Memorandum

MIAMI-DADE COUNTY

Date: November 2, 2021

To: Honorable Chairman Jose "Pepe" Diaz
and Members, Board of County Commissioners

From: Daniella Levine Cava
Mayor

Daniella Levine Cava

Agenda Item No. 8(F)(12)

Resolution No. R-1036-21

Subject: Recommendation for Approval of a Designated Purchase under Contract No. BW9983-0/22, Enterprise Resource Planning Solution Third Party Assurance (3PA) Services

---

Recommendation

It is recommended that the Board of County Commissioners (Board) authorize this request for a designated purchase under *Contract No. BW9983-0/22, Enterprise Resource Planning Solution Third Party Assurance (3PA) Services* for the Information Technology (ITD) and Finance departments. Approval of a designated purchase, by a two-thirds vote of the Board members present, is being requested pursuant to Section 2-8.1(b)(3) of the Miami-Dade County Code to authorize a two-year extension of the initial term in the amount of $1,039,260.

Background

The County awarded this bid wavier contract under Resolution No. R-1302-18 on December 18, 2018, for a 27-month term to Plante & Moran, PLLC (Plante & Moran). The contract provides for Third Party Assurance Services for the implementation of the County-wide Enterprise Resource Planning (ERP) Solution. The contract was subsequently modified under delegated authority for $416,535 to include internal control risk assessment and documentation.

Additional time and expenditure authority are needed to extend Third Party Assurance Services because the project go-live date and final solution acceptance date has been extended by six months. Also, more internal control services are needed to complete and document the results of business process reviews as well as resolve and mitigate internal control conflicts to ensure an on-going effective control environment. The County has invested significantly in implementing the ERP Solution, and this contract provides Third Party Assurance Services to mitigate risk and maximize successful outcomes. Furthermore, it is anticipated that the financial controls associated with the full solution will change as the ERP Solution platform evolves in support of countywide financial, supply chain, and human capital business processes.

Competition is not feasible because the County needs to continue to retain the expertise and knowledge of the same Third Party Assurance Services provider who has been with the County from the beginning of the implementation process and has in-depth knowledge of the processes and systems. Due to the complexity of the statement of work, requirements traceability matrix, and the numerous interfaces needed for internal and external partners with Integrated Financial Resources Management System (INFORMS), the additional costs and time associated with procuring and acclimating a new vendor would not be beneficial to the County. Also, due to resource limitations and the technical complexities of the project, this expertise is not available in-house.

In summary, this extension will ensure the streamlined continuity and on-going support for the ERP Solutions platform, especially relating to the upcoming Rollout 2 (Human Capital/Payroll) implementation and final acceptance of the full ERP Solution and warranty period. Retaining a new Third Party Assurance Services provider could be detrimental to this process and lead to unnecessary delays and added costs as there would be a significant learning curve and knowledge transfer activities associated with on-boarding a new Third Party Assurance Services provider.

Accordingly, it is in the County's best interest to award this designated purchase pursuant to Section 2-8.1(b)(3) of the County Code to ensure the continuity of services. Pursuant to Resolution R-391-17, while competition is not feasible, the contract contains all current Board mandated terms.

Scope
The impact of this item is countywide in nature.

Delegated Authority
The County Mayor or the County Mayor's designee will have the authority to exercise all provisions of the contract, including any renewals, cancellation or extensions, pursuant to Section 2-8.1 of the County Code and Implementing Order 3-38.

Fiscal Impact/Funding Source
The contract term expires on October 21, 2021. The contract has a current cumulative allocation of $3,015,222. If the request for $1,039,260 is approved, consisting of $389,260 for the Third Party Assurance Services and $650,000 for the additional internal control services over two years, the contract will have a modified cumulative allocation of $4,054,482 and will expire on October 21, 2023.

Department	Existing Cumulative Allocation	Additional Allocation Requested	Modified Cumulative Allocation	Total Paid To Date (09/20/21)	Funding Source	Contract Manager
Information Technology and Finance	$3,015,222	$1,039,260	$4,054,482	$2,167,394	Internal Service Funds	Julian Manduley

The breakdown of services for the existing cumulative allocation, additional requested allocation and payments made to date (through 9/20/21) is as follows:

	Existing Allocation	Additional Allocation	Total	Payments to Date (9/20/21)
3PA	$ 2,598,687	$ 389,260	$ 2,987,947	$ 2,072,940
Internal Controls*	$ 416,535	$ 650,000	$ 1,066,535	$ 94,454
**Work completed to date (9/20/21): $239,846*			$ 4,054,482	$ 2,167,394

The utilization of the additional expenditure authority of $1,039,260 is illustrated by period below and covers two distinct services provided by Plante & Moran.

Project Fees Incurred in Period:	3PA	Internal Controls	FY Total
Fiscal Year October 1, 2021 – September 30, 2022	$262,080	$520,000	$782,080
Fiscal Year October 1, 2022 – September 30, 2023	$127,180	$130,000	$257,180
Subtotals:	**$389,260**	**$650,000**	**$1,039,260**

- **3PA: $389,260**
    a. $262,080 – Provide third party assurance services for the final stages of the financial and supply chain implementation and HR/Payroll, for first time execution of county business processes (year-end closing, Comprehensive Annual Financial Report reporting and 1099 Year end. Provide quality review of all deliverables).

    b. $127,180 – Provide Third Party Assurance Services for first time execution of county process in the HR/Payroll module to include Benefits Open Enrollment, Payroll quarterly and year end reporting and W2 processing.

- **Internal Controls: $650,000**
    a. Work with the County to analyze and make recommendations to resolve and document segregation of duties conflicts in the INFORMS ERP Solutions pillars of financials, supply chain, budget/commitment control and human capital management.

    b. Provide written feedback to county staff and central finance management based on results of internal control operating effectiveness validation procedures, including recommended steps to remediate all identified ineffective internal controls.

    c. Will deliver reports on:
        I. Internal control operating effectiveness
        II. Control deficiencies
        III. Workpapers developed to support internal control validation conclusions

Track Record/Monitor
Sade Chaney of the Internal Services Department is the Procurement Contracting Manager.

Awarded Vendor

Vendor	Principal Address	Local Address	Principal
Plante & Moran, PLLC	3000 Town Center Floor 400 Southfield, MI	None	Scott Eiler

Due Diligence
Pursuant to Resolution No. R-187-12, due diligence was conducted in accordance with the Internal Services Department's Procurement Guidelines to determine contractor responsibility, including verifying corporate status and review of performance and compliance issues through various vendor responsibility lists and a keyword internet search. The lists referenced include convicted vendors, debarred vendors, delinquent contractors, suspended vendors, and federal excluded parties. There were no adverse findings relating to contractor responsibility.

