

1. Introduction and Background

HB67 amended Utah Code § 53E-3-518 and created the obligation that Local Education Agencies (LEAs) must have financial information systems that meet requirements set by the Utah State Board of Education (USBE). HB67 also set a deadline of July 1, 2023, for all LEAs to upgrade their systems to meet these requirements. USBE has created Administrative Rules R277-427 that have created standards.

Pursuant to Code and Rule, USBE issued a Request for Proposals (RFP) seeking multiple solutions that would meet the requirements, provide flexibility, and allow the LEAs to select the best solution for them utilizing multiple cooperative contracts.

Please refer to Attachment A – Standard Terms and Conditions for Goods and Services for the cooperative terms for utilizing this contract.

Vendor is expected to provide the following:

Utah LEAs are complex operations, run in a highly professional manner. Vendor must provide a cost-effective, highly functional, state of the art software that will assist the LEAs in meeting requirements, while ultimately serving the students of the State of Utah. The desired components include, but are not limited to:

- Financial accounting
- Training and establishment of minimum modules within the financial system
- Standard forms and reporting
- Content or e-document management
- Advanced purchasing and procurement systems
- Purchasing cards
- Warehouse systems
- Business intelligence
- Cloud hosting services
- Accounts receivable system
- Budget preparation system
- Applicant portal
- Bid system
- Bank and check reconciliation systems
- Fixed asset systems
- Campus, student, and pupil accounting
- Human resources system, with access to relevant and necessary human resources data
- Utah state reporting (interoperable with the state transparency system).

The software must demonstrate adherence to Generally Accepted Accounting Principles (GAAP) and all relevant state and federal regulations. The solutions must include data conversion from

existing LEA systems as well as the successful installation and testing of software on LEA systems.

Pre-Implementation Planning and Design Phase

Upon selection by an LEA, the vendor will provide an implementation team to detail how the ERP will meet the project goals and system requirements. The planning and design phase will determine which modules are used and how each specific module will be used to optimize workflow and process improvements.

The phase will also review the order and sequence of implementation for each module, what efforts (including staffing, training, and time) will be necessary to implement each module, what connections to other systems will be designed, what data will be stored in the system, what historical data will be imported, etc. The vendor will submit a fixed fee proposal for the Implementation Design and Planning Phase. The vendor will detail assumptions and expected estimate of effort. The vendor will provide implementation and related services necessary to install the new software, complete data conversion and testing, train staff, etc., by the July 1, 2023, deadline.

The vendor will also detail expectations and efforts required from the incumbent software provider. This is critical to success and the vendor must detail these expectations.

System Installation and Support

The vendor is responsible for installation and testing of the system to the point of independent operation by LEA's staff. In addition, the vendor will indicate support services necessary to ensure successful operation of the system and its components, including, but not limited to the following:

- 1) Acceptance testing after installation.
- 2) Maintenance support for bug fixes, enhancements, and tax and regulatory compliance updates.
- 3) End user and technical staff training.

Technical Support

The vendor will provide ongoing and unlimited technical support and software updates to maintain compliance with federal and State of Utah requirements and directives. The vendor must include a full description of all items included in the vendor's standard maintenance and support agreements including annual costs to LEA for these services. These maintenance agreements must provide for periodic updates to the software for product enhancements, bug fixes, tax and regulatory compliance, etc.

The vendor should also specify the method that determines future maintenance and support agreement increases. When describing telephone support, the vendor must specify all conditions (including days/times available) for its use by both end-user and technical staff.

See the Scope of Work for further details. The Scope of Work is subject to change based on identified need(s) and mutual agreement between the parties. Further details are provided below.

2. **Scope of Work**

This Statement of Work (“SOW”) documents the methodology, implementation stages, activities, and roles and responsibilities, and project scope listed in the Investment Summary of the Agreement between Tyler and the USBE (collectively the “Project”).

The overall goals of the project are to:

- Successfully implement the contracted scope on time and on budget
- Increase operational efficiencies and empower users to be more productive
- Improve accessibility and responsiveness to external and internal customer needs
- Overcome current challenges and meet future goals
- Providing a single, comprehensive, and integrated solution to manage business functions
- Streamline business processes through automation, integration, and workflows
- Provide a user-friendly user interface to promote system use and productivity
- Eliminate redundant data entry

Methodology

- This is accomplished by the USBE and Tyler working as a partnership and Tyler utilizing its depth of implementation experience. While each Project is unique, all will follow Tyler’s six-stage methodology. Each of the six stages is comprised of multiple work packages, and each work package includes a narrative description, objectives, tasks, inputs, outputs/deliverables, assumptions, and a responsibility matrix.
- 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 USBE’s complexity and organizational needs.

Tyler’s Six Stage Project Methodology



- The methodology adapts to both single-phase and multiple-phase projects.
- To achieve Project success, it is imperative that both the USBE and Tyler commit to including the necessary leadership and governance. During each stage of the Project, it is expected that the USBE and

Tyler Project teams work collaboratively to complete tasks. An underlying principle of Tyler's Implementation process is to employ an iterative model where the USBE's business processes are assessed, configured, validated, and refined cyclically in line with the project budget. This approach is used in multiple stages and work packages as illustrated in the graphic below.

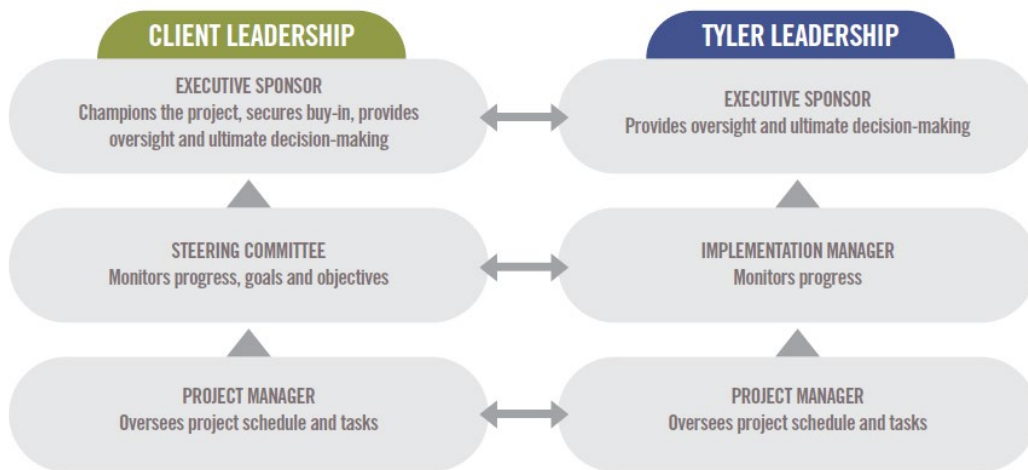


- The delivery approach is systematic, which reduces variability and mitigates risks to ensure Project success. As illustrated, some stages, along with work packages and tasks, are intended to be overlapping by nature to complete the Project efficiently and effectively.
- Part 2: Project Foundation

Project Governance

- Project governance is the management framework within which Project decisions are made. The role of Project governance is to provide a decision-making approach that is logical, robust, and repeatable. This allows organizations to have a structured approach for conducting its daily business in addition to project related activities.
- This section outlines the resources required to meet 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 defines the structure for escalation of issues and risks, Change Control review and authority, and Organizational Change Management activities. Throughout the Statement of Work Tyler has provided RACI Matrices for activities to be completed throughout the implementation which will further outline responsibilities of different roles in each stage. Further refinement of the governance structure, related processes, and specific roles and responsibilities occurs during the Initiate & Plan Stage.
- The chart below illustrates an overall team perspective where Tyler and the USBE collaborate to resolve Project challenges according to defined escalation paths. If project managers do not possess authority to determine a solution, resolve an issue, or mitigate a risk, Tyler implementation management and the USBE Steering Committee become the escalation points to triage responses prior to escalation to the USBE 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 USBE and Tyler executive sponsors serve as the final escalation point.

