

Statement of Work

Enterprise Group, Tyler Technologies

Prepared for:

City of Clearwater

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1 Executive Summary

1.1 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.

The Project goals are to offer the City of Clearwater (City) the opportunity to make the City **more accessible and responsive** to external and internal customer needs and **more efficient** in its operations through:

- Positioning the City to meet its current and future strategic objectives.
- Making information easily and broadly available to internal and external consumers of data.
- Streamlining business processes.
- Minimizing manual processes, reduce paper, and increase usage of automation where possible.
- Automating manual tasks and improve efficiency.
- Minimizing the use of shadow systems.
- Promoting the adoption of best practices and the development of policies and procedures.
- Providing intuitive systems that are easy to navigate.
- Supporting query and reporting of data in the user's desired format.
- Supporting or complimenting the desired technical architecture.
- Facilitating integration with other systems.

1.2 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 [Project Scope](#) section for information containing detailed service components.

[PRODUCT]	[FUNCTIONALITY]
Munis	Financial Management
Munis	Procurement
Munis	CAFR Reporting
Munis	Accounts Receivable and Collections
Munis	Tyler Reporting Services
<u>Tyler</u>	<u>Enterprise</u> Document Management

1.3 Project Timeline

The Project Timeline establishes an estimated start and end date for each major Phase of the Project. More fully discussed and developed during the Initiate & Plan Stage, and revised as mutually agreed to, the timeline must account for the City's resource availability, business goals, the size and complexity of the Project, and task duration requirements.

The dates in the Statement of Work are targets only and are based on a thirteen (13) month overall project implementation. The start date for the project and all other associated dates are dependent on

the actual date the Agreement is signed and personnel can be assembled. Tyler has up to forty (45) days to [initiate](#) the project once the Licenses and Services Agreement (Agreement) is signed. Phasing and Live Dates as estimated below are subject to a fully executed Agreement by March 16, 2017.

Phase 1 – Financials

Phase Initiation – April, 2017

Phase Production Cutover Date – April 2, 2018

Estimated Duration – 13 months (including post live¹)

1.4 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.

¹ This references initial support for Go Live Activities only and does not include other scheduled post live activities such as Month End, Year End, CAFR, and other post live activities that may be scheduled beyond the thirteenth month.

2 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 according to 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.

2.1 City Governance

Depending on the City's organizational structure and size, the following governance roles may be filled by one or more people:

2.1.1 City Project Manager

The City's Project Manager will coordinate project team members, Power Users, and the overall implementation schedule and serve as the primary point of contact with Tyler. The Project Manager will be responsible for reporting to the City's Executive Steering Committee and providing the leadership for the City's change management communications and coaching effort.

City Project Manager	Title	Expected Commitment	Key Personnel ²
			Yes

2.1.2 City 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](#)

² Key Personnel are City Staff who have significant roles in the completion of the project, whose absence leaves a gap requiring significant knowledge transfer to a replacement, potential for missed deadlines or substantially changed policy or procedure decisions.

[Manager](#) and the Project as a whole 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](#) 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.

City Steering Committee	Title	Expected Commitment	Key Personnel

2.1.3 City 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, in order 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.

City Executive Sponsor(s)	Title	Expected Commitment	Key Personnel

2.2 Tyler Governance

2.2.1 Tyler Project Manager

The 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. If requested, the Tyler [Project Manager](#) provides regular updates to the City's steering committee and other Tyler governance members.

Tyler Resource	Title	Expected Commitment	Key Personnel
TBD	Project Manager	50%	Yes

The Tyler 50% Dedicated Project Manager service is further defined as follows:

PM Service Description	Dedicated PM (50%)
Onsite kickoff & Planning	Yes
Weekly PM time	20 hours ³
Onsite PM time	2 days per month
Status Reviews	Bi-weekly; weekly approaching go-live
Steering Committee Meetings	Onsite
	(coinciding with monthly trip)
Go-live Planning	Onsite
Go Live	Onsite

2.2.2 Tyler Implementation Management

Tyler implementation management has indirect involvement with the Project and is part of the Tyler escalation process. [The Tyler Project Manager](#) consults implementation management on issues and outstanding decisions critical to the Project. Implementation management works toward a solution with the Tyler [Project Manager\(s\)](#) or with the City management, as appropriate.

Tyler Resource	Title	Expected Commitment	Key Personnel
Penny Parsons, PMP	Implementation Director	As Needed	No
Ginger Hain, PMP	Implementation Manager	As Needed	No
Becky Terry, PMP	Implementation Manager	As Needed	No

³ 40 hours includes PTO, Tyler-observed holidays, Tyler Company meetings and associated travel and part-time project management is pro-rated accordingly.

2.2.3 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.

Tyler Resource	Title	Expected Commitment	Key Personnel
Chris Webster, PMP	Vice President, Implementation	As Needed	No

2.3 Acceptance and Acknowledgment Process

All Deliverables and Control Points must be accepted or acknowledged following the process below. Acceptance requires a formal sign-off⁴ while acknowledgement may be provided without formal sign-off at the time of delivery. The following process will be used for accepting or acknowledging Deliverables and Control Points:

- The City shall have [ten \(10\)](#) business days from the date of delivery, or as otherwise mutually agreed upon by the parties in writing, to accept or acknowledge each Deliverable or Control Point. If the City does not provide acceptance or acknowledgement within [ten \(10\)](#) business days, or the otherwise agreed upon timeframe, not to be unreasonably withheld, Tyler deems the Deliverable or Control Point as accepted.
- If the City does not agree the particular Deliverable or Control Point meets requirements, the City shall notify Tyler [Project Manager](#), in writing, with reasoning within [ten \(10\)](#) business days, or the otherwise agreed-upon timeframe, not to be unreasonably withheld, of receipt of the Deliverable.
- Tyler shall address any deficiencies and redeliver the Deliverable or Control Point. The City shall then have two (2) business days from receipt of the redelivered Deliverable or Control Point to accept or again submit written notification of reasons for rejecting the milestone. If the City does not provide acceptance or acknowledgement within two (2) business days, or the otherwise agreed upon timeframe, not to be unreasonably withheld, Tyler deems the Deliverable or Control Point as accepted.

⁴ Tyler uses electronic sign-offs, processed and tracked through all stages in SharePoint workflow.

3 Project Scope

3.1 Software

All software listed in the Investment Summary will be implemented in Phase 1.

3.2 Data Conversion

All data conversions listed in the Investment Summary will be performed in Phase 1. Further description of the data conversions can be found in Section [9](#).

3.3 Extended Analysis

Tyler will deliver Extended Analysis for all modules specified in the Investment Summary in Phase 1. Extended Analysis includes additional time spent on Current and Future State Analysis, in-depth review of business process options in Munis, completed Analysis Questionnaires (Design Document), including documenting City's decisions through the Extended Analysis sessions.

3.4 Reports

All in scope standard reports (those designated with an "SR" or "Standard Report") in Tyler's response to Exhibit F – Functional Requirements, or identified as standard reports in Tyler's documentation for the current version (e.g. training manuals, systems administration document, and collateral material) will be produced directly out of Munis.

3.4.1 SSRS Reporting

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.

3.4.2 Custom SSRS 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. If approved by the City, the report will be developed and the quoted number of days will be deducted from the bank of ten (10) Report Development - Custom Allowance days.

3.5 Tyler Forms

The following forms will be delivered in Phase 1:

3.5.1 Financial Library⁵

- 1 A/P check
- 1 EFT/ACH
- 3 Purchase order
- 4 Contract
- 1099M
- 1099INT
- 1099S
- 1099G

3.5.2 General Billing Library

- 1 invoice
- 1 statement
- 1 general billing receipt
- 1 miscellaneous receipt

3.6 Imports and Exports

The standard file layouts and methods will be used for each import and export not requiring customization as listed in Tyler's response to Exhibit F - Functional Requirements. Munis has many flexible file layouts and options for importing and exporting data.

3.6.1 Custom Imports and Exports

The following custom imports or exports will be delivered, if needed, in Phase 1. If the import or export requirements can be met using a standard file layout, the custom imports and imports will be removed by the contract change process.

- AP/PR Check Recon Import
- AP 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.

3.7 Third Party Hardware, Software and Services

Tyler will deliver the following third party hardware in Phase 1:

⁵ Includes digitizing three signatures, additional charges will apply for additional signatures. [Investment Summary lists additional Purchase Order and Contract forms under Tyler Forms Individual Financial Form \(5\).](#)

- One (1) Tyler Secure Signature System with 23 Keys

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.
- The City and Tyler ensure that the assigned resources are available, they buy-into the change process, 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 and within the constraints of the Project budget.
- Abbreviated timelines and overlapped Phases can result in Project delays if there are not sufficient resources assigned to complete all required work 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](#) ten (10) business days prior to any scheduled on site or remote sessions.
- Tyler provides notice of any prerequisites to the City [Project Manager](#) a minimum of ten (10) business days prior to any key Deliverable due dates.
- City users complete prerequisites prior to applicable scheduled activities and the City Project Manager notifies Tyler Project Manager of progress.
- Tyler provides options for configuration and processing options available within the Tyler software. 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 the City's responsibility to define, document, implement with advice from Tyler.](#)
- 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 allocate time for the City to make these decisions as part of the plan.](#)
- Tyler considers additional services beyond the budgeted hours out of Scope and requires additional hours be requested via Change Request approved through the Change Control process.
- [Both Tyler and the City](#) will respond to information requests in a comprehensive and timely manner, in accordance with the Project schedule.

4.2 Education

- Tyler will introduce the City's Functional Leads to high-level Munis concepts, process flow, and terminology prior to Current State & Future State through Fundamentals Review sessions.
- Tyler will train all City Power Users on their respective process area(s) in Munis. The training will utilize Standard Process Manuals as guidelines for process flow and to encourage customization of manuals.
- Tyler will train all Power Users using available implementation days outlined in the Agreement according to the project schedule.

- Power User Training will include formal classroom style process training and informal issue resolution training.
- Tyler will train the City's Central Office End Users on the Munis processes that are designated as End User processes.
- Tyler's proposal includes fifteen (15) days of Decentralized End User Training. The City will identify how many End Users need to be trained and Tyler will prepare an estimate indicating how the fifteen (15) days will be allocated for the City's end user training needs. Further end user training, outside of the fifteen days, is the responsibility of the City, unless the City notifies Tyler that they would like to utilize the thirty (30) Implementation days to perform end user training, once quoted.
- Tyler provides a Learning Management System known as Tyler University to facilitate more rapid learning. Tyler University is loaded with course curriculum and corresponding courses for users of all types. City users will complete assigned, prerequisite coursework as scheduled [and assigned by Tyler](#).

4.3 Data Conversion

- The City is readily [avail](#)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 [provided in a well-structured format. A mapping of what is to be converted must be provided in addition to a definition of the source data and structure. The acceptable formats are listed below:](#)
 - o [MS SQL backup \(.bak\)](#)
 - o [Text Files\(ASCII\)](#)
 - § [Delimited – The delimiter can be anything that is not part of the source data. For example, please do not use a comma if there are text fields that include commas in the source data. Use a double quote text qualifier only when the source data does not include double quotes. Common delimiters include a tab or pipe.](#)
 - § [Fixed Width – If fixed width files are provided please include a data definition file to include the column names and lengths of the files.](#)
 - o [MS Access DB – If database is locked please provide the necessary password to access the data.](#)
 - o [MS Excel – If the data is not native to excel please do not move it to excel unless absolutely necessary. Excel will make assumptions on formatting and possibly change the source data causing problems.](#)
 - o [Fox-Pro database](#)
 - o [PICK – data must be sent normalized.-](#)
- 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.
- Data conversion validation must be performed thoroughly and as instructed; validation must not be partially performed and result in excessive numbers of conversion passes.

4.4 Data Exchanges, Modifications

- 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.
- City is on a supported, compatible version of the 3rd party software or Tyler Standard Data Exchange tools may not be available.
- [The City is willing to make reasonable business process changes if not conflicting to unchangeable policies 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 Forms and Reports

- Tyler Forms Libraries allow for design flexibility using fixed data selections. Requests for customizations beyond these options will result in additional project costs and may delay critical project timelines.
- Tyler's form library prices are based on the actual form quantities listed, and assume the forms will be provided according to the standard Munis form template. Any forms in addition to the quoted amounts and types, including custom forms or forms that otherwise require custom programming, are subject to an additional fee.
- Use of the Tyler Forms functionality requires the use of approved printers as well. You may contact Tyler for the most current list of approved printers.
- All in scope standard reports (those designated with a "SR" or "Standard Report" in Tyler's response to Exhibit F - Functional Requirements) will be produced directly out of Munis.
- Custom reports may be produced by the City following SSRS Training or by using Tyler's Report Writing Team.

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.

4.7 Security Design and Setup

- Application security needs are defined during analysis. All user access roles and permissions are reviewed and options are discussed and implemented along with their particular module.

- Tyler will provide [the City with](#) a security matrix [and will guide the](#) City [in](#) identify~~ing~~ appropriate permissions and roles needed to meet City business processes.
- Tyler will train the City [on options and](#) the completion of the security matrix and the subsequent process of building security in Munis. The City will build all security roles in Munis.

4.8 Workflow Design and Setup

- Workflow business rules are defined during analysis and users will be trained to set up all workflow functionality to accommodate the City's business practices.
- All available workflow options are discussed and implemented along with their particular module analysis and setup training sessions.
- Tyler will provide a workflow matrix to assist the City in identifying appropriate workflow roles and processes configurations.
- [Tyler will train the City on the completion of the workflow matrix options/workflows included and the subsequent process of](#) building workflow in Munis. The City will build all workflow in Munis.