Applicable Ordinances and Contract Measures
- The two percent User Access Program provision applies.
- The Small Business Enterprise measures and Local Preference do not apply.
- The Living Wage does not apply as the services are not covered under the Ordinance.

Edward Marquez
Chief Financial Officer

MEMORANDUM
(Revised)

TO: Honorable Chairman Jose "Pepe" Diaz
and Members, Board of County Commissioners

DATE: November 2, 2021

FROM: Geri Bonzon-Keenan
County Attorney

SUBJECT: Agenda Item No. 8(F)(12)

Please note any items checked.

_______	**"3-Day Rule" for committees applicable if raised**
_______	**6 weeks required between first reading and public hearing**
_______	**4 weeks notification to municipal officials required prior to public hearing**
_______	**Decreases revenues or increases expenditures without balancing budget**
_______	**Budget required**
_______	**Statement of fiscal impact required**
_______	**Statement of social equity required**
_______	**Ordinance creating a new board requires detailed County Mayor's report for public hearing**
_______	**No committee review**
✓	**Applicable legislation requires more than a majority vote (i.e., 2/3's present ✓, 2/3 membership ____, 3/5's ____, unanimous ____, CDMP 7 vote requirement per 2-116.1(3)(h) or (4)(c) ____, CDMP 2/3 vote requirement per 2-116.1(3)(h) or (4)(c) ____, or CDMP 9 vote requirement per 2-116.1(4)(c)(2) ____) to approve**
✓	**Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required**

Approved ______________________ Mayor
Veto __________
Override __________

Agenda Item No. 8(F)(12)
11-2-21

RESOLUTION NO. R-1036-21

RESOLUTION AUTHORIZING DESIGNATED PURCHASE PURSUANT TO SECTION 2-8.1(B)(3) OF THE COUNTY CODE BY A TWO-THIRDS VOTE OF THE BOARD MEMBERS PRESENT; APPROVING AN AMENDMENT OF THE CONTRACT TO PROVIDE ADDITIONAL SERVICES AND EXTENSION OF THE CONTRACT TERM FOR TWO-YEARS AND ADDITIONAL EXPENDITURE AUTHORITY IN AN AMOUNT UP TO $1,039,260.00, FOR A MODIFIED CONTRACT AMOUNT OF $4,054,482.00 FOR CONTRACT NO. BW9983-0/22 WITH PLANTE AND MORAN, PLLC FOR THE PURCHASE OF ENTERPRISE RESOURCE PLANNING SOLUTION THIRD PARTY ASSURANCE (3PA) SERVICES FOR THE INFORMATION TECHNOLOGY AND FINANCE DEPARTMENTS; AND AUTHORIZING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO EXERCISE ALL PROVISIONS OF THE CONTRACT, INCLUDING ANY RENEWALS, CANCELLATION OR EXTENSION PROVISIONS, PURSUANT TO SECTION 2-8.1 OF THE COUNTY CODE AND IMPLEMENTING ORDER 3-38

WHEREAS, this Board desires to accomplish the purposes outlined in the accompanying memorandum, a copy of which is incorporated herein by reference,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that:

Section 1. The Board finds it is in the best interest of Miami-Dade County to approve a designated purchase, pursuant to Section 2-8.1(b)(3) of the County Code, by a two-thirds vote of the Board members present.

Section 2. The Board approves an amendment to Contract No. BW9983-0/22 to provide for additional services and an extension of the contract term for two-years and additional expenditure authority in an amount up to $1,039,260.00, for a modified contract amount of

$4,054,482.00 for Contract No. BW9983-0/22 with Plante and Moran, PLLC for the purchase of enterprise resource planning solution third party assurance (3PA) services for the Information Technology and Finance departments.

Section 3. The Board authorizes the County Mayor or County Mayor's designee to exercise all provisions of the contract, including any renewals, cancellation or extension provisions, pursuant to section 2-8.1 of the county code and implementing order 3-38. A copy of the original contract and amendments are on file with and available upon request from the Internal Services Department, Strategic Procurement Division.

The foregoing resolution was offered by Commissioner **Kionne L. McGhee**, who moved its adoption. The motion was seconded by Commissioner **Rebeca Sosa** and upon being put to a vote, the vote was as follows:

Jose "Pepe" Diaz, Chairman **aye**
Oliver G. Gilbert, III, Vice-Chairman **aye**

Sen. René García	**aye**	Keon Hardemon	**aye**
Sally A. Heyman	**aye**	Danielle Cohen Higgins	**aye**
Eileen Higgins	**aye**	Joe A. Martinez	**aye**
Kionne L. McGhee	**aye**	Jean Monestime	**absent**
Raquel A. Regalado	**aye**	Rebeca Sosa	**aye**
Sen. Javier D. Souto	**aye**		

The Chairperson thereupon declared this resolution duly passed and adopted this 2nd day of November, 2021. This resolution shall become effective upon the earlier of (1) 10 days after the date of its adoption unless vetoed by the County Mayor, and if vetoed, shall become effective only upon an override by this Board, or (2) approval by the County Mayor of this resolution and the filing of this approval with the Clerk of the Board.

MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

Melissa Adames
By:________________________
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency.

Oren Rosenthal

AMENDMENT NO. 2

Contract Number: **BW9983-0/22**

Contract Title: **Enterprise Resource Planning Solution Third Party Assurance (3PA) Services**

Consultant: **Plante & Moran, PLLC**
3000 Town Center, Suite 100
Southfield, MI 48075

Whereas, Article 4, Paragraph (a) of the subject Contract states that this Agreement may be modified, altered or amended only by written amendment duly executed by both parties hereto, and;

Whereas, the County desires to modify the Contract to extend Third Party Assurance (3PA) Services and include Additional Internal Control Services as further delineated in Attachment 1-A of this Amendment; and

Whereas, the Consultant has agreed to provide such Services at the fees outlined in Attachment 2-A of this Amendment;

Now therefore, in consideration of the premises contained herein, the parties hereto agree to the following modifications to the Agreement:

1. The Contract is hereby extended for two (2) years, commencing on October 22, 2021.
2. Attachment 1-A, Statement of Work - INFORMS Project Third Party Assurance (3PA) Extension and Additional Internal Control Services, shall be incorporated into the Contract. The Consultant shall continue to provide 3PA Services as defined in the SOW, as amended herein. The County, in its sole discretion, may also request and the Consultant shall provide such Additional Internal Control Services, which have been organized into separate Service Offerings and associated Deliverables. In the event that the County wishes to receive such Additional Internal Control Services, the County shall issue a Work Order in the form outlined in Attachment 3-A, which shall specifically identify the Services Offering to be provided by the Consultant.
3. Attachment 2-A, Fees and Payment Schedule, shall be incorporated into the Contract and shall delineate the cost and payment schedule associated with the extension of 3PA Services and Additional Internal Control Services.
4. Timelines for completion of Additional Internal Control Services shall be mutually agreed upon by the parties at such time as the County issues a Work Order for any Service Offering.
5. Article 46, Verification of Employment Eligibility (E-Verify), shall incorporated in accordance with the State of Florida's enactment of Senate Bill No. 664, amending Section 288.061, Florida Statute, titled "Economic Development Incentive Application Process," and creating Section 448.095, Florida Statute, titled "Verification of Employment Eligibility," as follows:

   <u>VERIFICATION OF EMPLOYMENT ELIGIBILITY (E-VERIFY)</u>
   By entering into this Contract, the Contractor becomes obligated to comply with the provisions of Section 448.095, Florida Statute, titled "Verification of Employment Eligibility." This includes but is not limited to utilization of the U.S. Department of Homeland Security's E-Verify System to verify the employment eligibility of all newly hired employees by the Contractor effective, January 1, 2021, and requiring all Subcontractors to provide an affidavit attesting that the Subcontractor does not employ, contract with, or subcontract with, an unauthorized alien. Failure to comply may lead to termination of this Contract, or if a Subcontractor knowingly violates the statute, the subcontract must be terminated immediately. Any challenge to termination under this provision must be filed in the Circuit Court no later than twenty (20) calendar days after the date of termination, and the Contractor may be liable for any additional costs incurred by the County resulting from the termination of the Contract. If this Contract is terminated for a violation of the statute by the Contractor, the Contractor may not be awarded a public contract for a period of one year after the date of termination. Public and private employers must enroll in the E-Verify System (http://www.uscis.gov/e-verify) and retain the I-9 Forms for inspection.

All terms, covenants and conditions of the original Contract and Amendment No. 1, issued thereto shall remain in full force and effect, except to the extent herein amended.

IN WITNESS WHEREOF, the parties have executed this Amendment No. 2 to County Contract No. BW9983-0/22.

Consultant		Miami-Dade County	
By:	Troy A. Snyder	By:	
Name:	Troy A. Snyder	Name:	Daniella Levine Cava
Title:	Partner	Title:	Mayor
Date:	9/23/2021	Date:	
Attest:	Chris M. Marcelle	Attest:	
	Corporate Secretary/Notary Public		Clerk of the Board

Corporate Seal/Notary Seal

Approved as to form
and legal sufficiency

Assistant County Attorney

Attachment 1-A

Statement of Work
INFORMS Project Third Party Assurance (3PA) Extension and Additional Internal Control Services

In addition to the Third-Party Assurance (3PA) Services identified in Attachment A, Statement of Work (SOW) of the Contract as amended through Amendment No. 1, approved on July 24, 2020, to include Additional Internal Control Services, the Consultant shall provide continued 3PA Services and Additional Internal Control Services to the County in accordance with the SOW stated herein. These services can be summarized as follows:

- Third-Party Assurance (3PA) services for Rollout 1, Rollout 2 and Final Solution Acceptance support (Reference SOW Section I).
- Segregation of Duties (SOD) Conflict Resolution (Reference SOW Section II).
- Additional Services to include Internal Control Operating Effectiveness Validation (Reference SOW Section III).

Details associated with these services are provided below as a summary.

I. Service Offerings and Deliverables – Third-Party Assurance (3PA) Services

Third-Party Assurance (3PA) services for Rollout 1, Rollout 2 and Final Solution Acceptance support shall be provided in accordance with the SOW of the contract, and as described below:

A. ROLLOUT 1: October 22, 2021 – March 31, 2022

- **Overall:**
  - Provide 3PA services as defined in the Consultant SOW for deferred items that have yet to be designed, developed, tested and implemented
  - Provide 3PA services related to first-time execution of the County business processes that will be executed during this time period to include Purchase Order Rollover, First Year-End Close, CAFR Reporting and 1099 Year End
  - Provide 3PA services related to Rollout Acceptance
- **Engagement Partner:**
  - Continue participation in ESC meetings
  - Provide quality review of all Consultant deliverables
  - Monitor Accenture compliance to the SOW and contract
  - Continue participation in meetings related to Rollout Acceptance
- **Project Manager**
  - Review and provide feedback on the Accenture DACs and deliverables
  - Provide 3PA services relative to deferred items to include Strategic Sourcing
  - Meet with Jenny to discuss DAC and deliverable status review
  - Prepare the Consultant monthly ESC status report deliverable
  - Prepare for and present at the ESC status meetings
  - Participate in the R1 PMO status meetings
  - Continue participation in meetings related to Rollout Acceptance

B. ROLLOUT 2: October 22, 2021 – February 28, 2023

- **Overall:**
  - Continue to provide 3PA services as defined in Consultant's SOW through the 3-month post go-live support period
  - Subsequent to the 3-month post go-live support period:
  - Provide 3PA services as defined in the Consultant SOW for deferred items that have yet to be designed, developed, tested and implemented
  - Provide 3PA services related to first-time execution of the County business processes to include Benefits Open Enrollment, Payroll Quarter End and Calendar Year-End for Payroll – W2 Processing
- **Engagement Partner:**
  - Continue participation in ESC meetings
  - Provide quality review of all Consultant deliverables
  - Participate in other project-related meetings, as needed
  - Monitor Accenture compliance to the SOW and contract
  - Participate in meetings related to Rollout acceptance
- **Project Manager:**
  - Review and provide feedback on the Accenture DACs and deliverables
  - Meet with Jenny to discuss DAC and deliverable status review
  - Prepare the Consultant monthly ESC status report deliverable
  - Prepare for and present at the ESC status meetings
  - Participate in the R2 PMO status meetings
  - Participate in meetings related to Rollout acceptance
- **HCM Lead Consultant:**
  - Provide 3PA services as defined in the Consultant SOW
  - Participate in meetings related to Rollout acceptance
- **Technical Lead Consultant:**
  - Review and provide feedback on technical-related DACs and deliverables