Project Governance Relationships

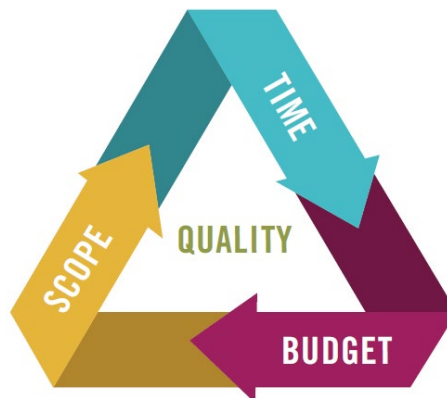


Project Scope Control

Managing Scope and Project Change

- Project Management governance principles contend that there are three connected constraints on a Project: budget, timeline, and scope. These constraints, known as the “triple constraints” or project management triangle, define budget in terms of financial cost, labor costs, and other resource costs. Scope is defined as the work performed to deliver a product, service or result with the specified features and functions, while time is simply defined as the schedule. The Triple Constraint theory states that if you change one side of the triangle, the other two sides must be correspondingly adjusted. For example, if the scope of the Project is increased, cost and time to complete will also need to increase. The Project and executive teams will need to remain cognizant of these constraints when making impactful decisions to the Project. A simple illustration of this triangle is included here, showing the connection of each item and their relational impact to the overall Scope.

Project Management Triangle



- A pillar of any successful project is the ability to properly manage scope while allowing the appropriate level of flexibility to incorporate approved changes. Scope and changes within the project will be managed using the change control process outlined in the following section.

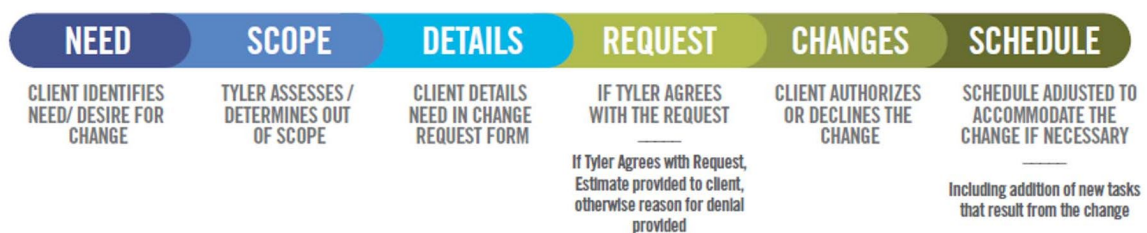
Change Control

- It may become necessary to change the scope of this Project due to unforeseeable circumstances (e.g., new constraints or opportunities are discovered). This Project is being undertaken with the understanding that Project scope, schedule, and/or cost may need to change to produce optimal results for stakeholders. Changes to contractual requirements will follow the change control process specified in the final contract, and as described below.

Change Request Management

- Should the need for a change to Project scope, schedule, and/or cost be identified during the Project, the change will be brought to the attention of the Steering Committee and an assessment of the change will occur. While such changes may result in additional costs and delays relative to the schedule, some changes may result in less cost to the USBE; for example, the USBE may decide it no longer needs a deliverable originally defined in the Project. The Change Request will include the following information:
 - The nature of the change.
 - A good faith estimate of the additional cost or associated savings to the USBE, if any.
 - The timetable for implementing the change.
 - The effect on and/or risk to the schedule, resource needs or resource responsibilities.
- The USBE will use its good faith efforts to either approve or disapprove any Change Request within ten (10) Business Days (or other period as mutually agreeable between Tyler and the USBE). Any changes to the Project scope, budget, or timeline must be documented and approved in writing using a Change Request form. These changes constitute a formal amendment to the Statement of Work and will supersede any conflicting term in the Statement of Work.

Change Request Process



Acceptance Process

- The implementation of a Project involves many decisions to be made throughout its lifecycle. Decisions will vary from higher level strategy decisions to smaller, detailed Project level decisions. It is critical to the success of the Project that each USBE office or department designates specific individuals for making decisions on behalf of their offices or departments.
- Both Tyler and the USBE will identify representative project managers. These individuals will represent the interests of all stakeholders and serve as the primary contacts between the two organizations.
- The coordination of gaining USBE feedback and approval on Project deliverables will be critical to the success of the Project. The USBE project manager will strive to gain deliverable and decision approvals from all authorized USBE representatives. Given that the designated decision-maker for each department may not always be available, there must be a designated proxy for each decision point in the Project. Assignment of each proxy will be the responsibility of the leadership from each USBE department. The proxies will be named individuals that have the authorization to make decisions on behalf of their department.
- The following process will be used for accepting Deliverables and Control Points:
- The USBE shall have five (5) business days from the date of delivery, or as otherwise mutually agreed upon by the parties in writing, to accept each Deliverable or Control Point. If the USBE does not provide acceptance or acknowledgement within five (5) business days, or the otherwise agreed upon timeframe, not to be unreasonably withheld, Tyler deems the Deliverable or Control Point as accepted.
- If the USBE does not agree the Deliverable or Control Point meets requirements, the USBE shall notify Tyler project manager(s), in writing, with reasoning within five (5) 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 USBE 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 USBE does not provide acceptance 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.

3. Requirements

Roles and Responsibilities

The following defines the roles and responsibilities of each Project resource for the USBE and Tyler. Roles and responsibilities may not follow the organizational chart or position descriptions at the USBE, but are roles defined within the Project. It is common for individual resources on both the Tyler and USBE project teams to fill multiple roles. Similarly, it is common for some roles to be filled by multiple people.

Tyler Roles & Responsibilities

Tyler assigns a project manager prior to the start of each Phase of the Project (some Projects may only be one Phase in duration). Additional Tyler resources are assigned as the schedule develops and as needs arise.

Tyler Executive Manager

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 to escalate and facilitate implementation Project tasks and decisions.

- Provides clear direction for Tyler staff on executing on the Project Deliverables to align with satisfying the USBE '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.
- Acts as the counterpart to the USBE 's executive sponsor.

Tyler Implementation Manager

- Tyler implementation management has indirect involvement with the Project and is part of the Tyler escalation process. The Tyler project managers consult implementation management on issues and outstanding decisions critical to the Project. Implementation management works toward a solution with the Tyler Project Manager or with USBE management as appropriate. Tyler executive management is the escalation point for any issues not resolved at this level.
- Assigns Tyler Project personnel.
- 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.

Tyler Project Manager

- The Tyler project manager(s) provides oversight of the Project, coordination of Tyler resources between departments, management of the Project budget and schedule, effective risk, and issue management, and is the primary point of contact for all Project related items. As requested by the USBE, the Tyler Project Manager provides regular updates to the USBE Steering Committee and other Tyler governance members. Tyler Project Manager's role includes responsibilities in the following areas:

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 the USBE project manager(s).
- Coordinates Change Requests, if needed, to ensure proper Scope and budgetary compliance.

Planning

- Delivers project planning documents.
- Defines Project tasks and resource requirements.
- Develops initial Project schedule and Project Management Plan.
- Collaborates with the USBE project manager(s) to plan and schedule Project timelines to achieve on-time implementation.

Implementation Management

- Tightly manages Scope and budget of Project to ensure Scope changes and budget planned versus actual are transparent and handled effectively and efficiently.
- Establishes and manages a schedule and Tyler resources that properly support the Project Schedule and are also in balance with Scope/budget.
- Establishes risk/issue tracking/reporting process between the USBE and Tyler and takes all necessary steps to proactively mitigate these items or communicate with transparency to the USBE any items that may impact the outcomes of the Project.
- Collaborates with the USBE 's project manager(s) to establish key business drivers and success indicators that will help to govern Project activities and key decisions to ensure a quality outcome of the project.
- Collaborates with the USBE 's project manager(s) to set a routine communication plan that will aide all Project team members, of both the USBE and Tyler, in understanding the goals, objectives, status, and health of the Project.

Resource Management

- Acts as liaison between Project team and Tyler manager(s).
- Identifies and coordinates all Tyler resources across all applications, Phases, and activities including development, forms, installation, reports, implementation, and billing.
- Provides direction and support to Project team.
- Manages the appropriate assignment and timely completion of tasks as defined in the Project Schedule, task list, and Go-Live Checklist.
- Assesses team performance and adjusts as necessary.
- Consulted on in Scope 3rd party providers to align activities with ongoing Project tasks.

Tyler Implementation Consultant

- Completes tasks as assigned by the Tyler project manager(s).
- Documents activities for services performed by Tyler.
- Guides the USBE through software validation process following configuration.
- Assists during Go-Live process and provides support until the USBE transitions to Client Services.
- Facilitates training sessions and discussions with the USBE and Tyler staff to ensure adequate discussion of the appropriate agenda topics during the allotted time.

Tyler Sales

- Supports Sales to Implementation knowledge transfer during Initiate & Plan.
- Provides historical information, as needed, throughout implementation.
- Participates in pricing activities if additional licensing and/or services are needed.

Tyler Technical Services

- Maintains Tyler infrastructure requirements and design document(s).
- Involved in system infrastructure planning/review(s).
- Provides first installation of licensed software with initial database on servers.
- Supports and assists the project team with technical/environmental issues/needs.
- Deploys Tyler products.

