

Statement of Work

Enterprise Group, Tyler Technologies

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2 Executive Summary and Project Scope

2.1 Project Overview

The Statement of Work (SOW) documents the Project scope, methodology, roles and responsibilities, implementation stages, and deliverables for the implementation of Tyler products for the City of Riviera Beach (the City).

The Project goals are to offer the City of Riviera Beach, Florida the opportunity to make the City **more accessible and responsive** to external and internal customer needs and **more efficient** in its operations through:

- Streamlining, automating, and integrating business processes and practices
- Providing tools to produce and access information in a real-time environment
- Enabling and empowering users to become more efficient, productive and responsive
- Successfully overcoming current challenges and meeting future goals

2.2 Product Summary

Below, is a summary of the products included in this Project, as well as reference to the City's functional area utilizing the Tyler product(s). Refer to Scope of Services section for information containing detailed service components.

- [PRODUCT] [FUNCTIONALITY]
- EnerGov Permitting & Land Management
- EnerGov Licensing & Regulatory Management
- Munis Financial Management
- Munis Procurement
- Munis CAFR Reporting
- Munis Human Resources & Payroll
- Munis Accounts Receivable and Collections
- Munis Tyler Reporting Services
- Tyler Document Management

2.3 Project Timeline

The project timeline establishes a start and end date for each Phase of the Project. The timeline accounts for resource availability, business goals, size and complexity of the Project, and task duration requirements. As stated in Section 6.1, Tyler will develop a project plan consistent with the timeline identified below.

Implementation for the following functional areas and each of the modules related to the functional areas has been divided into the following major phases. Each phase will include all requirements as indicated in Exhibit F - Functional Requirements of the Agreement. The following dates may be revised based on the date the Agreement is signed. Tyler typically requires sixty (60) days to move from Agreement signing to the Initiate & Plan Stage.

Phase	Functional Area	Modules	Start Date	Go-Live Date
1	Financials	<ul style="list-style-type: none"> Accounting/GL/BG/AP Capital Assets Cash Management Contract Management Project & Grant Accounting Purchasing CAFR Statement Builder Accounts Receivable General Billing Tyler Cashiering Munis Analytics & Reporting (SaaS) Tyler Content Manager SE Tyler Forms Processing 	October 2017	October 2018, or as otherwise agreed to in the project plan
2	EnerGov Licensing & Permitting	<ul style="list-style-type: none"> EnerGov Licensing & Regulatory Suite EnerGov Permitting & Land Management Suite EnerGov Citizen Access Web Portal - Licensing & Regulatory Management EnerGov Citizen Access Web Portal - Permitting & Land Management EnerGov e-Reviews EnerGov GIS EnerGov IG Workforce Apps EnerGov My GovPay EnerGov Report Toolkit EnerGov VirtualPay 	October 2017, or as otherwise agreed to in the project plan	November 2018, or as otherwise agreed to in the project plan
3	Payroll & Human Resources	<ul style="list-style-type: none"> Human Resources & Talent Management Payroll w/ESS Risk Management Employee Expense Reimbursement 	October 2018, or as otherwise agreed to in the project plan	October 2019, or as otherwise agreed to in the project plan

2.4 Third Party Hardware, Software and Services

Tyler will coordinate the delivery of the third-party hardware, software, and services listed in the Investment Summary in the appropriate phase(s) as required for implementation.

2.5 Project Methodology Overview

Tyler bases its implementation methodology on the Project Management Institute's (PMI) Process Groups (Initiating, Planning, Executing, Monitoring & Controlling, and Closing). Using this model, Tyler developed a 6-Stage Process specifically designed to focus on critical Project success measurement factors.

Tailored specifically for Tyler's public sector clients, the Project methodology contains Stage Acceptance Control Points throughout each Phase to ensure adherence to Scope, budget, timeline controls, effective communications, and quality standards. Clearly defined, the Project methodology repeats consistently across Phases, and is scaled to meet the City's complexity, and organizational needs.

2.6 Project Scope

The project scope is comprised of the following: configuration services, data conversions, interfaces, reports, workflows, and deliverables defined in this section plus any related professional services described throughout this SOW including Tyler's positive responses to the functional requirements (herein referred to as "the functional requirements", Exhibit F). If any services, tasks, or responsibilities not specifically described in this SOW are inherent or necessary sub-activities of the tasks or are otherwise required for proper performance of the services or tasks they shall also be included within the scope.

2.6.1 Organizational Scope

Tyler will implement the functional scope and in-scope software modules for use across the entire City including process considerations for all departments and.

2.6.2 Data Conversion Scope

Section 8 - **Error! Reference source not found.** of this SOW contains the scope of the data to be converted for this project.

2.6.3 Interface and Data Exchange Scope

The scope of interfaces to be included for this project includes:

Standard data exchange layouts will be used for all imports and exports except for:

- AP/PR Check Recon Import
- AP/PR Positive Pay Export Format
- P-Card Import Format

Programming for check reconciliation import and positive pay export assumes one bank format each. Multiple bank formats are extra.

2.6.4 Forms Scope

The forms to be developed for this project include:

- Financials
 - 1 A/P check
 - 1 EFT/ACH
 - 1 Purchase order
 - 1 Contract
 - 1099M
 - 1099INT
 - 1099S
 - 1099G
- Payroll
 - 1 PR check
 - 1 direct deposit
 - 1 vendor from payroll check
 - 1 vendor from payroll direct deposit
 - W2
 - W2c
 - 1099 R
 - ACA 1095B
 - ACA 1095C
- Personnel Action Library
 - 1 Personnel Action form - New
 - 1 Personnel Action Form - Change
- General Billing Library
 - 1 invoice
 - 1 statement
 - 1 general billing receipt
 - 1 miscellaneous receipt
- EnerGov LRM Forms Library (6 forms)
 - 1 Licensing – Business License
 - 1 Licensing – Business License Renewal
 - 1 Licensing – Business License Delinquent
 - 1 Licensing – Profession License
 - 1 Licensing – Profession License Renewal
 - 1 Licensing – Profession License Delinquent
- EnerGov PLM Forms Library (5 forms)

- 1 Permits – Building
- 1 Permits – Trade
- 1 Planning – Certificate
- 1 Permits – Occupancy/Completion
- 1 Code – Violation Notice

2.6.5 Report Scope

All in scope standard reports (those designated with a “Y” or “Requirement Met and Proposed (Standard features in the generally available product)” response in the functional requirements – Exhibit F) are going to be met with the delivered report out of Munis. There are seventy-four (74) hours of Report Development work for EnerGov included.

2.6.6 Workflow Scope

All of the available workflow functionality in the licensed modules shall be considered as in scope. Tyler consultants will work with Client resources to help identify, configure, and train on included workflow processes including preparation of the System Design Document – DED 04.

3 Project Governance

The purpose of this section is to define the resources required to adequately establish the business needs, objectives, and priorities for the Project; communicate the goals to other Project participants; and provide support and guidance to accomplish these goals. Project governance also defines the structure for issue escalation and resolution, Change Control review and authority, and organizational change management activities.

The preliminary governance structure establishes a clear escalation path when issues and risks require escalation above the Project Manager level. Further refinement of the governance structure, related processes, and specific roles and responsibilities occurs during the Initiate & Plan Stage.

The path below illustrates an overall team perspective where Tyler and the City collaborate to resolve Project challenges per defined escalation paths. In the event Project Managers do not possess authority to determine a solution, resolve an issue, or mitigate a risk, Tyler implementation management and the City steering committee become the escalation points to triage responses prior to escalation to the City and Tyler executive sponsors. As part of the escalation process, each Project governance tier presents recommendations and supporting information to facilitate knowledge transfer and issue resolution. The City and Tyler executive sponsors serve as the final escalation point.

3.1 Client Governance

Depending on the City's organizational structure and size, the following governance roles may be filled by one or more people. The individual(s) filling each role will be identified in a project team list in SharePoint as part of the Planning Phase:

3.1.1 Client Project Manager

The City's Project Manager(s) coordinate Project team members, subject matter experts, and the overall implementation schedule and serves as the primary point of contact with Tyler. The City Project Manager(s) will be responsible for reporting to the City steering committee and determining appropriate escalation points.

The City shall assign Project Manager(s) prior to the start of this Project with overall responsibility and authority to make decisions related to Project Scope, scheduling, and task assignment, and communicates decisions and commitments to the Tyler Project Manager(s) in a timely and efficient manner. When the City Project Manager(s) do not have the knowledge or authority to make decisions, he or she engages the correct resources from City to participate in discussions and make decisions in a timely fashion to avoid Project delays.

- Contract Management
 - Validates contract compliance throughout the Project
 - Ensures invoicing and Deliverables meet contract requirements
 - Acts as primary point of contact for all contract and invoicing questions
 - Signs off on contract milestone acknowledgment documents
 - Collaborates on and approves change requests, if needed, to ensure proper Scope and budgetary compliance

- Planning
 - Review and acknowledge Implementation Management Plan
 - Defines Project tasks and resource requirements for City Project team
 - Collaborates in the development of and approval of the Project Plan and Project schedule
 - Collaborates with Tyler Project Manager(s) to plan and schedule Project timelines to achieve on-time implementation
- Implementation Management
 - Tightly manages Scope and budget of Project and collaborates with Tyler Project Manager to establish a process and approval matrix to ensure Scope changes and budget planned versus actual are transparent and handled effectively and efficiently
 - Collaborates with Tyler Project Manager to establish and manage a schedule and resource plan that properly supports the Project Plan that is also in balance with Scope/budget
 - Collaborates with Tyler Project Manager to establishes risk/issue tracking/reporting process between the City and Tyler and takes all necessary steps to proactively mitigate these items or communicates with transparency to Tyler any items that may negatively impact the outcomes of the Project
 - Collaborates with Tyler Project Manager(s) to establish key business drivers and success indicators that will help to govern Project activities and key decisions to ensure a quality outcome of the Project
 - Routinely communicates with both City staff and Tyler, aiding in the in the understanding of goals, objectives, status, and health of the Project by all team members
- Team Management
 - Acts as liaison between Project Team and Stakeholders
 - Identifies and coordinates all City resources across all modules, Phases, and activities including data conversions, Forms design, hardware and software Installation, reports building, and satisfying invoices
 - Provides direction and support to Project team
 - Builds partnerships among the various stakeholders, negotiating authority to move the Project forward
 - Manages the appropriate assignment and timely completion of tasks as defined in the Project schedule, task list, and Production Cutover checklist
 - Assesses team performance and takes corrective action, if needed
 - Provides guidance to City technical teams to ensure appropriate response and collaboration with Tyler Technical Support Teams to ensure timely response and appropriate resolution
 - Coordinates with in Scope third party providers to align activities with ongoing Project tasks

3.1.2 Steering Committee

The City steering committee understands and supports the cultural change necessary for the Project and fosters an appreciation of the Project's value throughout the organization. Oversees the City Project Manager(s) and the Project and through participation in regular internal meetings, the City steering committee remains updated on all Project progress, Project decisions, and achievement of Project milestones. The City steering committee also provides support to the City Project Manager(s) by

communicating the importance of the Project to all impacted departments. The City steering committee is responsible for ensuring the Project has appropriate resources, provides strategic direction to the Project team, for making timely decisions on critical Project issues or policy decisions. The City steering committee also serves as primary level of issue resolution for the Project.

- Works to resolve all decisions and/or issues not resolved at the Project Manager level as part of the escalation process
- Attends all scheduled Steering Committee meetings
- Provides support for the Project team
- Assists with communicating key Project messages throughout the organization
- Prioritizes the Project within the organization
- Provides management support for the Project to ensure it is staffed appropriately and staff have necessary resources
- Monitors Project progress including progress towards agreed upon goals and objectives
- Has the authority to approve or deny changes impacting the following areas:
 - Cost
 - Scope
 - Schedule
 - Project Goals
 - City Policies

3.1.3 Executive Sponsor(s)

The City's executive sponsor provides support to the Project by allocating resources, providing strategic direction, and communicating key issues about the Project and the Project's overall importance to the organization. When called upon, the executive sponsor also acts as the final authority on all escalated Project issues. The executive sponsor engages in the Project, as needed, to provide necessary support, oversight, guidance, and escalation, but does not participate in day-to-day Project activities. The executive sponsor empowers the City steering committee, Project Manager(s), and functional leads to make critical business decisions for the City.

- Provides clear direction for the Project and how it applies to the organization's overall strategy
- Champions the Project at the executive level to secure buy-in
- Authorizes required Project Resources
- Resolves all decisions and/or issues not resolved at the City Steering Committee level as part of the escalation process
- Actively participates in Organizational Change Communications

3.1.4 City Functional Leads

- Makes business process change decisions under time sensitive conditions
- Communicates existing business processes and procedures to Tyler consultants
- Assists in identifying business process changes that may require escalation
- Attends and contributes business process expertise for current/future state analysis sessions
- Identifies and includes additional subject matter experts to participate in current/future state analysis sessions

- Provides business process change support during Power User and End User training
- Completes performance tracking review with client Project team on End User competency on trained topics
- Provides Power and End Users with dedicated time to complete required homework tasks
- Act as an ambassador/champion of change for the new process.
- Identifies and communicates any additional training needs or scheduling conflicts to City Project Manager
- Prepares and Validates Forms
- Actively participates in all aspects of the implementation, including, but not limited to, the following key activities:
 - Task completion
 - Stakeholder Presentation
 - Implementation management plan development
 - Schedule development
 - Maintenance and monitoring of risk register
 - Escalation of issues
 - Communication with Tyler Project team
 - Coordination of City resources
 - Attendance at scheduled sessions
 - Change Management activities
 - Customization specification, demonstrations, testing and approval assistance
 - Conversion Analysis and Verification Assistance
 - Decentralized End User Training
 - Process Testing
 - User Acceptance Testing

3.1.5 City Power Users

- Participate in Project activities as required by the Project team and Project Manager(s)
- Provide subject matter expertise on City business processes and requirements
- Act as Subject Matter Experts and attending current/future state and Validation sessions as needed
- Attend all scheduled training sessions
- Participate in all required post-training processes as needed throughout Project
- Participate in conversion Validation
- Test all Application configuration to ensure it satisfies business process requirements
- Become Application experts
- Participate in User Acceptance Testing
- Adopt and support changed procedures
- Complete all Deliverables by the due dates defined in the Project schedule
- Demonstrate competency with Tyler products processing prior to Production Cutover
- Provide knowledge transfer to City staff during and after implementation, as necessary

3.1.6 City End Users

- Attend all scheduled training sessions
- Become proficient in Application functions related to job duties

- Adopt and utilize changed procedures
- Complete all Deliverables by the due dates defined in the Project schedule
- Utilize software to perform job functions at and beyond Production Cutover

3.1.7 City Technical Support

- Coordinates updates and releases with Tyler as needed
- Coordinates the copying of source databases to training/testing databases as needed for training days
- Extracts and transmits conversion data and control reports from City's Legacy System per the conversion schedule set forth in the Project schedule
- Coordinates and adds new users and printers and other Peripherals as needed
- Validates all users understand log-on process and have necessary permission for all training sessions
- Coordinates Interface development for City 3rd party Data Exchanges.
- Develops or assists in creating Reports as needed
- Ensures onsite system hardware meets specifications provided by Tyler
- Assists with software deployment as needed

