax Collector	Outbound	HCM-Benefits	Client	One to one map to provided interface list
INT037	UMR	Outbound	HCM-HCM	Client	One to one map to provided interface list
INT038	FRS - Florida Retirement Services (File to FRS for Retirement Funding)	Outbound	HCM-Payroll	GH	Added during SOW review
INT039	Payroll deduction file to HSA vendors	Outbound	HCM-Payroll	Client	Added during SOW review
INT040	Feed Payroll/AP data to SITS Website	Outbound	Payroll/AP	Client	Added during SOW review
INT041	Skillsoft	Inbound	HCM-Learning	GH	Added during SOW review
INT042	Neighborly	Inbound	HCM-HCM	GH	Added during SOW review
INT043	E-Verify	Bi-directional	HCM-HCM	GH	Added during SOW review

INT044	Retiree Benefit Billing	Bi-directional	HCM-Benefits	GH	Added during SOW review
INT045	Microsoft Teams	Outbound	HCM-HCM	GH	Added during SOW review
INT046	3 Punchout Vendors	Bi-directional	FIN-Procurement	GH	Added during SOW review
INT047	Google Maps	Outbound	FIN-Procurement	GH	Added during SOW review
INT048	Expense Cards Inbound	Inbound	FIN-Expenses	GH	Added during SOW review
INT049	Petpoint	Inbound	FIN-Core Financial Management	GH	Added during SOW review
INT050	Kaizen	Inbound	FIN-Core Financial Management	GH	Added during SOW review
INT051	Background Check - Edge Information Service	Bi-Directional	HCM-HCM	GH	Added during SOW review
INT052	Payroll GL to EBS	Outbound	HCM-Payroll	Client	Added during SOW review
BIRT01	Payroll Check (5 Checks similar format with different logos)	Outbound	HCM-Payroll	GH	Added by GH based known required integration
BIRT02	Payslip (5 Payslips similar format with different logos)	Outbound	HCM-Payroll	GH	Added by GH based known required integration
BIRT03	AP Check (2 Checks similar format with different logos)	Outbound	FIN-Core Financial Management	GH	Added by GH based known required integration
BIRT04	Purchase Order	Outbound	FIN-Core Financial Management	Client	Added by GH based known required integration
BIRT05	Customer Invoice	Outbound	FIN-Core Financial Management	Client	Added by GH based known required integration

4.3 Data Conversion Scope

Data Conversion scope is subject to mapping to available Workday applications features/functionality and Client’s ability to extract the data in the specified format and do the cleansing/transformation as per the project schedule.

Financials Conversion Scope and Assumptions

Functional Area	Data Element	Description	Comments
Financial Accounting	GL History	One year of summarized GL History	Three years of monthly GL Balance History to enable year over year reporting. Two additional years of history will be in Prism.
Customers	Active Customers	Customers that have had activity in the last 24 months	
Customers	Open Customer Invoices	At time of go-live	Client is encouraged to close these in the source system prior to conversion
Customers	Customer Payments not yet applied	At time of go-live	Client is encouraged to close these in the source system prior to conversion
Customers	Active Customer Contracts	At time of go-live	
Customers	Revenue Recognition Schedules	At time of go-live	
Customers	Billing Schedules	At time of go-live	
Procurement	Catalog Items	All currently used	
Procurement	Open Purchase Orders	At time of go-live	Client is encouraged to close these in the source system prior to conversion
Procurement	Unmatched / Open Receipts	Out of scope	Client is encouraged to close these in the source system prior to conversion
Procurement	Open Requisitions	Out of scope	Client is encouraged to close these in the source system prior to conversion
Projects	Active Projects	At time of go-live	Includes Project Hierarchies
Projects	Work In Progress Balances	At time of go-live	Monthly or lump sum balance at go-live, dependent upon decision made in Project Conversion Guide

Functional Area	Data Element	Description	Comments
Projects	Project Cost (Non-WIP)	At time of go-live	Monthly or lump sum balance at go-live, dependent upon decision made in Project Conversion Guide
Projects	Project Budgets	Life-to-date budgets	
Projects	Project Plans	At time of go-live	
Projects	Resource Plans	At time of go-live	
Suppliers	Active Suppliers	Suppliers that have been paid, issued a contract, or PO in the last year	The vendor records need to be pulled from OpenGov (potential vendors) and OPUS (awarded vendors). Public records require 5 year retention from end of contract. Incorporate into either PROD or PRISM.
Suppliers	Supplier Invoice History	Out of scope	Not recommended unless there is a direct need for it
Suppliers	Unpaid Supplier Invoices	At time of go-live	Client is encouraged to close these in the source system prior to conversion
Suppliers	Open Supplier Contracts	At time of go-live	Client is encouraged to close these in the source system prior to conversion. Active contracts must be migrated to new system by Guidehouse and will stay open. Approx 1,275 records active contract records as of 10/28/2025.
Banking	Bank Balances	At time of go-live	
Banking	Missing Deposits / Deposits In Transit	At time of go-live	
Banking	Outstanding Checks (i.e., Uncleared Checks)	At time of go-live	
Expenses	Open Expense Reports	Out of scope	Not recommended. Client is encouraged to close these in the source system prior to conversion

Functional Area	Data Element	Description	Comments
Budgets	Current Year Budget	Current fiscal year financial budget	For an end of year implementation, best practice is to convert next year's Budget/Forecast amounts if it's finalized in time for go-live.
Grants	Grants	Active Grants at time of go-live	
Grants	Active Award Contracts	At time of go-live	
Grants	Active Grantors	At time of go-live	
Grants	Billing Schedules	At time of go-live	
Grants	Award Budgets	Life-to-date budgets	
Grants	Award Costs	At time of go-live	Monthly or lump sum balance at go-live, dependent upon decision made in Grants Conversion Guide
Business Assets	Active Business Assets	At time of go-live	

<u>Human Capital Management Conversion Scope and Assumptions</u>

Functional Area	Data Element	Description	Comments
Core HR	Active Employees	At time of go-live	This will include only active employees and those terminated in current year. Additional employee history would need to be scoped as a Prism use case.
Core HR	Terminated Workers	Terminated within the last calendar year	
Core HR	Current Compensation	At time of go-live	
Core HR	Compensation History in the current fiscal year	Out of Scope	Can be converted into Prism Analytics.

Functional Area	Data Element	Description	Comments
Core HR	Job and Position History in the current fiscal year	At time of go-live, top of stack.	Additional history can be converted into Prism Analytics.
Core HR	Certifications	All active certifications for active employees	
Recruiting	Job Posting Locations	All currently used	
Recruiting	Open Positions	Not generally recommended to bring these over	E.g., Use a Hiring Freeze instead if possible
Recruiting	Open Job Requisitions	Not generally recommended to bring these over	E.g., Use a Hiring Freeze instead if possible
Recruiting	Active Candidates Associated to Job Requisitions	Candidates associated with open (and in-scope) requisitions	
Benefits	Health Care Enrollments	At time of go-live	Active employees and retirees (where applicable)
Benefits	Health Savings Enrollments (e.g., HSAs)	At time of go-live	Active employees and retirees (where applicable)
Benefits	Spending Account Enrollments (e.g., Dependent Care, FSAs)	At time of go-live	Active employees and retirees (where applicable)
Benefits	Insurance Enrollments (e.g., Life, STD, LTD, etc.)	At time of go-live	Active employees and retirees (where applicable)

Functional Area	Data Element	Description	Comments
Benefits	Retirement / Deferred Compensation Enrollments	At time of go-live	Active employees and retirees (where applicable)
Benefits	Beneficiaries	At time of go-live	
Benefits	Dependents	At time of go-live	
Absence	PTO Balances	At time of go-live	
Absence	Time Off Requests	At time of go-live	Requests can also be resubmitted after go-live
Absence	Employees On Leave / Leave Requests	At time of go-live	
Payroll	Payment Elections/Direct Deposit	At time of go-live	
Payroll	Tax Withholdings/ Exemptions	At time of go-live	
Payroll	Withholding Orders	At time of go-live	
Talent	Historical Performance Ratings	Out of scope	If necessary, the Final Overall Ratings from the previous year can be loaded. Comments, feedback, and section ratings are out of scope.
Learning	Learning Transcripts	At time of go-live	One year of learning history (transcripts)

4.4 Report Scope

The Workday application comes with over 4,000 standard reports as well as the ability to develop specific reports according to need. Benefits to Client include Ad-hoc reporting capabilities without the use of custom code, ability for self-service, and the retrieval of real time data. Guidehouse shall provide reporting services and tools to accomplish three (3) broad objectives upon the Go-Live of the project:

- Deploy all standard reports, queries, and forms in conjunction with the appropriate preparation of end-users to know how to access, execute, and apply the data to their respective functions;
- Assist the Client in achieving their reporting needs as defined by the Functional Requirements, and

- Define, document, and train select Client personnel on the software tools and methodologies to address future reporting needs of Client.