C. FINAL SOLUTION ACCEPTANCE: February 1, 2023 – April 30, 2023

- **Overall:**
  - Participate in activities related to Final Solution Acceptance

II. Segregation of Duties ("SOD") Conflict Resolution

Our consulting services will be provided to assist you in connection with Segregation of Duties ("SOD") Conflict Resolution. The next phase of our work is summarized by the following phases:

1. SOD Conflict Resolution – Consultant will work with Information Technology Application Security and department-level professional staff to identify relevant and practical recommended remediation actions to eliminate or otherwise mitigate mutually agreed upon risks associated with SOD conflicts identified by the consultant using information provided by County professional staff.

   a. Scope of Work - Consultant will perform services to analyze and communicate recommendations to resolve segregation of duties conflicts for the following County INFORMS PeopleSoft ERP system Pillars:
      i. Financials
      ii. Supply Chain
      iii. Budget / Commitment Control
      iv. Human Capital Management

   b. Timeline - The proposed timeline for SOD conflict resolution has been presented as Attachment 2-A.

   c. Deliverables - Consultant will deliver the following items to Central Finance and Information Technology Application Security departments:

i. Summary of recommended actions to resolve identified SOD conflicts between user roles, including recommended manual internal controls to mitigate the conflict, if needed.
ii. Written instructions to resolve system SOD conflicts.
iii. Updated Segregation of Duties Conflict Summary Tableau Reader Report.
iv. Monthly budget tracking summary for billable hours expended by Service Offering.

d. Cost – The Not-to-Exceed Payment Amount is based on an estimate of 2,000 consulting hours to complete the project at a blended rates for both on-site and off-site work, accordance with Attachment 2-A. The County will be invoiced be by the Consultant in accordance with the appropriate blended rate for work performance on-site or off-site. On-site work at a County facility performed by the Consultant shall be agreed-upon in advance by the Consultant and the County. In the event Consultant incurs less hours to complete the tasks required to fulfill a County-approved Work Order, County will be invoiced for actual hours incurred at the contracted rate in accordance with Attachment 2-A.

e. Payment Schedule for SOD conflict resolution analysis services has been developed based on acceptance of SOD conflict resolution deliverables.

f. Contingency Work – Consultant and the County may identify areas where additional scope and corresponding effort is required. Consultant will be available to address these areas in a fashion mutually agreed upon with the County utilizing the blended rates listed in Attachment 2-A. Consultant will not begin work without written authorization to do so by the County.

III. Internal Control Operating Effectiveness Validation

1. Internal Control Operating Effectiveness Validation – At the County's request, Consultant shall perform a County-wide internal control operating effectiveness assessment of internal controls. Consultant shall prepare internal control attribute-based testing working papers, prepare testing sample selections, request sample data, perform internal control attribute-based testing procedures to test operating effectiveness, update existing documentation of control processes, monitoring the status of work and unresolved issues, as well as any necessary follow up.

a. Scope of Work - Consultant shall perform internal control operating effectiveness validation procedures for the following County PeopleSoft ERP system Pillars:
i. Financials
ii. Supply Chain
iii. Budget / Commitment Control
iv. Human Capital Management

b. Timeline - The proposed timeline for internal control validation services has presented as Attachment 2-A.

c. Deliverables - Consultant shall provide written feedback to County staff and Central Finance management based on results of internal control operating effectiveness validation procedures, including recommended steps to remediate all identified ineffective internal controls. Consultant will deliver the following items to Central Finance departments:
i. Internal control operating effectiveness summary report.
ii. Summary of control deficiencies report.
iii. All corresponding workpapers developed to support internal control validation conclusions.
iv. Monthly budget tracking summary for billable hours expended by Service Offering.

d. Cost – The Not-to-Exceed Payment Amount is based on an estimate of 500 consulting hours to complete the project at a blended rates for both on-site and off-site work, accordance with Attachment 2-A. The County will be invoiced be by the Consultant in accordance with the appropriate blended rate for work performance on-site or off-site. On-site work at a County facility performed by the Consultant shall be agreed-upon in advance by the Consultant and the County. . In the event Consultant incurs less hours to complete the tasks required to fulfill a County-approved Work Order, County will be invoiced for actual hours incurred at the contracted rate in accordance with Attachment 2-A..

e. Payment Schedule for internal control operating effectiveness validation services has been developed based on acceptance of related deliverables.

f. Contingency Work – Consultant and the County may identify areas where additional scope and corresponding effort is required. Consultant will be available to address these areas in a fashion mutually agreed upon with the County utilizing the blended rates listed in Attachment 2-A. Consultant will not begin work without written authorization to do so by the County.

IV. Planned SOD Conflict Resolution and Internal Control Operating Effectiveness Validation Service Order Detail

1. SOD Conflict Resolution

For all Service Offerings pertaining to Segregation of Duties (SOD) Conflict Resolution, Consultant will work with County departmental, Central Finance, and Information Technology Application Security professional staff to identify relevant and practical recommended remediation actions to eliminate or otherwise mitigate mutually agreed upon risks associated with SOD conflicts identified by the consultant using information provided by County professional staff. The basis for recommended actions to address SOD conflicts assume County INFORMS implementation of PeopleSoft, and shall utilize current User Security, as follows:

1. PSAUTHITEM
2. PSOPRDEFN
3. PSROLECLASS
4. PSROLEUSER

User Security reports used in this analysis and updated for current system data shall be furnished to the Consultant by the County at the request of the Consultant for additional analysis throughout the execution of this contract.

The Consultant will discuss identified conflicts with a County representative from each department identified in the SOD conflict analysis. The Consultant shall document recommend actions to resolve the conflicts in writing and communicate to County department representatives, Information Technology Application Security and Central Finance departments, as well as other County Senior Management, and department-level staff as needed.

The Consultant will be responsible for reviewing provided information, participating in discussions with County staff, making recommendations based upon the Consultant's assessment and leading practices, per the Committee of Sponsoring Organizations Integrated Framework ("COSO Framework"), and reporting on the Consultant's analysis of County information security information. County professional staff will be responsible for the execution of agreed-upon recommended actions and related instructions to mitigate conflicts and to implement recommended manual controls. The Service Offerings will include the business processes associated with Rollouts 1 – 2 of the County's ERP implementation that includes Financials, Supply Chain, Human Capital Management and Budget / Commitment Control.