3.1.8 City Upgrade Coordinator

- Becomes familiar with the Software Upgrade process and required steps
- Becomes familiar with Tyler's releases and updates
- Utilizes Tyler Community to stay abreast of the latest Tyler releases and updates, as well as the latest helpful tools to manage the City's Software Upgrade process
- Assists with the Software Upgrade process, if required, during implementation
- Manages Software Upgrade activities post-implementation
- Manages Software Upgrade plan activities
- Coordinates Software Upgrade plan activities with City and Tyler resources
- Communicates changes affecting users and department stakeholders
- Obtains department stakeholder sign-offs to upgrade Production environment

3.1.9 City Project Toolset Coordinator

- Ensures users have appropriate access to Tyler Project Toolsets such as Tyler University, Tyler Community, Tyler Product Knowledgebase, SharePoint, etc.
- Conducts training on proper use of toolsets
- Validates completion of required assignments using toolsets

3.1.10 City Change Management Lead

- Validates users receive timely and thorough communication regarding process changes
- Provides coaching to Supervisors to prepare them to support users through the Project changes

- Identifies the impact areas resulting from Project activities and develops a plan to address them proactively
- Identifies areas of resistance and develops a plan to reinforce the change
- Monitors post-production performance and new process adherence

3.2 Tyler Governance

The individuals filling each role will be identified in a project team list with contact information in the Client SharePoint site during the Planning Phase:

3.2.1 Part Time Dedicated Tyler Project Manager

The Part Time Dedicated Tyler Project Manager has direct involvement with the Project and coordinates Project team members, implementation consultants, the overall implementation schedule, and serves as the primary point of contact with the City. The Tyler Project Manager provides regular updates to the City's Steering Committee and other Tyler governance members. Expected commitment from the Tyler Part Time Dedicated Project Manager is in Appendix 2 – Staffing.

- Contract Management
 - Validates contract compliance throughout the Project
 - Ensures Deliverables meet contract requirements
 - Acts as primary point of contact for all contract and invoicing questions
 - Prepares and presents contract milestone sign-offs for acceptance by City Project Manager(s)
 - Coordinates Change Requests, if needed, to ensure proper Scope and budgetary compliance
- Planning
 - Update and deliver Implementation Management Plan
 - Defines Project tasks and resource requirements
 - Develops initial and full scale Project schedule with Functional Project Managers
 - Collaborates with City Project Manager(s) to plan and schedule Project timelines to achieve on-time implementation
- Risk Management
 - Monitors and maintains risk register with City Project Manager
 - Proactively notifies City as risks change or begin to develop
 - Provides guidance to City on methods for handling risks
- Project Reporting
 - Accumulates project status reports from functional Project Managers and delivers combined status report
 - Provides single project budget and reconciliation report
 - Monitors and reports on project issues

3.2.2 Functional Tyler Project Manager¹

The Functional Tyler project Managers have direct involvement with the Project and coordinate Project team members, implementation consultants, their phase's implementation schedule, and serve as the primary point of contact with the City when the Dedicated Project Manager is not available. The Functional Tyler Project Managers provide regular updates to the Dedicated Project Manager for inclusion in the overall Project Status Report. Functional Project Managers will be assigned for Munis for each functional area. Expected commitment from the Functional Project Managers is in Appendix 2 – Staffing.

- Implementation Management
 - Tightly manages Scope and budget of Project; establishes process and approval matrix with the City to ensure Scope changes and budget planned versus actual are transparent and handled effectively and efficiently
 - Establishes and manages a schedule and resource plan that properly supports the Project Plan that is also in balance with Scope/budget
 - Establishes issue tracking/reporting process between the City and Tyler and takes all necessary steps to proactively mitigate these items or communicates with transparency to the City any items that may negatively impact the outcomes of the Project
 - Collaborates with the City's Project Manager(s) to establish key business drivers and success indicators that will help to govern Project activities and key decisions to ensure a quality outcome of the Project
 - Sets a routine communication plan that will aide all Project team members, of both the City and Tyler, in understanding the goals, objectives, status and health of the Project
- Team Management
 - Acts as liaison between project team and Tyler manager(s)
 - Identifies and coordinates all Tyler resources across all modules, Phases, and activities including development, conversions, Forms, Installation, Reporting, implementation, and billing
 - Provides direction and support to Project team
 - Builds partnerships among the various stakeholders, negotiating authority to move the Project forward
 - Manages the appropriate assignment and timely completion of tasks as defined in the Project Plan, task list, and Production Cutover checklist
 - Assesses team performance and adjusts as necessary
 - Coordinates with in Scope third party providers to align activities with ongoing Project tasks

3.2.3 Tyler Implementation Management

Tyler implementation management has indirect involvement with the Project and is part of the Tyler escalation process. Tyler Project Manager(s) consult implementation management on issues and outstanding decisions critical to the Project. Implementation management works toward a solution with

¹ When the term of the Part Time Dedicated Project Manager expires, Functional Project Managers are responsible for Contract Management, Planning, Risk Management, and Project Reporting for their functional areas. Under the proposed Project Management coverage type, Tyler can complete the scope of this project as currently defined.

the Tyler Project Manager(s) or with the City management, as appropriate. Tyler Executive Management is the escalation point for any issues not resolved at this level. Tyler Implementation Management will participate in steering committee meetings when issues require escalation. The name and expected commitment of this resource is in Appendix 2 – Staffing.

- Acts as the counterpart to the City steering committee.
- Assigns Tyler Project personnel
- Works to resolve all decisions and/or issues not resolved at the Project management level as part of the escalation process
- Attends City steering committee meetings as necessary
- Provides support for the Project team
- Provides management support for the Project to ensure it is staffed appropriately and staff have necessary resources
- Monitors Project progress including progress towards agreed upon goals and objectives

3.2.4 Tyler Executive Management

Tyler executive management 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 collaborates with other Tyler department managers, as needed, in order to escalate and facilitate implementation Project tasks and decisions. The name and expected commitment of this resource is in Appendix 2 – Staffing.

- Provides clear direction for Tyler staff on executing on the Project Deliverables to align with satisfying the City's overall organizational strategy
- Authorizes required Project resources
- Resolves all decisions and/or issues not resolved at the implementation management level as part of the escalation process
- 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
- Acts as the counterpart to the City's executive sponsor

3.2.5 Tyler Implementation Consultants

Tyler Implementation Consultants have direct involvement with the Project and are part of the Tyler escalation process. These team members offer additional support to the Project team and collaborate with other Tyler team members, as needed, in order to escalate and facilitate implementation Project tasks and decisions. The expected commitment of these resources is in Appendix 2 – Staffing.

- Completes tasks as assigned by the Tyler Project Manager(s)
- Performs problem solving and troubleshooting
- Follows up on issues identified during sessions
- Documents activities for on site services performed by Tyler
- Provides conversion Validation and error resolution assistance
- Recommends guidance for testing Forms and Reports
- Tests software functionality with the City following configuration
- Assists during Cutover process and provides production support until the City transitions to Tyler Support
- Provides product related education

- Effectively facilitates training sessions and discussions with City and Tyler staff to ensure adequate discussion of the appropriate agenda topics during the allotted time
- Conducts training (configuration, process, conversion Validation) for Power Users and the City's designated trainers for End Users
- Clearly documents homework tasks with specific due dates and owners, supporting and reconciling with the final Project schedule
- Keeps Tyler Project Manager(s) proactively apprised of all issues which may result in the need for additional training needs, change in schedule, change in process decisions, or which have the potential to adversely impact the success of the Project prior to taking action

3.2.6 Tyler Sales

- Provide sales background information to implementation during Project Initiation
- Support sales transition to implementation
- Provide historical information, as needed, throughout implementation

3.2.7 Tyler Software Support

- Manages incoming client issues via phone, email, and online customer incident portal
- Documents and prioritizes issues in Tyler's Customer Relationship Management (CRM) system
- Provides issue analysis and general product guidance
- Tracks issues and tickets to timely and effective resolution
- Identifies options for resolving reported issues
- Reports and escalates defects to Tyler Development
- Communicates with the City on the status and resolution of reported issues

4 Overall Project Assumptions

4.1 Project, Resources and Scheduling

- Project activities will begin after the Agreement has been fully executed.
- The City and Tyler have the ability to allocate additional internal resources if needed to meet the commitments defined by this SOW.
- The City and Tyler ensure that the assigned resources are available and they possess the required business knowledge to complete their assigned tasks successfully. Should there be a change in resources, the replacement resource should have a comparable level of availability, buy-in, and knowledge.
- Tyler and the City provide adequate resources to support the efforts to complete the Project as scheduled.
- Changes to Project Plan, schedule, availability of resources or changes in Scope may result in schedule delays, which may result in additional charges to the Project.
- Tyler provides a written agenda and notice of any prerequisites to the City Project Manager(s) ten (10) business days prior to any scheduled on site or remote sessions.
- Tyler provides notice of any prerequisites to the City Project Manager(s) a minimum of ten (10) business days prior to any key Deliverable due dates. Tyler will make effort to include all prerequisites on the project plan.
- City users complete prerequisites prior to applicable scheduled activities.
- Tyler provides options for configuration and processing along with Munis best practice recommendations within the Tyler software as further explained in Section 4.3. The City is responsible for making decisions based on the options available.
- In the event the City may elect to add and/or modify current business policies during the course of this Project, such policy changes are solely the City's responsibility to define, document, and implement.
- Tyler will provide recommendations, guidance, and past examples of how the Munis software can be used to support the City's business policy decisions.
- The City makes timely Project related decisions 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. Tyler will provide assistance, information, and guidance on making important decisions impacting the use of the Tyler software.
- The City will respond to information requests in a comprehensive and timely manner, in accordance with the Project schedule.

4.2 Data Conversion

- The City is readily able to produce the data files needed for conversion from the Legacy System in order to provide them to Tyler on the specified due date(s).
- Each Legacy System data file submitted for conversion includes all associated records in a single approved file layout.
- The City understands the Legacy System data file must be in the same format each time unless changes are mutually agreed upon in advance. If not, negative impacts to the schedule, budget, and resource availability may occur and/or data in the new system may be incorrect.

- During this process, the City may need to correct data scenarios in their Legacy System prior to the final data pull. This is a complex activity and requires due diligence by the City to ensure all data pulled includes all required data and the Tyler system contains properly mapped data.

4.3 Data Exchanges

- The City ensures the 3rd party data received is in the correct format.
- The 3rd party possesses the knowledge of how to program their portion of the interaction and understands how to manipulate the data received.
- Client is on a supported, compatible version of the 3rd party software or Tyler Standard Data Exchange tools may not be available.

4.4 Modifications

- The City is willing to make reasonable business process changes rather than expecting the product to conform to every aspect of their current system/process.
- Any Modification requests not expressly stated in the contract are out of Scope.
- Modifications requested after contract signing have the potential to change cost, Scope, schedule, and production dates for Project Phases.
- Modification requests not in Scope must follow the Project Change Request process.

4.5 SSRS Reports for Munis

- Training will be conducted immediately following the Phase 1 Go Live. Should custom SSRS reports be required for the Phase 1 Go Live, Tyler will modify the training schedule to occur once there is sufficient data in Munis to produce reports.
- Tyler will train identified City users on SSRS utilizing the allocated training days.
- SSRS training does not include writing custom reports. Should the City require Tyler to develop custom SSRS Reports, the City will submit a written request, with a report outline included, to the Tyler SSRS Report Writing Team. The Report Writing Team will provide a specification and quote to the City.

4.6 Hardware and Software

- Tyler will initially install the most current generally available version of the purchased Tyler software.
- The City will provide network access for Tyler modules, printers, and Internet access to all applicable City and Tyler Project staff.
- The City has in place all hardware, software, and technical infrastructure necessary to support the Project.
- The City's system hardware and software meet Tyler standards to ensure sufficient speed and operability of Tyler software. Tyler will not support use of software if the City does not meet minimum standards of Tyler's published specifications.
- Tyler will coordinate the delivery of the third-party hardware, software, and services listed in the Investment Summary in the appropriate phase(s) as required for implementation.

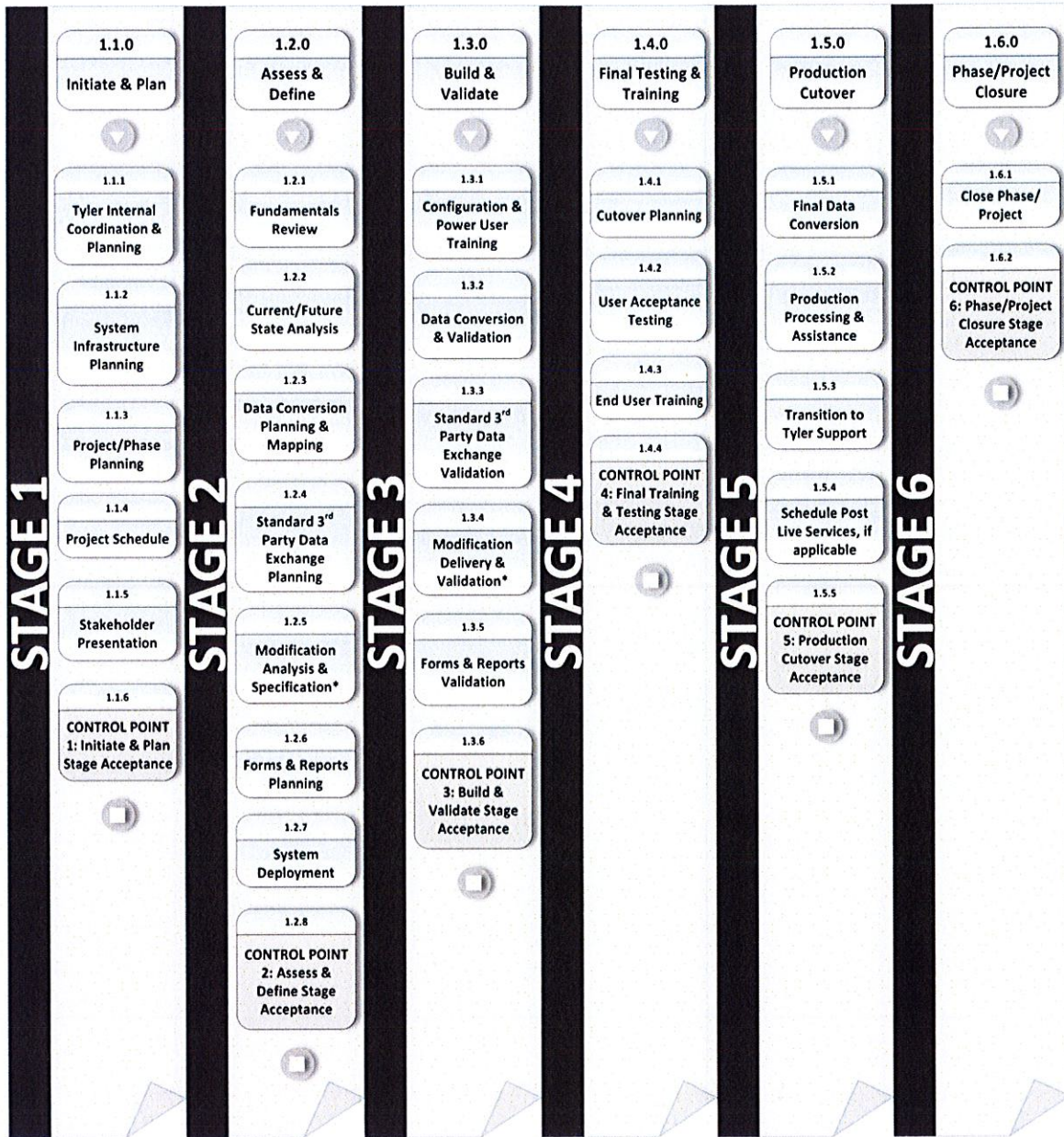
4.7 Education

- During live and onsite training, the City provides a training room for Tyler staff to transfer knowledge to the City's resources, as well as a place for the City staff to practice what they have learned without distraction. If Phases overlap, the City will provide multiple training facilities to allow for independent sessions scheduling without conflict.
- The training room is set up in a classroom setting. The City determines the number of workstations in the room. Tyler recommends every person attending a scheduled session with a Tyler Consultant or Trainer have their own workstation. However, Tyler requires there be no more than two people at a given workstation.
- The City provides a workstation which connects to the Tyler system for the Tyler trainer conducting the session. The computer connects to a City provided projector, allowing all attendees the ability to actively engage in the training session.
- Users performing User Acceptance Testing (UAT) have attended all applicable training sessions prior to performing UAT.

5 Implementation Stages

5.1 Work Breakdown Structure (WBS)

The Work Breakdown Structure (WBS) is a hierarchical representation of a Project or Phase broken down into smaller, more manageable components. The top-level components are called “Stages” and the second level components are called “work packages.” The work packages, shown below each Stage, contain the high-level work to be done. The detailed Project Plan, developed during Initiate & Plan and finalized during Assess & Define, will list the tasks to be completed within each work package. Each Stage ends with a “Control Point”, confirming the work performed during that Stage of the Project.



* - If included in project scope

5.2 Initiate & Plan (Stage 1)

The Initiate & Plan Stage creates a foundation for the Project through identification of City and Tyler Project management teams, development of implementation management plans, and the provision and discussion of system infrastructure requirements. City participation in gathering information is critical. Tyler Project management teams present initial plans to stakeholder teams at Stage end.

5.2.1 Tyler Internal Coordination & Planning

Prior to Project commencement, Tyler management staff assigns Project Manager(s). Tyler provides the City with initial Project documents used in gathering basic information, which aids in preliminary planning and scheduling. City participation in gathering requested information by provided deadlines ensures the Project moves forward in a timely fashion. Internally, the Tyler Project Manager(s) coordinate with Sales to ensure transfer of vital information from the sales process prior to scheduling a Project Planning Meeting with the City's team. During this step, Tyler will work with the Client to establish the date(s) for the Project/Phase Planning session.

RACI MATRIX KEY: **R** = Responsible **A** = Accountable **C** = Consulted **I** = Informed

Responsible – Who is completing the task.

Accountable – Who is making decisions and taking actions on the task(s).

Consulted – Who will be communicated with regarding decisions and tasks.

Informed – Who will be updated on decisions and actions during the project.

STAGE 1	Tyler Internal Coordination & Planning																			
	TYLER								CLIENT											
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Import/Export Programmers	Tyler Technical Support	Tyler Sales	Client Executive Sponsor	Client Steering Committee	Client Project Manager	Client Functional Leads	Client Change Management Leads	Client Power Users	Client Department Heads	Client End Users	Client Technical Leads	Client Project Toolset Coordinator	Client Upgrade Coordinator
Assign Tyler Functional Project Manager	A	R	I						I			I								
Provide initial Project documents to Client	A	I	R						C			I								
Sales to Implementation knowledge transfer	A	I	R						C											
Internal planning and Phase coordination		A	R					C												

5.2.2 System Infrastructure Planning

The City provides, purchases or acquires hardware according to hardware specifications provided by Tyler and ensures it is available at the City’s site. The City completes the system infrastructure audit with Tyler, ensuring vital system infrastructure information is available to the Tyler implementation team, and verifies all hardware compatibility with Tyler solutions.

RACI MATRIX KEY: **R** = Responsible **A** = Accountable **C** = Consulted **I** = Informed

- Responsible – Who is completing the task.
- Accountable – Who is making decisions and taking actions on the task(s).
- Consulted – Who will be communicated with regarding decisions and tasks.
- Informed – Who will be updated on decisions and actions during the project.

STAGE 1	System Infrastructure Planning																			
	TYLER								CLIENT											
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Import/Export Programmers	Tyler Technical Support	Tyler Sales	Client Executive Sponsor	Client Steering Committee	Client Project Manager	Client Functional Leads	Client Change Management Leads	Client Power Users	Client Department Heads	Client End Users	Client Technical Leads	Client Project Toolset Coordinator	Client Upgrade Coordinator
Provide system hardware specifications			I					R	A			I							C	
Make hardware available for Installation			I					C				A							R	
Install system hardware, if applicable			I					C				A							R	
Complete system infrastructure audit			I					C				A							R	
Install and test Tyler SaaS environment								R											I	
Provide notification that SaaS environment is ready								R				I							I	

5.2.3 Project/Phase Planning

Project and Phase planning provides an opportunity to review the contract, software, data conversions and services purchased, identify Applications to implement in each Phase (if applicable), and discuss implementation timeframes. The Tyler Project Manager delivers a baseline Implementation Management Plan, which is further reviewed, discussed, and mutually developed by the City and Tyler during the Planning Meeting.

RACI MATRIX KEY: **R** = Responsible **A** = Accountable **C** = Consulted **I** = Informed

Responsible – Who is completing the task.

Accountable – Who is making decisions and taking actions on the task(s).

Consulted – Who will be communicated with regarding decisions and tasks.

Informed – Who will be updated on decisions and actions during the project.

STAGE 1	Project/Phase Planning																			
TASKS	TYLER								CLIENT											
	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Import/Export Programmers	Tyler Technical Support	Tyler Sales	Client Executive Sponsor	Client Steering Committee	Client Project Manager	Client Functional Leads	Client Change Management Leads	Client Power Users	Client Department Heads	Client End Users	Client Technical Leads	Client Project Toolset Coordinator	Client Upgrade Coordinator
Perform Project/Phase Planning		A	R								I	C	C							
Deliver baseline implementation management plan		A	R									C	C	I						
Review and mutually develop customized Management Plans		A	R	I							A	R	C	C	I					

5.2.4 Project Schedule

Client and Tyler will mutually develop an initial Project schedule. The initial schedule includes, at minimum, enough detail to begin Project activities while the detailed Project Plan/schedule is being developed and refined.

RACI MATRIX KEY: **R** = Responsible **A** = Accountable **C** = Consulted **I** = Informed

Responsible – Who is completing the task.

Accountable – Who is making decisions and taking actions on the task(s).

Consulted – Who will be communicated with regarding decisions and tasks.

Informed – Who will be updated on decisions and actions during the project.

STAGE 1	Project Schedule																			
	TYLER							CLIENT												
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Import/Export Programmers	Tyler Technical Support	Tyler Sales	Client Executive Sponsor	Client Steering Committee	Client Project Manager	Client Functional Leads	Client Change Management Leads	Client Power Users	Client Department Heads	Client End Users	Client Technical Leads	Client Project Toolset Coordinator	Client Upgrade Coordinator
Develop initial Project schedule		A	R	I								C	I	I						
Deliver Project Plan and schedule for Project Phase		A	R	I						I	I	C	C	I	I	I				
Client reviews Project Plan & initial schedule				C						I	A	R	C	C		C				
Client approves Project Plan & initial schedule			I							I	A	R	C	C	I	I		I	I	I

5.2.5 Stakeholder Presentation

The City stakeholders join Tyler Project Management to communicate successful Project criteria, Project goals, Deliverables, a high-level milestone schedule, and roles and responsibilities of Project participants.

RACI MATRIX KEY: **R** = Responsible **A** = Accountable **C** = Consulted **I** = Informed

Responsible – Who is completing the task.

Accountable – Who is making decisions and taking actions on the task(s).

Consulted – Who will be communicated with regarding decisions and tasks.

Informed – Who will be updated on decisions and actions during the project.

STAGE 1	Stakeholder Presentation																			
	TYLER								CLIENT											
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Import/Export Programmers	Tyler Technical Support	Tyler Sales	Client Executive Sponsor	Client Steering Committee	Client Project Manager	Client Functional Leads	Client Change Management Leads	Client Power Users	Client Department Heads	Client End Users	Client Technical Leads	Client Project Toolset Coordinator	Client Upgrade Coordinator
Present overview of Project Deliverables, Project schedule and roles and responsibilities		A	R	I					I	I	I	C	I	I	I	I		I	I	I
Communicate successful Project criteria and goals			I							R	C	A	C	I	I	C	I	I		

5.2.6 Control Point 1: Initiate & Plan Stage Acceptance

Acceptance criteria for this Stage includes completion of all criteria listed below. Advancement to the Assess & Define Stage is dependent upon Tyler's receipt of the Stage Acceptance.

5.2.6.1 Initiate & Plan Stage Deliverables

- Implementation Management Plan (DED-01)
 - Objective: Update and deliver baseline management plans to reflect the approach to the City's Project.
 - Scope: The Implementation Management Plan addresses how communication, quality control, risks/issues, resources and schedules, and Software Upgrades (if applicable) will be managed throughout the lifecycle of the Project.
 - Acceptance criteria: City reviews and accepts Implementation Management Plan
- Project Plan/Schedule (DED-02)
 - Objective: Provide a comprehensive list of tasks, timelines and assignments related to the Deliverables of the Project.
 - Scope: Task list, assignments and due dates
 - Acceptance criteria: City acceptance of schedule based on City resource availability, all DEDs have been included, and Project budget and goals have been met.

5.2.6.2 Initiate & Plan Stage Control Point Acceptance Criteria

- Hardware Installed
- System infrastructure audit complete and verified
- Implementation Management Plan delivered
- Project Plan/schedule delivered; dates confirmed
- Stakeholder Presentation complete