Statement of Work

February 11, 2014
Version 3.0

Prepared for
City of Rapid City, SD

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The information contained herein is based on the Investment Summary in the Agreement. In the event of discrepancy between this Statement of Work and the Investment Summary, the Investment Summary takes precedence.

Section A: Executive Summary

A.1.1 Project Background

The City of Rapid City intends to purchase and implement new Financial Management Software, obtain data conversion services, user training and technical support, software upgrades and annual maintenance capabilities. The City expects that the vendor (Tyler Technology) shall provide project management resources leading to the successful implementation of the system. The City is interested in identifying an innovative and effective solution to meeting its financial management system needs that has the capacity to be migratable to an enterprise content management system. As the City's need for increased capabilities expands, it will be critical for the financial management system to allow the City the flexibility to adapt to new informational needs and workflow processes.

The City of Rapid City currently uses SunGuard Bi-Tech (IFAS) system. In addition, the City utilizes stand-alone software solutions for various departments.

Statistics
FY2013 total budget: $137,809,445
FTE's: 748
Anticipated users: 150
Number of receipts written annually: 14,000+
Number of purchase orders processed annually: 32,000+

A.1.2 Project Vision

Through this project, the City is interested in redesigning some of its current business processes to become more efficient and take advantage of the new system more effectively. As part of the implementation proposal, the City expects vendors to provide business process re-design services that will achieve measurable improvements in business processes within a few key processes including purchasing approvals, accounts payable processing, budget preparation and submission, journal entries, and financial statement preparation. Additionally, the City has defined the following business process/organizational improvements for the project:

1. **Provide better management information:** City managers need better and timely information from the system to provide decision support.
   Key Indicator: Government managers have access to dashboard with key information and the ability to drill down to get detailed transaction data for decision support.
2. **Improve business process efficiency:** The City needs to streamline business processes, reduce duplicate data entry. By having a financial system with multiple different modules will allow for the reduction of many shadow systems. The new reality for government is that it will need to function more efficiently. This technology will allow for that.
   Key Indicator: City has an automated process that allows data to be entered into the system by department users and then routed through workflow to appropriate users. Departments will have the ability and training to view and query this information and the trust to rely on it reducing the need for duplicate shadow systems.
3. **Data Integration:** For key systems already in place in the City, there will need to be interfaces developed and maintained that allow for information to be transferred automatically between systems and potentially transferrable to an enterprise content management system. The City is looking to avoid fragmented information that relies on users to enter and reconcile data between

multiple systems. The new system will interface with current system.
Key Indicator: Real time interface developed to reduce duplicate keying of data.

4. **Elimination of Shadow Systems:** Because of current limitations with the current financial system, many users have been forced to use shadow systems to track information. This system will eliminate the need for most of those shadow systems.
Key Indicator: Fixed assets are tracked in the system
Key Indicator: City is able to view and track all City-wide receivables in the system
Key Indicator: Departments use system for project and grant costing, billing, and reporting.
5. **Revise the Chart of Accounts:** The City's chart of accounts is currently restrictive and does not allow the City to capture costs and report information adequately. This project will be an opportunity to develop a chart of accounts consistent with best practices.
Key Indicator: City's chart of accounts is revised to accommodate the various reporting and managerial needs of departments across the City. Each segment of the chart of accounts has one purpose.
6. **Project Risk Mitigated:** The City strives for a successful project that is accepted and learned by users throughout the City. To gain efficiencies, improve processes, and have better access to data, the City's project must be properly planned, communicated, and executed.
Key Indicator: The project will go-live according to the schedule listed in this RFP without going over budget.

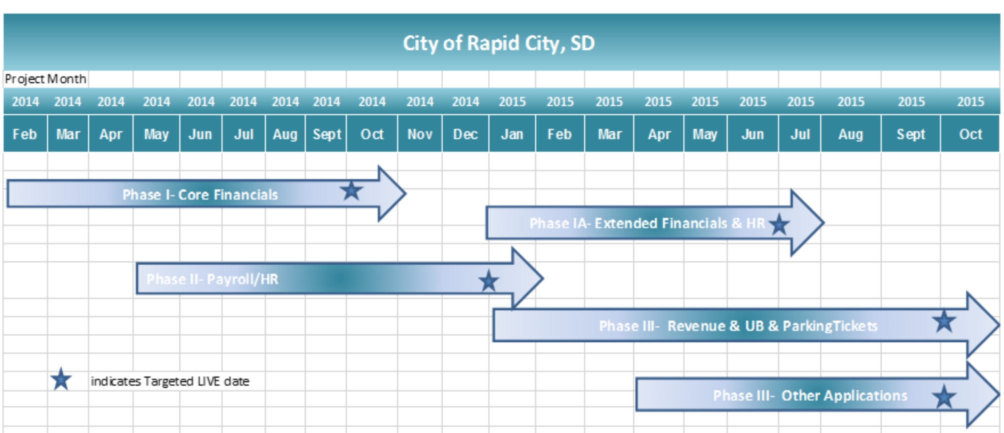
A.1.3 Project Criteria for Success

<u>Success Indicators</u>:

- Management of information for users in addition to staff that inputs data
- Migratable – not reliant upon custom coding
- Scalable – increases as users and usage increases
- Distributable – adapting as technology evolves i.e. mobile access applications
- Interoperability – open system coding & web search engines
- Integration/enterprise content management capacity

A.1.4 Scope of the Project

The scope of the ERP project is divided into four phases that will occur over approximately 21 months. For purposes of this SOW, the scope includes both the software scope defined below as well as the scope of the implementation effort that is defined in Section D, Implementation. The timelines provided assume that the product will be used as-is, without any required go-live customizations.



Phase 1 – Core Financials (targeted February 2014 – October 2014)

Phase 1 will include Core Financials and be delivered to the City in a manner and timeframe that will facilitate a targeted October 1, 2014 planned "go-live" date. The requirements delivered to meet the City's functions will be governed by the functional requirements set forth in Exhibit 7 of the Agreement.

Phase 1 will include the following functions and corresponding Tyler modules or third party systems listed below.

Functional Area	Module
System Wide	• Munis Analytics & Reporting • Tyler Content Manager Standard Edition • MUNIS System Admin & Security • Tyler Forms Processing • Tyler Secure Signature Key System (2)
General Ledger / Chart of Accounts	• Accounting General Ledger (Core Financials) • Cash Management
Budgeting	• Budgeting
Purchasing	• Purchase Orders • Requisitions • Bid Management • eProcurement (Vendor & Business Self-Service)
Accounts Payable	• Accounts Payable
Project / Grant Accounting	• Project / Grant Accounting
Accounts Receivable / Billing	• Accounts Receivable • General Billing

Phase 1A- Extended Financials & HR (targeted January 2015 – July 2015)

Phase 1 will include Extended Financials and HR modules to be delivered to the City in a manner and timeframe that will facilitate a targeted July 1, 2015 planned "go-live" date. The requirements delivered to meet the City's functions will be governed by the functional requirements set forth in Exhibit 7 of the Agreement.

Phase 1 will include the following functions and corresponding Tyler modules or third party systems listed below.

Functional Area	Module
Fixed Assets	• Fixed Assets •
Risk Management	• Risk Management
Learning Management	• Professional Development

Phase 2 – Core Human Resources/Payroll (targeted April 2014 – Jan 2015)

Phase 2 will include Core human resources and payroll to be delivered to the City in a manner and timeframe that will facilitate a targeted January 1, 2015 "go-live" date. The requirements delivered to meet the City's functions will be governed by the functional requirements set forth in Exhibit 7 of the agreement.

Phase 2 will include the following functions and corresponding Tyler modules or third party systems listed below.

Functional Area	Module
Human Resources	• Human Resource Management
Payroll	• Payroll w/ Employee Self Service
Employee Expense Reimbursement	• Employee Expense Reimbursement
Applicant Tracking	• Applicant Tracking

Phase 3 – Revenue & Utility Billing & Parking Tickets (targeted January 2015 – October 2015)

Phase 3 will include Utility Billing & Parking Tickets to be delivered to the City in a manner and timeframe that will facilitate a targeted October 1, 2015 "go-live" date. The requirements delivered to meet the City's functions will be governed by the functional requirements set forth in Exhibit 7 of the agreement.

Phase 3 will include the following functions and corresponding Tyler modules or third party systems listed below.

Functional Area	Module
Utility Billing	• Utility Billing CIS • UB Interface • Maplink GIS
Parking Tickets	• Parking Tickets • Parking Tickets Handheld Interface
Tyler Cashiering	• Tyler Cashiering
Central Property	• Central Property File
Self Service	• Citizen Self Service

Phase 4 – CAFR (targeted April 2015 – October 2015)

Phase 4 will include Performance Based Budgeting to be delivered to the City in a manner and timeframe that will facilitate a targeted October 1, 2015 "go-live" date. The requirements delivered to meet the City's functions will be governed by the functional requirements set forth in Exhibit 7 of the agreement.

Phase 4 will include the following functions and corresponding Tyler modules or third party systems listed below.

Functional Area	Module
Reporting	• CAFR Builder Statement

Section B: Project Governance

B.1.1 City Project Structure

Org diagram to be inserted by Client

B.1.2 City Project Roles and Responsibilities

This section presents the anticipated roles and responsibilities for the key staff positions for the project. The joint team of the City and Tyler will ultimately be responsible for designing, developing and delivering the final products of this project.

The City defines its resources as follows:

B.1.3 Project Sponsor:

The Project Sponsor provides support to the project by allocating resources, providing strategic direction, communicating key issues about the project and the project's overall importance to the organization; and when called upon acting as the final authorities on all project decisions. Project sponsors will be involved in the project as needed to provide necessary support, oversight, and guidance, but will not participate in day-to-day activities. The project sponsors will empower the steering committee to make critical business decisions for the City.

Resource	Title	Expected Commitment
Pauline Sumption	Finance Officer	As Needed Executive Support

B.1.4 Executive Team:

The Executive Team will be made up of director level staff from the City of Rapid City. The Executive Team will understand and support the cultural change necessary for the project and foster throughout the organization an appreciation of the value of an integrated ERP system. The Executive Team oversees the project team and the project as a whole. Through participation in regular meetings the Executive Team will remain updated on all project progress, project decisions, and achievement of project milestones. The Executive Team will also provide support to the project team by communicating the importance of the project to each member's department along with other department directors in City. The Executive Team is responsible for ensuring that the project has appropriate resources, providing strategic direction to the project team, and is responsible for making timely decisions on critical project or policy issues. The Executive Team also serves as primary level of issue resolution for the project.

The Executive Team will meet on a regularly scheduled basis for approximately one hour every two weeks. The meeting schedule, time and location will be set as a recurring meeting. Additional meetings may be scheduled as necessary. Similarly, meetings may be cancelled. The Project Manager will be responsible for distributing an agenda prior to each scheduled meeting. Meeting notes will be taken and then approved at the following regularly scheduled meeting.

The City Executive Team Members are part of the escalation process for all issues not resolved at the Project Manager and/or Senior Project Manager levels. The Executive Team has active project participation on a limited basis, primarily participating in Executive Team Meetings and the project review that occurs as part of the meetings.

Executive Team Members will be responsible for:

- Attend all scheduled Executive Team meetings
- Provide support for the project
- Assist with communicating key project messages throughout the organization
- Make the project a priority within the organization
- Provide management support for the project to ensure it is staffed appropriately and that staff have necessary resources
- Monitor project progress including progress towards agreed upon goals and objectives
- Make all decisions related to impacts on the following
    - Cost
    - Scope
    - Schedule
    - Project Goals
    - City Policies

Resource	Title	Expected Commitment
Tracy Davis	Deputy Finance Officer	As needed
Jeff Barbier	Community Resource Director	As needed
Tracy Heitsch	Civic Center Asst GM Finance	As needed
Terry Wolterstorff	PW Director	As needed
Michael Howard	Exec Asst to the Mayor	As needed
Jeff Biegler	Parks & Rec Director	As needed

B.1.5 Project Manager:

The City's project manager will coordinate project team members, subject matter experts, and the overall implementation schedule. The Project Manager will be responsible for reporting to the Executive Team and providing the majority of the City's change management communications and coaching.

The project manager will be responsible for:

- Working with the Tyler Project Manager
- Reviewing and approve all project deliverables
- Management of project risks and issues with assistance from Tyler PM
- Managing and updating the project plan with assistance from Tyler PM
- Acting as liaison between project team and Executive Team
- Making regular updates/refinements to the SharePoint project site repository

- Scheduling City resources for implementation tasks and training days at the direction of Tyler PM. This includes but is not limited to personnel, equipment and training rooms (may be done with the assistance of administrative staff)
- Maintaining team contact numbers, email lists, and regular communications
- Acting as point of contact for Tyler for staffing and delivery matters
- Escalating issues per the approved Issue Resolution Plan

Resource	Title	Expected Commitment
Berry Dunn	Project Manager	Per Contract

B.1.6 Project Team:

Project team members will be the core functional leads for each area in the system. The project team members have detailed subject matter expertise and are empowered to make appropriate business process and configuration decisions in their respective areas.

The Project Team is tasked with carrying out all project tasks described in the Statement of Work including planning, business process analysis, configuration, documentation, testing, training, and all other required City tasks. The Project Team will be responsible for and empowered to implement the new system in the best interests of the City consistent with the project goals, project vision, and direction from the Project Manager and Executive Team. Project Team members will be dedicated to fulfilling project responsibilities for the success of the implementation.

The City Project Team/Functional Leads will be responsible for:

- Making business process changes under time sensitive conditions.
- Assisting in identifying business process changes that may require escalation.
- Attending and contributing business process expertise for As-Is, To-Be and the Static Environment Testing sessions.
- Identifying and including necessary subject matter experts to participate in As-Is, To-Be and the Static Environment Testing sessions.
- Providing business process change support during Core User and End User training.
- Completing security templates for all Core and End users.
- Completing Performance Tracking review with City Project Team on End User competency on trained topics.
- Providing Core and End users with dedicated time to complete required homework tasks.
- Acting as supervisor/cheerleader for the new process.
- Identifying and communicating to City Project Team any additional training needs or scheduling conflicts
- Actively participate in all aspects of the implementation, including, but not limited to, the following key activities:
    - Complete homework assignments
    - Kick-Off Planning and Coordination
    - Project Management Plan Development
    - Schedule Development
    - Maintains and Monitors Risk Register
    - Escalates Issues as needed
    - Communicates with Tyler Project Team and Project Manager

- City Resource Coordination
- As-Is/To-Be
- Best Practices Decision-making
- Static Environment Testing (SET)
- Change Management Activities with assistance from Tyler and PM's
- Analysis, Table Building, Security and Workflow Maintenance
- Process Training
- Customization Specification, Demonstrations, Testing and Approval
- Conversion Analysis and Verification
- End User Training
- Parallel Testing and/or Trial Run Testing
- Forms Design, Testing, and Approval
- User Acceptance and Stress Testing

Resource	Function	Expected Commitment
Brandi Christiansen	HR Manager	As Needed
Jim Gilbert	IT Officer	As Needed
Tracy Davis	Deputy Finance Officer	As Needed
Toni Broom	Airport Deputy Director Finance	As Needed
Amber Sitts	Compliance Specialist	As Needed

B.1.7 Subject Matter Experts:

Subject matter experts (SME's) will play an important role in the project to provide necessary expertise not found on the project team and to support project team activities. However, subject matter experts will have a primary responsibility to their "home" department and not be available for significant periods of time on the project.

SMEs will be the City's primary interface to its End Users. The City's End Users will ultimately be the users of the system in all areas through the City. End User's proactive adoption of the system is vital to the City realizing success in this project. End Users will be consulted throughout the process to provide feedback on business processes decisions, configuration decisions, training, documentation, and testing.

The City Subject Matter Experts will be responsible for:

- Participating in project activities as required by the project team and project manager
- Providing subject matter expertise on both City business processes and requirements
- Act as SME and attend As-Is, To-Be and the Static Environment Testing sessions if needed
- Attend all scheduled training sessions
- Practice all processes following training and as needed throughout project
- Assist in Conversion Validation as needed
- Become application experts
- Participate in Trial Runs and/or Parallel Processing testing
- Participate in SET processes and provide feedback to the project team on the SET results
- Adopt and support changed procedures
- Practice and complete all homework on an acceptable time line
- Demonstrate competency with MUNIS processing prior to GO LIVE

Resource	Function	Expected Commitment
Sheryl Aldridge	Fire	As Needed
Mary Allison	HR/Payroll	As Needed
Jarrett Brueninger	Civic Center	As Needed
Brandi Christiansen	HR	As Needed
Pam Cowling	Police	As Needed
Jason Culberson	EMS	As Needed
Shellie Ward	Finance	As Needed
Torie Fields	Solid Waste	As Needed
Connie Namanny	Utility Billing	As Needed
Jeanne Nicholson	Community Planning	As Needed
Maggie Paul	Attorney's Office	As Needed
Kim Beck	Library	As Needed
Jeri Taton	Parks & Rec	As Needed
Keith L'Esperance	Risk Management	As Needed
Others as determined necessary		

B.1.8 Technical Team:

The City's technical team will be primarily responsible for overall system administration, security, and workflow. The Technical Team will also handle all data conversions, interfaces, and reporting for the City. It is expected that the Technical team will be responsible for system administration post go-live. Because the Technical Team is tasked with maintaining the City's customized current system, technical team members also possess functional knowledge and are expected to be key resources not only for technical tasks, but also functional tasks.

The City's technical team will be responsible for all technical aspects of the project. Technical resources will also be responsible for coordinating with Tyler's installation team to support the implementation.

The City Technical Team will be responsible for:

- Loading updates and releases according to the Update and Release Plan
- Copying source databases to training/testing databases as needed for training days
- Extracting and transmitting conversion data and control reports following conversion schedule
- Adding new users and printers
- Performing basic server system maintenance
- Ensuring all users understand log-on process and have necessary permission for all training sessions
- Coordinating IT functions such as system backups, loading releases and software updates, hardware installation and operating system setup
- Providing remote access for Tyler support personnel upon need / request

Resource	Title	Expected Commitment
Jim Gilbert	IT Officer	As Needed
Gerri Johnston	IT Analyst	As Needed
Troy Mengel	IT Analyst	As Needed

B.1.9 City Change Management Team

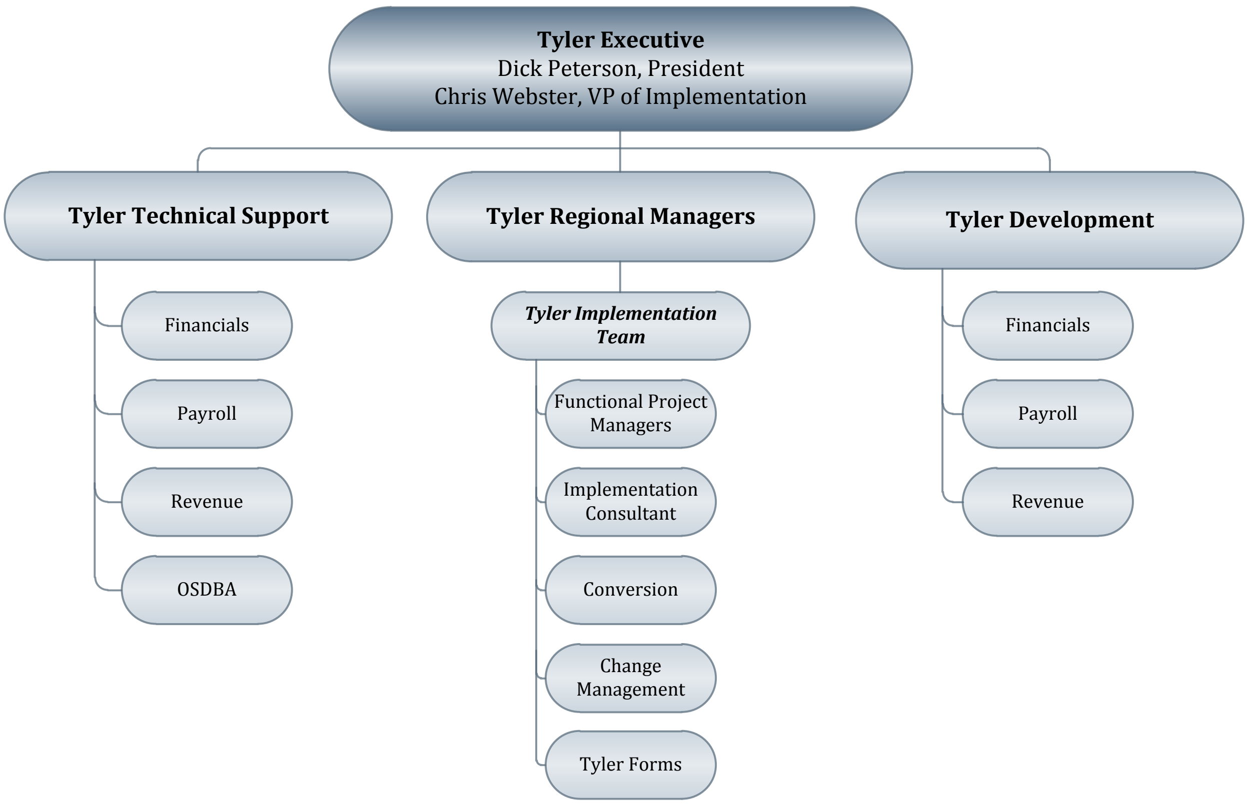
The City's change management team, or subset of the Project Team is responsible for maintaining regular and effective project communications between project stakeholders and supporting overall change efforts in the City. While it is expected that all City project team members and Executive Team members will have a change management role, the following individuals will be tasked with coordinating that effort. Responsibilities will include:

- Leading change management portion of process
- Executing the change management plan
- Directing City-wide communications
- Assisting with obtaining adoption of new business processes
- Coordinating department readiness for new system
- Managing development of training and providing training oversight
- Ensuring that City end users are receiving appropriate training
- Providing a place for City employees to voice concerns over the project
- Resolving change management issues
- Assisting with post implementation support planning

Resource	Title	Expected Commitment
Berry Dunn	Project Manager	Included as Project Manager Role
	Change Management Facilitator	TBD

B.1.10 Tyler Project Structure

Below is a description of the roles and responsibilities of each member of the Tyler project structure with a level of commitment for both overall work and on-site presence for the City's project. Additionally, key personnel resources are identified. Key personnel are subject to key personnel requirements included in the master agreement.



B.1.11 Tyler Roles and Responsibilities

Tyler plans to leverage the strengths, skills and knowledge of our blended team members. In the table that follows, a description of the various roles and responsibilities associated with the overall project team is provided.

B.1.12 Tyler Executive Oversight

The Tyler Vice President of Implementation has indirect involvement with the project and is part of the Tyler escalation process. This team member offers additional support to the project team and is able to work with other Tyler department managers in order to escalate and facilitate implementation project tasks and decisions. The Tyler Project Managers or Regional Manager will apprise the Vice President of Implementation of known issues that may require assistance or impede project performance. The communication path for issue escalation at this level is typically with the Project Sponsor and/or Executive Team.

Resource	Title	Expected Commitment	On-Site Commitment	Key Personnel
Chris Webster	Vice President - Implementation	As needed	As needed	No

B.1.13 Tyler Regional Manager

This team member has indirect involvement with the project and is part of the Tyler escalation process. Tyler Project Managers may consult the Regional Manager with issues and decisions regarding the project. The Tyler Regional Manager is responsible for:

- Tyler project team staffing decisions
- Assisting Tyler Project Managers with resolution of issues outside of the scope of the project impacting budget, scope or schedule
- Monitoring progress of the implementation and ensuring the project is on target to meet the desired objectives
- Providing proactive personal communication with City Executive Sponsor and/or City Project Manager as needed for critical project risks and success factors

Resource	Title	Expected Commitment	On-Site Commitment	Key Personnel
Scott Parks	Regional Manager	As needed	As needed	No
Shawn Gaudreau	Regional Manager	As needed	As needed	No

B.1.14 Tyler Functional Project Managers

Tyler Project Managers are empowered to make all Tyler decisions regarding the project in order to keep the project on task. They initiate Change Orders on all approved decisions impacting the scope of the contract, as agreed upon by the City and Tyler Project Teams. They escalate outstanding tasks and issues within Tyler and to the City Project Manager, as applicable. They work with the Tyler and City Project Team Members to ensure tasks are completed and decisions are made in a timely fashion, coordinate Tyler activities across modules and phases, and develop the Project Management Plans, with the assistance of the City Project Manager, in order to effectively manage the scope of the project and all changes that occur throughout the life of the project or project phase.

- Working with the City Project Manager
- Develop project deliverables
- Management of project risks and issues with assistance from City PM
- Updating the project plan with assistance from City PM
- Acting as liaison between project team and Executive Team
- Making regular updates/refinements to the SharePoint project site repository
- Acting as point of contact for City for staffing and delivery matters
- Identify issues to be escalated per the approved Issue Resolution Plan

Resource	Title	Expected Commitment	On-Site Commitment	Key Personnel
TBD	Project Manager – FIN & PR/HR	< 20%	As needed	Yes
TBD	Project Manager – UB & Parking Tickets	< 20%	As needed	Yes

B.1.15 Tyler Implementation Consultants

The Tyler Implementation Consultants will be responsible for:

- Conducting As-Is review and To-Be design analysis
- Review module-specific configuration plans and desired processing options
- Assist in configuration of module design plans and options
- Provide conversion analysis and crosswalk assistance
- Participate in to-be Static Environment Testing
- Conducting training (process, conversion validation, parallel processing)
- Testing functionality with City (base, customizations, interfaces)
- Performing problem solving and troubleshooting
- Following up on issues
- Complete weekly site reports detailing activities for each implementation day
- Keeping the project manager(s) apprised of any and all issues that may result in the need for additional training needs, slip in schedule, change in process decisions, or that could adversely impact the success of the project

Resource	Title	Expected Commitment	On-Site Commitment	Key Personnel
TBD	Implementation Consultant - Financials	Varies - per contracted days		Yes
TBD	Implementation Consultant - Financials	Varies - per contracted days		No
TBD	Implementation Consultant - Payroll/HR	Varies - per contracted days		Yes
TBD	Implementation Consultant - Payroll/HR	Varies - per contracted days		No
TBD	Implementation Consultant – UB	Varies – per contracted days		Yes
TBD	Implementation Consultant – UB	Varies – per contracted days		No
TBD	Implementation Consultant – Parking Tickets	Varies – per Contracted days		Yes
TBD	Implementation Consultant – PBB	Varies – per Contracted days		Yes

B.1.16 Project SharePoint

Tyler understands that current, accurate information that is easily accessible is a key component in an ERP Implementation Project. As part of Implementation, Tyler will provide and host a SharePoint web site. The purpose of this site is to furnish the city and Tyler staff with a central location to plan, store and access pertinent documentation and information relating to the city's implementation project. The ERP Implementation SharePoint site will ensure that all project stakeholders have an easy-to-use tool that will provide an integrated location to inquire, review and update any and all project information.

Tyler will have the site available for introduction to the City during the Project Manager's on-site Kick-Off meeting. At this meeting, the PM will provide an overview of the site and distribute documentation that further explains the site and its available tools. It will be a central location to maintain control of the project and provide team members with a formal method of managing tasks, owners and due dates throughout the project.

This site will be jointly maintained by the Tyler and City Project Teams for the duration of the implementation. Each City SharePoint site will utilize standards and defaults set by Microsoft SharePoint software. The site will be easy to navigate and provide text "breadcrumbs" for backtracking and/or return to the home page. Tools of the site will include, but are not limited to: Documents & Links; Announcements; Calendar; Project Task List; Issues & Action Items; Project Plan; Modifications & Enhancements; Versioning; Alerts.

B.1.16.1 SharePoint Backups

Tyler performs a daily routine backup for all Client SharePoint sites using industry standard backup techniques and processes. Site-specific backup files can be provided as a billable service with a minimum of 4 hours charged for each backup file using the contracted Tyler rate for implementation services. Tyler does not provide SharePoint consulting services to restore provided backup files in client-hosted environment.

B.1.17 Project Plan

Tyler will create and maintain an initial Project Work Plan throughout the project life cycle that represents the project's scope of work and responsibilities as defined in this SOW and those dependent work efforts that affect the project's schedule or budget. The initial project plan is established with the City's approval of this SOW as the approved budget, schedule, and scope of the project. The Tyler Project Manager will present the working project plan to the Project Team at the kickoff or a subsequent project meeting. The project team will ask for modifications or will accept the Tyler project plan. Once the project plan is approved by the project team, the project baseline will be set by the Tyler Project Manager.

The baseline Project Work Plan will contain:

- Project's activities with tasks
- Specific resources (City and Tyler) assigned to project tasks
- Detailed Project schedule / Work Break Down Structure (WBS) featuring phases, deliverables, and work packages, predecessor tasks as applicable

All project tasks will be assigned owners and due dates which correspond with the overall project schedule. Project Tasks that are not completed by the due date may adversely affect the project schedule and live dates.

Decisions will be made in a timely fashion in order to achieve scheduled due dates on tasks and prepare for subsequent training sessions. Decisions left unmade may affect the project schedule as each analysis and implementation session builds on the decisions made in prior sessions

B.1.18 Project Status Reports

Tyler will develop a Communications Management Plan, at the onset of the project that will define the frequency and recipients for the project status reports. Project reports are intended for the Project Manager and the City Executive Team and provide the following key elements:

- Project Status
- Summary of accomplishments
- Status of key milestones deliverables
- Project timeline
- Issues/Risks
- Planned risk mitigation strategy
- Progress towards City project goals / criteria of project success
- Summary of change requests.

Tyler Project Managers will also review project progress and status with the project leads and team members for both Tyler and the City on a bi-weekly basis, or more often if deemed necessary by either the Tyler Project Manager or the City Project Manager. The project team will meet to communicate activities occurring across sub-teams and to communicate any issues that are impeding progress.

B.1.19 Issue Tracking

Upon identification of project issues, risks, and key project decisions both Tyler and City team members are responsible for adding the issue to the Issue Log. For each identified issue, the following information will be captured:

- Issue Number
- Reported by/date
- Status (i.e. new, open, closed, pending)
- Module/Business Process
- Priority
- Issue
- Comments
- Findings
- Recommendations
- Resolution Assignment
- Date Tested
- Date Closed

The City and Tyler project managers will review the Issues Log on a bi-weekly basis during project team meetings, more frequently if needed. The City and Tyler project Managers will collaboratively assign a priority to each issue and identify the individual(s) responsible for facilitating its resolution. During the critical phases of the project, the City and Tyler project managers will review the issues log on a daily basis.

Issues identified through the Issues Log will be resolved by the implementation team or the Tyler implementation team will coordinate as necessary with Tyler's internal resources. The City will not be responsible for making direct contact with Tyler support for issues identified on the issues log unless a critical issue is encountered while Tyler implementation staff is not onsite and the issue prevents City staff from making appropriate progress.

B.1.20 Issue Resolution

The following issue resolution processes will be used during the Project for all issues identified on the issues log.

Within two (2) business days following the scheduled status meeting, the City Project Manager and Tyler Project Managers will prioritize all new issues, provide an estimated due date for decision, assign the issue to an appropriate team member(s) and enter the detail in the Issues & Actions list on SharePoint.

Step 1: Once the issue has been assigned, the appropriate team member(s) are responsible for completing the assigned follow-up tasks and resolving the issue by the assigned due date. Assigned resources could include both the Tyler and/or City project team members. The goal timeframes for resolving an issue are outlined in the Goal Issue Resolution Response Matrix below. In the event that the issue is not resolved by the project team during the time allotted, the issue will be escalated to step 2.

Step 2: If issues are not resolved by the project team and/or the City Project Manager and the Tyler Project Managers, the issue will be referred to the City Executive Team and/or Tyler Regional Manager for decision at the next scheduled meeting. For critical decisions, the Tyler project managers and City project manager can agree to schedule a special Executive Team meeting to discuss the issue. In the event the issue is not resolved by Tyler and the City Executive Team, the issue will be referred to Step 3.

Step 3: If issues are not resolved by the City Executive Team and/or Tyler Regional Manager, the issue will be referred to the City Project Sponsor and/or the Tyler Executive Oversight for the Project. The City Project Manager and Tyler Project Managers will request a meeting of the City Project Sponsor and/or Tyler Executive Oversight to be held within ten (10) business days. Meetings may need to occur sooner for critical issues. Prior to each meeting, both Tyler and the City will prepare a written analysis of the issue with recommendations for discussion. The City Project Sponsor and Tyler Executive Oversight will agree on a final resolution to the issue. It is expected than any decision impacting one of the following may also require a scope change approval as described in a later section of this statement of work. It is also expected that one or more of the following will apply:

- Have a significant impact on the Project or the organization
- Have a significant impact on Project scope
- May result in additional cost to Tyler or the City
- May cause the Project or the delivery of a Deliverable to become delayed

At any time during the project, if the City is not satisfied with the level of response from any of the Tyler project managers or Tyler Regional Manager, or if the Tyler project manager or Tyler Regional Manager do not have the ability to make key decisions or resolve potential issues, the City will reserve the right to escalate the issue to the Tyler Executive Oversight Team. Tyler's Executive Oversight Team will have responsibility for overall project delivery.