USB E Roles & Responsibilities

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

USB E Executive Sponsor

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

- Champions the project at the executive level to secure buy-in.
- Authorizes required project resources.
- Actively participates in organizational change communications.

USB E Steering Committee

The USB E steering committee understands and supports the cultural change necessary for the Project and fosters an appreciation for the Project's value throughout the organization. The steering committee oversees the USB E project manager and Project through participation in regular internal meetings. The USB E steering committee remains updated on all Project progress, Project decisions, and achievement of Project milestones. The USB E steering committee also serves as primary level of issue resolution for the Project.

- Works to resolve all decisions and/or issues not resolved at the project manager level as part of the escalation process.
- Attends all scheduled steering committee meetings.
- Provides support for the project team.
- Assists with communicating key project messages throughout the organization.
- Prioritizes the project within the organization.
- Ensures the project staffed appropriately and that 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
 - USB E Policies
 - Needs of other client projects

USB E Project Manager

The USB E 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. The USB E Project Manager should communicate decisions and commitments to the Tyler project manager(s) in a timely and efficient manner. When the USB E project manager(s) do not have the knowledge or authority to make decisions, he or she engages the

necessary resources to participate in discussions and make decisions in a timely fashion to avoid Project delays. The USBE project manager(s) are responsible for reporting to the USBE steering committee and determining appropriate escalation points.

Contract Management

- Validates contract compliance throughout the project.
- Ensures that invoicing and Deliverables meet contract requirements.
- Acts as primary point of contact for all contract and invoicing questions. Collaborates on and approves Change Requests, if needed, to ensure proper scope and budgetary compliance.

Planning

- Reviews and accepts project planning documents.
- Defines project tasks and resource requirements for the USBE project team.
- Collaborates in the development and approval of the project schedule.
- Collaborates with Tyler project manager(s) to plan and schedule project timelines to achieve on-time implementation.

Implementation Management

- Tightly manages project budget and scope.
- Collaborates with Tyler project manager(s) to establish a process and approval matrix to ensure that 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 schedule as a whole and is also in balance with scope and budget.
- Collaborates with Tyler project manager(s) to establish risk and issue tracking and reporting process between the USBE and Tyler and takes all necessary steps to proactively mitigate these items or communicate with transparency to Tyler any items that may 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 the USBE staff and Tyler, aiding in the understanding of goals, objectives, current status, and health of the project by all team members.
- Manages the requirements gathering process and ensure timely and quality business requirements are being provided to Tyler.

Resource Management

- Acts as liaison between project team and stakeholders.
- Identifies and coordinates all USBE 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.
- Assesses team performance and takes corrective action, if needed.
- Provides guidance to USBE technical teams to ensure appropriate response and collaboration with Tyler Technical Support Teams to ensure timely response and appropriate resolution.
- Owns the relationship with in-Scope 3rd party providers and aligns activities with ongoing project tasks.
- Ensures that users have appropriate access to Tyler project toolsets as required.

- Conducts training on proper use of toolsets.
- Validates completion of required assignments using toolsets.

USBE 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.
- Contributes business process expertise for Current & Future State Analysis.
- Identifies and includes additional subject matter experts to participate in Current & Future State Analysis.
- Validates that necessary skills have been retained by end users.
- Provides End Users with dedicated time to complete required homework tasks.
- Acts as an ambassador/champion of change for the new process and provide business process change support.
- Identifies and communicates any additional training needs or scheduling conflicts to the USBE project manager.
- Actively participates in all aspects of the implementation, including, but not limited to, the following key activities:
 - Task completion
 - Stakeholder Meeting
 - Project Management Plan development
 - Schedule development
 - Maintenance and monitoring of risk register
 - Escalation of issues
 - Communication with Tyler project team
 - Coordination of USBE resources
 - Attendance at scheduled sessions
 - Change management activities
 - Modification specification, demonstrations, testing and approval assistance
 - Data analysis assistance
 - Decentralized end user training
 - Process testing
 - Solution Validation

USBE Power Users

- Participate in project activities as required by the project team and project manager(s).
- Provide subject matter expertise on the USBE business processes and requirements.
- Act as subject matter experts and attend Current & Future State Analysis sessions as needed.
- Attend all scheduled training sessions.
- Participate in all required post-training processes as needed throughout project.
- Test all application configuration to ensure it satisfies business process requirements.
- Become application experts.
- Participate in Solution Validation.
- 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 Go-live.
- Provide knowledge transfer to the USBE staff during and after implementation.

USBE End Users

- Attend all scheduled training sessions.
- Become proficient in application functions related to job duties.
- Adopt and utilize changed procedures.
- Complete all deliverables by the due dates defined in the project schedule.
- Utilize software to perform job functions at and beyond Go-live.

USBE Technical Lead

- Coordinates updates and releases with Tyler as needed.
- Coordinates the copying of source databases to training/testing databases as needed for training days.
- Coordinates and adds new users, printers and other peripherals as needed.
- Validates that all users understand log-on process and have necessary permission for all training sessions.
- Coordinates interface development for USBE third party interfaces.
- Develops or assists in creating reports as needed.
- Ensures on-site system meets specifications provided by Tyler.
- Assists with software installation as needed.

USBE Upgrade Coordination

- Becomes familiar with the software upgrade process and required steps.
- Becomes familiar with Tyler's releases and updates.
- Utilizes Tyler resources to stay abreast of the latest Tyler releases and updates, as well as the latest helpful tools to manage the USBE's software upgrade process.
- Assists with the software upgrade process during implementation.
- Manages software upgrade activities post-implementation.
- Manages software upgrade plan activities.
- Coordinates software upgrade plan activities with USBE and Tyler resources.
- Communicates changes affecting users and department stakeholders.
- Obtains department stakeholder acceptance to upgrade production environment.

USBE Change Management Lead

- Validates that 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.

4. **Project Deliverables**

Initiate and Plan

The Initiate and Plan stage involves Project initiation, infrastructure, and planning. This stage creates a foundation for the Project by identifying and establishing sequence and timing for each Phase as well as verifying scope for the Project. This stage will be conducted at the onset of the Project, with a few unique items being repeated for the additional Phases as needed.

Initial Coordination

Prior to Project commencement, Tyler management assigns project manager(s). Additional Project resources will be assigned later in the Project as a Project schedule is developed. Tyler provides the USBE with initial Project documents used to gather names of key personnel, their functional role as it pertains to the Project, as well as any blackout dates to consider for future planning. the USBE gathers the information requested by the provided deadline ensuring preliminary planning and scheduling can be conducted moving the Project forward in a timely fashion. Internally, the Tyler Project Manager(s) coordinate with sales to ensure transfer of vital information from the sales process prior to scheduling a Project Planning Meeting with the USBE's team. During this step, Tyler will work with the USBE to establish the date(s) for the Project and Phase Planning session.

Objectives:

- Formally launch the project.
- Establish project governance.
- Define and communicate governance for Tyler.
- Identify USBE project team.

| STAGE 1 | Initial Coordination | | | | | | | | | | | | | | | | |
|---|----------------------|------------------------|-----------------|---------------------------|--------------|-----------------------|--------------------|-----------------|-------------------|--------------------|-----------------|------------------|-------------------------|------------------------|------------------|-----------|-----------------|
| | Tyler | | | | | | | | USBE | | | | | | | | |
| RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed | Executive Manager | Implementation Manager | Project Manager | Implementation Consultant | Data Experts | Modification Services | Technical Services | Client Services | Executive Sponsor | Steering Committee | Project Manager | Functional Leads | Change Management Leads | Subject Matter Experts | Department Heads | End Users | Technical Leads |
| Tyler project team is assigned | A | R | C | I | I | I | I | | I | | I | | | | | | |
| USBEproject team is assigned | | | | | | | | | A | I | R | I | I | I | | | |
| Provide initial project documents to the USBE | | A | R | C | | | C | | I | | I | | | | | | |
| Gather preliminary information requested | | | I | | | | | | A | | R | C | | C | | C | C |
| Sales to implementation knowledge transfer | | A | R | I | I | I | I | | | | I | | | | | | |

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|--|-------------------|------------------------|-----------------|---------------------------|--------------|-----------------------|--------------------|-----------------|-------------------|--------------------|-----------------|------------------|-------------------------|------------------------|------------------|-----------|-----------------|
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| Schedule and conduct planning session(s) | | A | R | | | | | | I | | C | C | I | | | | |
| Develop Project Management Plan | | A | R | | | | | | I | | C | C | I | | | | |
| Develop initial project schedule | | A | R | I | I | I | I | | I | I | C | C | I | I | C | | I |

| | |
|--------|--------------------------------|
| Inputs | Contract documents |
| | Statement of Work |
| | Guide to Starting Your Project |

| Outputs / Deliverables | | Acceptance Criteria [only] for Deliverables |
|------------------------|--------------------------|---|
| | Project Management Plan | Delivery of document |
| | Project Operational Plan | Delivery of document |
| | Initial Project Schedule | USBE provides acceptance of schedule based on resource availability, project budget, and goals. |

Work package assumptions:

USBE has reviewed and completed the Guide to Starting Your Project document.