All Service Offerings will be offered as a combination of on-site and remote off-site work, ultimately delivered at the County's discretion. SOD risks included in the scope of this project were identified by Consultant in the execution of contract BW9983-0-22, Amendment 1. The Consultant will classify assessed risk and potential impact as high, moderate or low and provide recommendation for mitigating controls which will be reviewed with County staff. Should the County elect to issue a Work Order which includes more than one Service Offering, meetings with County staff will be structured such that more than one process flow is reviewed and discussed in a single meeting.

Exclusions – Service Offerings specifically exclude any business processes associated with Rollouts 4 and 5 as defined in Contract No. RFP-00200 (OBIA-focused rollouts) as well as implementation of any proposed controls. The ultimate responsibility for confirming and implementing the controls is with the County.

The final decision, to which recommended actions will and will not be implemented and the timing for implementation of these actions is a County responsibility.

Consultant will not be responsible for executing recommended user security configuration instructions and corresponding updates, which if desired by the County, will be performed by Information Technology Application Security professional staff.

Service Offerings and Deliverables for SOD Conflict Resolution are as follows:

- Service Offering 1: Segregation of Duties ("SOD") Conflict Resolution – Finance Pillar – The basis for recommended actions to address SOD conflicts assume County INFORMS implementation of PeopleSoft. Consultant shall review current and updated PeopleSoft User Security reports and facilitate discussions with County staff to identify recommended actions to resolve identified SOD conflicts between user roles. Consultant shall document the recommended actions to resolve identified SOD conflicts in writing detailing relevant personnel and system modules. Consultant shall confirm the accuracy of implemented system-driven recommended actions with County Department Management, Central Finance, Office of Management & Budget / Strategic Business Management, and Information Technology by updating Tableau interactive data visualization business intelligence reader report ("Tableau Reader Report") SOD conflict analysis using User Security reports furnished to Consultant by Information Technology Application Security professional staff.

Consultant shall communicate recommended actions to resolve identified SOD conflicts in writing to Information Technology Application Security, Central Finance, and relevant departmental staff for final decision to which PeopleSoft system security recommended actions will and will not be implemented and the timing for implementation. Following PeopleSoft system security updates elected and executed by County professional staff, Consultant shall provide Information Technology Application Security staff with an updated SOD conflict summary Tableau Reader Report demonstrating the results of the SOD conflict resolution. In the event resolution of PeopleSoft system security access cannot be adjusted or otherwise modified to resolve the SOD conflict within a County Department, Consultant shall alert Central Finance and related County Department Management of this condition. Consultant shall communicate and document recommended actions for manual internal controls to mitigate known and related risks arising from the SOD conflict.

The Service Offering includes review and analysis of the following modules of INFORMS DeliveredModules and components:

Table 1: Finance Pillar Modules

Pillar	Module
Finance	General Ledger
Finance / Budget	Commitment Control (KK)
Finance	Asset Management
Finance	Accounts Payable
Finance	Accounts Receivable/Billing
Finance	Cash Management
Finance	Grants Management
Finance	Project Costing

Deliverables:

1. Summary of recommended actions to resolve identified SOD conflicts between user roles, including resolution priority, and recommended manual internal controls to mitigate the conflict, if needed.
2. Written instructions to resolve system SOD conflicts.
3. Updated Segregation of Duties Conflict Summary Tableau Reader Report.
4. Budget tracking summary for billable hours expended by Service Offering.

- Service Offering 2: SOD Conflict Resolution – Supply Chain Pillar – Consultant shall review current and updated PeopleSoft User Security reports and facilitate discussions with County staff to identify recommended actions to resolve identified SOD conflicts between user roles. Consultant shall document the recommended actions to resolve identified SOD conflicts in writing detailing relevant personnel and system modules. Consultant shall confirm the documentation accuracy with County Department Management by updating Tableau SOD conflict analysis using User Security reports furnished to Consultant by Information Technology Application Security professional staff.

Following confirmation of accuracy by County Central Finance, Procurement, and Information Technology Application Security departments, Consultant shall communicate recommended actions to resolve identified SOD conflicts in writing to County Central Finance and Procurement staff for final decision to which PeopleSoft system security recommended actions will and will not be implemented and the timing for implementation. Following PeopleSoft system security updates elected and executed by County professional staff, Consultant shall provide County Central Finance, Procurement and Information Technology Application Security staff with an updated SOD conflict summary Tableau reader report demonstrating the results of the SOD conflict resolution. In the event resolution of PeopleSoft system security access cannot be adjusted or otherwise modified to resolve the SOD conflict within a County Department, Consultant shall alert Central Finance, Procurement, and related County Department Management of this condition. Consultant shall communicate and document recommended actions for manual internal controls to mitigate known and related risks arising from the SOD conflict.

The Service Offering includes review and analysis of the following modules of INFORMS Delivered Modules and components:

Table 2: Supply Chain Management Pillar Modules

Pillar	Module
Supply Chain Management	Purchase Order
Supply Chain Management	Strategic Sourcing
Supply Chain Management	Supplier Contracts

Deliverables:

1. Summary of recommended actions to resolve identified SOD conflicts between user roles, including resolution priority, and recommended manual internal controls to mitigate the conflict, if needed.
2. Written instructions to resolve system SOD conflicts.
3. Updated Segregation of Duties Conflict Summary Tableau Reader Report.
4. Budget tracking summary for billable hours expended by Service Offering.

- Service Offering 3: SOD Conflict Resolution – Human Capital Management Pillar – Consultant shall review current and updated PeopleSoft User Security reports and facilitate discussions with County staff to identify recommended actions to resolve identified SOD conflicts between user roles. Consultant shall document the recommended actions to resolve identified SOD conflicts in writing detailing relevant personnel and system modules. Consultant shall confirm the documentation accuracy with County Department Management.

Following confirmation of accuracy, Consultant shall communicate recommended actions to resolve identified SOD conflicts in writing to County Office of Management & Budget / Strategic Business Management, Central Finance, and Information Technology Application Security staff for final decision to which PeopleSoft system security recommended actions will and will not be implemented and the timing for implementation. Following PeopleSoft system security updates elected and executed by County professional staff, Consultant shall provide County Central Finance, Office of Management & Budget / Strategic Business Management, Human resources and Information Technology Application Security staff with an updated SOD conflict summary Tableau reader report demonstrating the results of the SOD conflict resolution.