4.9 Testing

- Testing will occur during multiple stages and will include validation of new processes, configuration, converted data, third party data exchange, ~~modifications (if contracted)~~, forms, and reports.
- [Tyler will assist the City in early testing activities, but will teach the City how to perform continued testing and issue resolution.](#)
- ~~The City testing database contains the Tyler software version required for delivery of the Modification prior to the scheduled delivery date for testing.~~
- ~~The City is responsible for verifying the performance of the [any Modification \(if applicable\)](#) as defined by the specification.~~
- [Users performing User Acceptance Testing \(UAT\) have attended all applicable training sessions prior to performing UAT.](#)
-

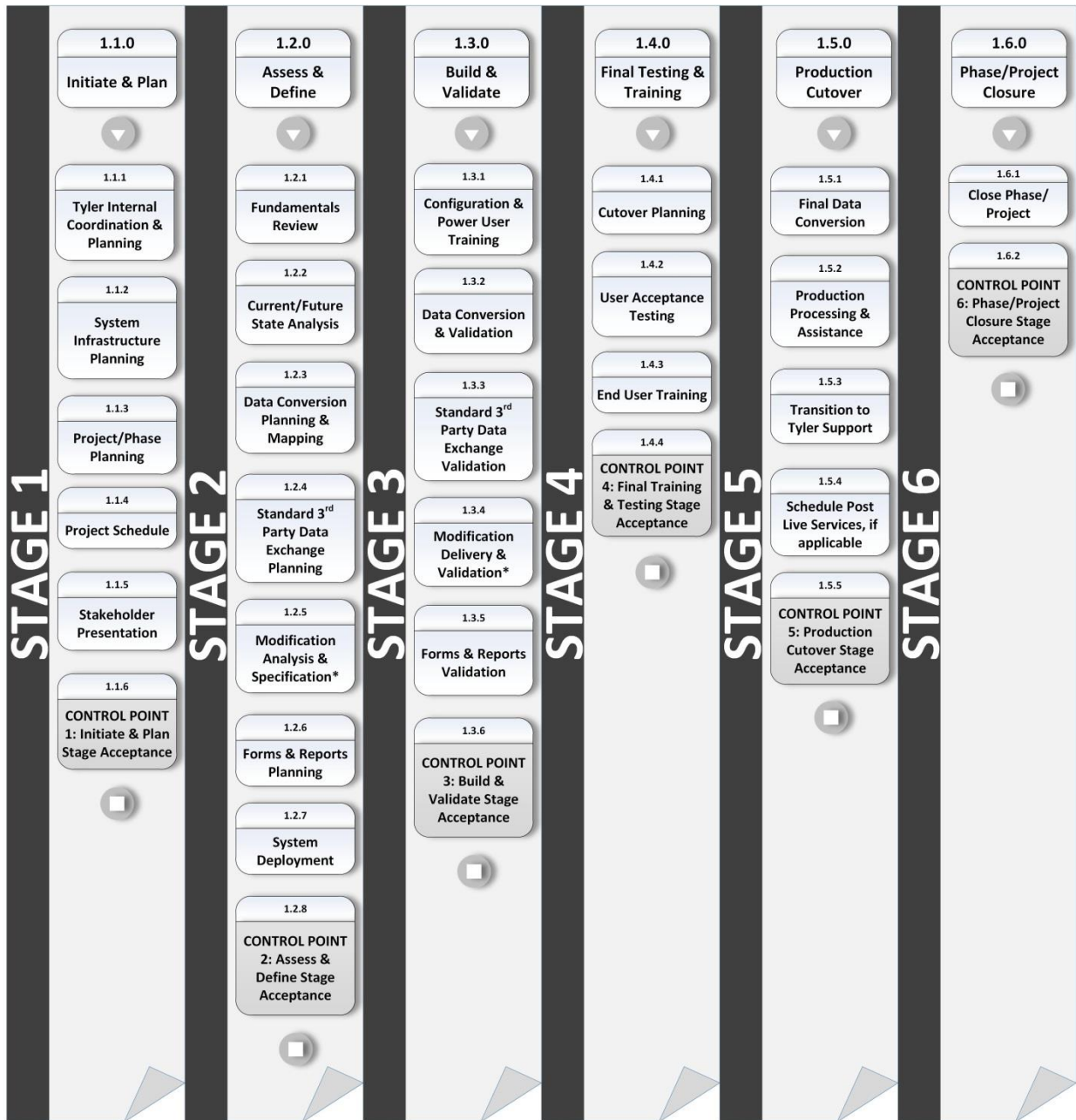
4.10 [Facilities](#)

- 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. 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.

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](#). 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](#) 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 City 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 tasks](#)

[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									CITY										
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	City Executive Sponsor	City Steering Committee	City Project Manager	City Functional Leads	City Change Management Leads	City Power Users	City Department Heads	City End Users	City Technical Leads	City Project Toolset Coordinator	City Upgrade Coordinator
Assign Tyler <u>Project Manager</u>	A	R	I						I			I								
Provide initial Project documents to City	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, 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

STAGE 1	System Infrastructure Planning																			
	TYLER								CITY											
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	City Executive Sponsor	City Steering Committee	City Project Manager	City Functional Leads	City Change Management Leads	City Power Users	City Department Heads	City End Users	City Technical Leads	City Project Toolset Coordinator	City 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		

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 an Implementation Management Plan, which is mutually agreeable by the City and Tyler. [The Implementation Management Plan is a baseline template that contains plans to address Scope Change Control, Risk Management, Communication, and Resource Planning.](#)

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

STAGE 1	Project/Phase Planning																			
	TYLER									CITY										
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	City Executive Sponsor	City Steering Committee	City Project Manager	City Functional Leads	City Change Management Leads	City Power Users	City Department Heads	City End Users	City Technical Leads	City Project Toolset Coordinator	City Upgrade Coordinator
Perform Project/Phase Planning		A	R								I	C	C			I				
Deliver implementation management plan		A	R							I	I	C	C	I						

5.2.4 Project Schedule

City 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. The complete project plan and schedule is typically delivered within 45 days of the planning meeting, if all blackout dates have been provided to Tyler.

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

STAGE 1	Project Schedule																			
	TYLER								CITY											
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	City Executive Sponsor	City Steering Committee	City Project Manager	City Functional Leads	City Change Management Leads	City Power Users	City Department Heads	City End Users	City Technical Leads	City Project Toolset Coordinator	City 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				
City reviews Project Plan & initial schedule			C							I	A	R	C	C		C				
City 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

STAGE 1	Stakeholder Presentation																			
	TYLER									CITY										
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	City Executive Sponsor	City Steering Committee	City Project Manager	City Functional Leads	City Change Management Leads	City Power Users	City Department Heads	City End Users	City Technical Leads	City Project Toolset Coordinator	City 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			A							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
 - 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 acknowledges receipt of Implementation Management Plan
- Project Plan/Schedule
 - 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 and Project budget and goals

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

5.3 Assess & Define (Stage 2)

The primary objective of Assess & Define is to gather information about current City business processes and translate the material into future business processes using Tyler Applications. Tyler uses a variety of methods for obtaining the information, all requiring City collaboration. The City shall provide complete and accurate information to Tyler staff for analysis and understanding of current workflows and business processes.

5.3.1 Fundamentals Review

Fundamentals Review provides functional leads and Power Users an overall understanding of software capabilities prior to beginning current and future state analysis. The primary goal is to provide a basic understanding of system functionality, which provides a foundation for upcoming conversations regarding future state processing. Tyler utilizes a variety of methods for completing fundamentals training including the use of eLearning, videos, documentation, and walkthroughs.

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

STAGE 2	Fundamentals Review																			
	TYLER									CITY										
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	City Executive Sponsor	City Steering Committee	City Project Manager	City Functional Leads	City Change Management Leads	City Power Users	City Department Heads	City End Users	City Technical Leads	City Project Toolset Coordinator	City Upgrade Coordinator
Schedule fundamentals review & provide fundamentals materials & prerequisites, if applicable		A	R	I								C	I		I				I	
Complete fundamentals materials review and prerequisites			I									A	R		I				C	
Ensure all scheduled attendees are present			I	I							A	R	C		I					
Facilitate fundamentals review			A	R								I	I		I					

5.3.3 Current/Future State Analysis

The City and Tyler will evaluate current state processes, options within [all modules purchased](#), pros and cons of each option based on current or desired state, and [jointly](#) make decisions about future state configuration and processing. It is during this step that Extended Analysis will take place. [Extended Analysis will include best practice recommendations for use of Munis software and pros and cons of decisions related to downstream implications.](#)

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

STAGE 2	Current/Future State Analysis																			
	TYLER								CITY											
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	City Executive Sponsor	City Steering Committee	City Project Manager	City Functional Leads	City Change Management Leads	City Power Users	City Department Heads	City End Users	City Technical Leads	City Project Toolset Coordinator	City Upgrade Coordinator
		A	R	I								C	I		I					
			A	R								I	C	I	C					
			A	R								I	C	I	C					
			I	I								C	A	R	I	C	I			
			A	R									I	C	I	C				

5.3.4 Data Conversion Planning & Mapping

This entails the activities performed to prepare to convert data from the City's Legacy System Applications to the Tyler system. Tyler staff and the City work together to complete Data Mapping for each piece of data (as outlined in the Agreement) from the Legacy System to a location in the Tyler system.

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

STAGE 2	Data Conversion Planning & Mapping																			
	TYLER									CITY										
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	City Executive Sponsor	City Steering Committee	City Project Manager	City Functional Leads	City Change Management Leads	City Power Users	City Department Heads	City End Users	City Technical Leads	City Project Toolset Coordinator	City Upgrade Coordinator
Review contracted data conversion(s) options			A	R	I							C	C		C			C		
Map data from Legacy System to Tyler system			I	C	I							A	C		C			R		
Pull conversion data extract			I		I							A	C		C			R		
Run balancing Reports for data pulled and provide to Tyler			I		I							A	<u>CR</u>		<u>RC</u>			I		
Review and approve initial data extract		A	I	C	R							I						I		
Correct issues with data extract, if needed			I	C	C							A	C		C			R		

5.3.5 Standard 3rd Party Data Exchange Planning

Standard Data Exchange tools are available to allow [the City staff](#) to get data in and out of the Tyler system with external systems. Data exchange tools can take the form of Imports and Exports, and Interfaces.

A Standard Interface is a real-time or automated exchange of data between two systems. This could be done programmatically or through an API. It is Tyler's responsibility to ensure the Tyler programs operate correctly. It is the City's responsibility to ensure the third party program operates or accesses the data correctly.

The City and Tyler [Project Managers](#) will work together to define/confirm which Data Exchanges are needed (if not outlined in the Agreement). Tyler will provide a file layout for each Standard Data Exchange.

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

STAGE 2	Standard 3rd Party Data Exchange Planning																			
	TYLER								CITY											
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	City Executive Sponsor	City Steering Committee	City Project Manager	City Functional Leads	City Change Management Leads	City Power Users	City Department Heads	City End Users	City Technical Leads	City Project Toolset Coordinator	City Upgrade Coordinator
			A	R								C	I		I			C		
			I	C								A	C		C			R		
Review Standard or contracted Data Exchanges																				
Define or confirm needed Data Exchanges																				

5.3.6 Modification Analysis & Specification, if contracted

Tyler staff conducts additional analysis and develops specifications based on information discovered during this Stage. The City reviews the specifications and confirms they meet the City's needs prior to acceptance. Out of Scope items or changes to specifications after acceptance may require a Change Request.

Tyler's intention is to minimize Modifications by using Standard functionality within the Application, which may require a City business process change. It is the responsibility of the City to detail all of their needs during the Assess and Define Stage. Tyler will write up specifications (for City approval) for contracted program Modifications. Upon approval, Tyler will make the agreed upon Modifications to the respective program(s). Once the Modifications have been delivered, the City will test and approve those changes during the Build and Validate Stage.

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

STAGE 2	Modification Analysis & Specification, if contracted																			
	TYLER									CITY										
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	City Executive Sponsor	City Steering Committee	City Project Manager	City Functional Leads	City Change Management Leads	City Power Users	City Department Heads	City End Users	City Technical Leads	City Project Toolkit Coordinator	City Upgrade Coordinator
Analyze contracted custom program requirements	-		A	C	-	-	R	-	-	-	-	C	C	+	C	-	-	C	-	-
Develop specification document(s)	A	-	+	C	-	-	R	-	-	-	-	+	+	-	+	-	-	+	-	-
Review specification document(s); provide changes to Tyler, if applicable	-		+	C	-	-	C	-	-	-	-	A	R	+	C	-	-	C	-	-
Sign-off on specification document(s) and authorize work	-	-	+	-	-	-	+	-	-	-	A	R	C	+	+	-	-	C	-	-

5.3.75.3.6 Forms & Reports Planning

The City and Tyler review Forms and Reporting needs. Items that may be included in the Agreement are either Standard Forms and Reports ~~or known/included Modification(s). Items not included in the Agreement could be either City-developed Reports or a newly discovered Modification that will require a Change Request.~~

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

STAGE 2	Forms & Reports Planning																			
	TYLER									CITY										
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	City Executive Sponsor	City Steering Committee	City Project Manager	City Functional Leads	City Change Management Leads	City Power Users	City Department Heads	City End Users	City Technical Leads	City Project Toolset Coordinator	City Upgrade Coordinator
Review required Forms output			A	R									C	I	C			I		
Review and complete Forms options and submit to Tyler			I			I						A	R		C					
Review in Scope Reports			A	R								I	C		C					
Identify additional Report needs			I	C								A	R		C					
Add applicable tasks to Project schedule		A	R	I		C						C	I		I			I		

5.3.85.3.7 System Deployment

The Tyler technical services team installs Tyler Applications on the server (hosted or on-premise) and ensures the platform operates as expected.

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

STAGE 2	System Deployment																			
	TYLER									CITY										
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	City Executive Sponsor	City Steering Committee	City Project Manager	City Functional Leads	City Change Management Leads	City Power Users	City Department Heads	City End Users	City Technical Leads	City Project Toolset Coordinator	City Upgrade Coordinator
Install contracted software on server	A		I					R				I						C		
Ensure platform operates as expected	A		I					R				I						C		

5.3.9.15.3.8 Control Point 2: Assess & Define Stage Acceptance

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

5.3.9.15.3.8.1 Assess & Define Stage Deliverables

- Completed analysis Questionnaire
 - Objective: Gather and document information related to City business processes for current/future state analysis as it relates to Tyler approach/solution.
 - Scope: Provide comprehensive answers to all questions on Questionnaire(s).
 - Acceptance criteria: City acceptance of completed Questionnaire based on thoroughness of capturing all City business practices to be achieved through Tyler solution.
- Data conversion summary and specification documents
 - Objective: Define data conversion approach and strategy
 - Scope: Data conversion approach defined, data extract strategy, conversion and reconciliation strategy.
 - Acceptance criteria: Data conversion document(s) delivered to the City, reflecting complete and accurate conversion decisions.
- Modification specification documents, if contracted
 - Objective: Provide comprehensive outline of identified gaps, and how the custom program meets the City's needs.
 - Scope: Design solution for Modification.
 - Acceptance criteria: City accepts Custom Specification Document(s) and agrees that the proposed solution meets their requirements.
- Completed Forms options and/or packages
 - Objective: Provide specifications for each City in Scope form, Report and output requirements.
 - Scope: Complete Forms package(s) included in agreement and identify Reporting needs.
 - Acceptance criteria: Identify Forms choices and receive supporting documentation.
- Installation checklist
 - Objective: Installation of purchased Tyler software
 - Scope: Tyler will conduct an initial coordination call, perform an installation of the software included in the Agreement, conduct follow up to ensure all tasks are complete, and complete server system administration training, if required.
 - Acceptance criteria: Tyler software is successfully installed and available to authorized users, City team members are trained on applicable system administration tasks.

5.3.9.25.3.8.2 Assess & Define Stage Control Point Acceptance Criteria

- Tyler software is Installed
- Fundamentals review is complete

- Required Form information complete and provided to Tyler
- Current/Future state analysis completed; Questionnaires delivered and reviewed
- Data conversion mapping and extractions completed and provided to Tyler

5.4 Build & Validate (Stage 3)

The objective of the Build & Validate Stage is to prepare the software for use in accordance with the City's needs identified during the Assess and Define Stage, preparing the City for Final Testing and Training.

5.4.1 Configuration & Power User Training

Tyler staff collaborates with the City to complete software configuration, using City data, based on the outputs of the future state analysis performed during the Assess and Define Stage. Tyler staff will train the City Power Users to prepare them for the validation of the software. The City collaborates with Tyler staff iteratively to validate software configuration.

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

STAGE 3	Configuration & Power User Training																			
	TYLER								CITY											
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	City Executive Sponsor	City Steering Committee	City Project Manager	City Functional Leads	City Change Management Leads	City Power Users	City Department Heads	City End Users	City Technical Leads	City Project Toolset Coordinator	City Upgrade Coordinator
			A	R								I	R		I					
			A	R								I	C	I	C				I	
			I	C								A	C		R			C		
Perform configuration																				
Power User process and Validation training																				
Validate configuration																				

5.4.2 Data Conversion & Validation

Tyler completes an initial review of the converted data for errors. With assistance from the City, the Tyler data conversion team addresses items within the conversion program to provide the most efficient data conversion possible. With guidance from Tyler, the City reviews specific data elements within the system and identifies and reports discrepancies in writing. Iteratively, Tyler collaborates with the City to address conversion discrepancies prior to acceptance.

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

STAGE 3	Data Conversion & Validation																			
	TYLER									CITY										
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	City Executive Sponsor	City Steering Committee	City Project Manager	City Functional Leads	City Change Management Leads	City Power Users	City Department Heads	City End Users	City Technical Leads	City Project Toolset Coordinator	City Upgrade Coordinator
Write and run data conversion program against City data		A	I	C	R								C					C		
Complete initial review of data errors		A	I	C	R							I	I					C		
Review data conversion and submit needed corrections			I	C	I							A	CR	RC				C		
Revise conversion program(s) to correct error(s)		A	I	C	R							I	IC		C			C		

5.4.3 Standard 3rd Party Data Exchange Validation

Tyler provides training on Data Exchange(s) and the City tests each Data Exchange.

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

STAGE 3	Standard 3rd Party Data Exchange Validation																			
	TYLER									CITY										
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	City Executive Sponsor	City Steering Committee	City Project Manager	City Functional Leads	City Change Management Leads	City Power Users	City Department Heads	City End Users	City Technical Leads	City Project Toolset Coordinator	City Upgrade Coordinator
Train Data Exchange(s) processing in Tyler software			A	R								C	I	I	I			C	I	
Coordinate 3 rd Party Data Exchange activities			I	I								A	C		C			R		
Test all Standard 3 rd party Data Exchange(s)			I	C								A	C	I	R			C		

5.4.5 Modification Delivery & Validation, if contracted

Tyler delivers in Scope Modification(s) to the City for preliminary testing. Final acceptance will occur during the Final Testing and Training Stage.

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

STAGE 3	Modification Delivery & Validation, if contracted																			
	TYLER									CITY										
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	City Executive Sponsor	City Steering Committee	City Project Manager	City Functional Leads	City Change Management Leads	City Power Users	City Department Heads	City End Users	City Technical Leads	City Project Toolset Coordinator	City Upgrade Coordinator
Develop and deliver contracted custom program(s)		A	+	C	+	-	R	-	-	-	-	+	C	+	C	-	-	+	-	C
Test contracted custom program(s) in isolated database	-	-	+	C	-	-	C	-	-	-	-	A	C	-	R	-	-	C	-	-
Report discrepancies between specification and delivered contracted custom program(s)	-	-	+	+	-	-	+	-	-	-	-	A	R	-	C	-	-	C	-	-
Make corrections to contracted custom program(s) as required		A	+	C	+		R					+	C		C			+		

5.4.65.4.5 Forms & Reports Validation

Tyler provides training on Standard Forms/Reports and the City tests each Standard Form/Report.

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

STAGE 3				Forms & Reports Validation																						
				TYLER							CITY															
TASKS				Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	City Executive Sponsor	City Steering Committee	City Project Manager	City Functional Leads	City Change Management Leads	City Power Users	City Department Heads	City End Users	City Technical Leads	City Project Toolset Coordinator	City Upgrade Coordinator			
				Standard Forms & Report Training			A	R										I	C		C			I		
				Test Standard Forms & Reports			I	C		C								A	C		R			C		

5.4.75.4.6 Control Point 3: Build & Validate Stage Acceptance

Acceptance criteria for this Stage includes all criteria listed below. Advancement to the Final Testing & Training Stage is dependent upon Tyler's receipt of the Stage Acceptance.

5.4.715.4.6.1 Build & Validate Stage Deliverables

- Initial data conversion
 - Objective: Convert Legacy System data into Tyler system.
 - Scope: Data conversion program complete; deliver converted data for review.
 - Acceptance criteria: Initial error log available for review.
- Data conversion verification document
 - Objective: Provide instructions to the City to verify converted data for accuracy.
 - Scope: Provide self-guided instructions to verify specific data components in Tyler system.
 - Acceptance criteria: the City acknowledges data conversion delivery; the City completes data issues log.
- ~~● Installation of Modifications on the City's server(s) or Tyler hosted servers.~~
 - ~~○ Objective: Deliver Modification(s) in Tyler software.~~
 - ~~○ Scope: Program for Modification is complete and available in Tyler software, Modification testing.~~
 - ~~○ Acceptance criteria: the City acknowledges Delivery of Modification(s) meeting objectives described in the City signed specification.~~
- Standard Forms & Reports Delivered
 - Objective: Provide Standard Forms & Reports for review.
 - Scope: Installation of all Standard Forms & Reports included in the Agreement.
 - Acceptance criteria: City acknowledges that Standard Forms & Reports available in Tyler software for testing in Stage 4.

5.4.725.4.6.2 Build & Validate Stage Control Point Acceptance Criteria

- Application configuration completed
- Standard Forms & Reports delivered and available for testing in Stage 4
- Data conversions (except final pass) delivered
- Standard 3rd party Data Exchange training provided
- ~~● Modifications delivered and available for testing in Stage 4~~
- The City and Tyler have done a review of primary configuration areas to Validate completeness and readiness for testing and acceptance in Stage 4.

5.5 Final Testing & Training (Stage 4)

During Final Testing and Training, Tyler and the City review the final cutover plan. A critical Project success factor is the City understanding the importance of Final Testing and Training and dedicating the resources required for testing and training efforts in order to ensure a successful Production Cutover.

5.5.1 Cutover Planning

The City and Tyler [Project Manager](#) discuss final preparations and critical dates for Production Cutover. Tyler delivers a Production Cutover Checklist to outline cutover tasks to help prepare the City for success.

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

STAGE 4	Cutover Planning																			
	TYLER									CITY										
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	City Executive Sponsor	City Steering Committee	City Project Manager	City Functional Leads	City Change Management Leads	City Power Users	City Department Heads	City End Users	City Technical Leads	City Project Toolset Coordinator	City Upgrade Coordinator
Cutover Planning Session		A	R	C							—	C	C	C	C			C	C	
Develop Production Cutover Checklist		A	R	C						—	—	C	C	—	—			C		

5.5.2 User Acceptance Testing (UAT)

The City performs User Acceptance Testing to verify software readiness for day-to-day business processing. Tyler provides a Test Plan for users to follow to ensure proper Validation of the system.

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

STAGE 4	User Acceptance Testing (UAT)																			
	TYLER									CITY										
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	City Executive Sponsor	City Steering Committee	City Project Manager	City Functional Leads	City Change Management Leads	City Power Users	City Department Heads	City End Users	City Technical Leads	City Project Toolset Coordinator	City Upgrade Coordinator
Deliver Test Plan for User Acceptance Testing		A	R	C								I	I							
Perform User Acceptance Testing			I	C							A	R	C	C	C	I	I	C	I	
Accept custom program(s), if applicable			I	I			I				A	R	C	I	C			C		
Validate Report performance			I	C		C						A	C		R			C		

5.5.3 End User Training

End Users attend training sessions to learn how to utilize Tyler software. Training focuses primarily on day-to-day City processes that will be delivered via group training, webinar, eLearning and/or live training sessions.

Unless stated otherwise in the Agreement, Tyler provides one occurrence of each scheduled training or implementation topic with up to the maximum number of users as defined in the Agreement, or as otherwise mutually agreed. City users who attended the Tyler sessions may train any City users not able to attend the Tyler sessions or additional sessions may be contracted at the applicable rates for training.

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

STAGE 4	End User Training																			
	TYLER									CITY										
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	City Executive Sponsor	City Steering Committee	City Project Manager	City Functional Leads	City Change Management Leads	City Power Users	City Department Heads	City End Users	City Technical Leads	City Project Toolset Coordinator	City Upgrade Coordinator
	Conduct user training sessions			A	R							C	I		I	I		I	I	
	Conduct additional End User training sessions			I							I	A	C	I	R	I	I	I	I	

5.5.4 Control Point 4: Final Testing & Training Stage Acceptance

Acceptance criteria for this Stage includes all criteria listed below. Advancement to the Production Cutover Stage is dependent upon Tyler's receipt of the Stage Acceptance.

5.5.4.1 Final Testing & Training Stage Deliverables

- Production Cutover checklist
 - Objective: Provide a detailed checklist outlining tasks necessary for production Cutover.
 - Scope: Dates for final conversion, date(s) to cease system processing in Legacy System, date(s) for first processing in Tyler system, contingency plan for processing/
 - Acceptance criteria: City acknowledges the checklist delivery including definition of all pre-production tasks, assignment of owners and establishment of due dates.
- User Acceptance Test Plan
 - Objective: Provide testing steps to guide users through testing business processes in Tyler software.
 - Scope: Testing steps for Standard business processes.
 - Acceptance criteria: City acknowledges that Testing steps have been provided for Standard business processes.

5.5.4.2 Final Testing & Training Stage Acceptance Criteria

- Production Cutover Checklist delivered and reviewed
- ~~Modification(s) tested and accepted, if applicable~~
- Standard 3rd party Data Exchange programs tested and accepted
- Standard Forms & Reports tested and accepted
- User acceptance testing completed
- End User training completed

5.6 Production Cutover (Stage 5)

The City and Tyler resources complete tasks as outlined in the Production Cutover Plan and the City begins processing day-to-day business transactions in the Tyler software. Following production Cutover, the City transitions to the Tyler support team for ongoing support of the Application.

5.6.1 Final Data Conversion, if applicable

The City provides final data extract and Reports from the Legacy System for data conversion and Tyler executes final data conversion. The City may need to manually enter into the Tyler system any data added to the Legacy System after final data extract.

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

STAGE 5	Final Data Conversion, if applicable																			
	TYLER									CITY										
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	City Executive Sponsor	City Steering Committee	City Project Manager	City Functional Leads	City Change Management Leads	City Power Users	City Department Heads	City End Users	City Technical Leads	City Project Toolset Coordinator	City Upgrade Coordinator
Provide final data extract			C		I						I	A	C	I	I	I	I	R		
Provide final extract balancing Reports			I		I							A	CR		R			I		
Convert and deliver final pass of data		A	I	I	R							I	I		I			C		
Validate final pass of data			I	C	C						I	A	CR		R			C		
Load final conversion pass to Production environment			I		I						I	A	C	I	C			R		

5.6.2 Production Processing & Assistance

Tyler staff collaborates with the City during production cutover activities. The City transitions to Tyler software for day-to day business processing.

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

STAGE 5	Production Processing & Assistance																			
	TYLER								CITY											
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	City Executive Sponsor	City Steering Committee	City Project Manager	City Functional Leads	City Change Management Leads	City Power Users	City Department Heads	City End Users	City Technical Leads	City Project Toolset Coordinator	City Upgrade Coordinator
Production processing			C	C						I	I	A	R	R	R	R	R	R	I	I
Provide production assistance			A	R				C				I	C	C	C	C	C	C		

5.6.3 Transition to Tyler Support

Tyler [Project Manager](#) introduces the City to the Tyler Support team, who provides the City with day-to-day assistance following production Cutover.

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

STAGE 5	Transition to Tyler Support																			
	TYLER								CITY											
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	City Executive Sponsor	City Steering Committee	City Project Manager	City Functional Leads	City Change Management Leads	City Power Users	City Department Heads	City End Users	City Technical Leads	City Project Toolset Coordinator	City Upgrade Coordinator
			I					R			A	R	C	C	C	C		C	C	C
	A	I	C					R				C	C	C	C	I	I	C	I	I

5.6.4 Schedule Post-Production Services, if applicable

Tyler provides post-production services including Month End Close and Year End Close. Prior to scheduling services, the Tyler Project Manager collaborates with the City Project Manager to identify needs. For Munis Financials, this includes scheduling services to assist in the support of the first Month End and Year End processes, utilizing available implementation days from the project budget. In addition, CAFR and SSRS Report Writing Training may be scheduled post production.

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

STAGE 5	Schedule Post- <u>Production</u> Services, if applicable																			
	TYLER								CITY											
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	City Executive Sponsor	City Steering Committee	City Project Manager	City Functional Leads	City Change Management Leads	City Power Users	City Department Heads	City End Users	City Technical Leads	City Project Toolset Coordinator	City Upgrade Coordinator
			C	C								A	R	I	C				I	
		A	R	I								C	C	I	C				I	

5.6.5 Control Point 5: Production Cutover Stage Acceptance

Acceptance criteria for this Stage includes all criteria listed below. Advancement to the Phase/Project Closure Stage is dependent upon Tyler's receipt of this Stage Acceptance.

5.6.5.1 Production Cutover Stage Deliverables

- Final data conversion, if applicable
 - Objective: Ensure (in Scope) Legacy System data is available in Tyler software in preparation for production processing.
 - Scope: Final passes of all conversions completed in this Phase
 - Acceptance criteria: City acknowledges that data is available in production environment and is accurate.
- Support transition documents
 - Objective: Define strategy for on-going Tyler support.
 - Scope: Define support strategy for day-to-day processing, conference call with the City Project Manager and Tyler Support team, define roles and responsibilities, define methods for contacting Support.
 - Acceptance criteria: the City acknowledges receipt of tools to contact Support and understands proper support procedures.

5.6.5.2 Production Cutover Stage Control Point Acceptance Criteria

- Final data conversion(s) delivered, loaded, and is accurate
- Processing is being done in Tyler production and is timely and accurate
- Transition to Tyler Support is completed
- Post-live services have been scheduled, ~~if applicable~~

5.7 Phase/Project Closure (Stage 6)

Project or Phase closure signifies full implementation of all products purchased and encompassed in the Phase or Project. The City moves into the next cycle of their relationship with Tyler (next Phase of implementation or long-term relationship with Tyler Support).

5.7.1 Close Phase/Project

The City and Tyler [Project Managers](#) review the list of outstanding Project activities and develop a plan to address them. The Tyler [Project Manager](#) reviews the Project budget and status of each contract Deliverable with the City [Project Manager](#) prior to closing the Phase or Project.

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

STAGE 6	Close Phase/Project																			
	TYLER									CITY										
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	City Executive Sponsor	City Steering Committee	City Project Manager	City Functional Leads	City Change Management Leads	City Power Users	City Department Heads	City End Users	City Technical Leads	City Project Toolset Coordinator	City Upgrade Coordinator
Review outstanding Project activities and develop action plan <u>in project plan</u>		A	R	C								C	C	I	C	I		C		
Review Project budget and status of contract Deliverables		A	R							I	I	C								

5.7.2 Control Point 6: Phase/Project Closure Stage Acceptance

Acceptance criteria for this Stage includes all criteria listed below. This is the final acceptance for the Phase/Project.

5.7.2.1 Phase/Project Closure Stage Deliverables

- Phase/Project reconciliation report
 - Objective: Provide comparison of contract Scope and Project budget.
 - Scope: Contract Scope versus actual, analysis of services provided and remaining budget, identify any necessary Change Requests or Project activity.
 - Acceptance criteria: Acceptance of services and budget analysis and plan for changes, if needed.

5.7.2.2 Phase/Project Closure Stage Control Point Acceptance Criteria

- Outstanding Phase or Project activities have been documented and assigned
- Phase/final Project budget has been reconciled
- Tyler Deliverables for the Phase/Project are complete

6 Roles and Responsibilities

6.1 Tyler Roles and Responsibilities

Tyler assigns [Project Manager](#) prior to the start of each Phase of the Project. The [Project Manager](#) assigns other Tyler resources as the schedule develops. One person may fill multiple Project roles.

6.1.1 Tyler Executive Management

- 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

6.1.2 Tyler Implementation Management

- 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

6.1.3 Tyler Project Manager

The Tyler [Project Manager](#) provides oversight of the Project, coordination of resources between departments, management of the Project schedule and budget, effective risk and issue management, and is the primary point of contact for all Project related items.

- 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](#)
 - 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
- Collaborates with City Project Manager to plan and schedule Project timelines to achieve on-time implementation
- 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 as a whole that is also in balance with Scope/budget
 - 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 the City any items that may negatively impact the outcomes of the Project
 - Collaborates with the City's Project Manager 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, current 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
 - Interfaces closely with Tyler developers to coordinate program Modification activities
 - Coordinates with in Scope third party providers to align activities with ongoing Project tasks

6.1.4 Tyler Implementation Consultant

- Completes tasks as assigned by the Tyler Project Manager
- 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

- Makes Munis best practice recommendations
- 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 proactively apprised of any and 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

6.1.5 Tyler Sales

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

6.1.6 Tyler Software Support

- Manages incoming City –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

6.1.7 Tyler Disaster Recovery Support

- Conduct and monitor nightly backups of City databases at hosting facility, transfer nightly backups to Tylers data center.
- Provides services to host Application in the event of a disaster
- Provides 24 hour RPO – Recover Point Objective
- Provides emergency response within 2 business hours
- Ensure Tyler Application availability within 8 business hours
- Provide one annual disaster planning walkthrough

6.1.8 Tyler Systems Management Services

- Manages incoming City issues via phone, email, online customer incident portal, and from Software Support
- Provides system support including remote support of City systems, operating systems, network and local printing, and SQL assistance for the systems and platform directly attributable to the Tyler Applications
- Tracks issues and tickets to timely and effective resolution
- Determine root cause and provide solutions or provide direction/escalation to Tyler Development
- Consult on pre-sales in regards to system requirements
- Troubleshoot server and workstation issues
- Migrate Tyler Applications and databases to new hardware

- Maintain systems and provide Database and Server Administration
- Provide proactive monitoring of Tyler Application/DB server(s)
- Perform server transfers, database analysis, file system cleanup, and backup verification.
- Assists with database refreshes, LDAP synchronization, and loading releases

6.2 City Roles and Responsibilities

City resources will be assigned prior to the start of each Phase of the Project. One person may be assigned to multiple Project roles.

6.2.1 City Executive Sponsor

- 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

6.2.2 City Steering Committee

- 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

6.2.3 City Project Manager

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, as a whole, 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 understanding of goals, objectives, current 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

6.2.4 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 City 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

6.2.5 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

6.2.6 City End Users

- Attend all scheduled training sessions
- Become proficient in Application functions related to job duties
- Adopt and utilize changed procedures
- Complete all assigned tasks by the due dates defined in the Project schedule
- Utilize software to perform job functions at and beyond Production Cutover

6.2.7 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

6.2.8 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

6.2.9 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

6.2.10 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

7 Glossary

Word or Term	Definition
Application	A computer program designed to perform a group of coordinated functions, tasks or activities for the benefit of the user.
Change Control	A systematic approach for managing change governing how Change Requests will be received, assessed and acted on.
Change Management	An approach for ensuring that changes are thoroughly and smoothly implemented and that the lasting benefits of change are achieved. The focus is on the global impact of change with an intense focus on people and how individuals and teams move from the current situation to the new one.
Change Request	A form used as part of the Change Control process whereby changes in the Scope of work, timeline, resources, and/or budget are revised and agreed upon by participating parties.
Consumables	Items that are used recurrently, usually by Peripherals. Examples: paper stock or scanner cleaning kits.
Control Point	Occurring at the end of each Stage, the Control Point serves as a formal City review point. Project progress cannot continue until the City acknowledges the agreed upon Deliverables of the Stage have been met, or agree on an action plan to make the Deliverable acceptable and move to next Stage while executing final steps of current Stage.
Cutover	The point when a City begins using Tyler software in Production.
Data Exchange	A term used to reference Imports and Exports, and Interfaces which allow data to be exchanged between an external system and Tyler software.
Data Mapping	The process of mapping fields from the Legacy System to the appropriate location in the new system from one or more sources.
Deliverable	A tangible or intangible object/document produced as a result of the Project that is intended to be delivered to a City -(either internal or external) at a specific time.
End User	The person for whom the software is designed to use on a day-to-day basis.
Forms	A document which is typically printed on a template background and only captures data for one record per page. Forms are provided to entity customers whether internal (employees – <u>such as payroll checks</u>) or external (<u>vendors – such as purchase orders</u>).
<u>Implementation Management Plan</u>	<u>A document which is a compilation of the Change Control Management Plan, Risk Management Plan, Resource Management Plan, and Communication Management Plan.</u>
Imports and Exports	A process within the system that a user is expected to run to consume (Import) or produce (Export) a specifically defined file format/layout.
Interface	A real-time or automated exchange of data between two systems.
Install	References the initial Installation of software files on City servers or Tyler hosted servers, and preparing the software for use during

	configuration. The version currently available for general release will always be used during the initial Install.
Legacy System	The system from which a City is converting.
Modification	Modification of software program package to provide individual City requirements documented within the Scope of the Agreement.
Peripherals	An auxiliary device that connects to and works with the computer in some way. Examples: mouse, keyboard, scanner, external drive, microphone, speaker, webcam, and digital camera.
Phase	A portion of the Project in which specific set of related products are typically implemented. Phases each have an independent start, Production Cutover and closure dates but use the same Implementation Plans as other Phases within the Project. Phases may overlap or be sequential and may have the same Tyler Project manager or different individual assigned.
Power User	An experienced City person or group who is (are) an expert(s) in the City business processes, as well as knowledgeable in the requirements and acceptance criteria.
Project	The Project includes all implementation activity from Plan & Initiate to Closure for all products, Applications and functionality included in a single Agreement. The Project may be broken down into multiple Phases.
Project Plan	The Project Plan serves as the master blueprint for the Project. As developed, the Project schedule will become a part of the Project Plan and outline specific details regarding tasks included in the Project Plan.
Project Planning Meeting	Occurs during the Plan & Initiate Stage to coordinate with the City Project manager to discuss Scope, information needed for Project scheduling and resources.
Questionnaire	A document containing a list of questions to be answered by the City for the purpose of gathering information needed by Tyler to complete the implementation.
RACI	A chart describing level of participation by various roles in completing tasks or Deliverables for a Project or process. Also known as a responsibility assignment matrix (RAM) or linear responsibility chart (LRC).
Reports	Formatted to return information related to multiple records in a structured format. Information is typically presented in both detail and summary form for a user to consume.
Scope	Products and services that are included in the Agreement.
Stage	The top-level components of the WBS. Each Stage is repeated for individual Phases of the Project and requires acknowledgement before continuing to the next Stage. Some tasks in the next Stage may begin before the prior Stage is complete.
Stakeholder Presentation	Representatives of the Tyler implementation team will meet with key City representatives to present high level Project expectations and outline how Tyler and the City can successfully partner to create an environment for a successful implementation.

Standard	Included in the base software (out of the box) package.
Statement of Work (SOW)	Document which will provide supporting detail to the Agreement defining Project-specific activities and Deliverables Tyler will provide to the City—.
Test Plan	Describes the testing process. Includes "Test Cases" to guide the users through the testing process. Test cases are meant to be a baseline for core processes; the City —is expected to supplement with City —specific scenarios and processes.
Software Upgrade	References the act of updating software files to a newer software release.
Validation (or to validate)	The process of testing and approving that a specific Deliverable, process, program or product is working as expected.
Work Breakdown Structure (WBS)	A hierarchical representation of a Project or Phase broken down into smaller, more manageable components.

8 Munis Conversion Summary

8.1 Accounting COA

- Chart of Accounts segments, objects, character codes, project codes (if applicable), organization codes (if applicable), control accounts budget rollups, fund attributes, due to/due from accounts
- Requires the use of a Tyler provided spreadsheet for design and entry of the data to be converted

8.2 Accounting - Actuals

- Summary account balances
- Up to 3 years

8.3 Accounting - Budgets

- Original budget, budget adjustments, revised budget summaries for accounts
- Up to 3 years

8.4 Accounts Payable Vendor Master

- Vendor Master file including names, addresses, SSN/FID, contacts, phone numbers
- Multiple remittance addresses
- Year-to-date 1099 amounts

8.5 Accounts Payable - Checks

- Check header data including vendor, warrant, check number, check date, overall check amount, GL cash account and clearing information
- Check detail data including related document and invoice numbers for each check

8.6 Accounts Payable - Invoices

- Invoice header data containing general information for the invoice
- Invoice detail data containing line-specific information for the invoice

8.7 Contracts

- Contract header detail with many fields available to convert including fiscal year and period, vendor number, department code, description, enforcement method code, dates for award, approval, entry and expiration, retention information, user-defined type and review codes, status code, user id for entry and approver. Additional fields are also available.
- Contract detail including line item account and amount detail

8.8 Fixed Assets Master

- Asset description, status, acquisition quantity, date and amount, codes for asset class, subclass, department, custodian, flags for capitalization and depreciation, estimated life, serial number, model, model year, depreciation method, life-to-date depreciation amount, last depreciation date, disposal information (if any), purchase information, if any (vendor, PO, Invoice)

8.9 Fixed Assets - History

- Transaction history data for acquisitions, disposals, transfers, etc.

8.10 General Billing CID

- Customer information

8.11 General Billing – Recurring Invoices

- General Billing Invoices that are sent on a regular basis
- Header records with general information about the invoice
- Detail records with line-specific information

8.12 General Billing – Bills

- Unlimited history of open and closed invoices
- General Ledger information so open invoices can be processed in Munis

8.13 Project Grant Accounting

- Segments, account strings and fund string allocation table
- Requires the use of a Tyler provided (Chart of Accounts) spreadsheet for design and entry of the data to be converted

8.14 Project Grant Accounting - Actuals

- Summary project ledger string balances
- Up to 3 years

8.15 Project Grant Accounting – Budget

- Original project ledger budget amounts
- Up to 3 years

8.16 Purchase Orders

- Open purchase orders header data including vendor, buyer, date, accounting information, etc.
- Open purchase orders detail data including line item descriptions, quantities, amounts, etc.