Infrastructure Planning

Procuring required hardware and setting it up properly is a critical part of a successful implementation. This task is especially important for Tyler-hosted/SaaS deployment models. Tyler will be responsible for building the environments for a hosted/SaaS deployment, unless otherwise identified in the Agreement. Tyler will install Licensed Software on application server(s) or train the USBE to install License Software. The USBE is responsible for the installation and setup of all peripheral devices.

Objectives:

Ensure the USBE's infrastructure meets Tyler's application requirements.

Ensure the USBE's infrastructure is scheduled to be in place and available for use on time.

| | |
|---------|-------------------------|
| STAGE 1 | Infrastructure Planning |
|---------|-------------------------|

| | Tyler | | | | | | | USBE | | | | | | | | | |
|---|-------------------|------------------------|-----------------|----------------|--------------|-----------------------|--------------------|-----------------|-------------------|--------------------|-----------------|------------------|-------------------|------------------------|------------------|-----------|-----------------|
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| Provide Infrastructure Requirements and Design Document | | A | R | | C | | C | | | | I | | | | | | I |
| Initial Infrastructure Meeting | | A | R | | C | | C | | | | C | | | | | | C |
| *Schedule SaaS Environment Availability | | A | R | | | | C | | | | I | | | | | | |
| *Schedule Hardware to be Available for Installation | | | I | | | | I | | A | | R | | | | | | C |
| Schedule Installation of All Licensed Software | | A | R | | | | C | | | | I | | | | | | I |
| Infrastructure Audit | | A | R | | | | C | | | | I | | | | | | C |

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|--------|--|
| Inputs | 1. Initial Infrastructure Requirements and Design Document |
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| Outputs / Deliverables | | Acceptance Criteria [only] for Deliverables |
| | 1. Completed Infrastructure Requirements and Design Document | Delivery of Document |
| | 2. Infrastructure Audit | System Passes Audit Criteria |

Stakeholder Meeting

Communication of the Project planning outcomes to the USBE Project team, executives and other key stakeholders is vital to Project success. The Stakeholder meeting is a strategic activity to inform, engage, gain commitment, and instill confidence in the USBE team. During the meeting, the goals and objectives of the Project will be reviewed along with detail on Project scope, implementation methodology, roles and responsibilities, Project timeline and schedule, and keys to Project success.

Objectives:

- Formally present and communicate the project activities and timeline.
- Communicate project expectations.

| STAGE 1 | Stakeholder Meeting | | | | | | | | | | | | | | | | |
|---|---------------------|------------------------|-----------------|---------------------------|--------------|-----------------------|--------------------|-----------------|-------------------|--------------------|-----------------|------------------|-------------------------|------------------------|------------------|-----------|-----------------|
| | Tyler | | | | | | | | USBE | | | | | | | | |
| RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed | Executive Manager | Implementation Manager | Project Manager | Implementation Consultant | Data Experts | Modification Services | Technical Services | Client Services | Executive Sponsor | Steering Committee | Project Manager | Functional Leads | Change Management Leads | Subject Matter Experts | Department Heads | End Users | Technical Leads |
| Create Stakeholder Meeting Presentation | I | A | R | I | I | | | | I | I | C | | I | | | | |
| Review Stakeholder Meeting Presentation | | I | C | | | | | | A | | R | | C | | | | |
| Perform Stakeholder Meeting Presentation | I | A | R | I | I | | | | I | I | C | I | I | I | I | I | I |

| | |
|--------|-------------------------|
| Inputs | Agreement |
| | SOW |
| | Project Management Plan |

| | | |
|------------------------|----------------------------------|---|
| Outputs / Deliverables | | Acceptance Criteria [only] for Deliverables |
| | Stakeholder Meeting Presentation | |

Work package assumptions:

None

Intentionally left blank.

Control Point 1: Initiate & Plan Stage Acceptance

Acceptance criteria for this stage includes completion of all criteria listed below.

Note: Advancement to the Assess & Define stage is not dependent upon Tyler's receipt of this stage acceptance.

Initiate & Plan Stage Deliverables:

Project Management Plan

Initial Project Schedule

Initiate & Plan stage acceptance criteria:

- All stage deliverables accepted based on acceptance criteria previously defined
- Project governance defined

- Project portal made available to the USBE
- Stakeholder meeting complete

Assess & Define

The Assess & Define stage will provide an opportunity to gather information related to current USBE business processes. This information will be used to identify and define business processes utilized with Tyler software. The USBE collaborates with Tyler providing complete and accurate information to Tyler staff and assisting in analysis, understanding current workflows and business processes.

Solution Orientation

The Solution Orientation provides the Project stakeholders a high-level understanding of the solution functionality prior to beginning the current and future state analysis. The primary goal is to establish a foundation for upcoming conversations regarding the design and configuration of the solution.

Tyler utilizes a variety of tools for the Solution Orientation, focusing on USBE team knowledge transfer such as: eLearning, documentation, or walkthroughs. The USBE team will gain a better understanding of the major processes and focus on data flow, the connection between configuration options and outcome, integration, and terminology that may be unique to Tyler's solution.

Objectives:

Provide a basic understanding of system functionality.

Prepare the USBE for current and future state analysis.

| STAGE 2 | Solution Orientation | | | | | | | | | | | | | | | | |
|---|----------------------|------------------------|-----------------|---------------------------|--------------|-----------------------|--------------------|-----------------|-------------------|--------------------|-----------------|------------------|-------------------------|------------------------|------------------|-----------|-----------------|
| | Tyler | | | | | | | | USBE | | | | | | | | |
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| Provide pre-requisites | | | A | R | | | | | | | I | I | | I | I | | I |
| Complete pre-requisites | | | | | | | | | | | A | R | | C | | | C |
| Conduct orientation | | | A | R | | | | | | | I | I | | I | I | | I |

| | |
|--------|--------------------------------|
| Inputs | Solution orientation materials |
| | Training Plan |

Current & Future State Analysis

The Current & Future State Analysis provides the Project stakeholders and Tyler an understanding of process changes that will be achieved with the new system.

The USBE and Tyler will evaluate current state processes, options within the new software, pros and cons of each based on current or desired state and make decisions about the future state configuration and processing. This may occur before or within the same timeframe as the configuration work package. The options within the new software will be limited to the scope of this implementation and will make use of standard Tyler functionality.

The USBE will adopt the existing Tyler solution wherever possible to avoid project schedule and quality risk from over customization of Tyler products. It is the USBE's responsibility to verify that in-scope requirements are being met throughout the implementation if functional requirements are defined as part of the contract. The following guidelines will be followed when evaluating if a modification to the product is required:

- A reasonable business process change is available.
- Functionality exists which satisfies the requirement.
- Configuration of the application satisfies the requirement.
- An in-scope modification satisfies the requirement.

Requirements that are not met will follow the agreed upon change control process and can have impacts on the project schedule, scope, budget, and resource availability.

| STAGE 2 | Current & Future State Analysis | | | | | | | | | | | | | | | | |
|---|---------------------------------|------------------------|-----------------|---------------------------|--------------|-----------------------|--------------------|-----------------|-------------------|--------------------|-----------------|------------------|-------------------------|------------------------|------------------|-----------|-----------------|
| | Tyler | | | | | | | | USBE | | | | | | | | |
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| Current State process review | | | A | R | I | I | I | | | | C | C | C | C | | | C |
| Discuss future-state options | | | A | R | C | C | C | | | | C | C | C | C | | | C |
| Make future-state decisions (non-COTS) | | | C | C | C | C | C | | | | A | R | I | C | | | C |
| Document anticipated configuration options required to support future state | | | A | R | C | C | C | | | | I | I | I | I | | | I |

| | |
|--------|---------------------------------|
| Inputs | USBEcurrent state documentation |
| | Solution Orientation completion |

| | | |
|------------------------|--|---|
| Outputs / Deliverables | | Acceptance Criteria [only] for Deliverables |
| | Documentation that describes future-state decisions and configuration options to support future-state decisions. | Delivery of document |

Work package assumptions:

USB E attendees possess sufficient knowledge and authority to make future state decisions.