Guidehouse will provide the following services, to develop the Reports, Queries, and Forms Strategy and Plan:

- Work with Client to identify reports required for normal business operations in the respective functional areas; and
- Create a disposition for identified reports when the Workday SaaS software solution is deployed using the following options:
    - Using standard Workday reporting functionality or delivered reports and dashboards to provide the information Client desires
    - Develop custom reports based on Workday business objects

The following table describes the roles and responsibilities for reporting activities:

Activity/Deliverable Name	Activity/Deliverable Description	Primary Owner	Support
Reporting and Analytics Workshop	Meeting(s) to discuss Workday reporting capabilities and implementation approach	Guidehouse	
Reporting Inventory	Gather, prioritize and disposition the Client's reporting requirements	Client	Guidehouse
KPI Identification	Identify Key Performance Indicators to be developed and delivered at deployment. These identified KPI's will be the result of Base Camp processes to identify value drivers for Client and measurable indicators through KPI's.	Guidehouse	Client
Deliver pre-defined reports and dashboards	Guidehouse will configure custom pre-developed public sector reports and transition ownership to Client	Guidehouse	Client
Report Build	Develop required custom reports and KPI's	Client Guidehouse	Client Guidehouse

Guidehouse Reports

Scope includes loading Guidehouse developed public sector dashboards, which include:

Functional Area	Dashboard Name	Description
Banking & Settlement	Bank Statement Reconciliation	Latest bank statements, unreconciled items, and reconciliation status
Procurement, Accounts Payable	Procurement	Spend Analysis, Uninvoiced purchase orders, Managed vs. Unmanaged
HCM	Diversity	Diversity, equity and inclusion metrics
Talent	Talent and Performance	Goals, Feedback, Interests

Budget	Cost Center Manager Dashboard	Financial Performance, Cost Center Spend, Headcount by Cost Center
Absence, Time Tracking	Time & Absence	Workers on Leave & Returning, Time off, Reported vs. Scheduled Hours
Core Payroll	Pay Cycle Command Center	Current status of in progress and compares to previous period

Standard Reports

Guidehouse shall deploy all available standard Workday reports that are applicable to Client.

Custom Reports

It is the intent of Client and Guidehouse for Client to use standard reports in the Workday solution where possible. In addition to the standard reports, Guidehouse will load our custom pre-developed public sector reports, dashboards and KPI reporting. For additional custom reporting needs, Guidehouse has included a reporting workshop to orient Client report writers to Workday's report writing tools and Guidehouse will own the development of twenty (20) custom reports of varying complexity as prioritized by the Client. The Client will be responsible for all additional custom report development.

4.5 Prism Analytics Scope

Prism Analytics blends external data with Workday data to generate new Workday Data Sources to be used in Workday reporting. Professional and Implementation Services provided by Guidehouse are targeted to enable Client to deploy the Workday Prism Analytics solution with the identified and agreed upon use cases.

The Prism Analytics scope for Client includes a total of four (4) Prism Analytics use cases. Guidehouse will host a data history workshop that will help Client confirm the requirements and approach to each historical data element. Guidehouse will also work to prioritize the history with Client and deploy the highest priority use cases as part of the Financials or HCM Implementations as decided by Client. The use case will be limited to four (4) published data sources and up to two (2) reports per use case. Client is responsible for all mapping activities outside of Prism. Client and Guidehouse will begin work during Base Camp to define the use case and Guidehouse has included hours to support Client in the development of additional use cases for the duration of the deployment. Examples of use cases that Client may need are:

- GL Balances
- Historical Supplier Data
- General Legacy HR Data Changes
- Legacy Payroll Results Data

4.6 Extend Scope

Workday's delivered applications provide comprehensive coverage for common business needs but when organizations have specialized requirements, Workday Extend can be used to fulfill those demands, extending your Workday value. Professional and Implementation Services provided by Guidehouse are targeted to enable Client to deploy the Workday Extend solution with the identified and agreed upon applications.

The Workday Extend scope for Client includes a total of 2 moderate complexity applications as requested by the County. Due to the nature of this solution and the unique requirements of each application, Guidehouse and Client will collaborate to perform a detailed discovery for each application that will be developed using Extend. Guidehouse defines a moderate complexity application as one with the following parameters:

- Up to 2 extend applications with 200 hours of effort
- Custom Objects: 2
- Pages: 5
- Business Process: 1
- Integrations: 1

5.0 Project Assumptions

High-level, overall project assumptions are listed below. Detailed information for Technical Assumptions are laid out in the following section 5.2 .

5.1 Project Assumptions

- The timeline to deploy with this scope is twenty-seven (27) months in total. If material changes are made to scope where scope is increased significantly, or resources where number of resources or level of commitment is reduced significantly, the timeline may change to accommodate.
- The ability to staff certain personnel to a project is dependent upon availability at the time of project kickoff. In the event the personnel listed herein become unavailable for any reason, Guidehouse will propose alternate individual(s) of like experience and expertise, such determination shall be made in Guidehouse's reasonable discretion, acceptance by Client shall not to be unreasonably withheld or delayed.
- Most of our services will be delivered remotely consistent with a software as a service (SaaS) delivery model. Our fixed fee price excludes consultant travel expenses for key milestone activities within each deployment stage, which will be coordinated with Client on a mutually agreed upon schedule.
- Third party vendors and Client resources supporting in-scope integrations will be engaged and available for the project duration.
- Project teams will be identified and will be readily available to participate in project initiatives. Client will have sufficient resources allocated to the project.
- Client project staff will have the authority, competency, and organizational knowledge to successfully make decisions surrounding configuration and business process flows.
- Client must license their own instance of Workday software at their sole expense to use implementation services. Guidehouse has no obligation to provide or support the Workday license itself.
- Workday delivered AI features that are released during the project will be reviewed by joint project management teams for applicability with the potential to enable during the project for in scope areas assuming will not result in changes to overall project timeline.

5.2 Technical Assumptions

Workday applications come standard with built-in industry best practices. Customizations are not permitted and therefore not scoped. Guidehouse's objective is to help Client streamline the business processes and implement the standard process flows built into the Workday applications. This may require changes in Client's current business processes and operating procedures.

Integration Assumptions

- Guidehouse to provide a US based Integration Lead. Integration Development may be performed by a Guidehouse offshore resource utilizing Guidehouse VPN and abiding by all Guidehouse security standards and procedures. All customer data to remain in the US.
- Client will be responsible for developing or contracting directly with the third parties for any programs required to extract the data from the current system or other third-party systems in the required format and any programs required to update Client's third-party system with data from the Workday application.
- Client shall be responsible for any required coordination, customizations to and ongoing maintenance of non-Workday legacy systems and third parties.
- Client will be responsible, with the assistance of the implementer, in developing and deploying 25% of the identified integration scope.
- Client will attend Workday technical training and will participate in integration discovery and design workshops.

Data Conversion Assumptions

Guidehouse will perform four (4) data loads for the project . A "data load" is defined as a series of steps and events at established points within the project methodology. Each data load may require multiple attempts based on data quality and successful loading. Additional data loads will require additional effort and will be handled via the Change Order Process.

