TruEd Statement of Work for Washoe County
Countywide Budget Preparation and Reporting Software

TruEd Consulting ("TruEd") is pleased to provide our consulting services proposal to assist in the design, implementation, and training of Anaplan for Washoe County ("County"). Based on Washoe County's requirements, priorities, and scope for the initial deployment of the County's budget preparation and reporting software, we have outlined our proposed services and approach for this engagement in this Statement of Work ("SOW").

Scope and Objectives

TruEd and Washoe County will partner to implement the County's budget preparation and reporting software using Anaplan. The scope of this SOW will take a two-phased implementation approach as follows.

Phase	Ref #	Scope	Key Assumptions
Phase 1: Department Budget Entry & Data Integration *August 2023 – December 2023*	1a	Department Budget Entry Budget Process	Budget request screens for departmental budget entry and approval workflow. Five (5) Input Forms are in scope: 1. CIP Request Form 2. Budget Adjustment Form 3. Cost Distribution request form* 4. Above-Base Funding Request Form 5. JEC Budget Request* Washoe County's Model Builders will complete Model Builder Level 1 and Model Builder Level 2 certifications through Anaplan Academy. By becoming certified in both Level 1 and Level 2, Washoe County is expected to have the know how to create their own forms. Cost of a new position will be calculated and available for a department when considering hiring a new employee, based on the tables/assumptions within Anaplan. During the Foundations stage of the project, TruEd and the County will assess and design the input forms to streamline and automate the process to eliminate manual efforts where possible. Submission and approval workflow – One (1) standardized and consistent departmental submission and approval workflow process from departments to department heads /designees and then to budget office and forward to Human Resources (see * forms) are in scope for the initial deployment of Anaplan. End user guided process – a standard process will be set up to guide departmental end users through the process with status tracking, including a landing dashboard for departmental users.
	1b	Data Integration from SAP and Data Hub	Data integration automation (nightly) from (1) SAP Financial and (2) SAP HCM. A Data Hub in Anaplan will be set up to integrate this data into Anaplan. (1) SAP Financial to Anaplan The following five (5) chart of account segments are in scope: 1. GL Account 2. Cost Object (Cost Center, Internal Order, WBS Elements) 3. Fund (General Fund, Special Revenue Fund, Debt Service Fund, Enterprise Fund, Internal Service Fund) 4. Fund Center (Department and/or Division) 5. Function 6. Department (for Department report that includes all applicable Funds/Fund Centers) The following historical data will be integrated from SAP Financial to Anaplan: • Actuals – up to five (5) historical years • Adjusted budget – up to five (5) historical years

			• Encumbrances – current fiscal year **(2) SAP HR to Anaplan** The following data sets are in scope: • Position roster (both vacant and filled positions) and related attributes • Position costing distributions *Includes the personnel import from SAP HR; therefore, providing the necessary base data for personnel modeling in phase 2.*
<u>Phase 2:</u> Additional Campus and Unit Specific Needs *January 2024 – February 2024*	2a	Basic Reporting (Training Focused)	Basic reporting that is in scope for phase 2: (1) FY22-26 CIP Summary Final and (2) Budget Book. The scope of Basic Reporting will use a "train the builder" approach, whereby, TruEd trains the County's system admins with report building and the system admins will build out the reports. TruEd to build a few sections of the budget book with Washoe County as part of hands on training and enablement. • Key pages in the budget book and State Budget Document, such as financial tables and charts, that are based on data already within Anaplan will be the focus. • For any data that is not derived from the departmental budget entry process or integrated into Anaplan from SAP Financial and HCM from phase 1, that is required for the Budget Book and State Budget Document, Washoe County will be responsible for sourcing other ancillary information and building these pages out in the Budget Book. • TruEd to provide Q&A and ad hoc support to Washoe County team during the report building process. 40 hours is budgeted for training and support for the Washoe County team for basic report building. Any additional hours required by TruEd for report development and support will be billed at the hourly rates by role.
	2b	Personnel Modeling	Setup dashboard used to model various scenarios and multi-year forecasting. • The position data from SAP will already be in the Data Hub within Anaplan from phase 1. • Any other required data and assumptions required for Personnel Modeling that was not brought over from SAP HCM during phase 1 will be loaded via spreadsheet upload process. • Assumes this is a centrally used dashboard only and not used by departmental end users. No workflow and submission process is assumed.

<u>Foundations: Assess and Design</u>

• During the foundations stage of the project, TruEd and Washoe County will review the scope and prioritize the specific requirements within this SOW's scope into "must haves" vs. "nice to haves" in order to be aligned with the top priorities for the initial deployment of Anaplan across Phase 1 and Phase 2.
• Both Washoe County and TruEd agree to be reasonable with scope management to ensure a realistic scope that can be delivered with high quality, within the planned timeline, resources, and SOW budget. Any requirements that cannot reasonably be delivered within the existing scope, resources, level of effort, timeline, and project budget will be prioritized for potential enhancements, outside the scope of this SOW.
• TruEd assumes that Washoe County's overall current state budget and planning approach, process, and methodology is mature and stable, and therefore, does not require significant process reengineering and re-design efforts. However, it is expected that as part of the implementation of Anaplan, Washoe County's key current state pain points will be addressed, and together, we will make enhancements to improve the County's process in Anaplan. If certain areas of Washoe County's current state budget and planning framework needs to be materially re-assessed and re-designed, additional effort and timeline is expected.
• As part of pre project planning, both TruEd and Washoe County has tasks to complete as part of the Pre Kickoff Checklist (PKC) that will be reviewed during pre-project planning sessions. Washoe County is required to complete draft user stories (requirements from a user perspective) in preparation for requirements workshops. TruEd will provide a template to complete, along with examples for Washoe County to reference.

<u>Testing</u>

- Testing scripts (UAT and SIT) will be completed by Washoe County model builders with guidance from TruEd. TruEd to provide sample test script templates for Washoe County to complete based on Washoe County's specific processes.
- Washoe County's SAP administrators will be involved, as required, with System Integration Testing (SIT) to test data integration.

<u>Project Management</u>

- TruEd will lead pre-project planning activities and create a project plan, including a project calendar, task list, and workshop schedule. TruEd will have a part-time project manager to coordinate and collaborate with Washoe County's project manager.
- Washoe County to provide a project manager throughout the implementation, who will be responsible for day-to-day, ongoing project management, coordination, and tasks.

<u>Training and Documentation</u>

- Train the trainer for Washoe County's County-wide deployment – TruEd will train Washoe County's system admins and in turn, Washoe County system admins will train the end user community.
- This project assumes up to 4 model builders for Washoe County.
- Washoe County's staff will be responsible for communication with and rollout to end users outside of the core team, with change management and communication guidance provided by TruEd.
- Washoe County system admins are responsible for Washoe County-specific process end user training documentation.

<u>User Access/Security</u>

- User access will be initially setup via a flat file load using TruEd's security matrix template. User roles and access will be managed directly in Anaplan by Washoe County's system admin

<u>Data Integration</u>

- One (1) Data Hub in Anaplan will be deployed as a data integration and staging model
- Anaplan integration will use TruEd's TruConnect integration package, based off of the Anaplan Connect tool, that includes prebuilt scripts and integration package
- Anaplan data exports
  - One (1) data export from Anaplan will be created via CSV flat files using a system admin initiated process to export a flat file that will subsequently be used by Washoe County system admin to upload into SAP Financials
  - Any other exports out of Anaplan will be performed via a flat file export generated by the administrator
- Other integration and data assumptions
  - Washoe County SAP IT resources will be responsible for supporting the integration process development and testing, with guidance provided by TruEd's technical integration architect
  - No conversion of legacy data needed.
  - All other data required as part of the scope of this SOW for Phase 1 and Phase 2 that are not coming from SAP Financials and HCM will be uploaded via spreadsheet process by Washoe County. Washoe County is responsible for sourcing this data in the required format for uploading into Anaplan.
  - TruEd will work with Washoe County integration team to help define the data needed and provide mockups of the file formats, based on Washoe County's data requirements.
  - TruEd will build the processes in Anaplan to accept the data from all incoming dataflows, and integrate the

data into the Anaplan models.
- o Risk with data delays and challenges
    - ▪ Data cleanliness, integrity, sourcing, and validation is the biggest risk to this project and has been the primary cause of delays on other TruEd projects, that impact level of effort, timeline, and the project budget.
    - ▪ Additional time and level of effort may be required during the project to successfully complete data integration and validation. TruEd is not responsible for any delays and project budget overages caused by data beyond its reasonable control.
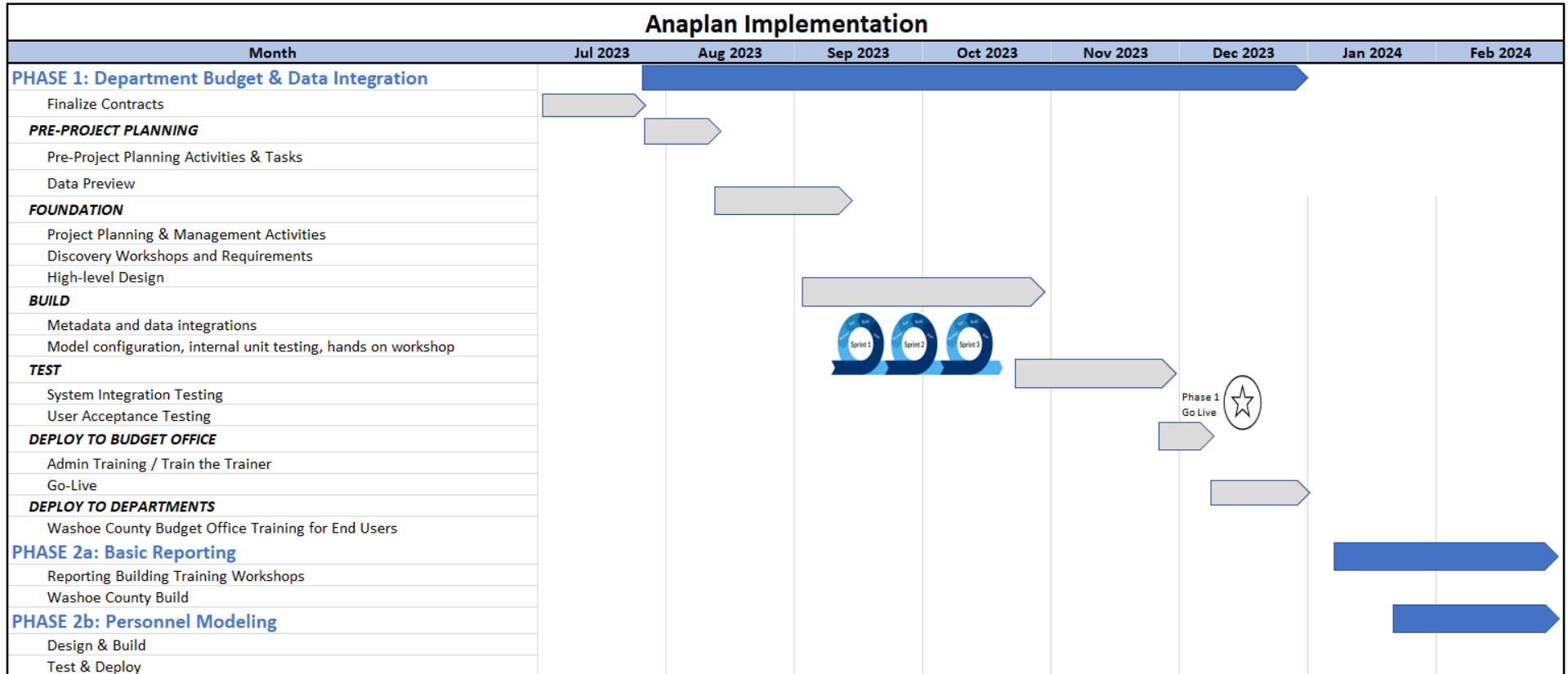
Out of Scope

Out of scope items for this SOW include, but are not limited to, the following:

- Non-Personnel Projections
- Reporting enhancements
- Rate calculations
- Annual Comprehensive Financial Report (ACFR)
- GAAP reporting and proforma GAAP financial forecasting
- Multi-year trending tool
- Multi-Year Grants Planning, Tracking, and Management; Inception to date
- Balance Sheet/Cash Flow planning and related metrics (e.g., Moody's)
- Treasury modeling, debt schedules and debt analysis
- Budget amendments/journal entries

- Position Control (maintenance in SAP)
- Automated user and user security integration to Anaplan
- Business process redesign
- Use of an API and third party connectors for data integration
- Integration automation from Anaplan to target systems
- Transactional level of detail from SAP
- Revenue planning
- Integration with Cobblestone, Systemates (Projectmates), QuickBooks, and other County Systems other than SAP Financial and HCM

Implementation Approach and Timeline

Below is a summary of the scope of work across Phase 1 and Phase 2 for the County's Anaplan implementation, that provides a high level draft overview of each phase, associated timeline, and the key activities throughout the implementation.

Anaplan Implementation

Month	Jul 2023	Aug 2023	Sep 2023	Oct 2023	Nov 2023	Dec 2023	Jan 2024	Feb 2024
PHASE 1: Department Budget & Data Integration								
Finalize Contracts								
PRE-PROJECT PLANNING								
Pre-Project Planning Activities & Tasks								
Data Preview								
FOUNDATION								
Project Planning & Management Activities								
Discovery Workshops and Requirements								
High-level Design								
BUILD								
Metadata and data integrations								
Model configuration, internal unit testing, hands on workshop								
TEST								
System Integration Testing								
User Acceptance Testing								
DEPLOY TO BUDGET OFFICE								
Admin Training / Train the Trainer								
Go-Live								
DEPLOY TO DEPARTMENTS								
Washoe County Budget Office Training for End Users								
PHASE 2a: Basic Reporting								
Reporting Building Training Workshops								
Washoe County Build								
PHASE 2b: Personnel Modeling								
Design & Build								
Test & Deploy								

- The implementation follows a hybrid agile approach, which includes sprints throughout each phase of the project.
- The start and end dates are a good faith estimate as to the work-effort involved that TruEd performs in support of the implementation, in partnership with Washoe County. With the delayed project start due to the contracting process, TruEd and Washoe County will discuss, assess, and revise the priorities and approach for Phase 1, where needed, during pre-project planning.
- Please note that the timeline/dates will be reconfirmed as part of the project planning and will incorporate holidays, vacation schedules, and other known commitments/internal conflicts throughout the project.

Stage	Description	Key Deliverables
Pre Project Planning	Pre project planning activities, develop project plan, and setup project management.	• Project Plan **(TruEd)**
Foundation	Prepare for project kickoff, conduct project kickoff sessions and introductory training, document requirements/user stories, provision users to Anaplan, conduct design workshops and document model and process design.	• User Stories **(County)** • High level design framework **(TruEd)**
Build	Complete data integration, complete Customer Learning Path Training, budget templates and report configuration, hands on model building workshops, data loading and validation, and initial testing.	• Data Integration and Automation Scripts **(County / TruEd)** • Working modeling components **(County / TruEd)**
Test	Complete User Acceptance Testing, Unit Testing, and Model Reconfiguration.	• Testing scenarios/guides **(County / TruEd)**
Deploy	Move the application into the production environment, complete training documentation, and other cutover activities. Please note that this deployment is the deployment to the Budget office. Subsequently, the Budget office will prepare and deploy Anaplan to its end user community. Train the trainer approach is used.	• Completed Model **(County / TruEd)** • End User training documentation **(County)**

Personnel Resources

The proposed resources consist of the following roles to complete the implementation for TruEd and Washoe County.

TruEd Role	Responsibilities
Engagement Director	- Provide strategic direction for the project. - Manage project risk and identify solutions/resources. - Responsible for overall delivery of project and quality assurance. - Develop the vision of the solution with client and conduct requirements workshops. - Provide best practices with solution and process design.
Project Lead	- Design lead focused on defining systems strategy, developing systems requirements, and design - Translate business needs into detailed requirements/stories. - Quality assurance (QA) review during build, testing, and deployment
Solution Architect	- Lead the execution of Sprint Cycles with build and testing. - Translate existing solutions, spreadsheets, and business problems into sophisticated Anaplan multi-dimensional models. - Lead deployment activities including UAT, release activities, and training. - Responsible for deliverables and milestones related to functional and technical implementation of the project across build, test, and deploy.
Technical Integration Architect	- Ensure smooth integration and assures connectivity. Create fast and efficient data integration efforts. - Provide technical subject matter expertise with integration with SAP Financials/HCM and any other applicable ERPs scripting, and automation. - Data Governance Integrity and Oversight.
Project Manager	- Create project plan, workshop schedule, and task list - Provide ongoing project management support and collaborate with the County's project manager - Coordinate schedules and calendars
Model Builder	- Review and analyze data. - Responsible for model configuration and report development. - Develop integration mapping and validation of output data.

Washoe County Role	Roles and Responsibilities
Project Leadership	- Champion the project, provide guidance and direction to the team and make timely decisions to enable achievement of the project objectives and goals - Provide strategic direction and proper project support - Approve scope, project timeline changes, and resolve strategic issues and conflicts
Project Manager	- Management of overall project and timeline. Work closely with project team to manage day-to-day project operations. Update and maintain the project plans and task list throughout project - Obtain project resources, resolve scoping issues, and communicate project status - Responsible for project coordination and scheduling of key workshops/meetings
Business System Analyst and Functional Support	- Assist with the design of the functional architecture and functional information flows - Prepare testing scripts & scenarios - Assist with identifying and sourcing required data - Complete recommended Anaplan training and onboarding - Attend training, testing, and simulation workshops - Identify key stakeholder groups and assess needs - Develop communication strategy and plan including communication vehicles and methods
Subject Matter Experts	Provide financial planning expertise. Serves as the business expert for understanding processes and requirements
Technical Resources	- Provide subject matter expertise around technical process and requirements - Assist with pulling data from source systems and integration as needed - Perform Single Sign on (SSO) configuration and other network/desktop related tasks

Washoe County – Technical Resources

Emphasized due to this being a typical risk on TruEd implementations

- The technical resources are IT roles—resources who have intimate knowledge with the source systems (SAP Financials and HCM), data extracts, and integration.
    - Based on TruEd's previous project experience with similar scope and requirements, we estimate Washoe County requiring approximately .30 FTE, on average, to support data integration workstream on this project. This .30 FTE may consist of more than one individual at Washoe County. Having the support and commitment from technical personnel is critical to the success of the project. We anticipate the level of required support to diminish over the length of the project. Note that roles from a team may overlap and a resource may play more than one role.
    - During project management and planning activities prior to the project commencing, Washoe County/TruEd will complete project resource planning that will include estimated hours/workload per week for each project team member, including the IT resource.

- Technical Resources: Information Technology resources are required to support this project with the following two (2) key technical areas:

    1. Single Sign On (SSO) – as part of the initial setup of Anaplan, Washoe County IT will collaborate with Anaplan to set up the SSO for user access provisioning. We estimate SSO setup/configuration to be a half-day effort for Washoe County.

    2. Data Integration

        - Washoe County IT resource will be involved with data sourcing, integration, and automation with Washoe County's ERP, with guidance provided by TruEd.

        - Washoe County will provide a server and hosting to run automation and data file transfer process. Washoe County is responsible for setup and configuration with the server with guidance provided by TruEd.

Fees and Expenses

Based on time and materials, TruEd professional fees are estimated at **$300,000.00**. Professional fees are not to exceed without prior approval from Washoe County. TruEd's proposal is based on time and materials; therefore, the fees are determined by the level of effort and scope. It is important for TruEd and Washoe County to prioritize the top priorities for the initial deployment of Anaplan during the implementation for both Phase 1 and Phase 2. The following are the hourly rates by TruEd role for this SOW.

TruEd Role	Hourly Rate (A)	Phase 1	Phase 2a	Phase 2b	Total Hours (B)	Fees (A x B)
Engagement Director	$375.00	60	-	12	72	**$27,000**
Project Lead	$275.00	284	-	-	284	**$78,100**
Principal Architect	$325.00	-	-	-	-	**-**
Senior Solution Architect	$300.00	72	8	46	126	**$37,700**
Project Manager	$225.00	80	-	-	80	**$18,000**
Senior Model Builder	$250.00	v	-	-	-	**-**
Model Builder	$200.00	508	32	96	636	**$127,200**
Technical Integration Architect	$300.00	40	-	-	40	**$12,000**
Total		**1,044**	**40**	**154**	**1,238**	**$300,000**

Phase	Use Case	Fees
Phase 1	Department Budget Entry & Data Integration	$253,800
Phase 2a	Basic Reporting (Training Focused)	$8,800
Phase 2b	Personnel Modeling	$37,400
Total Professional Fees for Phase 1 and 2		**$300,000**

Either party may request changes to professional services. TruEd will work with the County to prepare an impact analysis for the change based on the request, provide a quotation for the additional work, identify any impact on the project timeline, and formulate an action plan. No change request will take effect until mutually approved in writing. Each party will continue to perform its obligations under the preexisting terms of the SOW until the agreed upon change takes effect.

Start and end dates, as well as the expected number of hours are a good faith estimate as to the work-effort involved in the professional services TruEd performs in support of implementation of the project. Additional project budget may be required to complete the project, in which case the parties will complete a change order.

As part of pre project planning, TruEd and Washoe County will discuss and finalize workshop schedules, including any in-person meetings onsite at Washoe County campus. Should onsite travel be required, TruEd will charge for reasonable out of pocket travel and related expenses (T&E) in addition to professional fees, according to Washoe County's travel expense policies.

TruEd will invoice for fees and travel expenses at the end of each month based on the actual expenses incurred during the month. Payment due thirty (30) days from invoice receipt. Please indicate your agreement with these terms by signing and returning to TruEd the enclosed copy of this letter. This engagement will become effective upon our receipt of your signed copy. We appreciate the opportunity to be of service to you and look forward to our partnership.

By: _____
    Wayland Ng

    Managing Partner

    TruEd Consulting, Inc.

Date: _____

Acknowledged and Accepted:
Washoe County

By: _____

Title: _____

Date: _____