The USB E is responsible for any documentation of current state business processes.

The USB E can effectively communicate current state processes.

Intentionally left blank.

Intentionally left blank.

Intentionally left blank.

Control Point 2: Assess & Define Stage Acceptance

Acceptance criteria for this Stage includes completion of all criteria listed below.

Note: Advancement to the Prepare Solution Stage is dependent upon Tyler's receipt of the Stage Acceptance.

Assess & Define Stage Deliverables:

Documentation of future state decisions and configuration options to support future state decisions.

Modification specification document.

Assess & Define Stage Acceptance Criteria:

All stage deliverables accepted based on criteria previously defined.

Solution Orientation is delivered.

Prepare Solution

During the Prepare Solution stage, information gathered during the Initiate & Plan and Assess & Define stages will be used to install and configure the Tyler software solution. Software configuration will be validated by the USB E against future state decisions defined in previous stages and processes refined as needed to ensure business requirements are met.

Initial System Deployment

The timely availability of the Tyler Solution is important to a successful Project implementation. The success and timeliness of subsequent work packages are contingent upon the initial system deployment of Tyler Licensed Software on an approved network and infrastructure. Delays in executing this work package can affect the project schedule.

Objectives:

All licensed software is installed and operational.

The USBE can access the software.

| STAGE 3 | Initial System Deployment (Hosted/SaaS)* | | | | | | | | | | | | | | | | |
|--|--|------------------------|-----------------|---------------------------|--------------|-----------------------|--------------------|-----------------|-------------------|--------------------|-----------------|------------------|-------------------------|------------------------|------------------|-----------|-----------------|
| | Tyler | | | | | | | | USBE | | | | | | | | |
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| Prepare hosted environment | | | A | | | | R | | | | I | | | | | | C |
| Install Licensed Software with Initial Database on Server(s) for Included Environments | | | A | | | | R | | | | I | | | | | | C |
| Install Licensed Software on USBE Devices (if applicable) | | | I | | | | C | | | | A | | | | | | R |
| Tyler System Administration Training (if applicable) | | | A | | | | R | | | | I | | | | | | C |

| Outputs / Deliverables | | Acceptance Criteria [only] for Deliverables |
|------------------------|--|---|
| | Licensed Software is Installed on the Server(s) | Software is accessible |
| | Licensed Software is Installed on USBE Devices (if applicable) | Software is accessible |
| | Installation Checklist/System Document | System Passes |
| | Infrastructure Design Document (C&J – If Applicable) | |

Work package assumptions:

The most current available version of the Tyler Licensed Software will be installed.

The USBE will provide network access for Tyler modules, printers, and Internet access to all applicable USBE and Tyler Project staff.

Configuration

The purpose of Configuration is to prepare the software product for validation.

Tyler staff collaborates with the USBE to complete software configuration based on the outputs of the future state analysis performed during the Assess and Define Stage. The USBE collaborates with Tyler staff iteratively to validate software configuration.

Objectives:

Software is ready for validation.

Educate the USBE Power User how to configure and maintain software.

Prepare standard interfaces for process validation (if applicable).

| STAGE 3 | Configuration | | | | | | | | | | | | | | | | |
|---|-------------------|------------------------|-----------------|---------------------------|--------------|-----------------------|--------------------|-----------------|-------------------|--------------------|-----------------|------------------|-------------------------|------------------------|------------------|-----------|-----------------|
| | Tyler | | | | | | | | USBE | | | | | | | | |
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| Conduct configuration training | | | A | R | | | | | | | I | C | | C | | | |
| Complete Tyler configuration tasks (where applicable) | | | A | R | | | | | | | I | I | | I | | | |
| Complete USBE configuration tasks (where applicable) | | | I | C | | | | | | | A | R | | C | | | |
| Standard interfaces configuration and training (if applicable) | | | A | R | | | C | | | | I | C | | C | | | C |
| Updates to Solution Validation testing plan | | | C | C | | | | | | | A | R | | C | | | C |

| | |
|--------|--|
| Inputs | Documentation that describes future state decisions and configuration options to support future state decisions. |
|--------|--|

| | | |
|------------------------|-------------------|---|
| Outputs / Deliverables | | Acceptance Criteria [only] for Deliverables |
| | Configured System | N/A |

Work package assumptions:

Tyler provides guidance for configuration options available within the Tyler software. The USBE is responsible for making decisions when multiple options are available.

Process Refinement

Tyler will educate the USBE users on how to execute processes in the system to prepare them for the validation of the software. The USBE collaborates with Tyler staff iteratively to validate software configuration options to support future state.

Objectives:

- Ensure that the USBE understands future state processes and how to execute the processes in the software.
- Refine each process to meet the business requirements.
- Validate standard interfaces, where applicable.
- Validate forms and reports, where applicable.

| STAGE 3 | Process Refinement | | | | | | | | | | | | | | | | |
|--|--------------------|------------------------|-----------------|---------------------------|--------------|-----------------------|--------------------|-----------------|-------------------|--------------------|-----------------|------------------|-------------------------|------------------------|------------------|-----------|-----------------|
| | Tyler | | | | | | | | USBE | | | | | | | | |
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| Conduct process training | | | A | R | | | | | | | I | C | I | C | | | |
| Confirm process decisions | | | I | C | | | | | | A | R | C | I | C | | | |
| Test configuration | | | I | C | | | | | | | A | R | | C | | | |
| Refine configuration (USBE Responsible) | | | I | C | | | | | | | A | R | | C | | | |
| Refine configuration (Tyler Responsible) | | | A | R | | | | | | | I | I | | I | | | |
| Validate interface process and results | | | I | C | | | C | | | | A | R | | C | | | C |
| Update USBE-specific process | | | I | C | | | | | | | A | R | | C | | | |

| | | | | | | | | | | | | | | | | | |
|---|--|--|---|---|--|--|--|--|--|--|---|---|--|---|--|--|---|
| documentation (if applicable) | | | | | | | | | | | | | | | | | |
| Updates to Solution Validation testing plan | | | C | C | | | | | | | A | R | | C | | | C |

| | |
|--------|--|
| Inputs | Initial Configuration |
| | Documentation that describes future state decisions and configuration options to support future state decisions. |
| | Solution validation test plan |

| | | |
|------------------------|---|---|
| Outputs / Deliverables | | Acceptance Criteria [only] for Deliverables |
| | Updated solution validation test plan | |
| | Completed USBE-specific process documentation (completed by USBE) | |

Work package assumptions:

None

Intentionally left blank.

Intentionally left blank.

Intentionally left blank.

Control Point 3: Prepare Solution Stage Acceptance

Acceptance criteria for this Stage includes all criteria listed below in each Work Package.

Note: Advancement to the Production Readiness Stage is dependent upon Tyler's receipt of the Stage Acceptance.

Prepare Solution Stage Deliverables:

Licensed software is installed.

Installation checklist/system document.

Prepare Solution Stage Acceptance Criteria:

All stage deliverables accepted based on criteria previously defined.

Software is configured.

Solution validation test plan has been reviewed and updated if needed.

Production Readiness

Activities in the Production Readiness stage will prepare the USBE team for go-live through solution validation, the development of a detailed go-live plan and end user training. A readiness assessment will be conducted with the USBE to review the status of the project and the organizations readiness for go-live.

Solution Validation

Solution Validation is the end-to-end software testing activity to ensure that the USBE verifies all aspects of the Project (hardware, configuration, business processes, etc.) are functioning properly, and validates that all features and functions per the contract have been deployed for system use.

Objectives:

Validate that the solution performs as indicated in the solution validation plan.

Ensure the USBE organization is ready to move forward with go-live and training (if applicable).

| STAGE 4 | Solution Validation | | | | | | | | | | | | | | | | |
|---|---------------------|------------------------|-----------------|---------------------------|--------------|-----------------------|--------------------|-----------------|-------------------|--------------------|-----------------|------------------|-------------------------|------------------------|------------------|-----------|-----------------|
| | Tyler | | | | | | | | USBE | | | | | | | | |
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| Update Solution Validation plan | | | A | R | C | | | | | | C | C | | C | | | |
| Update test scripts (as applicable) | | | C | C | C | | | | | | A | R | | C | | | |
| Perform testing | | | C | C | C | | | | | | A | R | | C | | | |
| Document issues from testing | | | C | C | C | | | | | | A | R | | C | | | |
| Perform required follow-up on issues | | | A | R | C | | | | | | C | C | | C | | | |

| | |
|--------|--|
| Inputs | Solution Validation plan |
| | Completed work product from prior stages (configuration, business process, etc.) |

| | | |
|------------------------|----------------------------|---|
| Outputs / Deliverables | | Acceptance Criteria [only] for Deliverables |
| | Solution Validation Report | USBE updates report with testing results |

Work package assumptions:

Designated testing environment has been established.