B.1.21 Goal Issue Resolution Response Matrix

Issue Group – Project	Goal Resolution Response				Notes
	Critical (Priority 1)	High (Priority 2)	Medium (Priority 3)	Low (Priority 4)	
Scope Change Request Response	<=1 day	<=10 days	<=30 days	<=60 days	See below for priority definitions.
Project Implementation Issues Response	<=1 day	<=7 days	<=30 days	<=45 days	See below for priority definitions.
Decision Making Delays Response	<=1 day	<=7 days	<=30 days	<=45 days	See below for priority definitions.
Personnel Issues	<=1 day	<=15 days	<=30 days	<=45 days	See below for priority definitions.
Conversion Issues	<=1 day	<=7 days	<=30 days	<=45 days	See below for priority definitions.
Critical (Priority 1):	Issue is critical to the City and has significant impact on live processing, time sensitive training or critical path tasks.				
High (Priority 2):	Issue is severe, but there is a work around or intermediary action the City can take.				
Medium (Priority 3):	Issue is a non-severe but requires follow up from Tyler.				
Low (Priority 4):	Issue is non-critical for the City and they would like to work with applicable Tyler resource as time permits.				

B.1.22 Scope Change Process

If the City requires the performance of services that are not then being performed, or requires a change to the existing services, the City's Project Manager shall deliver to the Tyler's Project Managers a scope change request specifying the proposed work with sufficient detail to enable Tyler to evaluate it. Tyler, within ten (10) business days, or longer as may be mutually agreed between the parties, following the date of receipt of such change request, shall provide City with a written scope change proposal containing the following:

- Detailed description of resources (both Tyler and City) required to perform the change
- Specifications
- Implementation Plans
- Schedule for completion
- Acceptance criteria
- Impact on current milestones and payment schedule
- Impact on project goals and objectives
- Price

All scope change requests and scope change proposals will be approved first by the City Project Manager and Tyler Project Managers. Scope change requests will also be identified on the issues log and elevated to the City Executive Team for review at the next Executive Team meeting.

Within the reasonable timeframe specified in Tyler's scope change proposal, which timeframe shall not be less than ten (10) business days from the City Project Manager's receipt of such scope change proposal (the "Response Period"), the City shall notify Tyler in writing if the City elects to proceed with the change proposal. If, within the Response Period, the City gives notice to Tyler not to proceed, or fails to give any notice to Tyler, then the scope change proposal shall be deemed withdrawn and Tyler shall take no further action with respect to it. Tyler shall promptly commence performing the Services described in the scope change proposal upon Tyler's receipt of an approved scope change proposal during the Response Period, subject to the availability of Tyler personnel unless otherwise mutually agreed. Tyler acknowledges that any scope change proposal that affects the total cost of the project is subject to the City's policies and that the Response Period must provide adequate time for City's consideration. City acknowledges that such scope change proposals may affect the implementation schedule and Go-Live Dates, which will be changed by mutual agreement. All scope change proposals shall be governed by the terms and conditions of the Master Agreement, including the daily rates for services, unless mutually agreed in writing otherwise.

Section C: Technology Architecture

C.1.1 Munis Server Environment

The Munis ERP system is a multi-tiered solution; as such, the hardware requirements can vary depending on the many variables such as the clients' deployment practices, Tyler products purchased, and whether virtualization and/or high-availability will be utilized.

A 3-tier architecture is the most common, utilizing web, application, and database tiers. The system can support network load balanced web/application servers, SAN storage, reporting servers, content management servers, and a SQL Server cluster and/or Mirror.

The Munis ERP system supports nearly all top tier hardware manufacturers, such as Dell, HP, and IBM. It has been developed to run exclusively on Microsoft Windows Server operating systems, utilizing Microsoft SQL Server.

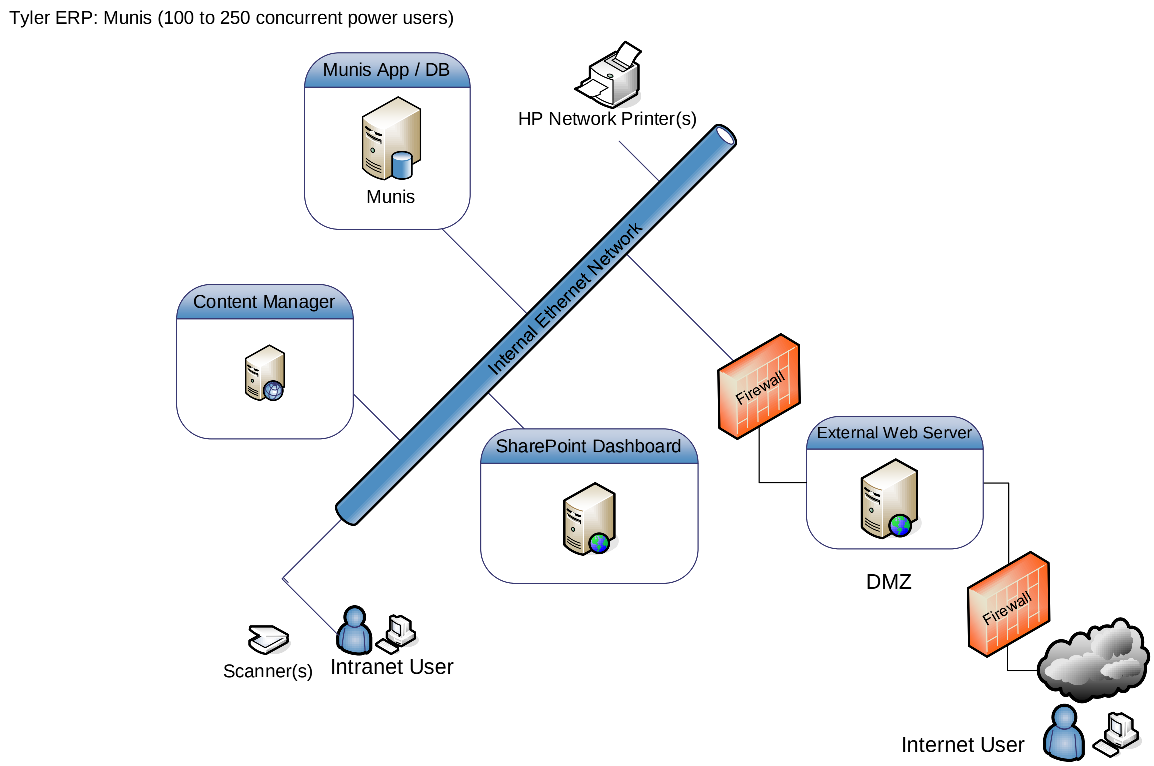
The following outlines server infrastructure required for a medium Tyler Munis ERP software implementation sized for between 100 and 250 concurrent Tyler ERP users consistently connected to the system performing daily routine tasks.

Function	Qty.	CPU (P)	CPU (V)	Memory	Storage	Software
Munis App & Database	1	(2) Intel quad core 2.0Ghz+	4 vCPUs	48GB	650GB to 1.5 TB	Windows Server 2012 Standard SQL Server 2012 Standard
Munis Dashboard*	1	(1) Intel quad core 2.0Ghz+	2 vCPUs	12GB	75GB	Windows Server 2008 R2 Standard SharePoint 2010 Foundation
Content Management	1	(2) Intel quad core 2.0Ghz+	4 vCPUs	24GB	75GB	Windows Server 2012 Standard
External Web	1	(1) Intel quad core 2.0Ghz+	2 vCPUs	12GB	75GB	Windows Server 2012 Standard

CPU (P): CPU configuration for physical configuration only.
CPU (V): Minimum virtual CPU allocation for virtual configuration only. Tyler recommends VMware vSphere for server virtualization.

* Munis Dashboard environment can be migrated to the Munis Application server utilizing SharePoint 2013.

Tyler Technologies - ERP
Medium Production Hardware Environment
Server Layout Diagram



End-user Requirements

C.1.1.1 Microsoft Windows Workstations

	Minimum*	Recommended
Operating System	Windows Vista	Windows 7 or Windows 8***
Memory	2 GB	4+ GB
Disk Space	50 MB	100 MB
Screen Resolution	1024 x 768	1280 x 800
Windows Experience Index**	Base Score of 2	Base Score 4+

* Meeting the minimum PC requirements will ensure the Tyler applications will operate, but will not guarantee performance. All performance and benchmark testing is done with PC's that meet (or exceed) the 'recommended' hardware configuration.
** Windows Experience Index is an approximation of performance. A higher number will provide a better experience with the Tyler software.

C.1.1.1.1 Required PC Software / Components:

- Microsoft .NET Framework v3.5 SP1
- Microsoft .NET Framework v4.0 (required for Tyler Cashiering v2.6)
- Microsoft Silverlight 5.1
- Java Runtime Edition Version 7 update 11+ (required for Tyler Content Manager power users and/or batch scanning functionality only)

C.1.1.1.2 Supported Windows Workstation Web Browsers

- 32-bit Microsoft Internet Explorer 10
- 32-bit Microsoft Internet Explorer 9
- 32-bit Mozilla Firefox (supported with Munis Self Service only)

C.1.1.1.3 Supported Microsoft Office for Windows

- 32-bit Microsoft Office 2013
- 32-bit Microsoft Office 2010
- 32-bit Microsoft Office 2007

C.1.1.2 Apple Mac Workstations

	Minimum*	Recommended
Operating System	Mac OS X 10.6	Mac OS X 10.8+
Processor	1.8 Ghz Intel	2.5+ Ghz Intel
Memory	2 GB	4+ GB
Disk Space	50 MB	100 MB
Screen Resolution	1024 x 768	1280 x 800

* Meeting the minimum PC requirements will ensure the Tyler applications will operate, but will not guarantee performance. All performance and benchmark testing is done with PC's that meet (or exceed) the 'recommended' hardware configuration.

C.1.1.2.1 Supported Mac Workstation Web Browsers

- 32-bit Apple Safari 6.0.2 or higher (with auto-updates enabled) with Microsoft Silverlight 5.1
- 32-bit Mozilla Firefox (supported with Munis Self Service only)

C.1.1.2.2 Supported Microsoft Office for Mac

- 32-bit Microsoft Office for Mac 2011*

* Microsoft Office for Mac 2011 does not support connections to SQL OLAP cubes. Due to this Microsoft limitation, Mac users cannot access Tyler Cubes. Functionality can be obtained using alternative solutions such as RDS, virtualization or Excel Services with Microsoft SharePoint Enterprise Edition.

C.1.2 Environments

As part of the project, Tyler and the City will establish the following environments. All hardware specifications, requirements, and required staffing will support development of all listed environments.

- Testing
- Training
- Production/Live
- Verification

C.1.3 Printer Requirements for Tyler Forms

The Tyler Software Product “Tyler Forms Processing” must be used in conjunction with a Hewlett Packard printer supported by Tyler for printing checks. See “Comments” section of Tyler’s Investment Summary for additional details.

C.1.4 Key Dates for Hardware Availability

To prevent delays in the implementation schedule, it is the responsibility of the City to have procured and installed all applicable hardware within 60 days after the effective date of the agreement. Failure to have necessary hardware within 60 days may result in delay in installing the Tyler software on the City’s hardware and may require changes to the implementation schedule.

C.1.5 Technical Roles and Responsibilities

This section defines technical activities, roles and responsibilities using the key defined below.

- Own (O): The party is solely responsible for the task
- Lead (L): The party responsible for the task and may manage other resources
- Participate (P): The party is involved in, but does not lead the task
- Share (S): Both parties are mutually responsible for completing the task. Both parties assume individual responsibility to ensure task is completed
- Review (R): The party is responsible for reviewing work products after task is completed
- None (N): The party is not involved in the task

INSTALLATION		Responsibility	
Task	**Description**	**TYLER**	**CITY**
Installation Timeframe	Discuss installation time frame and customer needs	Lead	Participate
Database Configuration	Determine database configuration and specification, i.e. cluster vs. mirror	Lead	Participate
Server Specifications	Provide server specifications and consultation	Lead	Review
Hardware Quote	Obtain hardware quote from vendor	Review	Lead
Quote Review	Provide quote for review and approval	Review	Lead
Hardware Order	Order hardware and notify of arrival date	Review	Lead
Installation Confirmation	Arrange and confirm onsite installation	Lead	Participate
Hardware Notification	Notify Tyler when hardware arrives	None	Lead
Pre-Installation Conference Call	Installation Eng. to arrange conference call to discuss and finalize installation process	Lead	Participate
Hardware Configuration Confirmation	Confirm hardware is configured and meets Tyler recommended specifications and system software at necessary service pack and patch levels	Participate	Lead
Onsite Work	Arrive onsite and begin Tyler software installation	Lead	Participate

Installation Review	Review overall installation process with customer	Lead	Participate
Installation Resources	Provide necessary resources for installation, includes: Network Admin, Active Directory Admin, Server Admin, and any other required personnel	Review	Lead
Munis Installation	Install Tyler applications	Lead	Participate
SQL Database	Install and configure SQL database	Lead	Participate
Administration Training	Conduct administration training to review all server configurations	Lead	Participate
End User Software Installation Training	Conduct training to install end user software	Lead	Participate
Installation sign-offs	Provide system installation report.	Leads	None
Onsite Installation Acceptance	Complete installation sign offs	None	Owns
Schedule Remote Work	Arrange for items that will completed remotely	Lead	Participate
Remote Connectivity	Provide connectivity assistance for remote items	Participate	Lead
Remote Installation Acceptance	Complete remote installation sign offs	None	Owns

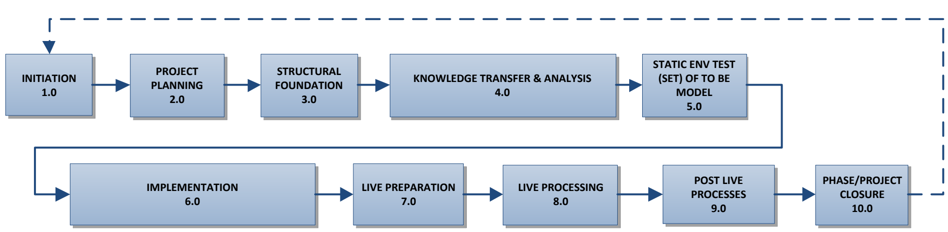
Section D: Implementation

D.1.1 Implementation Methodology Overview

Tyler's methodology is straightforward. We've taken the successful approach to implementation we've used for over 25 years and integrated it with the principles of the Project Management Institute (PMI), a globally recognized organization dedicated to the project management profession. As a result, our clients receive an implementation method tailored to meet their specific needs.

PMI's PMBOK® (Project Management Body of Knowledge Third Edition) Guide proposes that there are five process groups to every project: Initiating, Planning, Executing, Controlling, and Closing. As part of Tyler's commitment to incorporating the PMI principles into our implementation process, we have integrated these proven technologies of the PMI process with Tyler's implementation experience, to yield a proven approach that is tailored to the public sector.

Throughout a project, we establish control points (critical review points) to ensure an organization fully understands and accepts the project. It is at these check points that organizational stakeholders monitoring the overall project must formally accept the project to date. Once there is formal acceptance, the project will proceed to the next phase.



IMPLEMENTATION METHODOLOGY
PROCESS REPEATED FOR EACH PHASE

D.1.2 Implementation Schedule

The implementation schedule outlining specific tasks and activities required to meet the schedule outlined in Phases 1-4 outlined in Section A of this SOW will be defined in the project plan developed by Tyler.

WBS items 4 – 10 are repeated for all phases.

WBS items 1 – 3 are done as part of phase I.

WBS item 2 (Project Planning) can be repeated for additional phases.

D.1.3 Implementation Roles and Responsibilities

This section defines implementation activities and responsibilities for the major phases of the Tyler Implementation Methodology using the key defined below.

- Own (O): The party is solely responsible for the task
- Lead (L): The party responsible for the task and may manage other resources
- Participate (P): The party is involved in, but does not lead the task
- Share (S): Both parties are mutually responsible for completing the task. Both parties assume individual responsibility to ensure task is completed
- Review (R): The party is responsible for reviewing work products after task is completed
- None (N) : The party is not involved in the task

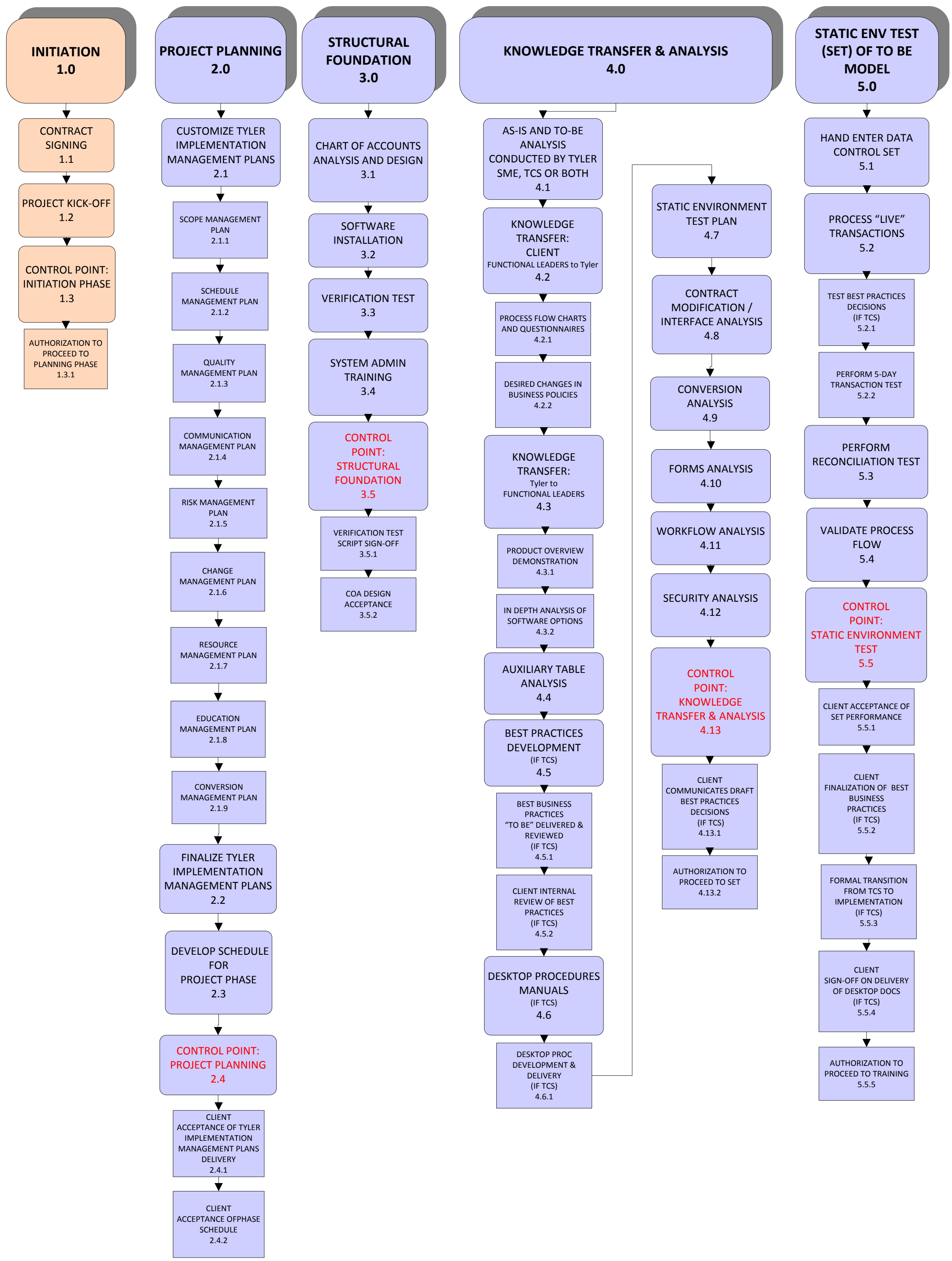
D.1.4 Project Management

Task	Tyler Role	City Role
Project Management		
MUNIS Project Plan Development & Management	Lead	Review
Define MUNIS Project Standards & Procedures	Lead	Participate
Obtain Executive Mandate	None	Own
Manage MUNIS Deliverable Sign-offs	Lead	Participate
Manage MUNIS Implementation Resource Scheduling	Own	None
Monitor MUNIS Project Budget	Share	Share
Risk Management	Share	Share
Coordinate MUNIS Partner 3rd Party Implementations	Lead	Participate
Identify/Schedule City Resources	Participate	Own
Coordinate MUNIS Interdepartmental Activities	Lead	Participate
Coordinate City Interdepartmental Activities	Participate	Lead
Develop and post project status reports	Lead	Participate
Tyler Project Status Meetings	Share	Share
Coordinate and Manage Internal City Project Meetings	Participate when asked on periodic basis	Own
Monitor City Project Task Completion	Participate	Lead
Track Project Issues	Share	Share

D.1.5 Implementation Process Per Phase

D.1.5.1 Planning and Analysis

This portion of the implementation process commences once a contract has been signed. Project team members from the organization are identified. The City's project team will be responsible for monitoring the project and providing formal acceptance of each phase. Once team members have been determined, functional leaders are chosen for the project. Management plans are formed regarding the scope, schedule, quality/testing, communication, and risk of the project. This is accomplished in cooperation with the organization's management. The process of transferring knowledge to and from the functional leaders begins. Tyler consultants then review policies and procedures related to software functionality. Finally, scripts are tested based on decisions made and formal acceptance from the City's project team is obtained before moving to the next phase.


INITIATION 1.0
CONTRACT SIGNING 1.1
PROJECT KICK-OFF 1.2
CONTROL POINT: INITIATION PHASE 1.3
AUTHORIZATION TO PROCEED TO PLANNING PHASE 1.3.1
PROJECT PLANNING 2.0
CUSTOMIZE TYLER IMPLEMENTATION MANAGEMENT PLANS 2.1
SCOPE MANAGEMENT PLAN 2.1.1
SCHEDULE MANAGEMENT PLAN 2.1.2
QUALITY MANAGEMENT PLAN 2.1.3
COMMUNICATION MANAGEMENT PLAN 2.1.4
RISK MANAGEMENT PLAN 2.1.5
CHANGE MANAGEMENT PLAN 2.1.6
RESOURCE MANAGEMENT PLAN 2.1.7
EDUCATION MANAGEMENT PLAN 2.1.8
CONVERSION MANAGEMENT PLAN 2.1.9
FINALIZE TYLER IMPLEMENTATION MANAGEMENT PLANS 2.2
DEVELOP SCHEDULE FOR PROJECT PHASE 2.3
CONTROL POINT: PROJECT PLANNING 2.4
CLIENT ACCEPTANCE OF TYLER IMPLEMENTATION MANAGEMENT PLANS DELIVERY 2.4.1
CLIENT ACCEPTANCE OFPHASE SCHEDULE 2.4.2
STRUCTURAL FOUNDATION 3.0
CHART OF ACCOUNTS ANALYSIS AND DESIGN 3.1
SOFTWARE INSTALLATION 3.2
VERIFICATION TEST 3.3
SYSTEM ADMIN TRAINING 3.4
CONTROL POINT: STRUCTURAL FOUNDATION 3.5
VERIFICATION TEST SCRIPT SIGN-OFF 3.5.1
COA DESIGN ACCEPTANCE 3.5.2
KNOWLEDGE TRANSFER & ANALYSIS 4.0
AS-IS AND TO-BE ANALYSIS CONDUCTED BY TYLER SME, TCS OR BOTH 4.1
KNOWLEDGE TRANSFER: CLIENT FUNCTIONAL LEADERS to Tyler 4.2
PROCESS FLOW CHARTS AND QUESTIONNAIRES 4.2.1
DESIRED CHANGES IN BUSINESS POLICIES 4.2.2
KNOWLEDGE TRANSFER: Tyler to FUNCTIONAL LEADERS 4.3
PRODUCT OVERVIEW DEMONSTRATION 4.3.1
IN DEPTH ANALYSIS OF SOFTWARE OPTIONS 4.3.2
AUXILIARY TABLE ANALYSIS 4.4
BEST PRACTICES DEVELOPMENT (IF TCS) 4.5
BEST BUSINESS PRACTICES "TO BE" DELIVERED & REVIEWED (IF TCS) 4.5.1
CLIENT INTERNAL REVIEW OF BEST PRACTICES (IF TCS) 4.5.2
DESKTOP PROCEDURES MANUALS (IF TCS) 4.6
DESKTOP PROC DEVELOPMENT & DELIVERY (IF TCS) 4.6.1
STATIC ENVIRONMENT TEST PLAN 4.7
CONTRACT MODIFICATION / INTERFACE ANALYSIS 4.8
CONVERSION ANALYSIS 4.9
FORMS ANALYSIS 4.10
WORKFLOW ANALYSIS 4.11
SECURITY ANALYSIS 4.12
CONTROL POINT: KNOWLEDGE TRANSFER & ANALYSIS 4.13
CLIENT COMMUNICATES DRAFT BEST PRACTICES DECISIONS (IF TCS) 4.13.1
AUTHORIZATION TO PROCEED TO SET 4.13.2
STATIC ENV TEST (SET) OF TO BE MODEL 5.0
HAND ENTER DATA CONTROL SET 5.1
PROCESS "LIVE" TRANSACTIONS 5.2
TEST BEST PRACTICES DECISIONS (IF TCS) 5.2.1
PERFORM 5-DAY TRANSACTION TEST 5.2.2
PERFORM RECONCILIATION TEST 5.3
VALIDATE PROCESS FLOW 5.4
CONTROL POINT: STATIC ENVIRONMENT TEST 5.5
CLIENT ACCEPTANCE OF SET PERFORMANCE 5.5.1
CLIENT FINALIZATION OF BEST BUSINESS PRACTICES (IF TCS) 5.5.2
FORMAL TRANSITION FROM TCS TO IMPLEMENTATION (IF TCS) 5.5.3
CLIENT SIGN-OFF ON DELIVERY OF DESKTOP DOCS (IF TCS) 5.5.4
AUTHORIZATION TO PROCEED TO TRAINING 5.5.5

D.1.5.1.1 Initiation (1.0)

D.1.5.1.1.1 Contract Signing

		Roles & Responsibilities	
Task		**TYLER**	**CITY**
(1.1) Contract Signing	• Contract signed by City and Tyler, takes place prior to scheduling the Project Kick-off Meeting.	Share	Share

D.1.5.1.1.2 Kick Off

		Roles & Responsibilities	
Task		**TYLER**	**CITY**
(1.2) Project Kick-Off	• Kick-Off meeting to introduce the City project team, the Tyler project team. • Provide an overview of project activities. • Opportunity for the City Executive to deliver expectations for participation and change.	Share	Share

D.1.5.1.1.3 Control Point

		Roles & Responsibilities	
Task		**TYLER**	**CITY**
(1.3) Control Point	• Implementation Phase Control Point		
(1.3.1) Authorization to Proceed to Planning Phase	• City confirms readiness to start project planning	Share	Share

D.1.5.1.2 Project Planning (2.0)

D.1.5.1.2.1 Management Plans

		Roles & Responsibilities	
Task		**TYLER**	**CITY**
(2.1.1) Review SOW/Complete Scope Management Plan	• Review/Define scope of project	Lead	Participate
(2.1.2) Complete Baseline Schedule Management Plan	• Define project-scheduling guidelines • Validate go-live dates • Determine blackout dates	Lead	Participate
(2.1.3) Complete Baseline Quality Management Plan	• Define quality and test plan and activities for project	Lead	Participate
(2.1.4) Complete Baseline Communication Management Plan	• Define communications for project • Develop a plan for communications between team members and all other stakeholders	Lead	Participate
(2.1.5) Complete Baseline Risk Management Plan	• Assess risks of project • Develop a plan for prioritizing and managing risks	Lead	Participate

(2.1.6) Develop Change Management Plan	• Provide and review Tyler Change Management tools for customer execution	Lead	Participate
(2.1.7) Complete Baseline Resource Management Plan	• Establishes and includes the processes that organize and manage the project team and the necessary physical resources for the project tasks	Lead	Participate
(2.1.8) Complete Baseline Training Management Plan	• Lay out the process of transferring knowledge between the City and Tyler • Define measurement criteria	Lead	Participate

D.1.5.1.2.2 Conversion and Tyler Forms Planning

		Roles & Responsibilities	
Task		**TYLER**	**CITY**
(2.1.9) Review Conversion Plan	• Review purchased conversions • Determine timelines, tasks and methods for validation	Lead	Participate
Review Tyler Forms Process	• Introduce the Tyler Forms team • Review purchased forms • Discuss equipment requirements	Lead	Participate

D.1.5.1.2.3 Project Plan Development

		Roles & Responsibilities	
Task		**TYLER**	**CITY**
Discuss Phase Schedule	• Identify schedule constraints, critical deadlines	Lead	Participate
Coordinate non-contracted 3rd Party Implementations	• Develop plan with 3rd Party Vendor to integrate deliverables with Tyler timeline and requirements	None	Own
Deliver initial Phase Project Plan	• Develop task list and schedule. • Assign ownership • Post on City Project SharePoint site.	Lead	Review
(2.2) Finalize Implementation Management Plans	• Update Implementation Planning document with Planning Session results	Lead	Participate
(2.3) Develop Schedule for Project Phase	• Tyler PM will create a proposed schedule for the first phase of the project	Lead	Participate
(2.4) Control Point Project Planning	• Project Planning Control Point		
(2.4.1) City Acceptance of Tyler Implementation Management Plans Delivery	• City signs-off to accept the Implementation Plans	Participate	Lead
(2.4.2) City Acceptance of Phase Schedule	• City signs-off to accept the Phase Schedule	Participate	Lead

D.1.5.1.3 Structural Foundation (3.0)

D.1.5.1.3.1 Chart of Accounts

		Roles & Responsibilities	
Task		**TYLER**	**CITY**
(3.1) Chart of Accounts Analysis	• Discuss COA needs, Munis set up and options • Determine structure for COA	Lead	Participate
Build Chart Spreadsheet	• Build Excel COA spreadsheet with new structure	Participate	Lead
Convert Chart Spreadsheet	• Write and execute program to convert COA spreadsheet into Munis GL	Own	None
Load COA Conversion in Test DB	• Load converted COA into test database for validation	Participate	Lead
Validate Converted Chart	• Confirm that the COA details in the spreadsheet match the converted data in Munis	Participate	Lead
(3.5.2) Authorize COA to be loaded in Live DB	• City acceptance of COA	None	Own
Load COA in Live DB	• The new COA becomes part of the live database	Lead	Participate

D.1.5.1.3.2 Hardware & Software Installation

		Roles & Responsibilities	
Task		**TYLER**	**CITY**
(3.2) Perform Software Installation & System Admin Training	• Install server(s) • Install purchased software • Train City on system setup, configuration and maintenance	Lead	Participate
Acceptance of Installation	• City acceptance of installation and training	None	Own
(3.3) Perform Verification Test	• Perform scripted test to validate baseline software performance	Lead	Participate
(3.5.1) Acceptance of Verification Test	• City acceptance of baseline test	None	Own

D.1.5.1.3.3 System Administration

		Roles & Responsibilities	
Task		**TYLER**	**CITY**
(3.4) System Admin Training	• Train City on User ID's, permissions, etc.	Lead	Participate
Build System Admin Tables	• City adds Users, builds permissions, etc.	Participate	Lead

D.1.5.1.3.4 Control Point

		Roles & Responsibilities	
Task		**TYLER**	**CITY**
(3.5) Control Point for Structural Foundation	• (3.5.1) Verification Test Script Sign-Off • (3.5.2) COA Design Acceptance	Participate	Lead

D.1.5.1.4 Knowledge Transfer and Analysis (4.0)

D.1.5.1.4.1 As-Is & To-Be Analysis

		Roles & Responsibilities	
Task		**TYLER**	**CITY**
(4.1) Perform As-Is Analysis	• Conduct analysis of City's current business practices • Process questionnaires	Lead	Participate
(4.1) Perform To-Be Analysis	• Conduct analysis of desired process changes • Review Flow Charts • Review available options	Lead	Participate
Facilitate To-Be Sessions	• Facilitates discussions of business process change	Participate	Lead

D.1.5.1.4.2 Knowledge Transfer

		Roles & Responsibilities	
Task		**TYLER**	**CITY**
(4.2) Knowledge Transfer: City	• As-Is Analysis – City provides information to Tyler about current business practices	Lead	Participate
(4.2.1) Process flow charts and questionnaires	• Review inventory of processing, configuration and data flow options	Lead	Participate
(4.2.2) Desired Changes in Business Process	• Review desired changes in business processes and data flows	Lead	Participate
(4.3) Knowledge Transfer: Tyler to Functional Leads	• To-Be Analysis – Tyler provides information to City about module with discussion of desired process changes	Lead	Participate
(4.3.1) Product Overview Demonstration	• Review module organization and processing flow	Lead	Participate
(4.3.2) Analysis of Software Options	• Review module parameters, code configurations and work flow options	Lead	Participate
(4.4) Perform Set Up Table Analysis	• Conduct analysis of set up tables codes and parameters	Lead	Participate

D.1.5.1.4.3 Static Environment Test Plans

		Roles & Responsibilities	
Task		**TYLER**	**CITY**
(4.7) Static Environment Test Plans	• Compile information gathered during analysis and prepare scripts for To-Be Test (Static Environment Test)	Own	None

D.1.5.1.4.4 Interface & Modification Analysis and Spec Development

		Roles & Responsibilities	
Task		**TYLER**	**CITY**
(4.8) Perform Interface Analysis	• Perform detailed analysis of custom interfaces identified in contract • Validate requirement and interaction with process decisions	Lead	Participate
(4.8) Perform Modifications Analysis	• Perform detailed analysis of custom modifications identified in contract • Validate requirement and interaction	Lead	Participate

	with process decisions		

D.1.5.1.4.5 Reporting Analysis

		Roles & Responsibilities	
Task		**TYLER**	**CITY**
See section D.1.7.1			

D.1.5.1.4.6 Data Conversion Analysis

		Roles & Responsibilities	
Task		**TYLER**	**CITY**
(4.9) Perform Conversion Analysis	• Review and develop initial crosswalk for purchased conversions	Lead	Participate

D.1.5.1.4.7 Forms Analysis

		Roles & Responsibilities	
Task		**TYLER**	**CITY**
(4.10) Perform Tyler Forms Analysis	• Review purchased Tyler Forms mock-up kits and layout options	Lead	Participate
Complete Tyler Forms Kits	• Complete mock-up of selected form designs and submit to Tyler Forms	Participate	Lead

D.1.5.1.4.8 Workflow Analysis

		Roles & Responsibilities	
Task		**TYLER**	**CITY**
(4.11) Perform Workflow Analysis	• Discuss options for workflow settings and desired process flow • Develop matrix for workflow settings	Lead	Participate

D.1.5.1.4.9 Security Analysis

		Roles & Responsibilities	
Task		**TYLER**	**CITY**
(4.12) Perform Security Analysis	• Discuss options for security settings within applications	Lead	Participate

D.1.5.1.4.10 Knowledge Transfer & Analysis Control Point

		Roles & Responsibilities	
Task		**TYLER**	**CITY**
(4.13) Control Point for Knowledge Transfer & Analysis	• N/A		
(4.13.1) City Communicates Draft Best Business Practices	• City provides Best Business practices decided upon after internal City review	Participate	Lead
(4.13.2) Authorization to Proceed to SET	• City signs-off to accept Knowledge Transfer & Analysis to proceed to SET	Participate	Lead

D.1.5.1.5 Static Environment Test of To-Be Model (5.0)

D.1.5.1.5.1 Control Data Set

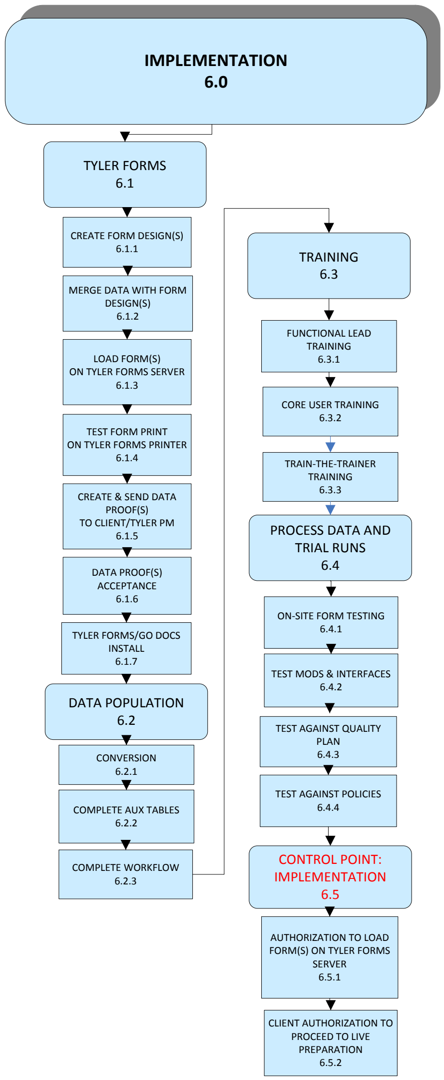
		Roles & Responsibilities	
Task		**TYLER**	**CITY**
(5.1) Create Data Set	• Hand Key representational data using actual City records	Lead	Participate

D.1.5.1.5.2 Validate Process Flow & Procedural Decisions

		Roles & Responsibilities	
Task		**TYLER**	**CITY**
(5.2) Perform To-Be Test (Static Environment Test) Process "Live" Transactions	• Conduct demonstration of To-Be decisions in Munis with hand-keyed data	Lead	Participate
Validate New Process Flow	• Perform representational City transactions to test overall process flow design	Lead	Assist
Finalize To-Be Decisions	• City validates To-Be decisions	None	Owns
Create Sample Data File	• Produce sample data files for applicable forms	Lead	Participate
(5.2.1) Test Best Practice Decisions	• Perform representational City transactions following Best Practice Decisions	Lead	Participate
(5.2.2) Perform 5 Day Transaction Test	• Perform representational City transactions to reflect a 5 day time period	Lead	Participate
(5.3) Perform Reconciliation Test	• View results of hand entered data via reports and inquiries	Lead	Participate
(5.4) Validate Process Flow	• Test overall process flow design	Lead	Participate
(5.5) Control Point: Static Environment Test	• N/A		
(5.5.1) City Acceptance of SET performance	• City signs-off to accept results of the SET testing	Participate	Lead
5.5.2 City Finalization of Best Business Practices	• City finalizes the Best Business Practice Decisions	None	Owns
(5.5.5) Authorization to Proceed to Training	• City signs-off on entire SET process to authorize readiness to proceed to training	Participate	Lead

D.1.5.2 Setup, Training and Conversion

This portion of the implementation begins with data conversion, forms design, table and preference setup, and primary-user training. System testing follows the completion of these tasks. This testing will determine the success of the knowledge transfer to end users. Formal acceptance from the City's project team is required before advancing to the next phase.


IMPLEMENTATION
6.0
TYLER FORMS
6.1
CREATE FORM DESIGN(S)
6.1.1
MERGE DATA WITH FORM DESIGN(S)
6.1.2
LOAD FORM(S) ON TYLER FORMS SERVER
6.1.3
TEST FORM PRINT ON TYLER FORMS PRINTER
6.1.4
CREATE & SEND DATA PROOF(S) TO CLIENT/TYLER PM
6.1.5
DATA PROOF(S) ACCEPTANCE
6.1.6
TYLER FORMS/GO DOCS INSTALL
6.1.7
DATA POPULATION
6.2
CONVERSION
6.2.1
COMPLETE AUX TABLES
6.2.2
COMPLETE WORKFLOW
6.2.3
TRAINING
6.3
FUNCTIONAL LEAD TRAINING
6.3.1
CORE USER TRAINING
6.3.2
TRAIN-THE-TRAINER TRAINING
6.3.3
PROCESS DATA AND TRIAL RUNS
6.4
ON-SITE FORM TESTING
6.4.1
TEST MODS & INTERFACES
6.4.2
TEST AGAINST QUALITY PLAN
6.4.3
TEST AGAINST POLICIES
6.4.4
CONTROL POINT: IMPLEMENTATION
6.5
AUTHORIZATION TO LOAD FORM(S) ON TYLER FORMS SERVER
6.5.1
CLIENT AUTHORIZATION TO PROCEED TO LIVE PREPARATION
6.5.2

D.1.5.2.1 Implementation (6.0)

D.1.5.2.1.1 Tyler Forms

		Roles & Responsibilities	
(6.1.1) Create Form Designs	• Tyler Forms creates form designs from City mock-ups	Own	None
(6.1.2) Merge Sample Data Files	• Tyler Forms merges data from To-Be Test with Form designs	Own	None
Review Data Proofs	• City validates form design, content and layout	Participate	Lead
(6.5.1) Accept Form Design	• City accepts form design and authorizes installation	None	Own
(6.1.3) Install Forms Server	• Tyler Forms installs Forms Server on City server	Lead	Participate
(6.1.4) Test Forms	• Perform test of Tyler Forms through process testing and training	Shared	Shared
Secure Bank Acceptance	• Submit forms to bank for approval.	None	Owns
(6.1.5) Create and Send Data Proofs to City/Tyler PM	• Tyler sends form design proofs for review and acceptance	Lead	Participate
(6.1.6) Tyler Forms/Go Docs Install	• Tyler Forms installs final forms on City server	Lead	Participate
(6.1.7) Install Tyler Forms Library/Go-Docs	• Tyler installs Forms Library on City server	Lead	Participate

D.1.5.2.1.2 Data Population

		Roles & Responsibilities	
Task		**TYLER**	**CITY**
(6.2) Conversion	• Prepare system parameters and codes to align with data mapping	Lead	Participate
Set Up Table Training	• Train City on completion of Set Up Tables according to analysis sessions	Lead	Participate
Workflow Training	• Train City on Workflow completion	Leads	Participate
(6.2.2) Complete Set Up Tables	• City builds Set Up tables	Participate	Leads
(6.2.3) Workflow Completion	• City builds Workflow	Participate	Lead
Submit Conversion Data & Produce Balancing Reports	• City pulls data from legacy system and submits to Tyler, produces balancing reports	None	Own
(6.2.1) Run Conversion Program	• Write and execute program to convert submitted data according to crosswalk	Own	None
Train Conversion Validation Process	• Train City on methods for validating converted data in Munis	Lead	Participate
Validate Data Conversions	• City validates converted data using error reports, balancing reports, etc.	None	Own
Submit Conversion Corrections	• City documents and submits needed corrections to conversion	Participate	Lead
Accept Conversions	• City acceptance of data conversions and authorization to load	None	Own

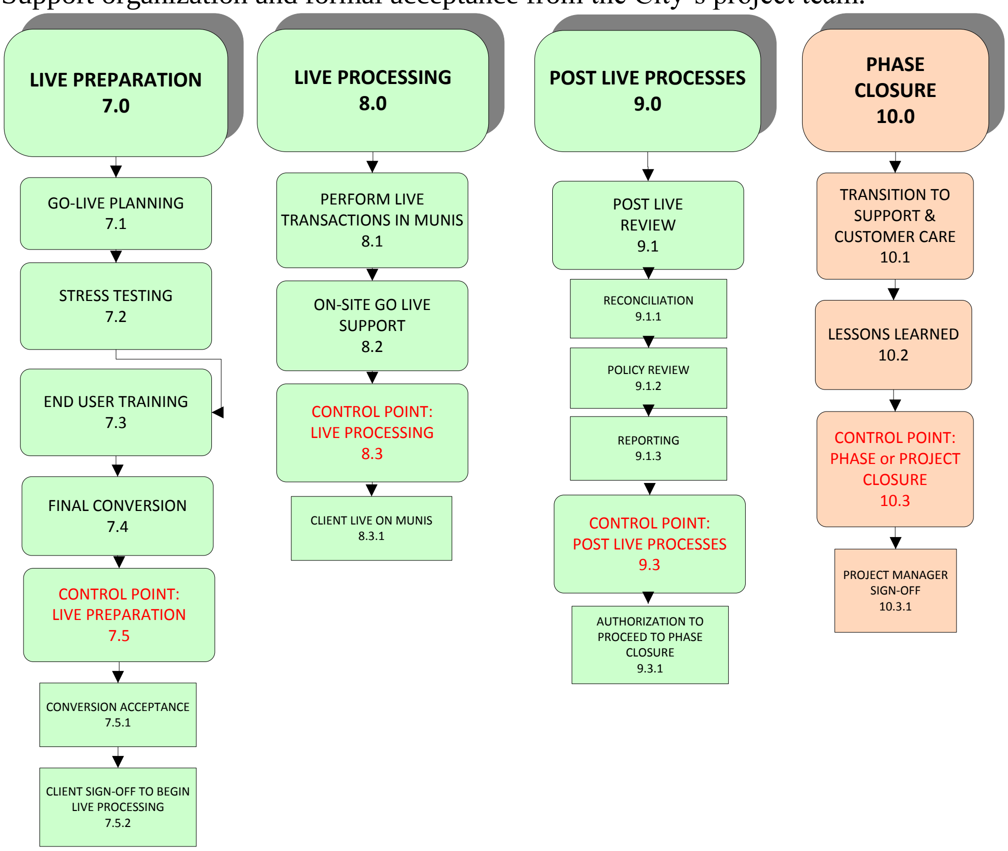
D.1.5.2.1.3 Training & Testing

		Roles & Responsibilities	
Task		**TYLER**	**CITY**
(6.3.1) Train Functional Leads/Subject Matter Experts	• Train Functional Leads/Subject Matter Experts on applicable Munis processing	Lead	Participate
(6.3.2) Train Core Users	• Train Core Users on applicable Munis processing	Lead	Participate

(6.3.3) Train-the-Trainer	• Train City's Trainer on End User processes	Lead	Participate
Train Decentralized End Users	• Train City's Decentralized End Users	None	Own
(6.4) Train and Perform 1st Trial Run/Parallel Process	• Train City on completing Trial Run/Parallel processes	Lead	Participate
(6.4.1) On-Site From Testing	• Train City on process of printing and testing forms	Lead	Participate
(6.4.2) Test Mods and Interfaces	• Train City on process of modification and interface programs	Lead	Participate
(6.4.3) Test Against Quality Plan	• Verify programs work according to definition in quality plan	Lead	Participate
(6.4.4) Test Against Policies	• Verify process meets policy decisions	Lead	Participate
Perform Additional Trial Run/Parallel Processes	• Complete Trial Run/Parallel process steps, identify discrepancies and correct	Participate	Lead
(6.5) Control Point: Implementation	• N/A		
(6.5.2) City Authorization to Proceed to Live Preparation	• City sign-off on Training – acknowledging readiness for go-live	Participate	Lead

D.1.5.3 Live Preparation, Go-Live and Phase Closure

This portion of the implementation begins with a pre-live process review, proceeds to final training and conversion to be followed by quality assurance testing. The phase closes with a transition to the product Support organization and formal acceptance from the City's project team.



D.1.5.3.1 Live Preparation (7.0)

		Roles & Responsibilities	
Task		**TYLER**	**CITY**
(7.1) Pre-Live Planning	• City and Tyler meet to outline go-live steps, requirements and assignments	Lead	Participate
Perform Go-Live Readiness Assessment	• Evaluate readiness of City staff to perform live process from training and change management prospective	Share	Share
Cut Off Legacy System	• City ceases activities in applicable legacy applications	None	Own
Submit Final Conversion Data & Produce Balancing Reports	• City pulls Final Conversion data and submits to Tyler	None	Own
(7.2) Stress Testing	• City performs any desired stress testing	None	Own
(7.3) End User Training	• City trains decentralized end users	None	Own
(7.4) Run Final Conversion Program	• Execute program to convert submitted final data according to crosswalk	Own	None
Validate Final Data Conversions	• City validates converted data using error reports, balancing reports, etc.	None	Own
(7.5.1) Accept Conversions & Authorize Load to Live	• City accepts final conversions and authorizes them to be loaded in Live Database	None	Own
Live data load	• Load data into Live environment	Share	Share
(7.5.2) Authorize Live Processing	• City authorizes City users to begin live processing	None	Own

D.1.5.3.2 Live Processing (8.0)

		Roles & Responsibilities	
Task		**TYLER**	**CITY**
(8.0) Live Processing	• City begins live processing in system	Assist	Lead
(8.1) Perform Live Transactions in MUNIS	• City begins live processing in system	Assist	Lead
(8.2) On-Site Go Live Support	• Tyler is on-site to support go-live processing	Lead	Participate
(8.3) Control Point: Live Processing	• N/A		
(8.3.1) City Live on MUNIS	• City is Processing in System	Assist	Lead

D.1.5.3.3 Post-Live Process (9.0)

		Roles & Responsibilities	
Task		**TYLER**	**CITY**
(9.1.1) Train Reconciliation Processes	• Review Reconciliation Process training	Lead	Participate
Provide Post Live Support	• Provide assistance to City's users while performing live processes • Work to resolve any outstanding issues	Lead	Assist
Complete Outstanding Training	• Identify and complete any outstanding training on live applications	Lead	Participate
(9.1.2) Policy Review	• Review Policy and Procedure decisions	Participate	Lead

(9.1.3) Reporting	• Train City on 3rd Party Reporting functionality	Lead	Participate
(9.3.1) Authorization to proceed to phase closure	• City authorizes post-live process and proceeds to phase closure	Participate	Lead

D.1.5.3.4 Phase Closure (10.0)

		Roles & Responsibilities	
Task		**TYLER**	**CITY**
(10.1) Transition to Support	• Conference call to introduce Transition Project Manager and Support	Lead	Participate
(10.2) Document Lessons Learned	• City and Tyler discuss Lessons Learned for future phases, if applicable	Share	Share
10.3.1) Final Acceptance	• City accepts Phase Closure	None	Own

D.1.6 Modifications

D.1.6.1 Definition of a Program Modification

Program customizations typically involve changes or additions in program functionality in order to affect some new, desired result within the Munis programs.

D.1.6.2 Definition of an Interface Modification

Custom interfaces typically involve creating custom layout, web services, etc. for the purpose of receiving, sending, or exchanging data between Munis and a third party system.

So long as the 3rd party system integrating with Munis can use the existing Munis formats / methods, then programming charges will not be required. However, if Tyler needs to change any of its formats to meet the needs of 3rd party products, then programming charges will be incurred at the prevailing contract rates.

D.1.6.3 Specification Development

Tyler provides development representatives to ensure an accurate and timely delivery of the desired functional changes. Tyler development representatives will be assigned to manage and monitor activities such as discovery calls, definition documents and delivery milestones. The development representatives work closely with the implementation team, as well as the City, to reach the goal of a successful modification/interface delivery.

D.1.6.4 Program Modification or Custom Interface Summary Document

The Program Modification or Custom Interface Summary Document contains descriptions and details of the desired Modification. This document identifies exactly what the City requested modification needs to accomplish and is completed as a result of Tyler development representatives reviewing contract documentation, completing discovery calls, onsite analysis visits (if necessary), and subsequent analysis. Final documentation steps should be completed and sent to City within ten (10) business days after analysis. A copy of the modification summary document is sent to City representative and project manager for review and signature. The standard signoff period is ten (10) business days, unless additional time is mutually agreed upon.

D.1.6.5 Program Modification or Custom Interface Specification Document

The Program Customization or Custom Interface Summary Document contains descriptions and details of the desired Customizations. This document identifies exactly what the City requested Customization needs to accomplish and is completed as a result of the Development Representative reviewing contract documentation, completing discovery calls, onsite analysis visits (if necessary), subsequent analysis. A copy of the Customization summary document is sent to City project manager for review and signature. The standard signoff period is ten (10) business days.

D.1.6.6 Modification Signoff Document

This document completes the process, indicating the City has received the program Customization and it functions as defined in previous documents.

D.1.6.7 Incorporation of Modifications/Interfaces into a MUNIS General Release

D.1.6.7.1 Approval Process for Incorporation

Customizations and interfaces provided by Tyler Development staff become part of the general release of the system. Contract Customizations and interfaces as well as post-contract programming changes follow a formal Customization/Change Process. A Product Manager and the Vice-President of Development evaluate each post-contract request for development quote. A written response is submitted to the City evaluating the feasibility of the request, whether a solution is covered at no charge or involves a fee, an estimated time frame for completion and the applicable MUNIS General Release version. We attempt to provide a programming solution that has the ability to be used with parameters and settings to allow for subsequent use and broad appeal.

D.1.6.7.2 Impact of Modification/Interface Delivery on Implementation

As code changes will be delivered approximately six (6) months after applicable project phase inception there are certain logistics that must be factored into the project plan to accommodate this process. If customizations require upgrading to a new release, plans must be made to introduce the new release into a test environment and conducting thorough cross-module testing, especially for modules already in live production. The City owns this testing and all of these activities must be carefully coordinated with other ongoing phases of implementation.

D.1.6.7.3 Installation

At the time of software installation, the most current product available will be installed, but will not contain the customizations ordered by the City. Customizations will be developed as part of the implementation as defined in this Statement of Work.

D.1.6.7.4 Project Release Schedule

Customizations are delivered through Tyler Munis Internet Update utility to be loaded against releases in accordance with Tyler's published release life cycle policy (see Appendix I.1.4). This is done in order to predict and schedule release upgrades during the planned implementation phases and to provide the assurance of continually operating on a fully supported release for live modules. As such, the following upgrade schedule will need to be followed to ensure timely delivery of agreed to go-live customizations:

Munis Release	Target Test System Deployment	Target Live System Deployment
Version 10.2 (General Availability)	Upon installation	Upon installation
Version 10.3 (Early Adopter)		

D.1.6.8 Scope of Customizations and Interfaces

- There are no customizations or interfaces in the scope of this project

D.1.6.9 Interface Scope

The following interfaces that are considered in scope. The following interfaces have been identified as required for go-live:

- AP/PR Check recon Import
- AP Positive Pay Export Format
- P-Card Import Format w/o Encumbrances
- PR Positive Pay Export Format

D.1.6.10 Customizations & Interfaces Roles & Responsibilities

D.1.6.10.1 Customizations

		Responsibility	
Task	**Description**	**TYLER**	**CITY**
Discovery of customization requirements	Through analysis, functional requirements will be defined	Lead	Participate
Requirement Validation	The City, Tyler Consultants and Tyler Development Representatives verify Customization is necessary through exploration of existing options	Lead	Participate
Create Customization Summary	Tyler Development Representative will work with the City to write a basic summary outline of customization functionality	Lead	Participate
Create Detailed Customization Specification Document	Tyler Development Representative review Customization Summary and create City Specification document that describes how and where the program changes will occur in order to accomplish functional requirements	Own	None
Specification Sign-Off, Authorization to Proceed	Tyler will deliver a written specification to City, outlining functional changes, cost, timeline and version requirements. This document must be signed prior to any work being performed by Tyler	None	Own

Development of Customization	Tyler will program changes as outlined in the signed specification document. Changes subsequent to sign-off will be considered out of scope and may require repetition of previous steps	Own	None
Customization QA	Tyler's QA team will test customization within applicable, impacted modules	Own	None
Customization Delivery and Demonstration	Tyler will deliver and demonstrate customization as scheduled. Demonstration will include validating compliance with written specification	Lead	Participate
Test Customization	City will validate performance of customization through repeated unit testing as well as process testing throughout implementation	Participate	Lead
Customization Acceptance	Tyler will deliver a written Acceptance Sign-Off for the customization. Acceptance is expected within 30 days of delivery unless City notifies Tyler in writing of non-compliance with specification	None	Own

D.1.6.10.2 Interfaces

Task	Description	Responsibility	
		Tyler	City
Provide Data Map	Data map of the 3rd party system will be provided by the City, along with instructions or crosswalks that need to be developed	Participate	Lead
Design Data Mapping	Data will be mapped between the systems to which Tyler needs to interface and the Tyler interface format	Lead	Participate
Develop Custom Specification	A document is created describing the interface purpose, type, direction and system impacts (if any)	Own	Participate
Develop Custom Programs	Programs will be developed to import/export Tyler data in format required	Own	None
Modification Procedure Document	A document is created describing the interface and how to utilize it	Lead	Participate
Import/Export data from/to the Tyler data tables into/out of the Tyler applications	Tyler trains applicable City users to import/export data from the Tyler data tables into/out of the Tyler applications	Share	Share
Create schedule for executing imports/export	A schedule is defined to execute the imports/exports	Participate	Lead

D.1.7 Tyler Reporting Services (TRS) SSRS Report Development

The Tyler suite of programs contains hundreds of canned system reports, each utilizing configurable user-supplied parameters to provide hundreds of reporting variations. However, Tyler recognizes that its clients want the flexibility to create even more unique reports and queries to fit their own business needs. Tyler has included Report Writing training as part of our Proposal. The City will also have available a Report Library of over 200 reports via the MUNIS Support Website.

Training will be conducted during the first phase of the implementation, or within 60 days of go-live, whichever is deemed a better fit by the City. Tyler uses a "train the trainer" approach, which will provide certain individuals within the City with the tools necessary to train additional users on the subject matter as they see fit. Additionally, Tyler has proposed 10 days of report writing services to assist the City in analyzing and writing custom SSRS reports as directed by the City.

Tyler Reporting Services utilizes an SQL report writing tool called Business Intelligence Development Studio (BIDS) to extract data from the MUNIS system and create custom reports. Once trained, the City will have the ability to create their own custom reports and modify any report from the TRS Report Library. TRS training does not include the authoring of custom reports for the City by Tyler.

D.1.7.1 SSRS Report Development Roles & Responsibilities

Task	Tyler Responsibility	City Responsibility
Determine all reporting needs for all modules	Participate	Own
Prioritize reports by required date (must have upon go-live, quarterly reports, annual reports, sporadic/seldom used reports)	Participate	Lead
Analyze canned reports in MUNIS system for matching data to required reports	Participate	Lead
Determine fit / gaps of canned MUNIS reports to reporting requirement requests	Participate	Lead
Identify custom reporting needs	Participate	Lead
Train users on reporting tools	Lead	Participate
Develop custom reports	None	Own

D.1.8 Data Conversion

D.1.8.1 Data Conversion Scope

Tyler delivers all conversions at a flat rate. Conversions are billed as the work is completed upon completion of agreed to milestones defined in the agreement, therefore, the City will only be charged for those data conversions that are executed in the implementation of the software.

The following conversion options are a comprehensive list that represents the quoted modules included in the Tyler proposal and considered in scope. Requests to convert data outside of the contracted conversion options or failing to adhere to the noted conversion assumptions below will be considered out of scope and will be billed at prevailing contract rates.

Conversion ID	Description
AC Opt 1 – Actuals	General ledger – actual account summary balances for up to 3 years, to be populated in the GL Master and GL Master Balance tables
AC Opt 2 - Budgets	General Ledger – budgeted account balances for up to 3 years, to be populated in the MUNIS GL Master and GL Master Balance tables. This can include the original budget, budget adjustments and revised budget

AC Standard COA	Chart of Accounts conversion from spreadsheet (to be provided during COA analysis)
AP Opt 1 – Checks	Check History
AP Opt 2 – Invoice	Invoice History
AP Standard Master	Vendor Master
FA Standard Master	Fixed Assets Master
GB Opt 1 – Recurring Invoices	General Billing - Recurring bill templates
GB Opt 2 – Bills	General Bills
GB Standard CID	Customer File
PR Opt 1 - Deductions	Employee Deductions
PR Opt 2 – Accrual Balances	Employee Accrual Balances
PR Opt 3 - Accumulators	YTD, QTD, MTD Accumulators
PR Opt 4 – Check History	Payroll Check History
PR Opt 5 – Earn/Ded History	Payroll Earnings and Deductions History
PR Standard	Payroll Employee Master
P & G Opt 1 – Actuals	Project Ledger – actual account summary balances for up to 3 years
P & G Standard	Project Ledger accounts conversion from spreadsheet
PO Standard	Open purchase orders with encumbrances
UB Standard Master	Account Master
UB Opt 1 - Services	Billable service records for each account
UB Opt 3 – Consumption History	Consumption History
UB Opt 4 – Balance Forward A/R	Balance Forward AR by outstanding service

D.1.8.2 Data Conversion Roles & Responsibilities

Task	Description	TYLER	CITY
Data Mapping	Through analysis, fields in legacy systems and Munis will be outlined for conversion. Tyler staff will use best efforts to direct the City on the legacy source files and desired fields for conversion mapping	Share	Share
Run Validation Reports	The City is responsible for producing reports from the legacy system at the time of data extraction. These reports are critical for use during conversion validation	None	Own
Extract data	The City is responsible for extracting the data from a legacy system into the accepted Munis layout	None	Own
Develop conversion programs based on City data mapping and file submission layout.	Tyler will program conversion programs according to the accepted file submission layout. This layout must be maintained consistently for all future data submissions or additional charges may apply	Own	None
Load Data Conversion Passes	Load all conversion passes as directed by Tyler PM	Lead	Assist

Review Error Reports	Tyler will produce an error report outlining errors that result from running City's data through the conversion program. The City is responsible for reviewing the report and investigating solutions	Participate	Lead

D.1.8.3 Data Conversion Assumptions

Tyler makes the following assumptions in providing a fixed-price data conversion approach:

- Legacy system data to be converted is provided in a non-proprietary format, such as fixed ASCII, CSV or character-delimited
- Each legacy system data file submitted for conversion includes all associated records in a single file layout
- Each legacy system data file layout submitted for conversion remains static for all subsequent data submissions, unless mutually agreed upon in advance of the change.
- Legacy system data validation and control reports are provided with each data submission to ensure data files are complete and accurate
- Accrual transaction history is not part of this option. If the City requests accrual history it needs to be quoted by the conversion department
- Payroll goes live in 2 steps. The employee master and deduction data is accepted and maintained in both legacy and MUNIS systems for 1 to several months, in order to give the City time to create MUNIS pay records for their employees and do parallel payroll runs

D.1.9 Workflow

D.1.9.1 Workflow Scope

All of the available workflow functionality in the licensed modules shall be considered as in scope. Tyler consultants will work with Customer resources to help identify, configure, and train on the applicable workflow processes.

D.1.9.2 Workflow Roles & Responsibilities

Task	Tyler Responsibility	City Responsibility
Analyze workflow needs and determine use within MUNIS for each module	Lead	Participate
Recommend areas that should implement workflow business rules to enforce internal controls, segregation of duties and provide additional audit trails for transactions	Lead	Participate
Develop workflow process for all MUNIS applications based upon approved Best Business Practice recommendations	Participate	Lead
Review the workflow in each office and identify the disparities	Participate	Lead

Outline the current workflow and contrast new procedures	Participate	Lead
Implement new workflow procedures at ERP System implementation	Participate	Lead

D.1.10 Testing

Testing occurs throughout the project, typically in repeated patterns that align closely with other major project activities. This is a shared responsibility between the City and Tyler and will be coordinated, conducted and monitored by both parties.

D.1.10.1 Verification Script Testing

Performed after software installation to demonstrate to the City that core product functionality is in place and use of the software can begin.

D.1.10.2 Static Environment Testing (SET)

This is performed once the City has made preliminary Best Practice decisions. The purpose of the test is to provide an early opportunity to the City for validation of business process decisions in the actual application, without the complication of converted data. This pristine testing environment allows decision-makers to focus on process flow without the potential impact of converted data. A key part of the test is to conduct a "five-day" transaction test, during which all activities that take place in a standard week are duplicated and tested. This testing is a key milestone that dictates whether Core User Documents can be written and data population can begin.

D.1.10.3 Conversion Validation & Testing

This is performed after each pass of converted data is loaded into a testing database. Use of control reports, filtering techniques, comparison reports and visual inspection are all part of this process. The purpose is to identify all issues with data, whether due to mapping inconsistencies, source data issues, data submission content or conversion programming errors. Acceptance of conversion programming must be completed long before the pre-live period so that final conversion submissions have little or no risk of data or conversion programming issues. Final acceptance is necessary prior to live processing as the last step before data is loaded in the live database and live processing begins. This testing is part of pre-live assessment.

D.1.10.4 Modification Testing

This is performed in an isolated environment once modifications are delivered. The modification is unit tested first to ensure compliance with specifications and to validate the performance of the coding. Once unit testing is completed successfully, the modification is tested for integration performance as part of an overall process, paying special attention to any impact on touch points throughout the product. After successful integration testing, modifications are exposed to setup data and converted data by replicating the fully populated databases in the test environment. After successful testing, authorization is requested to load the modification into the production environment. Testing continues throughout the balance of the project to ensure the integrity of the modification. This testing is part of pre-live assessment.

D.1.10.5 Forms Testing

This is first performed in a test environment at Tyler, prior to delivery of forms to the City, using sample data extracted during the Static Environment Test. Once Form design has been accepted and forms are loaded on the City's server, testing continues throughout the balance of the implementation. The goal, at a minimum, is to print forms as part of training (Core and End User) so that both the content and process are validated repeatedly. Submission of forms to banks must be completed and acceptance received a minimum of thirty days before live processing. This testing is part of pre-live assessment.

D.1.10.6 System Integration Testing

Beginning with the testing that occurs during the Static Environment Test and continuing with Customizations testing, process training (Project Team/Functional Lead, Core User and End User), parallel or trial run processing and Stress Testing, special attention is paid to the integration integrity of the system. Whether between Munis applications and the General Ledger, or 3rd party import/exports and interfaces, all aspects of functional integrity is tested repeatedly throughout the implementation. This testing is part of pre-live assessment.

D.1.10.7 User Acceptance Testing (UAT)

User Acceptance testing is conducted both leading up to and following end-user training. While some recommend that UAT is all performed post end-user training, Tyler supports incremental UAT through trial run processing in Financials and parallel processing in Payroll and Human Resources. Early trial runs and parallels will most likely not involve end-users, once again isolating them from any issues that may be discovered through the process. Once processes are stabilized and can be completed without significant error, the UA testing will expand to include End Users.

D.1.10.8 Stress Testing

Stress Testing is completed in the pre-live timeframe and involves a large subset of City users. The City will coordinate this activity and the scheduling of the execution, monitoring and evaluation of the tests.

D.1.10.9 Testing Roles & Responsibilities

Testing Roles & Responsibilities		Responsibility	
Task	**Description**	**Tyler**	**City**
Perform Verification Test	Tyler performs scripted test to validate baseline software performance	Lead	Participate
Acceptance of Verification Test	City acceptance of baseline test	None	Own
Establish To-Be Test Plan	Compile information gathered during analysis and prepare settings for To-Be Test (Static Environment Test)	Own	None

Perform To-Be Test (Static Environment Test)	Conduct demonstration of To-Be decisions in Munis with hand-keyed data	Lead	Participate
Authorization to Proceed	City acceptance of To-Be Test and authorization to proceed with training and data population	None	Own
Test Forms	Perform test of Tyler Forms through process testing and training	Share	Share
Secure Bank Acceptance	Submit forms to bank for approval	None	Own
Perform Stress Test	Complete Stress Test	Participate	Lead
Perform User Acceptance Test	Complete User Acceptance Test	Participate	Lead
Parallel & Trial Run Testing	Replicate live processing and use tools for identifying and resolving discrepancies	Lead	Participate

Section E: Training

With the implementation of the new ERP system, training planning, development and delivery is critical to the overall success of the implementation to enable ease of use and user acceptance of the new processes and systems. The following training strategy will be used for the project.

E.1.1 Tyler Education Plan

An Education Plan lays out the process of transferring knowledge between Tyler and the City. Tyler refers to its plan as an Education Plan as opposed to a Training Plan for several reasons. First, the process of transferring knowledge is vital to the analysis phase of the project. During analysis Tyler: reviews the "AS IS" environment, provides Tyler demonstrations, reviews questionnaires and flow charts, and ultimately arrives at a "TO BE" model. The TO BE model becomes the foundation for user training. Second, training denotes a classroom setting with teacher and pupil. While training will occur, it is a piece of the overall education needed to be a proficient MUNIS user.

E.1.1.1 Purpose

The purpose of the Education Plan is to:

- Communicate the process to the City's project team and MUNIS functional leaders
- Answer specific questions related to delivery of training to the City's users
- Establish action items and link project personnel as owners
- Define measurement criteria to ensure the Education Plan has been successfully followed

E.1.1.2 Process

It is imperative that an Education Plan be put into practice as part of the Tyler Project. The plan should include all of the processes required to ensure that the goals for the project are fully satisfied. The overall plan will include the following:

E.1.1.3 Demonstration, Analysis, and Knowledge Transfer

Tyler employees will perform the following tasks:

- As Is / To Be review
- Product overview demonstration
- In depth analysis of MUNIS options
- Flow chart review
- Questionnaire review

This phase will involve the functional leaders and the City's project leaders. The goal of this phase is to transfer high level knowledge between parties. The output will be policies and procedures related to the use of MUNIS. The policies and procedures will determine the training agenda to be delivered to the end users. For example, if commodity codes are not going to be utilized within MUNIS Purchasing, then the training outlines for Purchasing should remove the discussion of commodity codes.

E.1.1.4 Prerequisites

Tyler has three tools that are required prerequisites prior to user training:

- Training Database - All users must have access to the MUNIS training environment. The users must have logins established and know how to access the training environment
- Navigational Videos - Tyler will provide MUNIS navigational videos to the City. The videos are accessible in Tyler's Knowledge Base. The videos demonstrate basic MUNIS functions including: menu navigation, table/screen navigation, add/update/output, search, browse data records and the MUNIS toolbar
- How To Manuals - In addition to MUNIS on-line help, Tyler will provide How-To manuals depicting baseline MUNIS functionality and the steps required to process records. For example, the How to Enter a Requisition manual shows a beginning MUNIS user the steps necessary to create a requisition

Users who utilize the prerequisites learn MUNIS at a faster pace and retain more classroom discussion than their peers whose first exposure to MUNIS is their first training day.

E.1.1.5 To-Be Demonstration

This process allows the Functional Leaders to see a working MUNIS system with City data. Tyler will process data according to the defined policies and procedures. The intended education is an overall understanding of the integration of MUNIS applications, a review and understanding of security options, and workflow touch points.

E.1.1.6 MUNIS Application Training

In this phase Tyler is conducting classroom training. Classroom training will be conducted for the individuals included in the mutually agreed upon Education Plan. The City may video and audio record the training for use in City training efforts for other users or to train in the future so long as the respective Tyler Consultant is comfortable performing the session and it does not interfere with the session productivity. Tyler staff will not be responsible for operating the recording equipment.

E.1.1.7 Post Live Reconciliation Training

The process of reconciling data is reviewed during pre-live training. However, hands on training with live data provides a better overall understanding of the MUNIS tables and how to reconcile daily, weekly, and monthly functions.

E.1.1.8 Post Live Output and Inquiry Training

The output and inquire routines are reviewed during pre-live training. However, hands on training with live data provides a better overall understanding of the MUNIS options related to extracting needed information.

E.1.1.9 Logistics

Tyler and the City will work together to define education logistics. The following points should be used as a starting point for defining logistics. The final logistics table will become part of the Education Plan.

E.1.1.10 Software/Hardware

- How many databases will be utilized?
- Will we establish a Financials Training environment separate from Payroll?
- Who will refresh the training database?
- Will a second server be utilized?

E.1.1.11 Facilities

- How many training rooms will be utilized?
- Where are the training rooms?
- How many workstations will be in each training room?
- How many printers will be in each training room?
- Other training room requirements (white board, phone, etc.)
- Who will schedule the training room?

E.1.1.12 Staff

- How many students per teacher?
- How many students per workstation?
- What are the hours of training?
- Who will be trained on each MUNIS application?
- Who will take attendance?
- Will management be present for each session?
- Who will train the end-users (MUNIS versus Functional Leaders)?

E.1.1.13 Schedule

- Who will determine the exact days for training?
- Who will notify staff members?
- How far in advance will the training schedule be built?

E.1.1.14 Quality Control

- How will the City determine if attendees have learned required training outcomes?
- How will follow up training be administered?

E.1.2 Knowledge Base

Tyler provides a knowledge base website that allows users to search and receive training materials such as videos, step by step documentation, how to documentation, etc. Documentation and Release Notes are included with every new release and are distributed with each new release. Additionally, release notes and documentation are updated within the support knowledgebase. Group Training, Internet Training and On-site Training are all options available for updating customers.

E.1.3 Project Team Training

The project team begins knowledge transfer at the on-set of the project, during analysis. It is through this process and subsequent hands-on set up and process training that the Functional Leaders and Subject Matter Experts build an understanding of the inner workings of the system and how parameters and tables affect the overall processing. These users should attend all applicable analysis and implementation/training sessions. To ensure that the City's project team members have adequate knowledge of the Tyler MUNIS system prior to going through as-is and to-be processes, Tyler will conduct classroom training/product overview sessions to show product features for each module/functional area.

E.1.4 Technical Training Approach

Technical training begins at the time of software installation. The Installation Engineer will teach the Technical staff how the software is configured as well as basic system maintenance such as back-ups, loading releases and refreshing training and test databases. System Administration training is conducted after software installation to show users how to update users, permissions, menu security, workflow administration, etc., from within the MUNIS software. The City System Administrator should attend these sessions, as scheduled. In addition, the Functional Leaders should attend to have a thorough understanding of the permissions and options available. It is a City decision as to who will perform the MUNIS System Administration tasks. It may be a combination of Functional Leaders and IT staff.

E.1.5 Training Plan for Users

The Tyler Project Manager will provide a proposed training schedule based on target live dates and availability of resources (Tyler Implementation Consultants, City trainees, training room, etc).

- The City Project Manager/Team will review the proposed schedule and approve it.

- The Munis Project Manager or Implementation Consultant will provide training agendas prior to each session. The agenda will be placed on the SharePoint site and may be printed by the City, as needed.

- Training documents used during the sessions will be referenced on the agendas and available on the SharePoint site or linked to our Knowledge Base for easy access by attendees. The City will be responsible for printing the necessary documents for the users, as needed.

- The City Project Team members should attend all training that may have relevance to his or her functional area. For example, a Purchasing Agent may be the Functional Lead and is not directly responsible for entering Purchase Orders. However, he/she should attend PO entry training so he/she thoroughly understands all of the capabilities of the software. It is also important to have a manager or Functional Leader in every session in order to answer policy related questions and make decisions related to the set up or processing of the Munis® system.

- Central Department Users are responsible for attending each relevant class. Each class is scheduled to be conducted one time. Rescheduling a class due to absences or interruption may cause overages in the training budget and may affect the overall training schedule.

E.1.6 End User Training

Tyler's Consultants will train all Central Department users and will train City trainers to perform ongoing training of Decentralized End Users. If the City would like Tyler to complete the training for additional decentralized end users, rather than utilizing City trainers, the Project Managers will work together to identify appropriate training days that were included in the contract for this training using the contract change process. The City will be responsible for notifying the users of the training schedule and coordinating the training facilities for hands-on end user training.

E.1.7 Training Materials and Documentation Development

E.1.7.1 Training Materials

The Policy & Procedure documents developed by Tyler Consultants will be utilized as the primary training material for the Project Team and Subject Matter Experts. These documents provide step-by-step direction for completion of processes and give session attendees a way to follow along with the Tyler Consultant's training and see new procedures clearly outlined. These documents also provide guidance as Subject Matter Experts practice the processes they have learned and perform testing throughout the project.

E.1.7.2 Modification Documentation

As part of the delivery of modifications (program modifications and interfaces) Tyler will deliver an outline defining the set up requirements, processing steps and other details related to successful use of modifications.

E.1.7.3 Conversion Documentation

Tyler will provide detailed Conversion schemas as a guide to the types of data that can be converted, the specific fields available in Munis and other significant information. These schemas are distributed for all purchased conversions and help guide the data mapping process.

E.1.8 Training Roles and Responsibilities

Training Roles & Responsibilities	Responsibility	
	Tyler	City
Project team training delivery	Lead	Participate
Technical team training gap identification	Lead	Participate
Development of end-user training strategy document	Lead	Participate
Computer-based training delivery	Lead	Participate
Train-the-Trainer course development	Lead	Participate
Identify users for Train-the-Trainer classes	Participate	Lead
Schedule users for Train-the-Trainer classes	None	Own
Train-the-Trainer delivery	Lead	Participate
End-user training material development	Participate	Lead
Train-the-Trainer End-user training delivery (process training, navigation, application)	Participate	Lead
Logistics and training administration	Participate	Lead

Section F: Change Management (Standard)

F.1.1 Overview of Standard Change Management Effort

Included in the Project Management Plan, is the Change Management Plan. This plan provides a basis for organizational change management (CM) for use throughout the implementation. It includes a CM Overview, Diagnostic Tools, a CM Communication Plan, and CM Resistance Tools. During project planning, the Change Management plan template will be thoroughly reviewed with the City Project Team and the plan for managing change will be incorporated into the overall Project Management Plan.

F.1.2 Scope of Change Management Effort

Included in the implementation is the plan template, Project Management planning session, and the tools for City use, described above. Change Management Coaching throughout the project is the responsibility of the City Project Team and Management. Additional Change Management Consulting services are available from Tyler at an additional cost.

F.1.3 Roles and Responsibilities

No specific project roles are assigned to the standard Change Management offering. However, the City Project Team and Managers should become familiar with the aspects of Organizational Change Management and implement the management plan as decided in the project planning session. This will include coaching users on process changes, surveying users to verify acceptance and understanding of the changes, and following up with users on utilization of the changes throughout the implementation and after go-live.

Note: Tyler offers an optional Change Management services in which our certified Change Management Coach(es) will work with the City throughout the project to prepare for, monitor and review organizational change.

Section G: Post Go-Live Implementation Support

G.1.1 Overview of Post Go-Live Support

Tyler and the City will be responsible to work together on a Post Go-Live support plan in order to complete the conversion to Tyler MUNIS and the included third party products. Typically this is onsite functional and technical assistance in the following areas, per phase:

- Problem analysis and resolution
- Guidance and mentoring to City staff who provide Munis application support functions and user help desk support (problem resolution)
- Respond to help requests and resolve system defects
- Coaching users on use of the new system
- Support and direct assistance for business owner departments (Finance, Procurement, Benefits, Human Resources, Information Technology, etc.)
- Provide proactive support and special attention to processes and departments for functions that are run for the first time during the post go-live period and any functions that are executed for the first time after the go-live period

G.1.2 Duration of Post Go-Live Support

Within the proposed go-live milestone and through coordination with the City for the post-live plan, Tyler will provide post-go live support after go-live for each phase identified in Section A.1.4 of this statement of work. Tyler, within the proposed go-live milestone, will also provide post-go live support for all key processes that are run for the first time outside of the initial post go-live support period. The City has contracted for up to 15 days to be used for go-live assistance, as needed, to ensure a successful implementation.

Such events include:

- Fiscal Year End Activities
- End of Year Payroll and 1099 Activities
- Benefits Open Enrollment
- Budget Development

Additional assistance beyond the phase/project closure will be considered out of scope and will require a change order or purchase order for additional implementation days.

Section H: Project Assumptions

H.1.1 Estimated Days

The following outlines major assumptions regarding the Contract and the commitment to Live Dates on time and within budget:

- Tyler and the City will be responsible for providing required commitments identified in this statement of work. Failure to provide appropriate support to the listed activities and tasks described in this statement of work may result in change orders
- The City will schedule all applicable users to attend scheduled analysis, implementation and training sessions
- The City has purchased 15 additional implementation days to be used, as needed, to ensure an successful go-live.
- Session topics are scheduled in advance. One session per topic will be covered within the scope of the project. If the City chooses to have additional sessions repeated, these would be out of scope and require a change order for additional implementation days. This does not include scheduled topics that are repeated for different levels of users. For instance, Accounts Payable Functional Leaders and Core Users will both have AP sessions; however, the level of analysis and hands-on training differs for each group and are considered separate, scheduled sessions
- On-site assistance during Go-Live for the financials and payroll phases of the implementation will be determined based on the total budget of days during project planning. Additional Go-Live assistance beyond the budgeted days will be considered out of scope and will require a change order for additional implementation days. Tyler will provide post go-live training for reporting, month-end processing, etc., as defined in the project schedule that will be delivered by the Tyler Project Manager.
- It will be the City's responsibility to train decentralized users. Tyler will train Functional Leaders, End (core) users and will conduct a Train-the-Trainer session in order to prepare the trainers to train their decentralized users. The City is responsible for scheduling the decentralized training, developing customized user documentation (Tyler will provide standard documents that may be modified), conducting the training, and assessing user understanding and acceptance.
- All project tasks will be assigned owners and due dates which correspond to the overall project schedule. Project Tasks that are not completed by the due date may adversely affect the project schedule and Go-Live Dates
- Decisions will be made in a timely fashion in order to achieve scheduled due dates on tasks and prepare for subsequent training sessions. Decisions left unmade may affect the project schedule as each analysis and implementation session builds on the decisions made in prior sessions

H.1.2 Project Planning and Kickoff

The following outlines major assumptions and activities surrounding the Project Initiation and Kickoff phase of the Project:

- The City shall assign and authorize a Project Manager prior to the start of this phase.
- The City Project Manager, along with the Tyler Project Manager, shall participate in the review and final revision of the Project management and planning documents, which include this Implementation Project Scope Agreement, the Project Risk Register, and the Communications Plan.

- The Tyler Project Manager and City Project Manager will develop the Project Plan. Tyler will be responsible for providing the initial project plan and will maintain and update the project plan throughout all phases of the project. The City's project team will approve the initial and all subsequent updates of the project plan at the regularly scheduled project meetings. The City will be involved in reviewing and providing necessary feedback and inputs as requested by the Tyler project manager
- The City project team will participate with the Tyler Project Manager in the Project Kickoff meeting to discuss the project approach and expectations.
- The Project Planning Services line item in the contract covers the development of the Project Management Plan at the onset of the project. Standard Project Management throughout the project is not billable.

H.1.3 Facility Requirements

The following outlines major assumptions surrounding the Facility used for the Project:

- The City will provide a room to be used as a training lab for Tyler staff to transfer knowledge to City resources as well as a place for City staff to practice what they have learned.
- The room is to be set up in a classroom setting. The number of workstations in the room is to be determined by the City. It is Tyler's recommendation that every person attending a scheduled session with a Tyler Implementer have their own workstation; however, Tyler requires that there be no more than two people at a given workstation.
- A workstation is to consist of a computer that has access to the MUNIS training/test database and a printer.
- The City is to provide a workstation that connects to Munis for the Tyler trainer conducting the session. The computer must be linked to a projector so everyone attending the session is able to follow the information being communicated.
- In addition to computers and a printer, it is recommended that a phone be available in the room as well as a white board with markers and eraser.
- The City is responsible to schedule the training room for the sessions conducted by Tyler staff.
- Should phases overlap, it may be necessary to make multiple training facilities available.

H.1.4 Homework (Post-consulting day project tasks & follow-up)

The following outlines major assumptions and activities surrounding the implementation of the MUNIS solution:

- Tyler will inform the City the trainee prerequisites that must be completed prior to conducting the session. Tyler will provide notice of any training prerequisites to the City Project Manager ten business days prior to the scheduled training session
- Tyler will inform the City project manager after each training or implementation session what tasks that must be completed prior to Tyler personnel returning to the site.
- Homework assignments and tasks will also be listed on the Project SharePoint site along with due date and owner
- Typical homework items are as follows:
    - Practice on processes learned
    - Review any delivered documents prior to attending scheduled training session
- Should the City not be able to complete communicated prerequisites or tasks, then to the City project manager is bring it to the attention of the Tyler Project Manager immediately so that assistance can be offered or scheduling be revised.

Section I: Appendix

I.1.1 Functional Requirements

Attached as Exhibit 7 to the Agreement.

I.1.2 Listing of Deliverables

A description of each summary deliverable is provided below. All deliverables will be provided electronically in the format used to prepare the deliverable (example: Microsoft word, excel) to allow for updates and revisions. Deliverables will be provided to the City free of grammar/spelling/formatting errors.

Deliverable Number	Deliverable Name	Description/Objective	Scope	Assumptions	Acceptance Criteria
DED01	Project Kick-off	Formal presentation to key City staff members on the major project activities, expectations and high-level timeline.	Tyler project manager PowerPoint presentation to City project staff and key City staff members.	All project team members and key stakeholders will participate in the project kick-off.	• The deliverable contains all the components specified in the Scope of this DED • The respective Tyler and City Project Team members have resolved all material content and/or quality issues. • Tyler delivers kick-off meeting presentation to outlining methodology and key roles & responsibilities to begin the project • The deliverable is free of formatting and spelling errors.
DED02	Implementation Management Plans	Customized baseline management plans to reflect City project approach.	Change Management Plan, Resource Plan, Education Plan, Communication Plan, Risk Plan.	All project team members will participate in the development of these plans.	• The City project team has read, understands, and agrees with the procedures and schedules within the Implementation Management Plan • The deliverable contains all the components specified in the Scope of this DED • The respective Tyler and City Project Team members have

Deliverable Number	Deliverable Name	Description/Objective	Scope	Assumptions	Acceptance Criteria
					resolved all material content and/or quality issues. • The deliverable is free of formatting and spelling errors.
DED03	Project SharePoint Site	City-specific MS Project SharePoint site for centralized collaboration & communications for: project announcements, managing project tasks, posting project documentation and approvals.	City-specific Project SharePoint, hosted by Tyler, accessible by named City users and Tyler staff. SharePoint site is created from a baseline template and then customized with project-specific details.	Tyler will supply SharePoint site navigation and use; the City will provide users and permissions for account creation.	
DED04	Project Plan/Schedule	SharePoint site providing tasks and timelines for deliverables throughout the project as well as dependencies.	Task list with owners and due dates, project on-site and training schedule, meeting schedule. All will be posted in tasks and viewable in list and/or calendar view by all team members on the project SharePoint site.	All project team members will have access to schedule and update as defined in the communication management plan.	• The client signs off on the project plan and schedule • The deliverable contains all the components specified in the Scope of this DED • The respective Tyler and City Project Team members have resolved all material content and/or quality issues. • The deliverable is free of formatting and spelling errors
DED05	COA Analysis and Spreadsheet	Provide analysis and spreadsheet as structured outline for building the new Chart of Accounts.	Examination of the impact of the COA on each module purchased. Emphasis will be placed on the City's business requirements in	Participants will have in-depth knowledge of internal and external financial reporting at all levels, i.e., within Local, State and/or Federal.	• The deliverable contains all the components specified in the Scope of this DED • Tyler will deliver COA design session and provide City with COA spreadsheet to be used as the vehicle to build new COA

Deliverable Number	Deliverable Name	Description/Objective	Scope	Assumptions	Acceptance Criteria
			creating a new chart of accounts that will meet the budgeting, reporting and inquiry needs of the City.		for the City • City will provide populated spreadsheet with new COA design to Tyler for conversion • Tyler will convert the COA and deliver to the City for validation/acceptance and it will loaded into Train first for validation/acceptance and once verification/acceptance is complete it will be loaded into the Live environment • The respective Tyler and City Project Team members have resolved all material content and/or quality issues.
DED06	Analysis Questionnaire Spreadsheet	Excel spreadsheet defining current and future features that the City chooses to elect based on demonstration and analysis sessions to support the City's goals.	Analysis and Knowledge Transfer conducting As-Is and To-Be analysis to understand current state and determining future state.	Tyler Consultants will provide analysis sessions to help the City determine what features and functions that will be required to be implemented based on the City's policies and procedures	• The deliverable contains all the components specified in the Scope of this DED • Tyler will provide analysis spreadsheets recapping sessions to help City determine features and functions to be incorporated into the To-Be model • The respective Tyler and City Project Team members have resolved all material content and/or quality issues. • The deliverable is free of

Deliverable Number	Deliverable Name	Description/Objective	Scope	Assumptions	Acceptance Criteria
					formatting and spelling errors
DED07	Data Conversions Analysis & Crosswalks	Review conversion schemas and data formats for all purchased conversions and provide an explanation of specific data fields within Munis necessary to map City's data fields to appropriate Munis data fields.	Conversions listed in the Investment Summary.	The City will provide static files in an acceptable format, with file definitions. Changes to file layouts must be agreed upon in advance. The City will be responsible for extracting data from their legacy system, assisting in the mapping their legacy data to Munis fields, and providing data according to conversion guidelines. The City will generate the required reports to be used in validating the data at the time of extraction.	• The deliverable contains all the components specified in the Scope of this DED • Data files/reports along with applicable crosswalk tables have been submitted to Tyler by the City for conversion • The respective Tyler and City Project Team members have resolved all material content and/or quality issues.

Deliverable Number	Deliverable Name	Description/Objective	Scope	Assumptions	Acceptance Criteria
DED08	Data Conversion Files	Custom coded programs to convert data provided by the City into a format that can automatically be loaded into the Munis system according to the mapping instructions provided by the City.	Conversions listed in the Investment Summary.	Tyler Conversion will return the converted data with instructions for loading and provide error/exception reports for each conversion. The City will thoroughly review the converted data, the error/exception report and provide necessary instructions to conversion programmer regarding issues with the converted data.	• The deliverable contains all the components specified in the Scope of this DED • The respective Tyler and City Project Team members have resolved all material content and/or quality issues. • Data has been proofed and accepted in the train environment by the City and subsequently loaded into the live environment based on plan
DED09	Data Conversion Control & Error Reports	Reports providing details on number of records converted, summary balance information where applicable, duplicate record merge, and data conformity (i.e. phone number masking, zip codes, address parsing, etc.).	Conversions listed in the Investment Summary.	The City will thoroughly review the converted data, the error/exception report and provide necessary instructions to conversion programmers regarding issues with the converted data.	• The deliverable contains all the components specified in the Scope of this DED • Tyler will produce error reports to help aid the City in proofing and validating the conversion options delivered • The respective Tyler and City Project Team members have resolved all material content and/or quality issues. • The deliverable is free of formatting and spelling errors.

Deliverable Number	Deliverable Name	Description/Objective	Scope	Assumptions	Acceptance Criteria
DED10	Customization/Interface Analysis & Specifications	Review and understand City requirements for the customizations and interfaces. Specification will contain a description and details of the intended modifications/interface and /or programs to be delivered to address the contract item – this document identifies exactly where and how the application programs will be changed.	For agreed to customizations and interfaces.	Development work on customizations will not begin until specifications are accepted and a copy of the specifications is returned with a signature authorizing work. New processing procedures as a result of customization will be incorporated into the Business Process Consulting service, if contracted.	• The deliverable contains all the components specified in the Scope of this DED • Tyler would develop a specification for the customization/interface to be developed, City would sign off on the specification to move forward • The respective Tyler and City Project Team members have resolved all material content and/or quality issues. • The deliverable is free of formatting and spelling errors.
DED11	Customizations and Interfaces	Modified programs according to agreed upon specifications.	Develop custom code modifications within Munis to provide desired functionality for agreed to customizations.	New processing procedures as a result of customization will be incorporated into Business Process Consulting service, if contracted.	• The deliverable contains all the components specified in the Scope of this DED • Tyler will deliver the customization/interface based on specification and the City would go through testing and acceptance of the customization/interface • The respective Tyler and City Project Team members have resolved all material content and/or quality issues. • The deliverable is free of

Deliverable Number	Deliverable Name	Description/Objective	Scope	Assumptions	Acceptance Criteria
					formatting and spelling errors
DED12	Static Environment Test Plan	Provide an early opportunity to the City for testing and validating the business process decisions in the actual application.	Implementation will assist the City in the step by step testing of the functionality of Munis using processes and system parameter set up chosen by the City as the Business Process Design. This test will enable the City to see the way the system functions using their own data. Focus will be on helping the City understand the impact of the approved recommendations will have on the way the system functions.	Tyler's consultants will address any concerns and /or note any areas of functionality that the City determines as not functioning as desired to make recommended changes to the Final Business Process Design. Data files will be created during this process for submission to Tyler Forms that will be used for testing during the forms design and development efforts.	• The deliverable contains all the components specified in the Scope of this DED • Process testing will be conducted to illustrate the features and functions identified in the To-Be model and validate that the City is satisfied with those choices in order to begin configuration, set-up, and design of the system • The respective Tyler and City Project Team members have resolved all material content and/or quality issues. • The deliverable is free of formatting and spelling errors.
DED13	Agendas	Provide an outline of analysis and training sessions.	Agendas will include time and location, recommended participants, pre-requisites for the session, objectives for the session, and items that participants should	Agendas will be provided 2 weeks in advance.	• The deliverable contains all the components specified in the Scope of this DED • Tyler will provide agendas for each training session tied to the project plan 2 weeks in advance of class for City to review and schedule

Deliverable Number	Deliverable Name	Description/Objective	Scope	Assumptions	Acceptance Criteria
			bring to the session, if any.		appropriate City staff to attend • The respective Tyler and City Project Team members have resolved all material content and/or quality issues. • The deliverable is free of formatting and spelling errors.
DED14	Site/Trip Reports	Provide a summary of services and activities on a weekly basis.	Each consultant, on a per trip basis, will provide a report summarizing sessions and activities that they were tasked to perform during the trip. Report will also list project tasks to be completed, owners of task and time frame for completion. Reports will be posted on the Project SharePoint site.	Site reports will posted on the Project SharePoint site within five (5) business days of the last date of a trip.	• The deliverable contains all the components specified in the Scope of this DED • Tyler Consultants will document the activities that took place during the training session and post on Client SharePoint for viewing • The respective Tyler and City Project Team members have resolved all material content and/or quality issues. • The deliverable is free of formatting and spelling errors.
DED15	Status Reports	Communicate a summary of the current project status based on schedule, tasks, and budget.	Provide effective and timely communication to key staff on the current project status, upcoming events, and project milestones at a detail level.	Provided on a bi-weekly basis and will be posted to Project SharePoint site within five (5) business days of the last status meeting.	• The deliverable contains all the components specified in the Scope of this DED • Tyler PM will prepare a status report in preparation for the bi-weekly status meeting with City Project Team • The respective Tyler and City Project Team members have resolved all material content

Deliverable Number	Deliverable Name	Description/Objective	Scope	Assumptions	Acceptance Criteria
					and/or quality issues. • The deliverable is free of formatting and spelling errors.
DED16	Tyler Forms Kits	Completion of the forms kits will provide pertinent information of clients customized forms requirements and their output requirements.	For Tyler Forms Libraries listed in the Investment Summary.	Kits will need to be submitted to Tyler Forms with original signatures for digitization. Data files to be used for testing during form development must accompany submission of kits. Development work will not commence until both kits and data files are received.	• The deliverable contains all the components specified in the Scope of this DED • City will complete the Form Kits for all applicable forms contracted for design of forms to Tyler • The respective Tyler and City Project Team members have resolved all material content and/or quality issues. • The deliverable is free of formatting and spelling errors.
DED17	Tyler Forms Proofs	Provide form design proofs based on mock up form provided by client.	For Tyler Forms Libraries listed in the Investment Summary.	Proofs should be thoroughly reviewed by as many users of the form providing ample opportunity to catch any errors in the proof. During the development and proofing process, information requested by Tyler Forms will be provided in a	• The deliverable contains all the components specified in the Scope of this DED • Tyler will provide City with proof forms to review and validate for acceptance of Forms • The respective Tyler and City Project Team members have resolved all material content and/or quality issues.

Deliverable Number	Deliverable Name	Description/Objective	Scope	Assumptions	Acceptance Criteria
				timely manner.	• The deliverable is free of formatting and spelling errors.
DED18	Tyler Forms Library Forms	Provide final localized forms for output.	For Tyler Forms Libraries listed in the Investment Summary.	All testing and changing to proofs has been completed. Formal acceptance and sign off of forms required prior to loading forms to Live.	• The deliverable contains all the components specified in the Scope of this DED • City provides acceptance and sign-off of each of the form designs based on plan prior to go-live • The respective Tyler and City Project Team members have resolved all material content and/or quality issues. • The deliverable is free of formatting and spelling errors.
DED19	Pre-live Checklist	Identify all tasks that will need to be completed for Go-live.	Checklist will provide cutover timelines to cease processing in the legacy system, timeline for final conversions, contingency processing plans and instructions for decentralized departments.	City staff will participate in the creation and review of the checklist.	• The deliverable contains all the components specified in the Scope of this DED • Tyler and City staff will review pre-live checklist to ensure all things are in line with go-live requirements and plan final steps for cutover • The respective Tyler and City Project Team members have resolved all material content and/or quality issues. • The deliverable is free of formatting and spelling errors.

I.1.3 Customizations and Interfaces

Not applicable

I.1.4 Munis Release Life Cycle Policy

The Munis Release Life-Cycle Policy is designed to balance our clients' need for flexibility and stability, while meeting the demands for strategic product enhancements.

These are just a few of the benefits for our clients:
» Continued quality improvements from Munis Development, Technical Support, and Release Management.
» Consistent and predictable product release timelines.
» Ability to accurately budget, plan, and schedule upgrade resources around major processing events.
» Assurance of continually operating on a fully supported release.

Munis Release	Early Adoption (EA)	General Availability (GA)	Feature Complete (FC)	Next Release Planning (NRP)	Last W-2 / 1099 Year End	Product Retired (PR)
* Version 10.5	Feb 2014	Mar 2014	Mar 2015	Sep 2015	2017	Apr 2018
* Version 10.4	Aug 2013	Sep 2013	Sep 2014	Dec 2014	2015	Apr 2016
* Version 10.3	Feb 2013	Mar 2013	Mar 2014	Sep 2014	2015	Apr 2016
Version 10.2	Aug 2012	Sep 2012	Sep 2013	Dec 2013	2014	Apr 2015
Version 10.1	Feb 2012	Mar 2012	Mar 2013	Sep 2013	2014	Apr 2015
Version 9.4	Aug 2012	Sep 2012	Sep 2013	Dec 2013	2015	Apr 2016
Version 9.3	Feb 2012	Mar 2012	Mar 2013	Sep 2013	2014	Apr 2015
Version 9.2	Aug 2011	Sep 2011	Sep 2012	Dec 2012	2012	Apr 2013
Version 9.1	Mar 2011	Apr 2011	Mar 2012	Sep 2012	2012	Apr 2013
Version 8.3	Mar 2011	Apr 2011	Mar 2012	Sep 2012	2013	Apr 2014
Version 8.2	Aug 2010	Sep 2010	Sep 2011	Dec 2011	2011	Apr 2012
Version 8.1	Feb 2010	Mar 2010	Mar 2011	Sep 2011	2011	Apr 2012
Version 7.5	NA	Feb 2010	Feb 2011	Jul 2011	2011	Apr 2012

Early Adoption (EA): This represents a phase, 45-90 days prior to GA, in which selected clients participate in an intense testing program on the pre-generally available release. Tyler strives to select a cross-section of customer participants to represent our client base ensuring maximum coverage. This 'real world' testing of the product enables Tyler to deliver the highest quality, customer-tested release. For information on how to obtain an Early Adoption version of our release, please contact **Munis Release Management**.

General Availability (GA): This represents a 12 month phase in which a product release (ex. Version 7.5) is made available for installation at client sites. Technology upgrades (ex. Version 9.0) are not intended for general availability.

Feature Complete (FC): This represents a 3 to 6 month phase in which the given release has matured through the EA and GA phase and minimal development efforts need to be placed on the product for the remainder of its life. Clients are encouraged to move to a more current release.

Next Release Planning (NRP): This represents a phase in which the given release has been available for up to 18 months and is at least 2 product releases behind the latest available Munis release. Clients are *strongly* encouraged to move to a more current release.

Product Retired (PR): This represents a release phase that receives only minimal support services. Clients *must* move to a more current release in order to receive year-end W-2 and 1099 releases.

NOTE: The timelines and specific dates related to our release life-cycle policy are tentative and subject to change.