In the event resolution of PeopleSoft system security access cannot be adjusted or otherwise modified to resolve the SOD conflict within a County Department, Consultant shall alert Central Finance, Office of Management & Budget / Strategic Business Management, Human resources and related County Department Management of this condition. Consultant shall communicate recommended actions for manual internal controls to mitigate known and related risks arising from the SOD conflict.

The Service Offering includes review and analysis of the following modules of INFORMS Delivered Modules and components:

Table 3: Human Capital Management Pillar Modules

Pillar	Module
Human Capital Management	Human Resources
Human Capital Management	Payroll North America
Human Capital Management	Talent Acquisition Manager
Human Capital Management	Candidate Gateway
Human Capital Management	Time and Labor
Human Capital Management	Absence Management
Human Capital Management	Base Benefits
Human Capital Management	Benefits Administration
Human Capital Management	eBenefits
Human Capital Management	ePerformance
Human Capital Management	Travel and Entertainment Expenses

Deliverables:

1. Summary of recommended actions to resolve identified SOD conflicts between user roles, including resolution priority, and recommended manual internal controls to mitigate the conflict, if needed.
2. Written instructions to resolve system SOD conflicts.
3. Updated Segregation of Duties Conflict Summary Tableau Reader Report.
4. Budget tracking summary for billable hours expended by Service Offering.

2. Internal Control Operating Effectiveness Validation

Consultant shall perform a County-wide internal control operating effectiveness assessment of internal controls in accordance with the Contract, as amended. The Scope period for this assessment shall be October 1, 2021 – September 30, 2022. Consultant shall prepare internal control attribute-based testing working papers, prepare testing sample selections, request sample data, perform internal control attribute-based testing procedures to test operating effectiveness, update existing documentation of control processes, monitoring the status of work and unresolved issues, as well as any necessary follow up. Consultant shall provide written feedback to County staff, Human Resources, and Central Finance management based on results of internal control operating effectiveness validation procedures, including recommended steps to remediate all identified ineffective internal controls.

Service Offerings and Deliverables for Post Implementation Internal Controls Review are as follows:

- Service Offering 4: Internal Control Operating Effectiveness Validation – Financial Controls – Consultant shall conduct internal control operating effectiveness validation procedures for all internal control identified in accordance with the Contract, as amended. Consultant shall document results of these validation procedures in work paper format and provide written results of these procedures on an internal control operating effectiveness summary report. Consultant shall also provide recommended functional and technical steps to County staff and Central Finance management to remediate all identified ineffective internal controls on a summary of control deficiencies report.

Deliverables:

1. Internal control operating effectiveness summary report.
2. Summary of control deficiencies report.
3. All workpapers developed to document validation procedures performed for each internal control.
4. Budget tracking summary for billable hours expended by Service Offering.

- Service Offering 5: Internal Control Operating Effectiveness Validation – Supply Chain Controls – Consultant shall conduct internal control operating effectiveness validation procedures for all internal control identified in accordance with the Contract, as amended. Consultant shall document results of these validation procedures in work paper format and provide written results of these procedures on an internal control operating effectiveness summary report. Consultant shall also provide recommended steps to County staff and Central Finance management to remediate all identified ineffective internal controls on a summary of control deficiencies report.

  Deliverables:
  1. Internal control operating effectiveness summary report.
  2. Summary of control deficiencies report.
  3. All workpapers developed to document validation procedures performed for each internal control.
  4. Budget tracking summary for billable hours expended by Service Offering.

- Service Offering 6: Internal Control Operating Effectiveness Validation – Commitment Control – Consultant shall conduct internal control operating effectiveness validation procedures for all internal control identified in accordance with the Contract, as amended. Consultant shall document results of these validation procedures in work paper format and provide written results of these procedures on an internal control operating effectiveness summary report. Consultant shall also provide recommended steps to County staff and Central Finance management to remediate all identified ineffective internal controls on a summary of control deficiencies report.

  Deliverables:
  1. Internal control operating effectiveness summary report.
  2. Summary of control deficiencies report.
  3. All workpapers developed to document validation procedures performed for each internal control.
  4. Budget tracking summary for billable hours expended by Service Offering.

- Service Offering 7: Internal Control Operating Effectiveness Validation – Human Capital Management Controls – Consultant shall conduct internal control operating effectiveness validation procedures for all internal control identified in accordance with the Contract, as amended. Consultant shall document results of these validation procedures in work paper format and provide written results of these procedures on an internal control operating effectiveness summary report. Consultant shall also provide recommended steps to County staff and Central Finance management to remediate all identified ineffective internal controls on a summary of control deficiencies report.

  Deliverables:
  1. Internal control operating effectiveness summary report.
  2. Summary of control deficiencies report.
  3. All workpapers developed to document validation procedures performed for each internal control.
  4. Budget tracking summary for billable hours expended by Service Offering.

Attachment 2-A

Fees and Payment Schedule

In accordance with Article 7 of Contract BW9983-022, fees are derived based on hourly rates for Services of the Consultant's personnel in accordance with the Fee Tables outlined below. The Consultant may invoice the County pursuant to the Fee Table for Acceptance of Deliverables. The word "Acceptance" shall mean the County's written authorization on the Work Order Form indicating that all requirements of the associated Deliverable have been met to the County's satisfaction. The Consultant may also request, and the County, in its sole discretion, may grant Conditional Acceptance which shall mean partial Acceptance by the County of a portion of a Deliverable. Any Conditional Acceptance of a Deliverable must be detailed in the Work Order form referenced on Attachment 3-A, and the Parties shall mutually agree on a partial payment amount that must be demonstrably tied, in a manner acceptable to the County, to the portion Services completed by the Consultant associated with the request for partial Acceptance. The balance of any Fee shall be invoiced upon the County's Acceptance which will be paid upon completion by Consultant and Acceptance of the remainder of the Deliverable by the County.

For Service Offerings 1 – 3, a not-to-exceed fee has been provided based on the number SOD conflicts to resolve as determined by conflicts identified in accordance with the Contract, as amended. If the number of conflicts requiring resolution is less than that number, a mutually agreed to payment amount will be determined between the County and Consultant based upon the number of actual hours incurred by the consultant at the applicable rate. Consultant will not incur and invoice for hours in excess of 2,000 estimated hours below without prior written approval by the County at which point a determination of additional fees for resolution of the conflicts will be mutually determined between the County and Consultant.