Testing includes current phase activities or deliverables only.

Go-Live Readiness

Tyler and the USBE will ensure that all requirements defined in Project planning have been completed and the Go-Live event can occur, as planned. A go-live readiness assessment will be completed identifying risks or actions

items to be addressed to ensure the USBE has considered its ability to successfully Go-Live. Issues and concerns will be discussed, and mitigation options documented. Tyler and the USBE will jointly agree to move forward with transition to production. Expectations for final preparation and critical dates for the weeks leading into and during the Go-Live week will be planned in detail and communicated to Project teams.

Objectives:

Action plan for go-live established.

Assess go-live readiness.

Stakeholders informed of go-live activities.

| STAGE 4 | Go-Live Readiness | | | | | | | | | | | | | | | | |
|---|-------------------|------------------------|-----------------|---------------------------|--------------|-----------------------|--------------------|-----------------|-------------------|--------------------|-----------------|------------------|-------------------------|------------------------|------------------|-----------|-----------------|
| | Tyler | | | | | | | | USBE | | | | | | | | |
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| Perform Readiness Assessment | I | A | R | C | C | I | C | I | I | I | I | | I | | | | I |
| Conduct Go-Live planning session | | A | R | C | | | | | | | C | C | C | C | C | | C |
| Order peripheral hardware (if applicable) | | | I | | | | | | | A | R | | | | | | C |
| Confirm procedures for Go-Live issue reporting & resolution | | A | R | I | I | I | I | | | | C | C | I | I | I | I | I |
| Develop Go-Live checklist | | A | R | C | C | | | | | | C | C | I | C | | | C |
| Final system infrastructure review (where applicable) | | | A | | | | R | | | | C | | | | | | C |

| | |
|--------|------------------------|
| Inputs | Future state decisions |
| | Go-live checklist |

| | | |
|------------------------|---------------------------|---|
| Outputs / Deliverables | | Acceptance Criteria [only] for Deliverables |
| | Updated go-live checklist | Updated Action plan and Checklist for go-live delivered to the USBE |

Work package assumptions:

None

End User Training

End User Training is a critical part of any successful software implementation. Using a training plan previously reviewed and approved, the Project team will organize and initiate the training activities.

Tyler Led: Tyler provides training for all applicable users. One or multiple occurrences of each scheduled training or implementation topic will be covered.

Tyler will provide standard application documentation for the general use of the software. It is not Tyler's responsibility to develop USBE specific business process documentation. USBE-led training labs using USBE specific business process documentation if created by the USBE can be added to the regular training curriculum, enhancing the training experiences of the end users.

Objectives:

- End users are trained on how to use the software prior to go-live.
- The USBE is prepared for on-going training and support of the application.

| STAGE 4 | End User Training | | | | | | | | | | | | | | | | |
|---|-------------------|------------------------|-----------------|---------------------------|--------------|-----------------------|--------------------|-----------------|-------------------|--------------------|-----------------|------------------|-------------------------|------------------------|------------------|-----------|-----------------|
| | Tyler | | | | | | | | USBE | | | | | | | | |
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| Update training plan | | A | R | C | | | | | | | C | | I | | C | | |
| End User training (Tyler-led) | | A | R | C | | | | | | | C | C | I | C | C | C | |
| Train-the-trainer | | A | R | C | | | | | | | C | C | I | C | | | |
| End User training (USBE-led) | | | C | C | | | | | | | A | R | I | C | C | C | |

| | | | | | | | | | | | | | | | | |
|--------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| Inputs | Training Plan | | | | | | | | | | | | | | | |
| | List of End Users and their Roles / Job Duties | | | | | | | | | | | | | | | |
| | Configured Tyler System | | | | | | | | | | | | | | | |

| | | | | | | | | | | | | | | | | |
|------------------------|-------------------|--|--|--|--|--|--|--|---|--|--|--|--|--|--|--|
| Outputs / Deliverables | | | | | | | | | Acceptance Criteria [only] for Deliverables | | | | | | | |
| | End User Training | | | | | | | | USBE signoff that training was delivered | | | | | | | |

Work package assumptions:

- The USBE project team will work with Tyler to jointly develop a training curriculum that identifies the size, makeup, and subject-area of each of the training classes.
- Tyler will work with the USBE as much as possible to provide end-user training in a manner that minimizes the impact to the daily operations of USBE departments.
- The USBE will be responsible for training new users after go-live (exception—previously planned or regular training offerings by Tyler).

Control Point 4: Production Readiness Stage Acceptance

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

Production Readiness stage deliverables:

Solution Validation Report.
Update go-live action plan and checklist.
End user training.

Production Readiness stage acceptance criteria:

All stage deliverables accepted based on criteria previously defined.
Go-Live planning session conducted.

Production

Following end user training the production system will be fully enabled and made ready for daily operational use as of the scheduled date. Tyler and the USBE will follow the comprehensive action plan laid out during Go-Live Readiness to support go-live activities and minimize risk to the Project during go-live. Following go-live, Tyler will work with the USBE to verify that implementation work is concluded, post go-live activities are scheduled, and the transition to Client Services is complete for long-term operations and maintenance of the Tyler software.

Go-Live

Following the action plan for Go-Live, defined in the Production Readiness stage, the USBE and Tyler will complete work assigned to prepare for Go-Live.

Tyler staff collaborates with the USBE during Go-Live activities. The USBE transitions to Tyler software for day-to-day business processing.

Some training topics are better addressed following Go-Live when additional data is available in the system or based on timing of applicable business processes and will be scheduled following Go-Live per the Project Schedule.

Objectives:

- Execute day to day processing in Tyler software.
- USBE data available in Production environment.

| | | |
|---------|---------|------|
| STAGE 5 | Go-Live | |
| | Tyler | USBE |

| | | | | | | | | | | | | | | | | | |
|---|-------------------|------------------------|-----------------|---------------------------|--------------|-----------------------|--------------------|-----------------|-------------------|--------------------|-----------------|------------------|-------------------------|------------------------|------------------|-----------|-----------------|
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| Provide final source data extract, if applicable | | | C | | C | | | | | | A | | | | | | R |
| Final source data pushed into production environment, if applicable | | | A | C | R | | | | | | I | C | | C | | | C |
| Proof final converted data, if applicable | | | C | C | C | | | | | | A | R | | C | | | |
| Complete Go-Live activities as defined in the Go-Live action plan | | | C | C | C | | | | | A | R | C | I | C | | | |
| Provide Go-Live assistance | | | A | R | C | C | | I | | | C | C | I | C | | I | C |

| | | |
|--------|---------------------------------------|--|
| Inputs | Comprehensive Action Plan for Go-Live | |
| | Final source data (if applicable) | |

| | | |
|------------------------|---|---|
| Outputs / Deliverables | | Acceptance Criteria [only] for Deliverables |
| | Data is available in production environment | USBE confirms data is available in production environment |

Work package assumptions:

- The USBE will complete activities documented in the action plan for Go-Live as scheduled.
- External stakeholders will be available to assist in supporting the interfaces associated with the Go-Live live process.
- The USBE business processes required for Go-Live are fully documented and tested.
- The USBE Project team and subject matter experts are the primary point of contact for the end users when reporting issues during Go-Live.
- The USBE Project Team and Power User's provide business process context to the end users during Go-Live.
- The Tyler Go-Live support team is available to consult with the USBE teams as necessary.

- The Tyler Go-Live support team provides standard functionality responses, which may not be tailored to the local business processes.

Transition to Client Services

This work package signals the conclusion of implementation activities for the Phase or Project with the exception of agreed-upon post Go-Live activities. The Tyler project manager(s) schedules a formal transition of the USBE onto the Tyler Client Services team, who provides the USBE with assistance following Go-Live, officially transitioning the USBE to operations and maintenance.

Objectives:

Ensure no critical issues remain for the project teams to resolve.