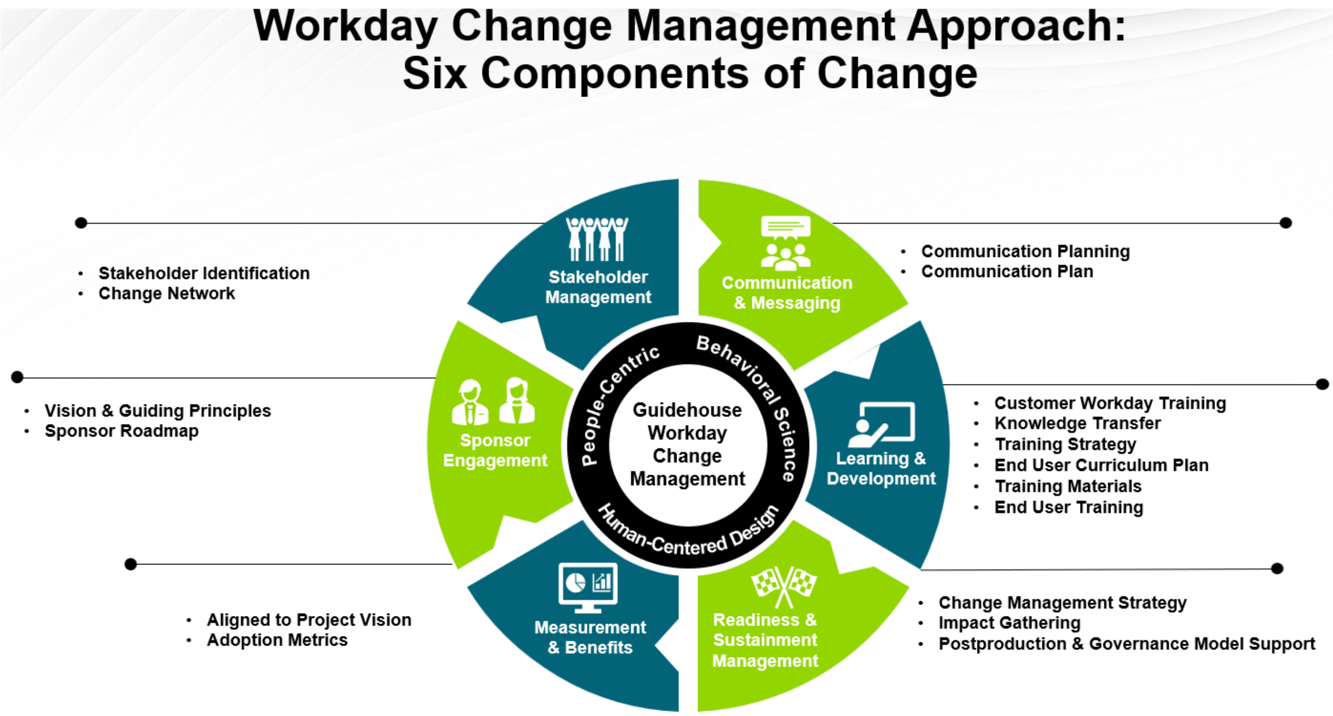
- Each data load creates a prototype tenant:
  - Foundation Tenant
  - End-to-End Tenant
  - Payroll Parallel Tenant
  - Gold -Pre-Production Tenant
- Guidehouse will provide a data loading template that the Client will populate with their extracted and transformed data (the "Data Gathering Workbook"). The Guidehouse Data Conversion Consultants will use the completed templates to load the data into the Workday tenant. It is the responsibility of the Client to provide clean and complete data based on the template requirements. The Client is responsible for resolution of discrepancies in the content of the data it provides. Guidehouse will not perform data cleansing or verification activities under this SOW.
- For each of the tenant builds above, Client will be allowed an estimated three (3) attempts to deliver data in the proper format that can be loaded into the tenant error-free by the data workbook deadlines. For the final Gold - Production Build, Client will have one attempt to deliver data conversion file error free by the data workbook deadline.
- Client is responsible for extracting data from the legacy system(s) and providing it in the defined format to Guidehouse.
- Client is responsible for ensuring the data is cleansed and duplicate values are removed.
- All in scope data must be provided by the due dates within each tenant build schedule. Data provided after the due date but within the contract period will be loaded by Guidehouse if data is complete, validated, and ready to load.
- All data files must be provided in a single submission template unless otherwise agreed upon.

- Once the data is loaded, the Client is responsible for verifying the accuracy of the data that is loaded into the Workday service and to provide corrected data where required.
- Client will establish and host their own secure file transfer protocol (SFTP) to use in the transfer of any PII data and for the use of data conversions.
- All attachments and supporting documents related to current or historical transactions will not be converted into Workday.

Appendix B: Organizational Change Management

1.0 Change Management

Guidehouse's research-based change management approach is a critical component of our Workday projects. We recognize the transformational change that a Workday implementation brings, and we have the experience and passion for helping our clients realize their investment in Workday through successful end user adoption. Our change management activities are integrated throughout the project and begin during Base Camp where we build a foundation for change. Our change management approach will be led by an Organizational Change Leader certified in both Workday and change management methodologies. Our change solution is tailored specifically for Workday clients and aligns to Workday's methodology, tools, and sustainability approach.



Our change management approach focuses on the six components of change: Stakeholder Management, Communication and Messaging, Learning and Development, Readiness and Sustainment Management, Measurement and Benefits, and Sponsor Engagement.

Stakeholder Management and Engagement

Identifying and understanding stakeholders provides the team with insight into how to engage, build awareness and desire, and tailor both communications and training for the different groups who will use Workday. Behavioral change involves people doing things differently and it starts with knowing, understanding, and engaging people. To build this engagement early on, we recommend forming a ***Change Network*** with representatives who act as ambassadors of the change for the project. This network of change champions plays a key role in disseminating communications, supporting project activities, providing input and feedback to the project team, and leading the change with their teams.

Communication and Messaging

Communication is foundational to effective change in keeping people informed of how the change will impact them and what their future state will look like with Workday. Guidehouse will conduct a Communication Workshop during Base Camp to identify and outline our communication strategy and provide a *Communications Plan* that aims to engage end users through the adoption process and articulates the value and benefits of Workday. Guidehouse will work with the County to develop communications where results can be measured and inspire change through creativity and fun. The Plan will be dynamic and will be maintained throughout the project with feedback and changes.

Learning and Development - Training

Guidehouse's approach to knowledge building and learning recognizes that learning is integrated throughout the project as part of the process rather than as a single event. Learning begins first for the Project team with assigned training for their functional area through Workday Learning as part of the *Customer Training Plan*. Guidehouse will guide and support the County in understanding who needs to receive the training and make recommendations for using their Workday Learning credits.

Knowledge Transfer begins early and continues throughout the project for the County's Project Team members. We have learned that thorough knowledge transfer of our client's specific Workday configuration is directly related to our client's production success. Our knowledge transfer approach continues in the Architect and Configure stage with a "hands-on-the-keyboard" approach, giving the County immediate ownership and experience in the setup of Workday.

Guidehouse will develop a *Training Strategy* based on input gathered during a *Training Strategy Workshop* where we identify and assess the needs of the County, clarify roles and responsibilities, identify assumptions and risks, and establish timelines. The Training Strategy will align and overlap with the Communication Plan where we plan introductory learning opportunities to build awareness of Workday (i.e., Roadshows, Open Houses, Expos, etc.). With the Training Strategy in place, we will work together to develop the *Training Curriculum* which provides a detailed list and description of end user training. The Curriculum guides the development of training as well as identifies modules/course, training delivery by role, schedule, and training delivery logistics.

Readiness and Sustainment Management

The *Change Management Strategy* identifies the specific objectives and goals for engaging users to support, adopt, and utilize Workday. It details the approach for user readiness and adoption activities during each stage of the implementation and is tailored to reflect the needs and goals of the County.

The *Impact Analysis* begins as early as Base Camp as we begin to identify the high-level impacts during discovery discussions with the formal impact interviews and impact gathering occurring after the completion of Unit Testing. This timing is intentional as it allows the County team the opportunity to test their configurations to confidently assess the business process changes that will affect end users. Guidehouse and the County will use the Impact Analysis to understand impacts to users to target key messages for communication and inform the Training Curriculum.

Beginning with the end in mind, the Guidehouse Change and Project Team will work with the County to develop a *Sustainability Plan* which will provide a roadmap for developing a governance and support model as well as build an understanding of the efforts required to successfully manage future Workday updates.

Measurement and Benefits

Measures of success are interwoven throughout each of our change management pillars as we will work on an ongoing basis to assess our progress throughout the project. We work during Base Camp with project sponsors to identify the County's measures of success and integrate those measures into how we collectively work toward those through the execution of our strategies and plans.

Sponsor Engagement

The role and engagement of the sponsor is the most critical element in determining a project's success. The sponsor is the first to champion change by aligning the goals and mission of the County to Workday. The sponsor understands the organization and can identify and address resistance and build the necessary organizational alliances when needed. Guidehouse begins the project working with the County's sponsors as part of a *Vision and Guiding Principles Workshop*. Here we establish a vision statement and guiding principles for the project. Understanding that a Workday implementation is unique based on the methodology, we have developed a *Sponsor Roadmap* that provides key activities and engagement activities for sponsors at each stage of the Workday project.

The Change Management Journey Map below identifies when each of these deliverables and activities occur within the project and illustrates how Change Management is incorporated throughout the Workday project.

Base Camp Stage: Change Management Activities

Key Task / Activity	Description	Guidehouse Resources	Client Resources	Role Guidehouse	Role CLIENT
Sponsor Roadmap: Project Vision and Success Metrics	Guidehouse will facilitate a workshop to define and align a project vision, establish measures of success, and provide sponsors with a roadmap to prepare for their role on a Workday implementation.	OCM Lead	Project Manager, Project Sponsor, Executive Leadership, OCM Lead	Lead	Assist
Guiding Principles Workshop	Guidehouse will facilitate a workshop to develop guiding principles that will guide and govern the way the team works together toward the deployment of Workday.	OCM Lead	Project Manager, Project Sponsor, Executive Leadership, Functional Leads. SMEs, OCM Lead	Lead	Assist
Stakeholder Identification & Communication Readiness Workshop	Guidehouse will facilitate a workshop to identify stakeholders, assess readiness,	OCM Lead	Project Manager, OCM Lead,	Lead	Assist

Key Task / Activity	Description	Guidehouse Resources	Client Resources	Role Guidehouse	Role CLIENT
	identify communication goals, delivery vehicles, themes and resources needed to develop a Communication Plan.		Communications Team		
Change Management Overview Workshop	Guidehouse will provide an overview of Change Management and how it is incorporated into the project and how/when the OCM team will engage with the Project Team.	OCM Lead	Project Manager, Project Sponsor, Executive Leadership Functional Leads. SMEs, OCM Lead	Lead	Assist
Sustainability/Postproduction Support Workshop	Guidehouse will facilitate a discussion to guide CLIENT in initial sustainability planning including support models and governance planning.	Project Manager, OCM Lead	Project Manager, Project Sponsor, Executive Leadership	Lead	Assist
Workday Training Walkthrough Workshop	The Workday Training Walkthrough provides an overview of Workday's training approach for core project team members in support of the long-term sustainability plan and model.	OCM Lead	Project Manager, Training Coordinator	Lead	Assist
Change Management Team Execution Workshop	This Workshop provides the Change Team with time to review the information and content gathered during the Basecamp Readiness workshops and identifies next step and timelines as a working team.	OCM Lead	OCM Team	Lead	Assist

Plan Stage: Change Management Activities

Key Task / Activity	Description	Guidehouse Resources	Client Resources	Role Guidehouse	Role Client
Change Management Strategy	Guidehouse will provide a comprehensive change management strategy that describes the approach for building stakeholder engagement throughout the Workday stages. The Strategy will detail key activities and reference change components	OCM Lead	OCM Lead, Project Manager	Lead	Assist

	including the Communication Plan and Training Strategy.				
Communication Plan	Guidehouse will lead the design of a Communications Plan which outlines recommended communications and activities at each stage of the project. The Communication Plan is a living document and will evolve with the project with feedback and input from the project.	OCM Lead	OCM Lead, Project Manager, Communications Team	Lead	Assist
Establish a Change Network Strategy	Guidehouse will collaborate with the Client Change Lead to establish a Change Network comprised of individuals across the organization who help the Workday project extend its reach, influence, and efforts for change.	OCM Lead	OCM Lead, Project Manager, Project Sponsor, Executive Leadership	Lead	Assist
Execute Communications Plan	Develop and deliver communications per the Communication Plan. Execute change management and engagement activities including ongoing support of Change Network.	OCM Lead, Project Manager	OCM Lead, Communication Team, Project Manager, Project Sponsor, Leadership, Functional/ Business SMEs	Assist	Lead

Architect and Configure Stage: Change Management Activities

Key Task / Activity	Description	Guidehouse Resources	CLIENT Resources	Role Guidehouse	Role CLIENT
Change Network Kickoff	Guidehouse will collaborate with CLIENT OCM team to mobilize the Change Network and engage the team as part of overall Change Strategy and Communication Plan. Continued engagement with Change Network monthly.	OCM Lead	OCM Lead/Team, Functional Leads, Business SMEs	Assist	Lead
Training Strategy	Guidehouse will provide an outline and work collaboratively with CLIENT to customize a strategy and training approach that will meet identified needs for training delivery to end users. CLIENT will update strategy as project evolves, needs identified, and feedback is gathered.	OCM Lead	OCM Lead, Training Lead, Project Manager	Lead (Shared)	Assist (Shared)
Execute Communications & Engagement	Develop and deliver communications per the Communication Plan. Execute change management and engagement activities including ongoing support of Change Network.	OCM Lead, Project Manager	OCM Lead, Communication Team, Project Manager, Project Sponsor, Leadership, Functional/ Business SMEs	Assist	Lead

Test Stage: Change Management Activities

Key Task / Activity	Description	Guidehouse Resources	Client Resources	Role Guidehouse	Role CLIENT
Training Curriculum Plan	Guidehouse will provide a Training Curriculum template and collaborate to customize the training narrative that describes the courses, audiences, delivery methods, training tenant management plan, and training logistics for end user training.	OCM Lead	Training Lead, OCM Lead	Lead (Shared)	Lead (Shared)
End User Training Content Development	Development of training materials identified in Training Strategy used to train end users. Job aids will act as the foundation for other training delivery materials as identified in the Training Curriculum.	OCM Lead	Training Lead, Content Developers, Functional/ Business SMEs	Lead	Assist
Train-the-Trainer	Guidehouse will provide a Train-the-Trainer model focused on providing CLIENT trainers and key project team members with the information, tools, and knowledge to be successful delivering training to end users.	OCM Lead	Training Lead, Trainers, Functional/ Business SMEs	Lead	Assist
Execute Communications & Engagement	Develop and deliver communications per the Communication Plan. Execute change management and engagement activities including ongoing support of Change Network.	OCM Lead, Project Manager	OCM Lead, Communication Team, Project Manager, Project Sponsor, Executive Leadership, Functional/ Business SMEs	Assist	Lead

Deploy Stage: Change Management Activities

Key Task / Activity	Description	Guidehouse Resources	CLIENT Resources	Role Guidehouse	Role CLIENT
Execute Communications	Develop and deliver go live communications per the Communication Plan. Execute change management and engagement activities including ongoing support of Change Network.	OCM Lead, Project Manager	OCM Lead, Communication Team, Project Manager, Project Sponsor, Leadership, Functional/ Business SMEs	Assist	Lead

2.0 Training and Development

Guidehouse's training approach is incorporated into our Change Management approach and aligns to the Workday methodology and the implementation stages and builds upon the learning opportunities that occur within a Workday project. We recognize that learning is integrated throughout the project as part of the process and utilize those opportunities to build knowledge throughout with the project team leads, subject matter experts, core users, and eventually end users. Our training approach is adaptable to meet the diverse needs of our public sector clients and imbed best practices and insights gathered from Workday implementations.

Training Strategy

The Training Strategy outlines the approach to address training for the Client. The Training Strategy will be developed by Guidehouse in partnership with the Client's Training Lead and with project and leadership input and guidance.

It identifies and describes key activities for training that include:

- Audiences/Roles for training
- Content development efforts
- Roles and responsibilities for training deliverables
- Critical risks, assumptions, and dependencies
- Timeline for training activities
- Training delivery methods

Training Curriculum Plan

The Guidehouse Training team will collaborate with the Client's Training Lead and team to design and customize a role-based training curriculum. Our goal is to link training to the Workday assigned roles that employees will hold and understand how to execute those actions and responsibilities using Workday. The Training Curriculum targets audiences where there is a high degree of impact and demand to help us prioritize training and identify the best method for training delivery for that audience. Guidehouse will provide a Training Curriculum template that we will work together to build a training narrative that includes specific business process for job aid development, end user courses/modules, training delivery methods by audience, content development tracking, and trainer assignments, and logistics to successfully execute training.

Training Content Development

For training development, we follow Workday's standard approach to support our clients with the development of their training materials. This approach supports the Client's team in building their understanding of their business processes while establishing sustainable practices for ongoing training maintenance with Workday updates. Guidehouse will own the development of job aids and work collaboratively with Functional Leads and Project Team to gather the input and information required and coordinate the necessary job aid approval and sign off.

Training Delivery

As part of the development of the Training Strategy, Guidehouse's will work with the Client team to understand their training/learning culture and determine the best methods for delivery of training. Looking at impacted users, we will identify training vehicles to ensure we are providing the necessary information in the right way and at the right time. Delivery methods will vary and can range from self-study training videos to instructor-led training. The first training delivery method we focus on early is maximizing the use of 'in-system' training tools including Help Text, Quick Tips, and Workday Assistant.

Guidehouse will work with the Client to determine the most effective methods to use for delivering training through a needs assessment. In understanding the audience, we will evaluate the types of training best aligned to meet the goals for each based on the Client's business processes, assigned user roles, and the number or users to be trained. We understand that resources and department needs will vary, and our goal is to deliver the necessary training, the right way, and at the right time for each audience.

Train-the-Trainer

For Instructor led training, Guidehouse utilizes a Train-the-Trainer approach. A Train-the-Trainer approach will prepare the Client's trainers and other identified project team members to train and support their users for go live and beyond. The Train-the-Trainer model includes a series of sessions all focused on providing trainers with the information, tools, and knowledge to be successful. The Train-the-Trainer approach prepares trainers to provide consistent and successful training and develop an understanding of the business processes they will train.

Trainers will also be asked to actively participate in project activities including the Change Network, Customer Confirmation Sessions, and testing. Although Trainers may add value to testing, the main purpose for their participation in these activities is for them to build their knowledge and understanding of Workday. Our experience proves that Train-the-trainer activities alone are not sufficient to teach Workday and trainer involvement and engagement early on is a predictor of confidence and success.

If it is determined that Guidehouse will provide training delivery, the Train-the-Trainer approach may be modified or eliminated.

3.0 General Assumptions for Organizational Change Management

The following assumption(s) apply to Organizational Change Management:

Description
Client will lead project communications by sending Client approved messaging using existing communication channels, including enterprise email distribution systems, newsletters, and the intranet, as needed per communications planning.
The Client will share insights and relevant information with Guidehouse on employee resistance faced by users or staff regarding process, policy, and technology changes. This information is critical to successful organizational change management.
The Training approach detailed above may be amended based on the needs of the Client.
Guidehouse's Change Lead will work closely with the Leadership and Project Team to gather input to inform the development of strategies and plans.
The Client will provide access to necessary resources as part of communication and training delivery efforts (i.e., Client communication platforms, Learning Management System, etc.).
The Client will lead the development and approval process for communications.
The Client will identify their Trainers.
The Client will provide a dedicated Training Tenant that can be used for training and populated with necessary training data, exercises, and accessible to end users.

Appendix C: Workday Business Processes in Scope

Below is the list of business processes in scope. If during the course of the implementation, additional business processes need to be deployed to meet a County requirement, those will be added the Workday delivered business process steps. Some additional business process that may be required are related to Intercompany transactions. That will be determined during Base Camp.

Functional Area	Business Process	Approach
HCM: Core HCM	Hire	Customer-specific
HCM: Core HCM	Change Organization Assignments	Leading Practice Definition
HCM: Core HCM	Edit Government IDs	Leading Practice Definition
HCM: Core HCM	Edit ID Information	Leading Practice Definition
HCM: Core HCM	Edit Other IDs	Leading Practice Definition
HCM: Core HCM	Legal Name Change	Customer-specific
HCM: Core HCM	Change Personal Information	Customer-specific
HCM: Core HCM	Onboarding Setup	Customer-specific
HCM: Core HCM	Onboarding	Customer-specific
HCM: Core HCM	Emergency Contacts	Leading Practice Definition
HCM: Core HCM	Home Contact Change	Leading Practice Definition
HCM: Core HCM	Work Contact Change	Leading Practice Definition
HCM: Core HCM	Preferred Name Change	Leading Practice Definition
HCM: Core HCM	Change Emergency Contacts	Leading Practice Definition
HCM: Core HCM	Background Check	Leading Practice Definition
HCM: Core HCM	Disability Self-Identification	Leading Practice Definition
HCM: Core HCM	Edit Licenses	Leading Practice Definition
HCM: Core HCM	Name Pronunciation	Leading Practice Definition
HCM: Core HCM	Passports and Visa Change	Leading Practice Definition
HCM: Core HCM	Photo Change	Leading Practice Definition
HCM: Core HCM	Public Profile Preferences	Leading Practice Definition
HCM: Core HCM	Veteran Status Identification	Leading Practice Definition
HCM: Core HCM	Change Job	Customer-specific
HCM: Core HCM	Move to New Manager	Customer-specific
HCM: Core HCM	Swap Positions	Customer-specific
HCM: Core HCM	Change Work Space	Leading Practice Definition
HCM: Core HCM	Create Position	Customer-specific
HCM: Core HCM	Edit Position	Customer-specific
HCM: Core HCM	Edit Position Restrictions	Customer-specific
HCM: Core HCM	Freeze Position	Customer-specific
HCM: Core HCM	Close Position	Customer-specific
HCM: Core HCM	Contract Contingent Worker	Customer-specific
HCM: Core HCM	End Contingent Worker Contract	Customer-specific
HCM: Core HCM	Correct Worker Start Date	Leading Practice Definition

HCM: Core HCM	Notify Worker Start Date Correction Event	Leading Practice Definition
HCM: Core HCM	Mass Correct of Hire Business Processes	Leading Practice Definition
HCM: Core HCM	Creditable Service Change	Leading Practice Definition
HCM: Core HCM	Hiring Restrictions	Leading Practice Definition
HCM: Core HCM	Edit Hiring Restrictions	Leading Practice Definition
HCM: Core HCM	Mass Correct of Hire Business Processes	Leading Practice Definition
HCM: Core HCM	Move Workers (Supervisory)	Leading Practice Definition
HCM: Core HCM	No Show	Leading Practice Definition
HCM: Core HCM	Add Retiree Status	Leading Practice Definition
HCM: Core HCM	Remove Retiree Status	Leading Practice Definition
HCM: Core HCM	Service Dates Change	Leading Practice Definition
HCM: Core HCM	Submit Resignation	Customer-specific
HCM: Core HCM	Termination	Customer-specific
HCM: Core HCM	Title Change	Leading Practice Definition
HCM: Core HCM	Activation	Leading Practice Definition
HCM: Core HCM	Assign Roles	Leading Practice Definition
HCM: Core HCM	Assign Superior	Leading Practice Definition
HCM: Core HCM	Change Organization Assignments for Worker	Leading Practice Definition
HCM: Core HCM	Change Organization Assignments for Workers by Organization	Leading Practice Definition
HCM: Core HCM	Change Visibility	Leading Practice Definition
HCM: Core HCM	Create Subordinate	Leading Practice Definition
HCM: Core HCM	Divide Organization	Leading Practice Definition
HCM: Core HCM	Move Workers (By Organization)	Leading Practice Definition
HCM: Core HCM	Reorganization with Org Studio	Customer-specific
HCM: Compensation	Propose Compensation Hire	Leading Practice Definition
HCM: Compensation	Propose Compensation Change	Leading Practice Definition
HCM: Compensation	Request Compensation Change	Customer-specific
HCM: Compensation	Request One-Time Payment	Customer-specific
HCM: Compensation	Request Compensation Change for Leave of Absence	Leading Practice Definition
HCM: Compensation	Change Default Compensation	Leading Practice Definition
HCM: Compensation	Propose Reimbursable Allowance Plan Assignments	Leading Practice Definition
HCM: Compensation	Request Post Termination Compensation	Leading Practice Definition
HCM: Compensation	Request Quality Step Increase	Leading Practice Definition

HCM: Compensation	Set Up Allowance Plan Adjustment	Leading Practice Definition
HCM: Compensation	Set Up Compensation Grade Job Profile Adjustment	Leading Practice Definition
HCM: Compensation	Set Up Unit Allowance Plan Adjustment	Leading Practice Definition
HCM: Compensation	Set Up Unit Salary Plan Adjustment	Leading Practice Definition
HCM: Benefits	Change Benefits	Customer-specific
HCM: Benefits	Change Benefits for Life Event	Customer-specific
HCM: Benefits	Change Benefits for Open Enrollment	Customer-specific
HCM: Benefits	Change Beneficiary	Customer-specific
HCM: Benefits	Change Retirement Savings	Customer-specific
HCM: Benefits	Passive Event	Leading Practice Definition
HCM: Benefits	Review COBRA Eligibility	Leading Practice Definition
HCM: Benefits	Manage Medicare Information	Customer-specific
HCM: Benefits	Change Benefit Jobs	Leading Practice Definition
HCM: Absence	Absence Calendar	Customer-specific
HCM: Absence	Correct Time Off	Customer-specific
HCM: Absence	Request Leave of Absence	Customer-specific
HCM: Absence	Request Return from Leave of Absence	Customer-specific
HCM: Absence	Request Time Off	Customer-specific
HCM: Absence	Sell Time Off	Customer-specific
HCM: Absence	Time Off Balance Transfer	Leading Practice Definition
HCM: Absence	Update Time Off Requests	Leading Practice Definition
HCM: Time Tracking	Assign Work Schedule	Leading Practice Definition
HCM: Time Tracking	Reported Time Batch Event	Leading Practice Definition
HCM: Time Tracking	Enter Time	Customer-specific
HCM: Time Tracking	Request Overtime	Customer-specific
HCM: Talent Optimization	Manage Certifications	Customer-specific
HCM: Talent Optimization	Manage Education	Customer-specific
HCM: Talent Optimization	Manage Internal Projects	Leading Practice Definition
HCM: Talent Optimization	Manage Job History	Leading Practice Definition
HCM: Talent Optimization	Manage Languages	Customer-specific
HCM: Talent Optimization	Manage Professional Affiliations	Leading Practice Definition
HCM: Talent Optimization	Manage Publications	Leading Practice Definition
HCM: Talent Optimization	Manage Talent Statements	Customer-specific
HCM: Talent Optimization	Manage Training	Customer-specific
HCM: Talent Optimization	Manage Work Experience	Leading Practice Definition
HCM: Talent Optimization	Professional Profile	Leading Practice Definition
HCM: Talent Optimization	Remove Worker from Talent	Leading Practice Definition

HCM: Talent Optimization	Manage Career Interests	Leading Practice Definition
HCM: Talent Optimization	Manage Interests	Leading Practice Definition
HCM: Talent Optimization	Manage Job Interests	Leading Practice Definition
HCM: Talent Optimization	Manage Relocation Preferences	Leading Practice Definition
HCM: Talent Optimization	Manage Travel Preferences	Leading Practice Definition
HCM: Talent Optimization	Assess My Team's Potential	Leading Practice Definition
HCM: Talent Optimization	Assess Potential	Leading Practice Definition
HCM: Talent Optimization	Start Potential Assessment	Customer-specific
HCM: Talent Optimization	Launch Talent Reviews	Customer-specific
HCM: Talent Optimization	Manage Succession Plan	Leading Practice Definition
HCM: Talent Optimization	Talent Review	Customer-specific
HCM: Performance Enablement	Cascade Goals	Leading Practice Definition
HCM: Performance Enablement	Complete Employee Plan for Performance Improvement Plan	Leading Practice Definition
HCM: Performance Enablement	Complete Manager Evaluation for Disciplinary Action	Leading Practice Definition
HCM: Performance Enablement	Complete Manager Evaluation for Performance Review	Leading Practice Definition
HCM: Performance Enablement	Complete Manager Plan for Performance Improvement Plan	Leading Practice Definition
HCM: Performance Enablement	Complete Self Evaluation for Disciplinary Action	Leading Practice Definition
HCM: Performance Enablement	Complete Self Evaluation for Performance Review	Leading Practice Definition
HCM: Performance Enablement	Manage Goals	Customer-specific
HCM: Performance Enablement	Set Plan Content for Performance Improvement Plan	Leading Practice Definition
HCM: Performance Enablement	Set Review Content for Disciplinary Action	Leading Practice Definition
HCM: Performance Enablement	Set Review Content for Performance Review	Leading Practice Definition
HCM: Performance Enablement	Start Disciplinary Action	Customer-specific
HCM: Performance Enablement	Start Performance Improvement Plan	Customer-specific
HCM: Performance Enablement	Start Performance Review	Customer-specific
HCM: Performance Enablement	Get Feedback on Self	Customer-specific
HCM: Performance Enablement	Get Feedback on Worker	Customer-specific
HCM: Performance Enablement	Give Feedback	Customer-specific
HCM: Performance Enablement	Give Requested Feedback	Customer-specific
HCM: Performance Enablement	Manage Competencies	Leading Practice Definition
HCM: Performance Enablement	Complete Employee Plan for Development Plan	Leading Practice Definition

HCM: Performance Enablement	Complete Manager Evaluation for Development Plan	Leading Practice Definition
HCM: Performance Enablement	Set Plan Content for Development Plan	Leading Practice Definition
HCM: Performance Enablement	Start Development Plan	Customer-specific
HCM: Recruiting	Onboarding Setup	Leading Practice Definition
HCM: Recruiting	Onboarding	Customer-specific
HCM: Recruiting	Onboarding (Location Change)	Customer-specific
HCM: Recruiting	Background Check	Customer-specific
HCM: Recruiting	Job Application	Customer-specific
HCM: Recruiting	Offer	Customer-specific
HCM: Recruiting	Post Job	Customer-specific
HCM: Recruiting	Ready for Hire	Customer-specific
HCM: Recruiting	Refer a Candidate	Customer-specific
HCM: Recruiting	Regenerate Offer Documents	Customer-specific
HCM: Recruiting	Review Candidate	Customer-specific
HCM: Recruiting	Screen	Customer-specific
HCM: Recruiting	Update Job Posting	Customer-specific
HCM: Recruiting	Close Evergreen Requisition	Customer-specific
HCM: Recruiting	Close Job Requisition	Customer-specific
HCM: Recruiting	Evergreen Requisition	Customer-specific
HCM: Recruiting	Evergreen Requisition Change	Customer-specific
HCM: Recruiting	Freeze Job Requisition	Customer-specific
HCM: Recruiting	Job Requisition	Customer-specific
HCM: Recruiting	Job Requisition Change	Customer-specific
HCM: Recruiting	Move Job Requisition (Job Management)	Customer-specific
HCM: Recruiting	Requisition Compensation	Customer-specific
HCM: Recruiting	Supplementary Questionnaires for Job Requisition	Customer-specific
HCM: Recruiting	Assess Candidate	Customer-specific
HCM: Recruiting	Candidate Self-Schedule Event	Customer-specific
HCM: Recruiting	Interview	Customer-specific
HCM: Recruiting	Manage Internal Career Apply	Leading Practice Definition
HCM: Recruiting	Reference Check	Customer-specific
HCM: Recruiting	Propose Compensation Offer	Customer-specific
HCM: Onboarding	Complete Form I-9	Customer-specific
HCM: Onboarding	Amend Form I-9	Leading Practice Definition
HCM: Onboarding	Manage Form I-9 Assignment	Leading Practice Definition
HCM: Onboarding	Internal Audit Form I-9	Leading Practice Definition
HCM: Onboarding	Complete Form I-9 Section 3	Customer-specific
HCM: Payroll	Assign Costing Allocation	Leading Practice Definition
HCM: Payroll	Assign Pay Group	Leading Practice Definition

HCM: Payroll	Assign Pay Group for Position Restrictions Event	Leading Practice Definition
HCM: Payroll	Change No Retro Prior To Date	Leading Practice Definition
HCM: Payroll	Complete Federal Withholding Elections	Leading Practice Definition
HCM: Payroll	Complete State and Local Withholding Elections	Leading Practice Definition
HCM: Payroll	Copy Tax Elections for Worker	Leading Practice Definition
HCM: Payroll	Copy Tax Elections for Workers	Leading Practice Definition
HCM: Payroll	Copy Withholding Orders for Worker	Leading Practice Definition
HCM: Payroll	Copy Withholding Orders for Workers	Leading Practice Definition
HCM/FIN: Payroll Commitments	Create Initial Payroll Commitments	Leading Practice Definition
HCM/FIN: Payroll Commitments	Create Payroll Accounting Adjustments	Leading Practice Definition
HCM: Learning	Cancel Course Offering	Customer-specific
HCM: Learning	Cancel Learning Enrollment	Customer-specific
HCM: Learning	Drop Learning Enrollment	Customer-specific
HCM: Learning	Enroll in Content	Customer-specific
HCM: Learning	Manage Course	Leading Practice Definition
HCM: Learning	Manage Course Offering	Leading Practice Definition
HCM: Learning	Manage Equivalency Rule	Leading Practice Definition
HCM: Learning	Manage External Learning Assessor	Leading Practice Definition
HCM: Learning	Manage External Learning Instructor	Leading Practice Definition
HCM: Learning	Manage Internal Learning Assessor	Leading Practice Definition
HCM: Learning	Manage Internal Learning Instructor	Leading Practice Definition
HCM: Learning	Manage Learning Certification Rule	Leading Practice Definition
HCM: Learning	Manage Lesson	Leading Practice Definition
HCM: Learning	Manage Program	Leading Practice Definition
HCM: Learning	Mass Cancel Learning Enrollments	Leading Practice Definition
HCM: Learning	Mass Enroll	Leading Practice Definition
HCM: Learning	Mass Waive Learning Assignments	Leading Practice Definition
HCM: Learning	Waive Learning Assignment	Customer-specific
Financials: Banking & Settlement	Ad Hoc Bank Transaction Event	Customer-specific

Financials: Banking & Settlement	Ad Hoc Payment Event	Customer-specific
Financials: Banking & Settlement	Bank Account Event	Leading Practice Definition
Financials: Banking & Settlement	Bank Account Signatories Event	Leading Practice Definition
Financials: Banking & Settlement	Bank Account Transfer Event	Leading Practice Definition
Financials: Banking & Settlement	Bank Statement Event	Leading Practice Definition
Financials: Banking & Settlement	Review Bank Statement Line	Leading Practice Definition
Financials: Banking & Settlement	Ad Hoc Bank Transaction Template Event	Leading Practice Definition
Financials: Banking & Settlement	Miscellaneous Payment Request Event	Customer-specific
Financials: Banking & Settlement	Stop Item Event	Leading Practice Definition
Financials: Banking & Settlement	Payment Printing Event	Customer-specific
Financials: Banking & Settlement	Print Checks Task	Leading Practice Definition
Financials: Banking & Settlement	Outsourced Payment Release Event	Leading Practice Definition
Financials: Banking & Settlement	Payment Release Event	Customer-specific
Financials: Banking & Settlement	Payment Return Event	Customer-specific
Financials: Banking & Settlement	Remittance Release Event	Leading Practice Definition
Financials: Banking & Settlement	Settlement Run Event	Customer-specific
Financials: Budgets	Budget Amendment Event	Customer-specific
Financials: Budgets	Budgetary Roll Forward Close Event	Leading Practice Definition
Financials: Budgets	Check Budget (Financial)	Leading Practice Definition
Financials: Budgets	Plan Event	Leading Practice Definition
Financials: Business Assets	Asset Adjust In Service Date Event	Leading Practice Definition
Financials: Business Assets	Asset Adjustment Event	Leading Practice Definition
Financials: Business Assets	Asset Assign Accounting Event	Leading Practice Definition
Financials: Business Assets	Asset Cost Adjustment Event	Leading Practice Definition
Financials: Business Assets	Asset Disposal Event	Customer-specific
Financials: Business Assets	Asset Impairment Event	Leading Practice Definition
Financials: Business Assets	Asset Issue Event	Leading Practice Definition
Financials: Business Assets	Asset Reclassification Event	Leading Practice Definition
Financials: Business Assets	Asset Registration Event	Leading Practice Definition
Financials: Business Assets	Asset Reinstatement Event	Leading Practice Definition
Financials: Business Assets	Asset Removal Event	Customer-specific

Financials: Business Assets	Asset Share Event	Leading Practice Definition
Financials: Business Assets	Asset Transfer Event	Leading Practice Definition
Financials: Business Assets	Asset Useful Life Update Event	Leading Practice Definition
Financials: Core Financials	Accounting Adjustment Event	Leading Practice Definition
Financials: Core Financials	Accounting Journal Event	Customer-specific
Financials: Core Financials	Accounting Journal Unpost-Reverse Event	Leading Practice Definition
Financials: Core Financials	Allocation Finalize Event	Leading Practice Definition
Financials: Core Financials	Allocation Run Event	Leading Practice Definition
Financials: Core Financials	Average Daily Balance Event	Leading Practice Definition
Financials: Core Financials	Period Close Event	Customer-specific
Financials: Core Financials	Period Close Notification Event	Customer-specific
Financials: Customer Accounts	Cash Sale Event	Customer-specific
Financials: Customer Accounts	Customer Deposit Event	Leading Practice Definition
Financials: Customer Accounts	Customer Payment Application Event	Customer-specific
Financials: Customer Accounts	Customer Payment Change Event	Customer-specific
Financials: Customer Accounts	Customer Refund Document Event	Leading Practice Definition
Financials: Customer Accounts	Customer Statement Event	Leading Practice Definition
Financials: Customer Accounts	Dunning Letter Email Event	Leading Practice Definition
Financials: Customer Accounts	Customer Event	Leading Practice Definition
Financials: Customer Accounts	Customer Summary Change Event	Leading Practice Definition
Financials: Customer Accounts	Customer Invoice Email Event	Leading Practice Definition
Financials: Customer Accounts	Customer Invoice Event	Leading Practice Definition

Financials: Customer Accounts	Customer Invoice Maintenance Event	Leading Practice Definition
Financials: Customer Accounts	Bad Debt Writeoff Event	Leading Practice Definition
Financials: Customer Accounts	Billing Schedule Event	Leading Practice Definition
Financials: Customer Accounts	Customer Contract Amendment Event	Leading Practice Definition
Financials: Customer Accounts	Customer Contract Event	Leading Practice Definition
Financials: Expenses	Expense Report Event	Customer-specific
Financials: Expenses	Spend Authorization	Customer-specific
Financials: Expenses	Spend Authorization Mass Close Event	Leading Practice Definition
Financials: Grants	Award Amendment Event	Customer-specific
Financials: Grants	Award Budget Hub Event	Leading Practice Definition
Financials: Grants	Award Correction Event	Leading Practice Definition
Financials: Grants	Award Event	Customer-specific
Financials: Grants	Award Task Event	Leading Practice Definition
Financials: Inventory	Inventory Adjustment Event	Leading Practice Definition
Financials: Inventory	Inventory Change Base UOM Request	Leading Practice Definition
Financials: Inventory	Inventory Cost Adjustment Event	Customer-specific
Financials: Inventory	Inventory Count Event	Customer-specific
Financials: Inventory	Inventory Move Event	Leading Practice Definition
Financials: Inventory	Inventory Par Count Event	Leading Practice Definition
Financials: Inventory	Inventory Par Removal	Leading Practice Definition
Financials: Inventory	Inventory Quick Issue Event	Customer-specific
Financials: Inventory	Inventory Receipt Put-Away Event	Leading Practice Definition
Financials: Inventory	Inventory Return to Supplier Event	Leading Practice Definition
Financials: Inventory	Inventory Stock Request Work Area Event	Leading Practice Definition

Financials: Inventory	Goods Delivery Event	Leading Practice Definition
Financials: Inventory	Goods Delivery Run	Customer-specific
Financials: Inventory	Inventory Pick List Event	Customer-specific
Financials: Inventory	Inventory Return Event	Leading Practice Definition
Financials: Inventory	Inventory Shipment Event	Customer-specific
Financials: Inventory	Inventory Stock Request Event	Leading Practice Definition
Financials: Inventory	Inventory Put-Away Adjustment Event	Leading Practice Definition
Financials: Inventory	Inventory Put-Away Event	Leading Practice Definition
Financials: Inventory	Purchase Item Event	Leading Practice Definition
Financials: Procurement	Procurement Document Mass Action Event	Leading Practice Definition
Financials: Procurement	Procurement Roll Forward	Leading Practice Definition
Financials: Procurement	Reopen Procurement Documents Event	Leading Practice Definition
Financials: Procurement	Catalog Load	Leading Practice Definition
Financials: Procurement	Change Order	Leading Practice Definition
Financials: Procurement	Purchase Order Event	Customer-specific
Financials: Procurement	Purchase Order Issue Event	Leading Practice Definition
Financials: Procurement	Purchase Order XML Issue Event	Leading Practice Definition
Financials: Procurement	Receipt	Leading Practice Definition
Financials: Procurement	Receipt Adjustment	Leading Practice Definition
Financials: Procurement	Return to Supplier Event	Leading Practice Definition
Financials: Procurement	Mass Change Worker on Procurement Document	Leading Practice Definition
Financials: Procurement	Requisition Event	Customer-specific
Financials: Procurement	Supplier Contract Amendment Event	Customer-specific

Financials: Procurement	Supplier Contract Event	Customer-specific
Financials: Procurement	Requisition Sourcing Event	Leading Practice Definition
Financials: Procurement	Remit-To Supplier Connection Event	Leading Practice Definition
Financials: Procurement	Credit Card Transaction Load	Leading Practice Definition
Financials: Procurement	Procurement Card Transaction Verification Event	Leading Practice Definition
Financials: Projects	Convert Opportunity Project to Project	Leading Practice Definition
Financials: Projects	Create Project Hierarchy	Leading Practice Definition
Financials: Projects	Edit Project	Leading Practice Definition
Financials: Projects	Verify Capital Project Expense	Leading Practice Definition
Financials: Projects	Verify Project Labor Cost Summarization	Leading Practice Definition
Financials: Projects	Create Project	Leading Practice Definition
Financials: Projects	Project Resource Plan Line	Leading Practice Definition
Financials: Projects	Request Worker	Leading Practice Definition
Financials: Supplier Accounts	Prepaid Spend Amortization Event	Leading Practice Definition
Financials: Supplier Accounts	Prepaid Spend Amortization Schedule Event	Leading Practice Definition
Financials: Supplier Accounts	Supplier Accounts Match Event	Leading Practice Definition
Financials: Supplier Accounts	Supplier Accounts Match Exception Override Event	Leading Practice Definition
Financials: Supplier Accounts	Supplier Invoice Event	Customer-specific
Financials: Supplier Accounts	1099 Adjustment	Leading Practice Definition
Financials: Supplier Accounts	1099 Electronic Filing Run Event	Leading Practice Definition
Financials: Supplier Accounts	Supplier Alternate Name Change Event	Leading Practice Definition
Financials: Supplier Accounts	Supplier Change Event	Customer-specific
Financials: Supplier Accounts	Supplier Event	Customer-specific

5. Insurance Requirements

5.1. INSURANCE (General)

The Vendor must provide a certificate of insurance and endorsement in accordance with the insurance requirements listed below, prior to recommendation for award. The Vendor shall obtain and maintain, and require any subcontractor to obtain and maintain, at all times during its performance of the Agreement in Phase 1 insurance of the types and in the amounts set forth. For projects with a Completed Operations exposure, Vendor shall maintain coverage and provide evidence of insurance for 2 years beyond final acceptance. All insurance policies shall be from responsible companies duly authorized to do business in the State of Florida and have an AM Best rating of VIII or better.

5.2. INSURANCE (Requirements)

A. Submittals should include, the Vendor's current Certificate(s) of Insurance. If Vendor does not currently meet insurance requirements, Vendor shall also include verification from their broker or agent that any required insurance not provided at that time of submittal will be in place prior to the award of contract. Upon selection of Vendor for award, the selected Vendor shall email certificate that is compliant with the insurance requirements. If the certificate received is compliant, no further action may be necessary. The Certificate(s) of Insurance shall be signed by authorized representatives of the insurance companies shown on the Certificate(s).

B. **The Certificate holder section shall indicate Pinellas County, a Political Subdivision of the State of Florida, 400 S Fort Harrison Ave, Clearwater, FL 33756. Pinellas County, a Political Subdivision shall be named as an Additional Insured for General Liability. A Waiver of Subrogation for Workers Compensation shall be provided if Workers Compensation coverage is a requirement.**

C. Approval by the County of any Certificate(s) of Insurance does not constitute verification by the County that the insurance requirements have been satisfied or that the insurance policy shown on the Certificate(s) of Insurance is in compliance with the requirements of the Agreement. County reserves the right to require a certified copy of the entire insurance policy, including endorsement(s), at any time during the Bid and/or contract period.

D. If any insurance provided pursuant to the Agreement expires or cancels prior to the completion of the Work, you will be notified by CTrax, the authorized vendor of Pinellas County. Upon notification, renewal Certificate(s) of Insurance and endorsement(s) shall be furnished to Pinellas County Risk Management at InsuranceCerts@pinellascounty.org and to CTrax c/o JDi Data at PinellasSupport@ididata.com by the Vendor or their agent prior to the expiration date.

   1. Vendor shall also notify County within thirty (30) days after receipt, of any notices of expiration, cancellation, nonrenewal or adverse material change in coverage received by said Vendor from its insurer Notice shall be given by email to Pinellas County Risk

Management at InsuranceCerts@pinellascounty.org. Nothing contained herein shall absolve Vendor of this requirement to provide notice.

2. Should the Vendor, at any time, not maintain the insurance coverages required herein, the County may terminate the Agreement,.

E. If subcontracting is allowed under this Bid, the Primary Vendor shall obtain and maintain, at all times during its performance of the Agreement, insurance of the types and in the amounts set forth; and require any subcontractors to obtain and maintain, at all times during its performance of the Agreement, insurance limits as it may apply to the portion of the Work performed by the subcontractor; but in no event will the insurance limits be less than $500,000 for Workers' Compensation/Employers' Liability, and $1,000,000 for General Liability and Auto Liability if required below.

1. All subcontracts between the Vendor and its Subcontractors shall be in writing and are subject to the County's prior written approval. Further, all subcontracts shall

   a. Require each Subcontractor to be bound to the Vendor to the same extent the Vendor is bound to the County by the terms of the Contract Documents, as those terms may apply to the portion of the Work to be performed by the Subcontractor;

   b. Provide for the assignment of the subcontracts from the Vendor to the County at the election of Owner upon termination of the Contract;

   c. Provide that County will be an additional indemnified party of the subcontract;

   d. Provide that the County will be an additional insured on all insurance policies required to be provided by the Subcontractor except workers compensation and professional liability;

   e. Provide a waiver of subrogation in favor of the County and other insurance terms and/or conditions; except as to claims arising out of the acts or omissions of the County, its employees or its agents.

F. Each insurance policy and/or certificate shall include the following terms and/or conditions:

1. The Named Insured on the Certificate of Insurance and insurance policy must match the entity's name that responded to the solicitation and/or is signing the agreement with the County.

2. Companies issuing the insurance policy, or policies, shall have no recourse against County for payment of premiums or assessments for any deductibles which all are at the sole responsibility and risk of Vendor.

3. The term "County" or "Pinellas County" shall include all Authorities, Boards, Bureaus, Commissions, Divisions, Departments and Constitutional offices of County and individual members, employees thereof in their official capacities, and/or while acting on behalf of Pinellas County.

4. All policies shall be written on a primary, non-contributory basis.

The minimum insurance requirements and limits for this Agreement, which shall remain in effect throughout its duration and for two (2) years beyond final acceptance for projects with a Completed Operations exposure, are as follows:

5.3. WORKERS' COMPENSATION INSURANCE

Worker's Compensation Insurance is required if required pursuant to Florida law. If, pursuant to Florida law, Worker's Compensation Insurance is required, employer's liability, also known as Worker's Compensation Part B, is also required in the amounts set forth herein.

A. Limits

1. Employers' Liability Limits Florida Statutory

    a. Per Employee $ 500,000

    b. Per Employee Disease $ 500,000

    c. Policy Limit Disease $ 500,000

If Vendor is not required by Florida law, to carry Workers Compensation Insurance in order to perform the requirements of this Agreement, County Waiver Form for workers compensation must be executed, submitted, and accepted by Risk Management. The County Waiver Form is found at https://pinellas.gov/services/submit-a-workers-compensation-waiver-request/. Failure to obtain required Worker's Compensation Insurance without submitting and receiving a waiver from Risk Management constitutes a material breach of this Agreement.

5.4. COMMERCIAL GENERAL LIABILITY INSURANCE

Includes, but not limited to, Independent Vendor, Contractual Liability Premises/Operations, Products/Completed Operations, and Personal Injury. No explosion, collapse, or underground damage exclusions allowed.

A. Limits

1. Combined Single Limit Per Occurrence $ 1,000,000

2. Products/Completed Operations Aggregate $ 2,000,000

3. Personal Injury and Advertising Injury $ 1,000,000

4. General Aggregate $ 2,000,000

5.5. CYBER RISK LIABILITY (NETWORK SECURITY/PRIVACY LIABILITY) INSURANCE

To include cloud computing and mobile devices, for protection of private or confidential information whether electronic or non- electronic, network security and privacy; privacy against liability for system attacks, digital asset loss, denial or loss of service, introduction, implantation or spread of malicious software code, security breach, unauthorized access and use; including regulatory action expenses; and notification and credit monitoring expenses with at least minimum limits as follows:

A. Limits

1. Each Occurrence $ 5,000,000

2. General Aggregate $ 5,000,000

B. For acceptance of Cyber Risk Liability coverage included within another policy required herein, a statement notifying the certificate holder must be included on the certificate of insurance and the total amount of said coverage per occurrence must be greater than or equal to the amount of Cyber Risk Liability and other coverage combined.

5.6. PROFESSIONAL LIABILITY (TECHNOLOGY ERRORS AND OMISSIONS) INSURANCE

Minimum limits as follows. If “claims made” coverage is provided, “tail coverage” extending three (3) years beyond completion and acceptance of the project with proof of “tail coverage” to be submitted with the invoice for final payment. In lieu of “tail coverage”, Proposer may submit annually to the County, for a three (3) year period, a current certificate of insurance providing “claims made” insurance with prior acts coverage in force with a retroactive date no later than commencement date of this contract.

A. Limits

1. Each Occurrence or Claim $ 2,000,000

2. General Aggregate $ 2,000,000

B. For acceptance of Professional Liability coverage included within another policy required herein, a statement notifying the certificate holder must be included on the certificate of insurance and the total amount of said coverage per occurrence must be greater than or equal to the amount of Professional Liability and other coverage combined.

5.7. PROPERTY INSURANCE

Vendor will be responsible for all damage to its own property, equipment and/or materials.