For Service Offerings 4 – 7, a not-to-exceed fee has been provided based on the assumed number of hours required to perform a County-wide internal control operating effectiveness assessment for the period October 1, 2021 – September 30, 2022. In the event Consultant incurs less hours to complete the tasks required to fulfill a County-approved Work Order, County will be invoiced for actual hours incurred at the contracted rate.

I. **Proposed 3PA Services Fee and Payment Schedule:** The proposed fees and payment schedule for the 3PA services associated with this amendment, by Rollout and Fiscal Year, is as follows:

Rollout	Description of Services	Timeline	Incremental Costs
3PA Services			
Rollout 1	Extend 3PA Services	October 22, 2021 – March 31, 2022	$ 59,940
Rollout 2	Extend 3PA Services	October 22, 2021 – February 28, 2023	$280,780
N/A	Final Solution Acceptance	February 1, 2023 – April 30, 2023	$ 48,540
		3PA Services Sub-total:	**$389,260**

Deliverable	Payment Amount	Estimated Payment Month
Fiscal Year 22		
Rollout 1:		
PM02 – Monthly Status Reports to Executive Steering Committee (Oct 2021)	$9,990.00	Nov 2021
PM02 – Monthly Status Reports to Executive Steering Committee (Nov 2021)	$9,990.00	Dec 2021
PM02 – Monthly Status Reports to Executive Steering Committee (Dec 2021)	$9,990.00	Jan 2022
PM02 – Monthly Status Reports to Executive Steering Committee (Jan 2022)	$9,990.00	Feb 2022
PM02 – Monthly Status Reports to Executive Steering Committee (Feb 2022)	$9,990.00	Mar 2022
PM02 – Monthly Status Reports to Executive Steering Committee (Mar 2022)	$9,990.00	Apr 2022
Rollout 1 – FY22 Subtotal:	**$59,940.00**	

Deliverable	Payment Amount	Estimated Payment Month
Rollout 2:		
PM02 – Monthly Status Reports to Executive Steering Committee (Apr 2022)	$16,845.00	May 2022
PM02 – Monthly Status Reports to Executive Steering Committee (May 2022)	$16,845.00	June 2022
PM02 – Monthly Status Reports to Executive Steering Committee (Jun 2022)	$16,845.00	Jul 2022
PM02 – Monthly Status Reports to Executive Steering Committee (Jul 2022)	$16,845.00	Aug 2022
PM02 – Monthly Status Reports to Executive Steering Committee (Aug 2022)	$16,845.00	Sept 2022
PM02 – Monthly Status Reports to Executive Steering Committee (Sept 2022)	$16,845.00	Oct 2022
PM10 – Deploy Phase Close-Out Memo	$50,535.00	Feb 2022
PM11 – Post-Implementation Support Close-Out Memo	$50,535.00	April 2022
Rollout 2 – FY22 Subtotal:	**$202,140.00**	
FY22 Total Amount (Rollout 1 + 2):	**$262,080.00**	
Fiscal Year 23		
Rollout 1:		
PM02 – Monthly Status Reports to Executive Steering Committee (Feb 2023)	$16,180.00	Mar 2023
PM02 – Monthly Status Reports to Executive Steering Committee (Mar 2023)	$16,180.00	Apr 2023
PM02 – Monthly Status Reports to Executive Steering Committee (Apr 2023)	$16,180.00	May 2023
Rollout 1 – FY23 Subtotal:	**$48,540.00**	
Rollout 2:		
PM02 – Monthly Status Reports to Executive Steering Committee (Oct 2022)	$13,106.67	Nov 2022
PM02 – Monthly Status Reports to Executive Steering Committee (Nov 2022)	$13,106.67	Dec 2022
PM02 – Monthly Status Reports to Executive Steering Committee (Dec 2022)	$13,106.67	Jan 2023
PM02 – Monthly Status Reports to Executive Steering Committee (Jan 2023)	$13,106.67	Feb 2023
PM02 – Monthly Status Reports to Executive Steering Committee (Feb 2023)	$13,106.67	Mar 2023
PM02 – Monthly Status Reports to Executive Steering Committee (Mar 2023)	$13,106.67	Apr 2023
Rollout 2 – FY23 Subtotal:	**$78,640.00**	
FY23 Total Amount (Rollout 1 + 2):	**$127,180.00**	
Total Amendment Amount:	**$389,260.00**	

II. **<u>SOD Conflict Resolution and Internal Control Validation Services Proposed Project and Fee Timeline:</u>** Project activities will consist of multiple concurrent workstreams and will be based upon the hours incurred by Consultant to complete project activities up to the maximum hours noted in tables 4-9 below.

Consultant shall invoice County for partial acceptance upon delivery of summary of recommended actions to resolve identified SOD conflicts between user roles. Consultant shall invoice County, based upon deliverables, for remaining actual hours incurred up to contract not-to-exceed payment amount upon acceptance of final tableau reader report.

The proposed project and fee timeline for SOD conflict resolution and internal control validation services has been developed based on acceptance of related deliverables and presented below:

	Table 4: SERVICE OFFERING 1 - FINANCE DELIVERABLE	Hours	Not to Exceed Fee Off-site Rate $225	Not to Exceed Fee On-site Rate $260	Estimated Work Start	Estimated Payment Month	Payable Upon Delivery of Accepted: Recommended Actions	Payable Upon Delivery of Accepted: SOD Conflict Report
a	Accounts Receivable/Billing	520	$117,000	$135,200	November -2021	December -2021	$105,300 - $121,680	$11,700 - $13,520
b	Expenses	380	$85,500	$98,800	May-2022	June-2022	$76,950 - $88,920	$8,550 - $9,880
c	Accounts Payable	200	$45,000	$52,000	November -2021	December -2021	$40,500 - $46,800	$4,500 - $5,200
d	General Ledger	160	$36,000	$41,600	January-2022	February-2022	$32,400 - $37,440	$3,600 - $4,160
e	Asset Management	60	$13,500	$15,600	January-2022	February-2022	$12,150 - $14,040	$1,350 - $1,560
f	Project Costing	130	$29,250	$33,800	January-2022	March-2022	$26,325 - $30,420	$2,925 - $3,380
g	Cash Management	120	$27,000	$31,200	January-2022	March-2022	$24,300 - $28,080	$2,700 - $3,120
h	Grants Management	90	$20,250	$23,400	March-2022	April-2022	$18,225 - $21,060	$2,025 - $2,340
i	Commitment Control (KK)	90	$20,250	$23,400	March-2022	April-2022	$18,225 - $21,060	$2,025 - $2,340
	Subtotal	**1,750**	**$393,750**	**$455,000**				

	Table 5: SERVICE OFFERING 2 – SUPPLY CHAIN DELIVERABLE	Hours	Not to Exceed Fee Off-site Rate $225	Not to Exceed Fee On-site Rate $260	Estimated Work Start	Estimated Payment Month	Payable Upon Delivery of Accepted: Recommended Actions	Payable Upon Delivery of Accepted: SOD Conflict Report
a	Purchase Order	80	$18,000	$20,800	November -2021	December -2021	$16,200 - $18,720	$1,800 - $2,080
b	Strategic Sourcing	80	$18,000	$20,800	November -2021	December -2021	$16,200 - $18,720	$1,800 - $2,080
	Subtotal	**160**	**$36,000**	**$41,600**				

	Table 6: SERVICE OFFERING 3 - HUMAN CAPITAL MANAGEMENT DELIVERABLE	Hours	Not to Exceed Fee Off-site Rate $225	Not to Exceed Fee On-site Rate $260	Estimated Work Start	Estimated Payment Month	Payable Upon Delivery of Accepted: Recommended Actions	Payable Upon Delivery of Accepted: SOD Conflict Report
a	Human Resources	10	$2,250	$2,600	May-2022	June-2022	$2,025 - $2,340	$225 - $260
b	Payroll North America	10	$2,250	$2,600	May-2022	June-2022	$2,025 - $2,340	$225 - $260
c	Talent Acq.Manager	10	$2,250	$2,600	May-2022	June-2022	$2,025 - $2,340	$225 - $260
d	Candidate Gateway	10	$2,250	$2,600	May-2022	June-2022	$2,025 - $2,340	$225 - $260
e	Time and Labor	10	$2,250	$2,600	May-2022	June-2022	$2,025 - $2,340	$225 - $260
f	Absence Management	10	$2,250	$2,600	May-2022	June-2022	$2,025 - $2,340	$225 - $260
g	Base Benefits	5	$1,125	$1,300	May-2022	June-2022	$2,025 - $1,170	$225 - $130

h	Benefits Administration	5	$1,125	$1,300	May-2022	June-2022	$2,025 - $1,170	$225 - $130
i	eBenefits	5	$1,125	$1,300	May-2022	June-2022	$1,012.5 - $1,170	$112.5 - $130
j	ePerformance	5	$1,125	$1,300	May-2022	June-2022	$1,012.5 - $1,170	$112.5 - $130
k	T&E Expenses	10	$2,250	$2,600	May-2022	June-2022	$2,025 - $2,340	$225 - $260
	Subtotal	**90**	**$20,250**	**$23,400**				

Total In-Scope SOD Project	**2,000**	**$450,000**	**$520,000**

Table 7: INTERNAL CONTROL OPERATING EFFECTIVENESS VALIDATION SERVICE OFFERING		Hours	Not to Exceed Fee Off-site Rate $225	Not to Exceed Fee On-site Rate $260	Estimated Work Start	Estimated Payment Month	Payable Upon County Acceptance of all Deliverables	
Fiscal Year October 1, 2021 - September 30, 2022							Off-Site Rate	On-Site Rate
4	Financials	200	$45,000	$52,000	August-2022	September-2022	$45,000	$52,000
5	Supply Chain	150	$33,750	$39,000	September-2022	October-2022	$33,750	$39,000
6	Commitment Control	75	$16,875	$19,500	October-2022	November-2022	$16,875	$19,500
7	Human Capital Management	75	$16,875	$19,500	October-2022	November-2022	$16,875	$19,500
	Subtotal	**500**	**$112,500**	**$130,000**				

Grand Total SOD and Internal Control Validation	**2,500**	**$562,500**	**$650,000**

Fee Estimate

Project Fees Incurred in Period:	3PA	SOD	Internal Control Validation	FY Total
Fiscal Year October 1, 2021 - September 30, 2022	$262,080	$520,000	$130,000	$912,080
Fiscal Year October 1, 2022 - September 30, 2023	$127,180	-		$127,180
Subtotals:	**$389,260**	**$520,000**	**$130,000**	**$1,039,260**

Service Cost Summary	**Total Contract Value**	**Reference SOW Section**
3PA Services	$389,260	I
SOD Resolution	$520,000	II
Internal Control Operating Effectiveness Validation	$130,000	III
Maximum Contract Value	**$1,039,260**	

Attachment 3-A

Work Order Form

Contract No. BW9983-0/22 Work Order Form Number: _______________
Section A: Work Order Details
Service Offering Number(s) / Title(s) Requested:
Work Order Contact Name:
Work Order Date:
Receipt of this Work Order Form and a corresponding County Purchase Order constitutes the County's Notice to Proceed with the completion of the listed Service Offering(s). Consultant shall perform all Service Offerings in accordance with Amendment No. 2 to Contract No. BW9983-0/22. A mutually agreed upon timeline for completion of Deliverables shall be attached to this Work Order. The not-to-exceed fee has been provided based on the number SOD conflicts to resolve If the number of conflicts requiring resolution is less than that number, a mutually agreed to payment amount will be determined between the County and Consultant. Such mutually agreed payment amount will be outlined herein.
Section B: Deliverable Acceptance (To be completed by the County upon completion of all Deliverable(s) associated with this Work Order)
In compliance with the requirements detailed in this Work Order Form, all Deliverables associated with the included Service Offering(s) have been delivered, reviewed and formally accepted by County. This document constitutes full acknowledgment by County of Acceptance and delivery of the Deliverable(s) detailed below. Description of Deliverable(s): Payment Amount:_______________________________ For and on behalf of County Signed:_______________________________ (Authorized Signatory) Name:_______________________________ Title: _______________________________ Date: _______________________________
Section C: Conditional Acceptance (To be completed by the County in the event of Conditional Acceptance of any Deliverable(s) associated with this Work Order)

Description of Conditional Acceptance (to be completed by the County): (Include a description of what must be submitted in order to achieve partial payment and pending actions to be taken to complete the Deliverable(s) to achieve Acceptance)

Mutually Agreed Upon Partial Payment:

Payment Amount:______________________________

For and on behalf of County

Signed:______________________________
(Authorized Signatory)

Name:______________________________

Title: ______________________________

Date: ______________________________