Confirm proper knowledge transfer to the USBE teams for key processes and subject areas.

| STAGE 5 | Transition to Client Services | | | | | | | | | | | | | | | | |
|---|-------------------------------|------------------------|-----------------|---------------------------|--------------|-----------------------|--------------------|-----------------|-------------------|--------------------|-----------------|------------------|-------------------------|------------------------|------------------|-----------|-----------------|
| | Tyler | | | | | | | | USBE | | | | | | | | |
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| Transfer USBE to Client Services and review issue reporting and resolution processes | I | I | A | I | I | | | R | I | I | C | C | | C | | | |
| Review long term maintenance and continuous improvement | | | A | | | | | R | | | C | C | | C | | | |

| | |
|--------|-----------------------|
| Inputs | Open item/issues List |
|--------|-----------------------|

| | | |
|------------------------|----------------------------------|---|
| Outputs / Deliverables | | Acceptance Criteria [only] for Deliverables |
| | Client Services Support Document | |

Work package assumptions:

No material project issues remain without assignment and plan.

Post Go-Live Activities

Some implementation activities are provided post-production due to the timing of business processes, the requirement of actual production data to complete the activities, or the requirement of the system being used in a live production state.

Objectives:

Schedule activities that are planned for after Go-Live.

Ensure issues have been resolved or are planned for resolution before phase or project close.

| STAGE 5 | Post Go-Live Activities | | | | | | | | | | | | | | | | |
|---|-------------------------|------------------------|-----------------|---------------------------|--------------|-----------------------|--------------------|-----------------|-------------------|--------------------|-----------------|------------------|-------------------------|------------------------|------------------|-----------|-----------------|
| | Tyler | | | | | | | | USBE | | | | | | | | |
| RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed | Executive Manager | Implementation Manager | Project Manager | Implementation Consultant | Data Experts | Modification Services | Technical Services | Client Services | Executive Sponsor | Steering Committee | Project Manager | Functional Leads | Change Management Leads | Subject Matter Experts | Department Heads | End Users | Technical Leads |
| Schedule contracted activities that are planned for delivery after go-live | | A | R | C | C | C | C | I | | | C | C | I | C | | | C |
| Determine resolution plan in preparation for phase or project close out | | A | R | C | C | C | | I | | | C | C | I | C | | | |

| | |
|--------|---------------------------------|
| Inputs | List of post Go-Live activities |
|--------|---------------------------------|

| | | |
|------------------------|--------------------|---|
| Outputs / Deliverables | | Acceptance Criteria [only] for Deliverables |
| | Updated issues log | |

Work package assumptions:

System is being used in a live production state.

Control Point 5: Production Stage Acceptance

Acceptance criteria for this Stage includes completion of all criteria listed below:

Advancement to the Close stage is not dependent upon Tyler's receipt of this Stage Acceptance.

Converted data is available in production environment.

Production Stage Acceptance Criteria:

All stage deliverables accepted based on criteria previously defined.
 Go-Live activities defined in the Go-Live action plan completed.
 Client services support document is provided.

Close

The Close stage signifies full implementation of all products purchased and encompassed in the Phase or Project. The USBE transitions to the next cycle of their relationship with Tyler (next Phase of implementation or long-term relationship with Tyler Client Services).

Phase Closeout

This work package represents Phase completion and signals the conclusion of implementation activities for the Phase. The Tyler Client Services team will assume ongoing support of the USBE for systems implemented in the Phase.

Objectives:

Agreement from Tyler and the USBE teams that activities within this phase are complete.

| STAGE 6 | Phase Close Out | | | | | | | | | | | | | | | | |
|---|-------------------|------------------------|-----------------|---------------------------|--------------|-----------------------|--------------------|-----------------|-------------------|--------------------|-----------------|------------------|-------------------------|------------------------|------------------|-----------|-----------------|
| | Tyler | | | | | | | | USBE | | | | | | | | |
| RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed | Executive Manager | Implementation Manager | Project Manager | Implementation Consultant | Data Experts | Modification Services | Technical Services | Client Services | Executive Sponsor | Steering Committee | Project Manager | Functional Leads | Change Management Leads | Subject Matter Experts | Department Heads | End Users | Technical Leads |
| Reconcile project budget and status of contract Deliverables | I | A | R | | | | | | I | I | C | | | | | | |
| Hold post phase review meeting | | A | R | C | C | C | C | | | | C | C | C | C | | | C |
| Release phase-dependent Tyler project resources | A | R | I | | | | | | | | I | | | | | | |

| Participants | Tyler | USBE |
|--------------|---|--|
| | Project Leadership | Project Manager |
| | Project Manager | Project Sponsor(s) |
| | Implementation Consultants | Functional Leads, Power Users, Technical Leads |
| | Technical Consultants (Conversion, Deployment, Development) | |
| | Client Services | |

| | |
|--------|-------------------|
| Inputs | Contract |
| | Statement of Work |
| | Project artifacts |

| | | |
|------------------------|---|---|
| Outputs / Deliverables | | Acceptance Criteria [only] for Deliverables |
| | Final action plan (for outstanding items) | |
| | Reconciliation Report | |
| | Post Phase Review | |

Work package assumptions:

Tyler deliverables for the phase have been completed.

Project Closeout

Completion of this work package signifies final acceptance and formal closing of the Project.

At this time the USBE may choose to begin working with Client Services to look at continuous improvement Projects, building on the completed solution.

Objectives:

Confirm no critical issues remain for the project teams to resolve.

Determine proper knowledge transfer to the USBE teams for key processes and subject areas has occurred.

Verify all deliverables included in the Agreement are delivered.

| STAGE 6 | Project Close Out | | | | | | | | | | | | | | | | |
|---|-------------------|------------------------|-----------------|---------------------------|--------------|-----------------------|--------------------|-----------------|-------------------|--------------------|-----------------|------------------|-------------------------|------------------------|------------------|-----------|-----------------|
| | Tyler | | | | | | | | USBE | | | | | | | | |
| RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed | Executive Manager | Implementation Manager | Project Manager | Implementation Consultant | Data Experts | Modification Services | Technical Services | Client Services | Executive Sponsor | Steering Committee | Project Manager | Functional Leads | Change Management Leads | Subject Matter Experts | Department Heads | End Users | Technical Leads |
| Conduct post project review | | A | R | C | C | C | C | | | | C | C | C | C | | | C |
| Deliver post project report to USBE and Tyler leadership | I | A | R | | | | | | I | I | C | | | | | | |
| Release Tyler project resources | A | R | I | | | | | | | | I | | | | | | |

| | |
|--------|----------|
| Inputs | Contract |
|--------|----------|

| | |
|--|-------------------|
| | Statement of Work |
|--|-------------------|

| | | |
|------------------------|---------------------|---|
| Outputs / Deliverables | | Acceptance Criteria [only] for Deliverables |
| | Post Project Report | USB E acceptance; Completed report indicating all project Deliverables and milestones have been completed |

Work package assumptions:

All project implementation activities have been completed and approved.
 No critical project issues remain that have not been documented and assigned.
 Final project budget has been reconciled and invoiced.
 All Tyler deliverables have been completed.

Control Point 6: Close Stage Acceptance

Acceptance criteria for this Stage includes completion of all criteria listed below.

Close Stage Deliverables:

Post Project Report.

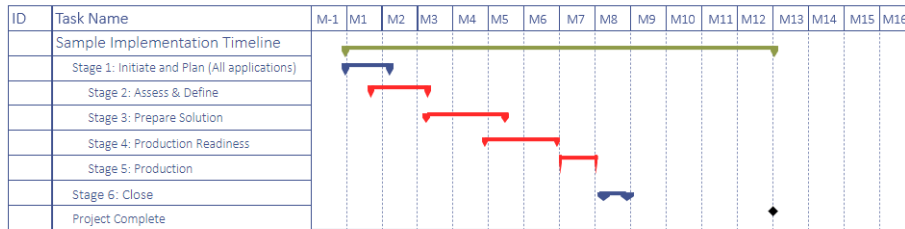
Close Stage Acceptance Criteria:

Completed report indicating all Project deliverables and milestones have been completed.

5. Data Privacy

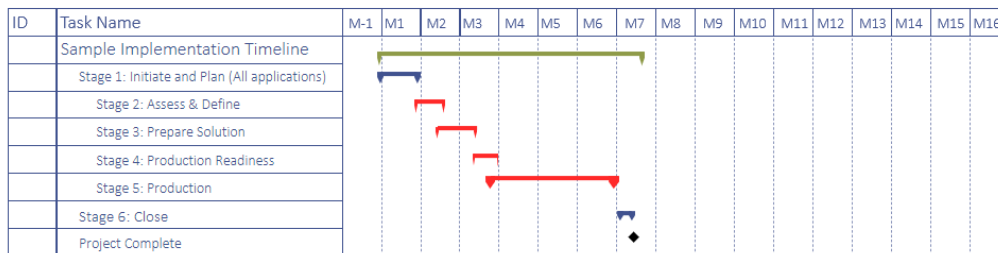
Describe any data privacy involved in your proposed Scope of Work.

6. Project Timeline



example

This timeline is an example. Please use it as a general guide...ONLY. Its purpose is to demonstrate the order in which various products are typically implemented and the potential overlap of stages for each phase. The exact timing of each deliverable depends on many factors including, but not limited to, the client's ability to commit resources to the project, client blackout dates, and the alignment of client business practices with Tyler implementation methodology. Tyler makes no guarantees that implementation schedules will align with this example.



example

This timeline is an example. Please use it as a general guide...ONLY. Its purpose is to demonstrate the order in which various products are typically implemented and the potential overlap of stages for each phase. The exact timing of each deliverable depends on many factors including, but not limited to, the client's ability to commit resources to the project, client blackout dates, and the alignment of client business practices with Tyler implementation methodology. Tyler makes no guarantees that implementation schedules will align with this example.

7. Contract Award and Budget

250 Students:

| | | | |
|------------------------------|-----------------|---|--|
| Base System Includes: | | Accounting - includes P-Cards and iVisions Web Suite State Reporting | |
| Base System Annual SaaS Fee: | \$15,995 | Note: All fees apply for 1,000 students or less Hours: | |
| Conversion & Implementation: | \$33,180 | 316 | |
| Project Management: | \$4,620 | 40 | |
| Total Cost Year One: | \$53,795 | | |

| | | | |
|-----------------------------|---------|----|--|
| Al La Carte Modules: | | | |
| Applicant Tracking: | | | |
| Annual SaaS Fee: | \$1,078 | | |
| Impl. & Proj. Mgmt: | \$1,680 | 16 | |
| Warehouse: | | | |
| Annual SaaS Fee: | \$2,432 | | |
| Impl. & Proj. Mgmt: | \$2,520 | 24 | |
| TCM: | | | |
| Annual SaaS Fee: | \$1,914 | | |
| Impl. & Proj. Mgmt: | \$2,940 | 28 | |
| Employee Reimbursement: | | | |
| Annual SaaS Fee: | \$1,545 | | |
| Impl. & Proj. Mgmt: | \$2,100 | 20 | |
| Info-Link: | | | |
| Annual SaaS Fee: | \$885 | | |
| Impl. & Proj. Mgmt: | \$2,100 | 20 | |
| Human Resources: | | | |
| Annual SaaS Fee: | \$2,798 | | |
| Impl. & Proj. Mgmt: | \$3,780 | 36 | |
| General Fixed Assets: | | | |
| Annual SaaS Fee: | \$2,086 | | |
| Impl. & Proj. Mgmt: | \$2,520 | 24 | |
| Electronic Shopping: | | | |
| Annual SaaS Fee: | \$1,201 | | |
| Impl. & Proj. Mgmt: | \$840 | 8 | |
| Bid Management: | | | |
| Annual SaaS Fee: | \$2,141 | | |
| Impl. & Proj. Mgmt: | \$2,520 | 24 | |
| Accounts Receivable: | | | |
| Annual SaaS Fee: | \$2,069 | | |
| Impl. & Proj. Mgmt: | \$2,100 | 20 | |

2,500 Students:

| | | | | |
|------------------------------|--|-----------------|-----------------------|--|
| Base System Includes: | | | | Accounting - includes P-Cards and iVisions Web Suite |
| | | | | State Reporting |
| | | | | Tyler Content Manager Standard Edition |
| | | | | Applicant Tracking |
| | | | | Info-Link |
| | | | | Human Resources |
| | | | | Electronic Shopping |
| Base System Annual SaaS Fee: | | \$30,175 | Note: \$12.07/student | |
| | | | Hours: | |
| Conversion & Implementation: | | \$56,420 | 434 | |
| Project Management: | | \$11,160 | 72 | |
| Total Cost Year One: | | \$97,755 | | |

| | | | | |
|-----------------------------|--|---------|----------------|----|
| Al La Carte Modules: | | | | |
| Warehouse: | | | | |
| Annual SaaS Fee: | | \$3,025 | \$1.21/Student | |
| Impl. & Proj. Mgmt: | | \$2,520 | | 24 |
| Employee Reimbursement: | | | | |
| Annual SaaS Fee: | | \$1,550 | \$0.62/Student | |
| Impl. & Proj. Mgmt: | | \$2,100 | | 20 |
| General Fixed Assets: | | | | |
| Annual SaaS Fee: | | \$2,175 | \$0.87/Student | |
| Impl. & Proj. Mgmt: | | \$2,520 | | 24 |
| Bid Management: | | | | |
| Annual SaaS Fee: | | \$2,275 | \$0.91/Student | |
| Impl. & Proj. Mgmt: | | \$2,520 | | 24 |
| Accounts Receivable: | | | | |
| Annual SaaS Fee: | | \$2,175 | \$0.87/Student | |
| Impl. & Proj. Mgmt: | | \$2,100 | | 20 |

50,000 Students:

| | | | |
|------------------------------|--|----------------------|-----|
| Base System Includes: | Accounting - includes P-Cards and iVisions Web Suite | | |
| | State Reporting | | |
| | Tyler Content Manager Enterprise Edition | | |
| | Applicant Tracking | | |
| | Info-Link | | |
| | Human Resources | | |
| | Electronic Shopping | | |
| | Warehouse | | |
| | Employee Reimbursement | | |
| | General Fixed Assets | | |
| | Bid Management | | |
| | Accounts Receivable | | |
| Base System Annual SaaS Fee: | \$411,500 | Note: \$8.23/student | |
| | | Hours: | |
| Conversion & Implementation: | \$99,580 | | 766 |
| Project Management: | \$81,950 | | 530 |
| Total Cost Year One: | \$593,030 | | |

The contract is for a term of five (5) years. However, USBE and eligible users reserve the right to terminate the contract at any time in accordance with the provisions set forth in the USBE Standard Terms and Conditions.

The contract is based on requirements, and the Contractor will charge eligible users based the cost breakdown provided below. Generally, the costs will be determined based on the size of the LEA. The sizes are broken down as follows:

- Small LEA: approximately one (1) school with approximately 250 students
- Small LEA: approximately three (3) elementary schools, two (2) middle schools, one (1) high school, assume approximately 2,500 students
- Large LEA: approximately 10+ elementary schools, 5+ middle schools, 3+ high schools, assume approximately 50,000 students

The costs should be all-inclusive. If travel for meetings, trainings, or other engagements is required, Contractor must arrange and pay for their own transportation, meals, and lodging.

USBE and eligible users reserve the right to utilize any optional features provided by Contractor. If necessary, such exercise shall be agreed to in writing through a fully executed amendment to the contract.

8. Invoicing

Contractor shall submit invoices electronically to the individual Eligible Users for all goods and/or services provided in accordance with the terms on the agreement. Invoices will not be considered for payment if submitted by another method.

Invoices shall include the following:

- a) Contractor Name
- b) Uniquely identifiable invoice number
- c) Invoice date
- d) Contract Number
- e) Recipient Entity's contact information (phone number and email address)
- f) Contractor's authorized signature
- g) Date(s) goods/services were provided
- h) Description of goods and/or services for which payment is requested
- i) Dollar amount requested.

Contractor will submit invoices within thirty (30) days after the delivery date of the goods/services to the Eligible User. The contract number shall be listed on any invoices, freight tickets, and correspondence relating to the agreement. The prices paid by the Eligible User will be those prices listed in this agreement unless Contractor offers a discount at the time of the invoice. It is Contractor's obligation to provide correct and accurate invoicing. The Eligible User has the right to adjust or return any invoice reflecting incorrect pricing.

Invoices submitted by Contractor without the required information will not be paid and shall be returned to the Contractor for completion.

All payments made to the Contractor under the agreement shall be made in the name of the Contractor, as it appears in the agreement. All payments will be sent to the Contractor to the address for the Contractor as it appears in the agreement. Changes to the information identified in this section must be requested in writing.

Contractor may be required to repay the Eligible User if, during or after the contract period, an audit or other review determines that payments made by the Eligible User to Contractor were incorrectly paid or were based on incorrect information received from the Contractor. USBE and Eligible Users reserve the right to withhold any or all subsequent payments to the Contractor until the incorrect amounts paid have been fully recovered.

9. Project Management

Any changes or deviation from the agreement must be agreed to in writing through a proper amendment to the agreement. The parties identified below are the points of contact for the agreement for the purpose of amending the contract.

Utah State Board of Education

Program Manager: Sam Urie, School Finance Director, sam.urie@schools.utah.gov, 801-538-7545

Contract Manager: Adam Herd, Director of Purchasing, adam.herd@schools.utah.gov, 801-538-7879

Contractor: