

A PROPOSAL FOR:
County of El Dorado, CA
Financial / Payroll / Human Resources System

PRESENTED BY:
Tyler Technologies



May 22, 2012

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May 22, 2012

County of El Dorado
Procurement and Contracts
330 Fair Lane
Placerville, CA 95667

RE: Response to RFP

Dear Procurement and Contracts:

Tyler Technologies, Inc. (Tyler Technologies) is pleased to respond to the County of El Dorado's Request for Proposal for a Financial, Payroll, and Human Resources Management System and Implementation Services. The attached proposal will detail our Munis Solution, and the software and services Tyler Technologies will provide, including:

- Munis software applications
- Necessary consultation to define scope of services
- Implementation of software and services
- Training on, and support of, provided software and services

In presenting the enclosed proposal, Tyler Technologies warrants that it is unaware of any known conflict of interest in responding to, or submitting, said proposal in response to the County of El Dorado's RFP. Tyler Technologies also warrants that it complies, and acts in accordance, with:

- Federal Executive Orders relating to the enforcement of civil rights
- Federal Codes regarding Anti-discrimination in Employment
- Title 6, Civil Rights Act of 1964
- Requirements of the Americans with Disabilities Act of 1990 for work performed due to this RFP

This proposal and cost schedule shall be valid and binding for one year following the RFP due date. Except as set forth in this proposal, this proposal may be released in part or in total as public information in accordance with the requirements of the laws covering same.

One or more individuals in the Tyler Technologies Contracts Department have read and accepted the terms and conditions of the RFP and any amendments, except as modified by, taken exception to, or otherwise set forth in Tyler Technologies' proposal.

If you have any questions related to this proposal, please feel free to contact:

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Tyler Technologies, Inc. is a publicly traded corporation (NYSE: TYL)
EIN: 75-2303920

Respectfully submitted,

Stacey M. Gerard
Assistant Secretary
Tyler Technologies' ERP and School Division

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Section 1 Executive Summary

Who Are We?

Tyler Technologies, Inc.
NYSE: TYL
<http://www.tylertech.com>
Employees: 2,000+
Clients: 9,000+

What do we do?

Provide software and services exclusively for the public sector.

Products proposed

Munis® Financial Suite

How many clients use our Munis products?

1,400 public sector clients with over 700 Municipal and local Governments including:

- Richmond, CA
- Lakewood, CA
- Palmdale, CA
- Danville, CA
- Redondo Beach, CA

Why choose Tyler?

- Proven track record of success in local government
- Easy to use & configurable
- Best productivity gains
- Great functional fit
- Best return on investment
- Best return on effort
- Experienced, Certified Project Managers

3.2 Executive Summary

(Proposal Section 1.0) This part of the response to the RFP should be limited to a brief narrative highlighting the vendor's proposal. The summary should contain as little technical jargon as possible and should be oriented toward non-technical personnel. This section should not include cost quotations. Note that the executive summary should identify the primary contact for the software vendor.

Tyler Technologies, Inc. (Tyler Technologies) is pleased to respond to the County of El Dorado's Request for Proposal for a Financial, Payroll and Human Resources Management System and Implementation Services. We strongly feel that Tyler's Munis® solution is perfectly suited to help the County improve its business processes, illustrate fiscal prudence, and minimize the risk that is inherent in projects of this size and scope. The attached information will detail our Munis Solution, and the software and services Tyler Technologies can provide.

Tyler's sole focus on the public sector places us in an ideal position to assist counties, cities and other governmental customers in becoming more accessible, responsive, and efficient. Tyler Technologies has more than 9,000 public sector clients throughout the United States. With that experience, we have proven our effectiveness in the industry with a record of successful projects that distinguishes our solutions. Tyler's Munis system is a state-of-the-art comprehensive Financial and Human Capital Management Enterprise Resource Planning (ERP) solution that has been successfully implemented by more than 1,400 Governmental Agencies. Furthermore, we have a number of installations similar in size and complexity to the County of El Dorado, California including: Durham, NC; St. Louis County, MI; New Haven, CT; Hartford, CT; Franklin County, OH; Thurston County, WA and Mendocino County, CA.

Tyler has reviewed the County's goals for this project and we feel we are best suited to help you meet them.

✓ **Improvement in quality and accessibility of information for decision support:** ERP systems have historically been transaction-based. Systems were graded on how well they processed a purchase order, paid a vendor, or made a journal entry. Today's ERP systems need to do more. They need to provide information to end users so that effective management decisions can be made. This is but one of the many strengths of Munis. Tyler's Munis system contains **On-line Query Functionality** along with a completely user-configurable dashboard. If a specific user needs certain information to do their job on a day to day basis, this information can be automatically served to them through the **system-wide query functionality** or via the dashboard.

✓ **Flexible Reporting Capabilities:** Tyler has proposed multiple tools to meet the County's reporting requirements. First, the base version of Munis contains hundreds of pre-

developed financial reports (trail balances, account detail summary, etc.). Tyler has also proposed its GASB-34 report writer which contains virtually all of the financial reports that would typically be included in the County's Financial Statements. Additionally, Tyler has proposed the Tyler Reporting Services product which is based on Microsoft's SQL Reporting Services. Lastly, Tyler's Munis ERP suite has developed a much stronger integration to Microsoft Excel so that Munis data views are easily accessible right from Excel (pull in information rather than have Munis push the information). Tyler maintains a library of pre-developed SSRS reports the County can view, download and use at its discretion.

- ✓ **Provide Better Management Information:** At Tyler, we're fond of saying that ERP systems have historically been transaction oriented. With Munis, we believe ERP systems can be information oriented. Through Munis, and the Role Tailored Dashboard, we can provide each user with customized portlets of information that help them *track transactional detail* and make the best decision possible.
- ✓ **Paper-less Transaction Processing:** Tyler will help the County accomplish this by providing deep functionality and seamlessly integrated modules. All Munis modules populate the same database. Additionally, Munis is seamlessly integrated to content management systems such as Tyler Content Manager. All information regarding a transaction can be accessed from within the application. No need to go to a filing cabinet, etc.
- ✓ **Procurement and implementation of a System that is user-friendly and empowers departments to improve their business processes:** Tyler will empower all users by giving them easy access to the functions and data that they need to do their jobs without requiring the participation from other departments / users (e.g. I.T., Finance). Tyler's Munis ERP solution is intuitive and has a consistent user experience across all modules. Furthermore, as part of the development process, Tyler has usability engineers assist in the design and development of the applications.
- ✓ **Forecasting and analysis Across Fiscal Years:** The Munis Business Intelligence (BI) offering leverages a number of core Microsoft infrastructure components. SQL Server Analysis Server provides Data Mining, Text Mining and predictive/forecasting capabilities across fiscal years. Microsoft SharePoint Servers provides extensive excel integration as well as Dashboard and reporting functionality. A compliment of data marts and OLAP cubes are provided as tools to assist you in building your Munis Business Intelligence environment.
- ✓ **De-centralized Input:** A distributed system makes decentralized data entry possible. In other words, Munis is distributed because different functions or programs can be run on different computers in the network. This allows Munis users to be located anywhere, as long as they can connect to the network. The programs they need to do their work will be available.

Munis is decentralized because it allows each user—not just managers—to see, add, and/or update their information. Data entry doesn't have to be performed in just a few, centralized processing centers. This is a tremendous benefit because it allows individuals to own the information for which they are responsible. This often results in more accurate data entry. In turn, the operations that rely on accurate information are more efficient and productive.

Because the system is open in this way, Munis uses flexible security layers to protect private or sensitive information.

- ✓ **Flexible – Respond to Change:** Application configuration is maintained with built in toolsets, auxiliary programs, and parameter files. This provides clients with the ability to highly customize the Munis ERP system to their specific operations without the need for custom programming.

Tyler's Unique Approach to the County of El Dorado

We have thoroughly reviewed the County's requirements and believe we are well positioned to execute this project. Tyler strongly feels that large counties such as Sonoma have been underserved by the traditional Tier 1 vendors. Tyler's approach and business model differ greatly from these companies and these differences are designed to provide a higher Return on Investment (ROI) and lower total cost of ownership while at the same time dramatically improving the business practices of the County. The differences in our approach are:

- **Exclusive Public Sector Solution:** Our scalable, highly functional, public sector specific financial management solutions currently meet the needs of more than 1,400 School Districts, Counties, Cities and Nonprofit Organizations. We are proposing a fully integrated suite of applications, developed by Tyler, to meet the County's functional requirements. Due to our exclusive focus, the County of El Dorado will not have to endure a costly or lengthy custom development process. The proposed Munis ERP Solution is a close fit to the County's needs; it will significantly minimize the implementation time frame, lower the cost, and ensure the success of the project. These benefits are a direct result of our ERP system expertise exclusively in the public sector market.
- **Implementation Ability:** In contrast to many ERP software systems, Tyler's Munis solution has a tradition of successful implementations. Munis clients of all sizes and complexity - including those similar to the County of El Dorado - have implemented our software on time and within budget. An example of our confidence in our implementation ability is our willingness to agree to a "not to exceed" contract. We attribute our implementation success to the fact that Munis is an excellent match with our clients' needs, a turnkey approach to implementation using our staff rather than third party integrators, and our ongoing commitment to our clients. Our implementation staff is highly trained and many have earned Project Management Professional (PMP) certification through the Project Management Institute, a globally recognized leader in the field of project management. We understand that projects such as this have high visibility and must succeed. To this end, Tyler's Munis ERP Solution will lend **predictability in cost** and **certainty in time frame**. It will also maximize the County's return on investment while significantly minimizing the inherent risk in projects of this scope.
- **Upgrades and Releases:** The County of El Dorado will inevitably receive proposals from many of the Tier 1 ERP system providers. Traditional Tier 1 solutions that are highly customized for a particular client are incredibly difficult and costly to move forward year after year. In these cases, enhancements included in the vendor's annual release require a costly cadre of consultants to install and re-engineer. Not so with Tyler. We are committed to delivering software updates in a "low impact" manner. This means that our clients benefit from releases that are non-disruptive and do not require major implementation efforts. Our releases complement a client's current environment. Moreover, when Tyler makes significant advances in technology, we do so in a way that enables our clients to move forward with us without additional relicensing costs. Considering the average life cycle of an ERP system is seven to ten years, this factor is a primary reason why Tyler's Munis solution will maximize the County of El Dorado's return on investment. For these reasons and more, Tyler's Munis solution will provide the County with a value-oriented Financial, Payroll and Human Resource Management ERP Solution that will meet your needs for years to come.

Every public sector client knows—the solution you choose is all about the vendor’s ability to help solve problems. Tyler is committed to focusing on your critical business and strategic issues. For these reasons, your selection of Tyler Technologies will provide the County of El Dorado, California with a comprehensive Enterprise Resource Planning solution to address your software, training, and support needs well into the twenty-first century.

Helping our clients solve their problems is what our solutions are all about—and we are committed to making your transition to a new financial and human capital management solution a successful one.

Engagement Contacts:

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Section 2 Scope of Services

3.3 Scope of Services

(Proposal Section 2.0) This section of the vendor’s proposal should include a general discussion of the vendor’s understanding of the “overall” project and a summary of the products being proposed.

Tyler appreciates the fact that the County of El Dorado is a large organization and will require a sophisticated array of services and software. Tyler is proposing the following implementation services, many of which will be dispatched from our Phoenix implementation office:

- Change Management;
- Tyler Consulting Services (As Is – To Be model, Site-specific policy and procedure manuals);
- Data Conversion Services on a fixed fee basis;
- Software Installation Services;
- GoLive Additional Training Services;

Tyler is proposing the following modules:

Munis General Ledger	Munis Accounts Payable	Munis Budget
Munis Bid Management	Munis BMI Asset Track Interface	Munis Contract Management
Munis Fixed Assets	Munis Inventory	Munis Project & Grant Accounting
Munis Performance Based Budgeting (Optional)	Munis Purchase Orders	Munis Requisitions
Munis Treasury (Cash) Management	GASB-34 Report Writer	Munis Office
Tyler Role Tailored Dashboard	Tyler Content Manager-SE w/ Advanced OCR	Tyler Pulse Business Intelligence (Optional)
Tyler Reporting Services	Munis Accounts Receivable	Munis General Billing
Tyler Forms Processing	Tyler Forms – Go Docs	Munis Vendor Self Service
Tyler Cashiering	BMI Bar-Coding (Fixed Assets & Inventory)	Munis Human Resources
Munis Payroll	Munis Business and Vendor Self-Service	Munis Employee Expense Reimbursement

GASB 34 Reporter	Munis Professional Development	Munis Risk Management
Munis Work Orders, Fleet and Facilities Mgmt.		

Tyler is proposing a full-suite of applications to meet virtually all of the functional requirements of the County.

Additional benefits of our solution include:

- Seamless integration between all Tyler modules;
- Technology-independent software built with XML technology using native Windows controls;
- Regular product enhancements, state and federally-mandated changes, and updated online user documentation included with an active support agreement;
- Ongoing technical support for the application software, database and operating environment via an 800 telephone #, modem and the Internet

2.A Product Descriptions

This section contains a brief description of available Tyler products:

Munis Financial Management

Accounts Payable - Manage and maintain all aspects of vendor invoice, payment, tracking and history. The Munis AP module offers exceptional flexibility such as liquidating purchase orders in full or in part, and viewing detailed information online. Save central AP employee time when individual departments enter invoices, schedule invoices for payment on a flexible basis and use the recurring invoice feature. Calculating how much sales tax to refund at the end of the period is based on your state’s specific requirements. The integrated workflow functionality allows user to route and approve invoices online – all without logging in to Munis.

Accounts Receivable – AR provides two major functions: collections of miscellaneous cash and the collection of billed receivables. Processing over-the-counter or mailed payments for non-billed items such as licenses, permits, and registrations is easy using Munis AR software. You also have the option to print a receipt if necessary. Set charge codes to facilitate data entry and provide detailed or summary analysis (daily, weekly, monthly) by type. Additionally, you can pre-set General Ledger revenue accounts to these codes so that data entry personnel doesn’t need to know or have to enter account numbers—creating efficiencies, and saving your organization critical time and resources.

Bid Management- Analyze and compare vendor responses to bids, create an unlimited number of user-defined bid catalogs and route to specific departments or individuals. Create bid catalogs for yearly purchases of items or generated through the Munis requisition process. View full vendor information, add or delete vendors, and track an unlimited number of vendor responses and response deadlines. Vendors can mail their bids to the requesting site, or enter their bid information using Munis Self Service. From vendor responses, Munis determines the best vendor based on your unique criteria. Once a bid is awarded it is transferred electronically to Munis Purchase Orders or can be turned directly into vendor contracts.

Budgeting – Manage existing and projected budgets. Create an unlimited number of budget projections, in summary or detail, and then produce worksheets and proposed budget reports for review. Use spreadsheet views for quick review and update of projections. If you want more sophisticated analysis, you can even download your projections to third-party applications, and then upload the new numbers. Optional Salary/Benefit Projections in Munis Personnel help you accurately forecast all employee related costs, including step raises, vacancies, and all benefits.

Contract Management – Create and approve contracts, including multi-year contracts, for purchases and encumber the appropriate funds in advance, before details such as quantities and delivery dates are known. As the specifics become clear, create requisitions, purchase orders and invoices that refer to the contract to avoid re-encumbering the same funds. Allocate contracts by account or account segment. You can define Milestones/Key dates that trigger optional Munis Dashboard alerts. You can then create notification business rules to alert appropriate staff. Any activity tied to the contract can be tracked, including pending payments, open purchase orders and requisitions, as well as contract change orders. Contract Management is fully integrated with General Ledger, Requisitions, Purchase Orders, Accounts Payable, and Workflow.

Fixed Assets – Manage a government, school, or utility’s record-keeping of all fixed assets, such as land, buildings, machinery and equipment, construction in progress, and infrastructure. Create asset records from purchase orders or directly from invoices. Fulfill auditors’ requirements, improve transparency and gain visibility into your organization’s spending habits. Simplify record maintenance and reporting by tying an unlimited number of individual assets to master assets. Track items transferred, missing, not in use, or due for maintenance or replacement. And calculate depreciation by selective methods such as composite rate, and report on the depreciation schedule. Munis Fixed Assets provides a complete set of financial statements, fully reflecting your organization’s investments.

General Billing – Create invoices and bills for miscellaneous charges, such as rented building space, charges for parking spaces, or certain types of permits. General Billing creates invoices for various departments and activities not covered by other Munis revenue applications, such as Utility Billing or Tax. It eliminates handwritten bills and manual calculations, and totals invoice lines and provides accurate payment information. General Billing works with Munis Payment Entry (Accounts Receivable) and General Ledger, and provides accurate and up to the minute accountability.

General Ledger – Meet all GAAFR and GAAP standards with this true multi-fund budgeting and accounting system. A cornerstone of a very powerful financial management system, it is fully integrated with all other Munis applications. Munis Scheduler (optional) can automate the processing of certain reports. It accommodates multi-year funds and grants, as well as staggered fiscal years. General Ledger maintains account balances for both Balance Sheet and Subsidiary Ledgers. It is a comprehensive journal processing system - automate journal reversal, retrieve up to ten years of journal history, and add as much descriptive text to each journal entry as needed. Quick, online access to account information, including the ability to “drill down” to subsidiary detail and “drill across” to related information. Also included are reports to help organizations achieve GASB 34 compliance. Munis General Ledger is distributed in conjunction with Budgeting and Accounts Payable.

Inventory – Track inventory across the organization and in multiple locations, eliminate unnecessary purchases and wasteful spending, and report items such as office supplies and public works inventory. Munis Inventory automatically manages all inventory accounting, including on-hand balances, and month-to-date and year-to-date values. Use with Munis Purchasing to buy items in bulk and issue them to departmental users as needed. Choose the item cost method: by average (over all lots received), or FIFO (first in, first out). Manages all inventory accounting automatically, including on-hand balances, month-to-date (MTD) and year-to-date (YTD) values.

Project and Grant Accounting – Track multi-year budgets, expenditures and revenues for user-defined projects such as capital improvements, special programs and so on. Users can record project detail in the General Fund as well as all other funds such as Special Revenue, Grants and more. Create separate Grants and track the entire grant process, from application through conversion to a project. It is fully integrated to all Munis posting programs, so that any detailed Purchasing, Payables, Payroll, or Cash Receipts transactions can be posted to projects as well as to General Ledger accounts. Project & Grant Accounting is a subsidiary module of General Ledger, and is distributed separately.

Purchase Orders – Control procurement costs by decentralizing requisition entry, automated workflow approvals and online budget checking. Then, through statistical reporting Munis helps to evaluate vendor performance and understand what is spent. This ensures financial data is always up-to-date by confirming whether a purchase is within budget during PO entry and by updating the available budget in real time. With Workflow approvals, you define the business rules specific to your organization. For example, you can route over-budget purchase orders to the proper approver automatically. Workflow can also notify requestors electronically when their requisition is converted to a purchase order. Report on vendors by a variety of codes you define, such as type, class, geography, and performance, among others. This allows you to sum and analyze PO and invoice information for specific vendor categories. In addition, Munis supports blanket purchase orders, contracts, price agreements, and bids and quotes.

Requisitions – Electronic entry of requests automatically creates the appropriate bid documents and updates the available budget, ensuring employee compliance with business rules and eliminating purchasing fraud and abuse. Next-year entry of requisitions and POs is supported. Administrators can create multiple POs from a single requisition, or one PO from multiple requisitions, view available budget, commodity data and more, can identify purchases as assets for later import into Munis Fixed Assets, and can send requestors suggested vendors for their supply needs with detailed reason codes and comments.

Treasury Management – Automate all aspects of a treasury’s department with the tools provided in this module – Disbursement and Check Reconciliation functions from Accounts Payable and Payroll; Cash Receipts module for both miscellaneous receipts as well as bill payments; a separate file for recording bank account transactions, including pooled cash; investments detail file, and a Debt detail file; cash flow forecasting, for any cash account for any date range, providing the option to integrate with accounting system transactions to provide a “budget vs. actual” cash flow file; and Bank Reconciliation reconciles Munis cash accounts (book balance) corresponding bank accounts (bank balance).

Munis Work Orders, Fleet & Facilities -Munis Work Orders, Fleet & Facilities is an enterprise-wide system designed to address the needs of a variety of different service organizations: Public Works Departments, School District & Facilities Maintenance, Garage/Fleet, Utility Districts and for MIS maintenance to existing technology assets or equipment. Work order sources include preventive maintenance schedules, maintenance department inspections, departmental service requests, and citizen service requests. While this system can be deployed in stand-alone mode, it is unique in its depth of integration with the MUNIS Financial, Human Resource and Revenue suites. As a result, there is no double entry of labor time, inventory usage, journal entries or billings.

Munis Human Capital Management

Employee Expense Reimbursement – An easy-to-use application, it integrates fully with Munis General Ledger, Payroll and Accounts Payable for complete electronic expense report filing—increasing office efficiency, saving employees’ time and reducing overwhelming paper trails. Quick expense report creation, system-generated travel request and invoice reimbursement numbers, and general ledger account codes default in once expense types are listed. Create an unlimited number of expense claim form templates; choose whether employees submit reports before or after expenses are incurred; and decide whether to reimburse through payroll or by cutting an AP check. When an employee logs into the application, anytime and anywhere over the Internet—and enters his employee number, the system automatically populates the expense report fields with data pulled from Munis Payroll. The employee then fills out the remaining required fields, hits submit and the claim is entered into the workflow process. Workflow rules can be set up to direct expense reports to different approvers based on user-defined account codes, amount and department codes, and role-based security ensures sensitive data stays private.

Employee Professional Development – Minimize costs, retain talent and align employees with strategic organization goals. Empowering HR representatives to easily build and define requirements for career paths, assign each employee to a specific path and track an employee’s current status, all with the purpose of retaining and placing employees in positions that match their skills and knowledge. Add or create a progression plan to schedule employee advancement. Establish valid, reliable, results-oriented measures for individual and group performance and use the results to determine employee base pay, raises and bonuses (key information is directly transmitted to Munis Payroll), and analyze your talent and decide who to target for leadership positions. Rank existing employees based on eligibility and how well they meet job requirements to make an informed decision as to the right person for the opening position. Introduce transparency and repeatability to the succession planning process.

Employee Self Service – Give employees greater access to key information and services, and reduce staff time spent responding to routine requests. Employees update personal information, request leave, or check compensation quickly, confidentially, and securely through the Internet. Users gain access through secure connections using a unique username and password to log into the system, and control permissions to view and change information. Munis Employee Self Service offers continuity, because it actively extracts information directly from the Munis database. Web site information is current because of this direct connection to your Munis data—information is reflected in real-time.

Human Resource Management – Provides immediate access to job related information at all stages of employment. From personal information (emergency contact, address, phone number) and education/certifications to benefit elections and wage, promotion and disciplinary history, important employee information is available in one easily accessible place. Strict security ensures that only designated employees are capable of accessing employee records. Full integration with Munis **Simplified the Sharing of data** – changes to employee data records are electronically transferred the Payroll system with no duplication of data entry needed. Using Munis Workflow, you can set up business rules for personnel actions, including inquiries, leave, termination, civil service, attendance, reinstatement, etc. Create job descriptions and requirements for new job openings and immediately access that information in Munis Applicant Tracking. Make changes to accrual settings and employees can instantly access updated sick and vacation accruals in Munis Employee Self Service. Analytic tools and complete reporting also provide the right information to make informed workforce.

Payroll – Implement a paperless payroll process, streamline timesheet entry and ensure all local, state and federal requirements are met with Munis Payroll. Standard payroll functions include: payroll and expense reimbursement processing; reconciliation of employee insurance reports to monthly premium statements; manual or automatic

check reconciliation; support of electronic timesheet entry; integration with systems that e-mail direct deposit notices; verification and tracking of employee Social Security Number, dependent and emergency contact information; and more. Munis Payroll also integrates fully with Munis Employee Self Service providing W-2, tax, benefit and accrual information to employees when they sign into your Employee Self Service website. Changes made by the employee, such as accrual requests, benefit selections and more are transmitted directly to the payroll system for approval to reflect in employee pay.

Risk Management – Manage risks before they become crises such as job-related injuries and property damage with the tools necessary to effectively track, manage and pay property and causality claims against your organization. Risk Management enables you to handle claims quickly and easily from initial claim to related expenditures. Maintain claim-specific data, track claim activity and record expenses, recoveries and estimated costs. Link claims to employee records through direct integration with Munis evaluate injury-related compensation via integration with Munis Payroll.

Human Resour

Munis Vendor Self Service – Actively extract information directly from your Munis database and make it available in real time from any computer with a secure Internet connection. Whether a vendor is searching for or submitting a bid, checking current and past PO, invoice, check or bid details, or creating and updating a profile, Munis Vendor Self Service provides vendors with access to key information and business records. Registered vendors are automatically sent an e-mail notification when a bid request is posted, and vendors can adjust or place bids at any time during the open period. Improve vendor access to bids and related documents and spend less time entering vendor data and responding to routine requests for information.

Munis Citizen Services

Accounts Receivable – AR provides two major functions: collections of miscellaneous cash and the collection of billed receivables. Processing over-the-counter or mailed payments for non-billed items such as licenses, permits, and registrations is easy using Munis AR software. You also have the option to print a receipt if necessary. Set charge codes to facilitate data entry and provide detailed or summary analysis (daily, weekly, monthly) by type. Additionally, you can pre-set General Ledger revenue accounts to these codes so that data entry personnel doesn't need to know or have to enter account numbers—creating efficiencies, and saving your organization critical time and resources.

General Billing – Create invoices and bills for miscellaneous charges, such as rented building space, charges for parking spaces, or certain types of permits. General Billing creates invoices for various departments and activities not covered by other Munis revenue applications, such as Utility Billing or Tax. It eliminates handwritten bills and manual calculations, and totals invoice lines and provides accurate payment information. General Billing works with Munis S Payment Entry (Accounts Receivable) and General Ledger, and provides accurate and up to the minute accountability.

Total Tyler

Tyler Cashiering – Streamline cashiering with a versatile, easy-to-navigate interface developed in the Microsoft® .NET platform. This scalable application centralizes the collection process, creating a single point of entry for data from multiple applications. It has a familiar Microsoft Windows® look and feel, and was designed with user experience in mind. Cashiering allows for a wide range of customization based on payment type. It integrates with local resources, such as OCR and handheld bar code scanners, printers, and validators, as well as MICR devices, making it an essential addition to any agency's collection process. It can display on-screen running batch and transaction totals. And, it has standard interfaces to other Tyler products/modules; with the potential to connect

to other non-Tyler systems as well. Tyler Cashiering offers secure credit card processing features, and is compliant with PCI/PA-DSS security standards. Additionally, it offers full Check-21 compliance which allows for creation of an electronic cash letter containing images of checks to be submitted to a bank in lieu of a traditional deposit with paper checks.

TylerForms – Gain control of your organization’s paperwork and reduce paper, printing and mailing costs. Control where, how, and in what order to print purchase orders, invoices, checks, and more with the TylerForms Output Solution (TFOS). TFOS merges your application data with templated electronic form designs. The results can be printed to your existing network printers, no matter where the hardware is physically located. With optional Tyler GoDocs, form output, such as for direct deposits, can be e-mailed and all form output can be saved as a PDF file. In addition, GoDocs enables purchase orders to be faxed or e-mailed.

Tyler Content Manager (TCM) – Organize and streamline the flow of digital information throughout your organization. Simple, intuitive and powerful indexing and search system allow you to quickly retrieve documents and use key word searches produce the documents you want, while viewing all other logically related documents. It supports a variety of electronic file formats, for scanned images, word processing documents and spreadsheets, and accepts other electronically-received content like faxes, TIFF images, PDF and electronic forms, photos, Microsoft file formats and emails. Save all files in the same location regardless of format. Scan directly into TCM from any TWAIN scanner, and use Windows drag-and-drop techniques to associate electronic information to a folder. Utilities are available to “Acquire an Image” from a directory and to mass load images for batch processing. Web Services API allows the flow of data and content to and from TCM and other applications. TCM uses Optical Character Recognition (OCR) to allow a query on the full text of any scanned document, as well as text-based files such as MS Word and Excel. Secure and extensive built-in security features, versioning and audit functions shows who modified the information, compare versions, or restore content from previous versions.

Tyler GASB 34 Reporter – Take on certain accounting procedures formerly performed by auditors with GASB34 Reporter. The first true Tyler’s GASB 34 Reporter for government that meets new reporting standards set by the Statement No. 34 of the Governmental Accounting Standards Board. It has embedded GASB 34 rules and will assist you with the steps involved in this reporting process. Basically, the GASB 34 Reporter acts as a conduit for posting adjustments as defined by GASB 34. It walks you through the process of importing your data, generating the adjustments required to report your organization on a full-accrual basis, and streamlining the process in subsequent years. Outside auditors are then able to perform true audit functions. Prepare the reports in days – not weeks. These adjustments are made through a “wizard” type interface that allows for the 27 most common entries, a place for other uncommon entries, as well as for entry of internal service fund data. It includes all of the Blue Book required financial reports. All adjustments made for reporting purposes are segregated from your GAAP method general ledger.

Tyler Reporting Services – Create reports and queries in formats unique to your organization, and provide the right information to the right person at the right time. Designed for use with Microsoft SQL Server® database server, users can access and report information stored in any of their Munis data files. The database views and models are easy to use, incorporate security and permissions set within Munis, and are an efficient way to connect to the database. Use standard reports or create unique reports. Available report tools: **Report Builder**—ad hoc query tool, requires the use of models; and **Custom Database Views**—a tool designed for building more complex reports using Business Intelligence Development Studio (BIDS) and/or visual Studio that uses Tyler’s existing custom views. A library of shared reports is available includes, Budget Projection, Open PO Report, Top 50 Vendor Payments, Vendor History, Time Sheet, Department/Employee Accrual Report, Daily Receipts Report and more.

Tyler Role-Tailored Dashboard – Streamline workflow and improve data analysis with this Web-based, simplified way of finding and accessing the data needed to quickly act upon approvals, notifications and alerts. Users launch programs and other applications from a single work area providing a 360-degree view of data displayed in real time, assuring access to the most up-to-date and accurate information. Developed using Microsoft SharePoint®, the role-based dashboard employs Web Parts for easy customization. Web Parts, such as My Work, Payroll, Open Positions, and Budget, and can be added to the Dashboard on a per-user basis, or by a system administrator for everyone to access. It simplifies sharing information, viewing critical data, and accessing daily work.

Munis Office - Munis® Office augments the reporting and documentation capabilities of Munis applications. It provides the ability to interact with Microsoft® Office files. For example, you can export data from a Munis application to a Microsoft Word or Excel® document. From there, you can manipulate the data and create custom reports, pie charts, etc., without modifying the original Munis data. You can also mail merge information from Munis into specific Word templates that you define. This allows you to create form letters such as shut off notices, inspection notices, and so on, as well as mailing labels, envelopes, e-mails and phone directories.

Optional Products

Performance Based Budgeting – Manage results, accountability, key performance indicators and alignment with citizen-driven goals. Performance Based Budgeting takes you through the cycle of strategic and comprehensive planning, establishing program objectives, measuring results against those objectives, matching resources to action plans (i.e., Budgeting), and reporting results. It provides the means for linking dollars to results, and improve public visibility into operations, demonstrating the value of and improving overall efficiency. Munis Performance Based Budgeting is fully integrated to the Munis suite of Enterprise Resource Planning applications.

Applicant Tracking – Maintain data for job applicants by automating the hiring process from online application creation and processing and resume evaluation, to the tracking of applicant information and scheduling of interviews, to building personnel records once a person is hired. Monitor and report on the status of all job requisitions and applicants. Create unlimited customized conditions and applications for each position, and create reports of top scoring candidates to compare skills and qualifications. Accept resumes via social networking sites such as Facebook®. Via the Munis

and local government Facebook pages to view/search current job openings, submit an application and opt in to receive updates on future job openings. This integration also allows human resources employees to easily correspond with potential hires. Fully integrated, personnel information created in Munis Applicant Tracking is automatically populates to other Munis modules, including Human Resources Management, Employee Professional Development and Payroll. All job openings and associated information are available on the Role-Tailored Dashboard.

Tyler Pulse for Finance and HR – Transform data into management information that can be used for financial management, human resources, payroll and more. The Web-based system is easy to deploy and required minimal maintenance. It is designed for use by all staff, including top management, department managers, key users and board members. Supported data interfaces between organization application systems, departmental systems and external data sources. This can eliminate the need for more expensive and labor-intensive interface tools. It's scalable and works for any size government office. Dynamic charts are easy to read with links for drill down and analysis. Archive historical periods, year-to-year comparison, for historical comparatives. Pulse produces consistent sub-second response times, and delivers information via browsers, spreadsheets, email, text messaging, PDF and other graphic types, analytical evaluation tools and data interfaces. This information can be used for budget projections, grant responses, trend management, exception reporting, management views and more.

Munis® OSDBA - The Munis® OSDBA group provides operating system and database administration services, such as installations, upgrades, routine maintenance, and database tuning. Services are provided by Munis staff who are trained specifically for Munis service configurations. These cost-effective services are available to all customers on a contract basis, and ensure that your Munis server is properly maintained, up-to-date and secure.

Munis® Disaster Recovery Services - Munis® Disaster Recovery Services keep you up and running in the event of a disaster of any kind. Losing your data and equipment or missing payrolls, disrupting collections and cash flow is no longer a concern. Disaster Recovery will have you back up and running your critical processes within hours. Tyler provides the servers, the operations staff, and your data stored from the previous night in our secure facility in Yarmouth, Maine, with redundant backup. Your live database is loaded into a Munis environment on a server that can be accessed from any computer with an internet connection.

Section 3 Company Background

3.4 Company Background

(Proposal Section 3.0) Vendor must provide the following information about its company to enable the County to evaluate the Vendor's stability and ability to support the commitments set forth in response to the RFP. The County, at its option, may require a vendor to provide additional support and/or clarify requested information. This section should be addressed for both the proposed software vendor and implementation firm. Firms should include the following in responding to this section:

Length of time that the company has been in business.

Tyler Technologies, Inc. was founded in 1966.

A brief description of the company size and organizational structure.

Tyler Technologies is the largest company in the United States exclusively focused on providing integrated software and technology services to the public sector. Tyler currently employees more than 2,000 professionals.

Tyler delivers an expansive portfolio of software solutions that span the breadth and depth of the mission-critical services that government entities must address daily. Our solutions include financial management, education, courts and justice, pension, public safety, appraisal and tax, citizen services, document management and public records. No other company offers the same range of solutions for the public sector. Tyler is publicly traded on the New York Stock Exchange (TYL).

Experience vendor has had in the public sector (including length of time and identification of clients), particularly with California public sector entities.

Tyler Technologies, Inc. has a singular focus: the public sector. Founded in 1966 and based in Dallas, Texas, Tyler Technologies is the largest company in the United States exclusively focused on providing integrated software and technology services to the public sector. Simply put—Tyler empowers people who serve the public.

We devote all of our time, energy and resources to help local governments and school districts become more efficient, accessible and responsive to the needs of their constituents. At more than 9,000 local government offices and school districts throughout all 50 states, Canada, the Caribbean and the United Kingdom, our clients can attest to our ability to fulfill this promise.

While our focus may be narrow, our vision is not. Tyler delivers an expansive portfolio of software solutions that span the breadth and depth of the mission-critical services that government entities must address daily. Our solutions include financial management, education, courts and justice, public safety, appraisal and tax, citizen services, document management and public records. No other company offers the same range of solutions for the public sector. Tyler is publicly traded on the New York Stock Exchange (TYL), has annual revenues of over \$288.6 million (2010) and employs more than 2,000 people.

A Few California Clients of Interest:

Munis is currently installed in over 40 public sector organizations across the State of California including the City of Chino, the Mendocino County, Delta Diablo Sanitation District, the City of Palmdale, and the City of Lakewood to name a few.

In addition to the existing clients mentioned above, our Munis solutions were selected by several of your peers over the last two years; all these new clients are in some stage of implementation:

- ✓ The City of Victorville & Victorville Water District
- ✓ The City of San Marcos
- ✓ Clovis Unified School District
- ✓ Saddleback Valley Unified School District
- ✓ Contra Costa County Office of Education
- ✓ The City of Encinitas
- ✓ City of Covina
- ✓ El Monte Unified School District
- ✓ City of Ukiah
- ✓ City of Culver City
- ✓ City of Hayward

Industry Leadership

While many competitors target multiple vertical markets, we believe our singular focus on delivering essential software solutions that empower the public sector is truly what sets us apart. As a vertical software company, we are able to focus all of our resources on delivering the software solutions and services that help states, cities, counties, schools and other public agencies to streamline the many facets of their operations.

Our unique understanding of the public sector combines with our commitment to being industry leaders in technology and functionality to result in an unmatched scope of products and services. Tyler offers superior service and stewardship that allow our clients to move forward with us. We provide our clients with a competitive offering that's always fresh and never taken for granted. Our experience, success and professional staff ensure that we have the resources and dedication to execute this vision.

Tyler's commitment to the public sector is reflected in the industry standards to which we adhere, and in the organizations and associations to which Tyler belongs. For example, Tyler products comply with Government Accounting, Auditing, and Financial Reporting (GAAFR) and Generally Accepted Accounting Principles (GAAP) standards. Tyler is also certified by the Schools Interoperability Framework (SIF), an initiative to develop a technical blueprint for K-12 software to enable seamless interaction among diverse applications. Additionally, Tyler is a member of the National Center for State Courts (NCSC), the Forum on the Advancement of Court Technology (FACT) and the Urban and Regional Information Systems Association (URISA).

Tyler offers an unwavering commitment to its clients, employees and shareholders. We have a proven model for success that includes focusing on the public sector, strategic growth and employing professionals with exceptional knowledge.

Solutions and Products

Tyler has grown organically, in part by strategic acquisition. These acquisitions, companies that were leaders in their own right, have helped complete Tyler's product offering. Each acquisition has helped us become who we are today—the leading provider of software and services to the public sector. As a result, Tyler as a whole has become greater than the sum of its parts.

We have earned our reputation as the industry leader by building the best products. Our insider's understanding of the public sector and our ability to build, install, train, and maintain long-term, reliable and exceptional software solutions has made the difference.

Tyler's software offering spans the following five public sector areas:

- Appraisal & Property Tax Solutions
- Courts & Justice Solutions
- ERP | Financial Solutions
- Land & Vital Records Solutions
- School Solutions

In addition to our software, we offer end-to-end professional services, including consulting, network design and management, installation, conversion, customization, training and ongoing support.

Tyler has created consistency across its solutions and developed high levels of integration across common core functions. In doing so, we have added value to the implementation of multiple suites of our products. Our clients recognize our commitment to meeting their full range of software and service needs. This is why the number of Tyler clients who have invested in multiple Tyler solutions has grown steadily in recent years. Having a reliable product that you depend on makes the decision of where to go to fulfill another need that much easier. It is not uncommon, for example, for a municipality and its school district to implement the same Tyler financial management products, or for a municipality to invest in both Tyler's court case management solution and its financial management solution. It's this commitment to understanding and meeting our clients' needs that inspires their loyalty to our company and our products. Clients recognize and appreciate that we understand their needs like no other company. We've made it our business to do so.

Each software solution we design is developed and implemented under the direction of domain experts with extensive knowledge of the specific needs that local government and school end-users face. As a result, our products are specially suited for the clients they serve. This domain relevance and product efficiency enables us to leverage development costs and reinvest these savings in our products. It also leads to faster, easier and more predictable implementations for our clients, which in turn enhances client loyalty and competitive position.

Sound Investment

Tyler understands that to be the best we have to know the public sector market better than anyone. Our domain expertise and client-centric approach combine with our leading technology to give us a decisive edge over competitors.

We know that no matter the size of a government agency or school every dollar allocated must be used wisely. In fact, we are always looking for ways to enhance our existing software portfolio—giving clients access to improved technologies, as well as new features and functionality.

We realize that creating the best return on our clients' investment heavily depends on our ability to provide value over the long term. For this reason, we are committed to continually improving our existing offerings, providing clients with product updates incorporating new features, functionalities and technologies.

Professional Staff

Tyler actively seeks the best talent to help us develop, implement and support our solutions. Our staff consists of seasoned professionals with unique and proprietary skills, years of industry experience, focused into dedicated departments. Our core domain expertise is strengthened by the fact that many of our employees have years of experience working at public sector agencies prior to joining Tyler. These professionals bring a unique perspective to Tyler's mission because they truly understand what our clients need to operate at their best.

We recognize that our ability to hire the best candidates ultimately impacts our clients. We hire exceptional people who will work onsite during client engagements, becoming part of the client's team for the duration of the project.

Tyler recognizes the value of our employees. In support of them, we provide a stable work environment that fosters collaboration and teamwork, values integrity and enables them to deliver outstanding service to our clients. Our relationship with our staff is one of mutual respect, leading to a high retention rate. In fact, our staff turnover rate is about half of the industry average.

We continually strive to have the best possible team in place at all times to provide robust software solutions specifically aimed at the public sector. With the right balance of experience, technology and innovation to ensure satisfaction, Tyler empowers its clients with the expertise and tools they require to do business.

Evergreen Philosophy

Our goal is to have enthusiastic clients for life. And we're constantly making investments in our technology, business operations and service and support to ensure that we're providing an outstanding client experience that's second to none.

By purchasing Tyler products, our clients are gaining a solution with end-to-end services and support, from initial engagement through post-implementation maintenance. In other words, our clients are securing a reliable business partner for the life of their products. Once they make that initial investment in our software, those products perpetually renew themselves. We don't abandon the old—we migrate to the new so our clients' needs are met steadily and consistently.

We are stewards of our systems. It's our responsibility to update our products continuously so that our clients can use their systems indefinitely. A key element of our post-implementation support is our commitment to provide clients with the most current technology, through ongoing product updates, enhancements, platform upgrades, etc. Since every software product has an expected lifecycle, our goal is to protect and extend our clients' initial investment by enabling them to move to our future generations of new technology without making another significant investment in license fees. This means that a client's initial investment in Tyler will continue to pay off for decades to come. Good stewardship means guiding the evolution of Tyler's products by listening to our clients'

needs, investing in the product to reflect those needs, incorporating new technology, and introducing changes in ways that are the least disruptive to our clients' ongoing operations.

Financial Strength

As the largest company in the country solely dedicated to providing software and services to the public sector market, we have the necessary resources to invest in our products and to deliver services. We reinforce this with our experience, which enables us to understand the unique requirements of the public sector.

Since its inception, Tyler has experienced steady growth through sales, service and product development, as well as through the acquisition of viable companies that expand and enhance our suite of products. Tyler's business model is built on four key areas of growth: expanding geographically, securing larger opportunities, broadening our product offerings, and extending existing client relationships.

Growth Strategy

We continue to enjoy success due to the growth strategy that we have carefully designed and consistently executed over the years. We believe this strategy not only provides the type of steady growth we seek, but it also serves our constituents well. Tyler is in a strong competitive position with no debt, and with planned and sustained growth. For both clients and investors, this controlled growth ensures stability for the long run.

Fiscally Sound

Tyler Technologies is fiscally sound, with annual revenues in excess of \$288.6 million (2010). As a responsible business partner, Tyler delivers to clients, staff and investors alike, and provides excellent return on investment and return on effort. We realize our success rests on how well clients are served after the sale because we know they will be with us for a long time.

Over the years, we have built a foundation of more than 9,000 clients and we enjoy an exceptionally high customer retention rate. These relationships provide us a steady stream of recurring revenues through maintenance and subscription agreements.

Tyler has the financial resources and stability to outlast and outdo competitors. We are outstanding financial stewards with our money and our clients'. In return for their investment in our solutions, clients get high value for cost of our products.

Reinvestment

Our financial strength provides the resources to reinvest in our products and services. From a capital standpoint, Tyler made significant investments in our future in 2010 by:

- Buying back nearly \$65.8 million of our stock, an indication of the confidence we have in our convictions for our long-term strategy;
- Expanding our existing customer relationships
- Pursuing selected strategic acquisitions that provide products and services to complement our existing offerings

Moreover, we made these investments while finishing the year with a positive cash balance and no bank debt.

As technologies advance, we continually strive to adhere to new standards and practices that allow us to deliver distinct products to our clients and to maintain a long-term vision that is in sync with them.

Annual Report Booklet

Most recent audited financial statements.

Please reference Tyler's Annual Report Booklet located on the enclosed CD.

Listing of public sector customers with California customers listed first.

The number of users should also be included.

Tyler considers its client list proprietary, as disclosure to Tyler's competitors would be harmful to Tyler's business. Tyler has enclosed a representative sample of its client list. If required, Tyler will provide its complete client list, once a nondisclosure agreement has been signed.

Munis is currently installed in over 40 public sector organizations across the State of California including the City of Chino, the Mendocino County, Delta Diablo Sanitation District, the City of Palmdale, and the City of Lakewood to name a few.

In addition to the existing clients mentioned above, our Munis solutions were selected by several of your peers over the last two years; all these new clients are in some stage of implementation:

- ✓ The City of Victorville & Victorville Water District
- ✓ The City of San Marcos
- ✓ Clovis Unified School District
- ✓ Saddleback Valley Unified School District
- ✓ Contra Costa County Office of Education
- ✓ The City of Encinitas
- ✓ City of Covina
- ✓ El Monte Unified School District
- ✓ City of Ukiah
- ✓ City of Culver City
- ✓ City of Hayward

Any material (including letters of support or endorsement from clients) indicative of the vendor's capabilities.

Achievements & Partnerships

Tyler Technologies has earned a reputation as an industry leader based on our products and commitment to our clients. These factors, along with our financial strength and industry partnerships, have earned us numerous accolades..

Forbes Magazine has named Tyler to its annual list of “America’s 200 Best Small Companies” for three consecutive years. Tyler has also previously been recognized by Audit Integrity, an independent research firm, as one of America’s 100 most trustworthy companies.

Beginning in 2007, Tyler, which has two offices in Maine, was recognized for three consecutive years as one of the top employers in the state through the annual Best Places to Work in Maine program. Likewise, a recent “Best in DFW: Top Workplaces 2009” listing published by the *Dallas Morning News* lists Tyler as one of the top places to work in the Dallas–Fort Worth area, where Tyler has two offices. Additionally, Tyler’s Lubbock, Texas, office was named the 2010 South Plains Regional Employer of the Year from South Plains Workforce Solutions. For the third straight year, Tyler has climbed in *Software Magazine’s* Software 500 ranking of the world’s largest software and services suppliers. In terms of revenue, Tyler ranked 132nd on the 2010 list, which measured 2009 revenues—up from our previous rankings of 148 in 2009 and 157 in 2008.

Tyler also formed a strategic alliance with Microsoft Corporation in 2007 to jointly develop core public sector functionality for Microsoft Dynamics AX 2012 to address the financial needs within public sector organizations worldwide.

These achievements point to our position at the top of the public sector software industry and our commitment to our clients. And because we are committed to delivering the best products and services to our clients, we are dedicated to continually evolving to help our valued clients meet the challenges they face every day.

3.A Client Profiles

Please reference Client Profiles on the following pages.

Section 4 Proposed Application Software and Computing Environment

3.5 Proposed Application Software and Computing Environment

(Proposal Section 4.0) The vendor must present, in detail, features and capabilities of the proposed application software. Utilize the information provided in Exhibit “A” when completing this section. Responses should be provided in succinct narrative form (at least one paragraph per item). Please respond separately to each of the items, below:

The Munis® system is designed to meet the information management needs of Municipalities, School Business Offices, and Non-Profit Organizations.

Integrated

Munis is an ERP (Enterprise Resource Planning) system for the public sector. ERP is application software that integrates information across all facets of an organization, including finance, operations, and human resources.

In the public sector market, specific areas of integration include:

- Finance/Accounting
- Budgeting
- Procurement/Contracts
- Asset management
- Billing
- Projects
- Inventory
- Payroll/Personnel
- Other related operations

“Integration” means that relevant information from one part of Munis is available to other system users, too. For example, when users create requisitions, purchase orders, and AP invoices, Munis displays available budget values. Integration also means “real-time”—the budget includes the most recent transactions.

With integration information, users can “drill down” from summary to details, and “drill across” to related information in other applications. With Munis, users can even access directly any program from the menu by specifying its name.

Integration also enables feedback and “closing the loop.” This means continuous monitoring of what actually happened versus what was planned (as typically occurs in budgeting). This helps organizations continually improve their processes to achieve more and more efficiency.

And finally, integrated applications have the same “look and feel” across programs—so users learn just one set of conventions that apply everywhere. The Munis screens are logically organized and visually appealing, making it easier to enter information and find it quickly.

Distributed and Decentralized

A distributed system makes decentralized data entry possible. In other words, Munis is distributed because different functions or programs can be run on different computers in the network. This allows Munis users to be located anywhere, as long as they can connect to the network. The programs they need to do their work will be available.

Munis is decentralized because it allows each user—not just managers—to see, add, and/or update their information. Data entry doesn’t have to be performed in just a few, centralized processing centers. This is a tremendous benefit because it allows individuals to own the information for which they are responsible. This often results in more accurate data entry. In turn, the operations that rely on accurate information are more efficient and productive.

Because the system is open in this way, Munis uses flexible security layers to protect private or sensitive information. See the section Security for more details. In addition, clients can use Munis® Workflow to automate and customize data review and approval.

Scalable

Munis is scalable: the system meets the requirements of all organizations, regardless of size, and can grow to meet increasing demands. Munis performs well on modest networks with a handful of users—or on large, distributed networks with hundreds of users. Munis has the features that large organizations need to run effectively. And smaller clients don’t outgrow Munis—it expands easily to meet their changing needs.

Focused

Tyler delivers software and services specifically for the public sector market. It is the company’s exclusive focus. All resources are dedicated to serving these clients.

Therefore, Munis products are ready to go “out of the box”—since they’ve been designed exclusively for this market. Product functionality is deep, requiring fewer customizations. This leads to implementations that take less time and are less expensive.

Market sector focus also leads to what Tyler calls a “Consortium of Development.” We listen closely to our clients, and update our system accordingly, building in best business practices. All improvements are included in each updated release and made available to all clients. This allows all users to receive the benefits of new features that each user requests.

Workflow

Munis Workflow automates approvals and notifications that are part of daily operations. “Push” technology indicates when action is needed—without the need to log on. Approvals and notifications can be sent to e-mail or to the Munis Workflow Assistant, a special icon on the computer desktop, to indicate that work is waiting. Because you can approve or reject requests directly from the Workflow Assistant, action is taken sooner and the time lag between steps in a process decreases. This adds to productivity and improves the efficiency of internal processes. To see more detail for an approval/notification, simply launch the associated Munis application directly from the Workflow Assistant. Workflow logs every action taken, and holds a history that you can review at any time. Analyze workflow performance to guide process reengineering.

Configure Workflow

Configure Workflow to fit your organization.

- Create the business rules that describe what is approved, by whom, vs. any spending limit, and so on.
- Set rules for the entire organization, for a specific department or location, and tie rules to a particular G/L account segment.
- Set up standard approval routings—for example, for requisitions from a particular department.
- Configure “non-approval” notifications—for example, to inform users that it is OK to post time and attendance batches, or to print tax bills.
- Define how a “to-do” list is updated and notification—immediately with a pop-up message, or at regular intervals.

Approvals and Notifications

Since workflows are keyed to people, not machines, check alerts and execute approvals from any desktop. Workflow allows detailed e-mail notifications, ensuring that the proper employees, in the specified order, review and authorize the request. If you’re away from work for any reason, simply forward work to an employee with comparable level of authority—then, re-assume work responsibility when back to work.

Pre-defined approval types, such as:

- Dollar Based
- Over Budget
- G/L Account or Segment
- Commodity Code
- Personnel Action
- On Hold status
- All-or-one indicator—either all approvers for a particular step must approve, or just one person can move the workflow forward
- Rejected transactions—Workflow tells the originator why it was rejected

4.A Modular Integration

3.5.1 (Proposal Section 4-A) Modular Integration.

What proposed modules are fully integrated (part of the base software) into the main ERP application?

The ERP system uses 1 primary database for all production modules and data. All modules proposed are developed by Tyler and are fully integrated into the core application.

4.A.1 Proposed Third-Party Applications

What are the proposed third-party applications?

There is no third-party applications proposed.

A Microsoft Windows Server platform (2008 R2 recommended) running Microsoft SQL Server RDBMS (2008 R2 recommended) is required for the Munis ERP system.

Microsoft SharePoint is required for the Tyler Dashboard; both free and paid versions are supported. SharePoint 2010 Foundation / SharePoint Server 2010 are recommended. Paid / enterprise versions of SharePoint are only required for use with Tyler's advanced Business Intelligence offering.

A Microsoft Active Directory environment is required, used for user authentication.

An SMTP E-Mail server for email notification relaying, Clients using Microsoft Exchange Email Server also benefit from the following advanced functionality:

- Automated scheduling in areas such as Scheduler Central for Permitting, Work Orders and Utility Service Orders as well as Work Order Facilities room reservations
- Automated archiving of emails initiated from the Munis system to Tyler Content Manager
- Appointment creation on records directly from the Munis client
- Tyler Dashboard web parts for Outlook Email, Outlook Calendar, Outlook Tasks and Outlook Contacts

Microsoft SQL Server Reporting Services or SAP Business Objects Enterprise / Crystal Reports are required for reporting.

Adobe Central Output Server is bundled with and used for TylerForms output processing.

Other applications recommended for use, but not required include backup and antivirus software for all servers.

With the exception of the Reporting Software, Adobe Central, and Windows SharePoint Foundation, none of the above third party applications are typically licensed as part of the Munis ERP solution and are the responsibility of the client.

4.A.2 How are they integrated?

If there are proposed third-party applications, how are they integrated into the main ERP application (i.e., Does the third-party application share security definitions and similar menu structures?)

Third-party applications are not part of the solution.

4.A.3 Processes Handled in “real-time”

What processes are handled in “real-time”?

All processes are handled in “Real-time”.

4.A.4 Batch Processes

What processes require batch processes?

While not required, reports and import/export programs can run real time or scheduled.

4.B System Performance

3.5.2 (Proposal Section 4-B) System Performance.

The majority of the application users will normally use the system between 8:00 AM and 5:00 PM, five days a week. There are times when weekend and evening access is required. Benchmarks and proposer responses shall specifically indicate if there are periods when the system is unavailable and/or if performance/response will be severely degraded due to other concurrent processes. In discussion regarding systems performance, vendor should provide any recommendations for warehousing or query database requirements necessary to meet acceptable performance standards.

The Munis ERP application downtime is typically experienced during system updates or hardware failures. System updates are usually scheduled off hours and are completed in hours. Hardware failure downtime is highly dependent on the high availability infrastructure. Tyler cannot guarantee availability of a site’s hardware infrastructure, but will work with a client and their chosen vendors to achieve a highly available system to run the Munis ERP applications.

Tyler’s clients achieve highly available systems with different methods depending on whether they are using dedicated or virtual servers. With dedicated servers, redundant server clusters can be configured for each major component in the solution. Microsoft SQL Server mirroring is recommended for an HA RDMS. At least 2 dedicated Microsoft SQL Server servers mirrored is required. An optional "witness" server is recommended if automatic failover is desired. If one server fails in this scenario, the second server failed over to and becomes the primary RDBMS server. Any current user session is disconnected at the point of failover, however users can immediately connect back into the system at the moment the mirrored server is promoted as the primary (near instantaneous if a witness server is used, otherwise when the database manually fails over).

With virtualized servers, a clustered server host configuration is utilized with a SAN. Many of our clients run VMware ESXi server pools to achieve this. If one of the physical hosts goes down, the other physical host starts up

the virtual guests machines that the original virtual host was running. If one physical host is over utilized by a virtual guest, that virtual guest is moved to the other physical host.

Tyler also provides an offsite out/of region disaster recovery service. This service offers added protection for regional disasters.

4.C Technology Architecture

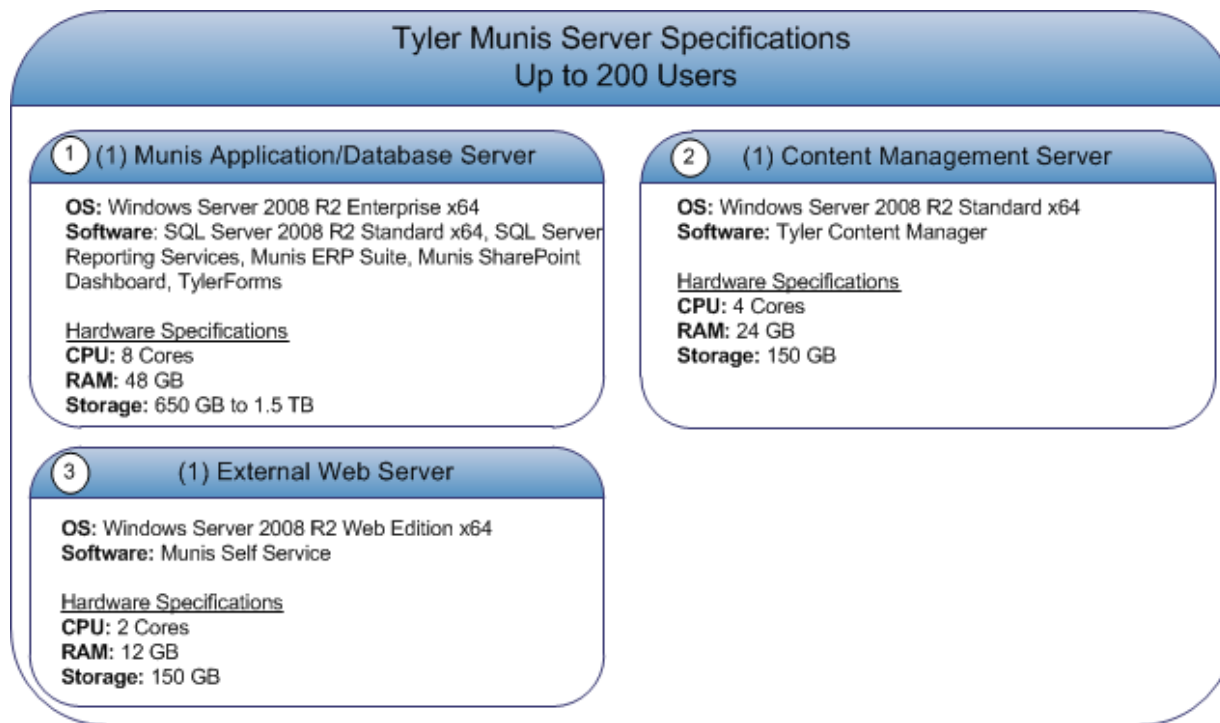
3.5.3 (Proposal Section 4-C) Technology Architecture.

Vendors may provide alternate proposals based upon the architectural design of the system, i.e., hosted, on-premise, or Software as a Service (SAAS). Vendors must provide a complete proposal for each architecture type (requirements are specified in Appendix B).

The Munis ERP system supports nearly all top tier hardware manufacturers, such as Dell, HP, and IBM. It has been developed to run exclusively on Microsoft Windows Server operating systems (2003 and higher, 2008 R2 recommended), utilizing Microsoft SQL Server (2005 and higher, 2008 R2 recommended).

Several server environment deployment types are also supported with the Munis ERP system. This includes high availability configurations, dedicated testing / staging environments, and virtualized environments. The following hardware specification recommendation is for a standard, production server environment. Train and Test environments are also installed on production hardware, unless otherwise specified by the client.

The following configuration is based on the estimated usage up to 200 concurrent users.



- Database and Operating System licensing is the responsibility of the client. Providing database services to Internet users requires CPU licensing for SQL Server.
- An internet connection to all servers is required for remote support assistance.
- Fiber or high-bandwidth iSCSI controller is strongly recommended for database servers connecting to a SAN device for performance and redundancy reasons; low-bandwidth iSCSI is sufficient for all other servers.

4.D Reliance on Best Business Practices / Degree of Process Reengineering

3.5.4 (Proposal Section 4-D) Reliance on Best Business Practices/Degree of Process Reengineering Imposed or Required

What types of best business practices are built into the software?

How is the software designed for government operations in particular?

The Munis system is designed to meet the information management needs of local governments. It has been built from the “ground up” solely for the public sector use. Due to the fact that all customers use the same version, and that all modifications go into the generally released version, the end result is that Munis represents the best business practices of our 1,000+ customers. No real “reengineering” is required or imposed when implementing the Munis software. The only reengineering that is required are those processes that the client determines it wants to change during the implementation of the Munis Software.

Munis is an open system that allows users to incorporate their processes and develop their own “best practices”. At every new Munis customer site, reengineering takes place automatically as the new system is implemented. This is not to say the software forces customers to adopt a certain way of doing business. Munis consultants sit down and work with each client to find out what it wants to accomplish with the new system. We will then implement the system in such a way as to accomplish those goals, thus reengineering the way clients work. Every Munis customer is unique and works a little differently. We understand this and implement the software to best meet each individual customer’s needs.

Please remember that the Munis software is designed specifically for local government operations. That is our one and only Market. All of our customers use the same base version of software. Therefore, the Munis system is the end result of the best business practices of our over 1000 customers. We have been helping local governments improve the way they do business for over 20 years. We feel we are experts at what we do and will provide every client with the best possible solution that meets their needs now and more importantly in future.

4.E Workflow Capabilities

3.5.5 (Proposal Section 4-E) Workflow Capabilities.

How does workflow (electronic routing of documents) in your system work?

Munis Workflow is a comprehensive system engineered to meet the needs of the Public Sector. It extends the functionality and productivity of the Munis system by automatically notifying the end user when action is needed, rather than requiring a user manually look it up.

The Munis Workflow system includes an extensive approval engine, monitoring more than 200 processes throughout the ERP system. Approvals, Alerts, and Notifications are dynamically generated to users based on the rules created in the visual Work Flow Command Center module.

Flexible business rule creation allows for universal rules, sequential and parallel, pre-approvals and "one or all" rules. Catchall rules can also be created to ensure that some approval is generated even when no rules apply. Workflows for key processes such as payroll processing and tax bill production are configurable based on your business rules and will prevent users from doing things “out of order”.

Routing and Approval criteria include:

- Commodity Codes
- Commodity + Amount
- Dollar Amount Ranges
- Over Budget conditions
- Any GL Segment
- GL Segment + Amount
- Verify

- Features comprehensive "and/or" logic for building complex rules

Approvals, notifications, or alerts can be sent to standard e-mail, Munis Workflow Assistant, or SharePoint dashboard "My Work" web part. This adds to productivity and improves the overall efficiency of internal processes. To see more detail for a workflow, users can simply launch the associated Munis application directly from the Workflow Assistant or SharePoint Dashboard.

Finally, Munis Workflow logs every action taken, including when items are moved through workflow as well as any changes to the workflow system itself, and holds a history that can be reviewed at any time. Administrators can also analyze workflow performance with management tools integrated into the Munis SharePoint Dashboard to assist with process reengineering.

How are workflow rules established?

Munis Workflow is different from other workflow products in the market today. With it, the work has already been done for you—ensuring our Munis system works hard for your users, rather than the other way around. Using our “building blocks” approach, we provide you with template business rules out-of-the-box—meaning there is absolutely no coding or programming needed to set up, use or modify workflow processes. Any authorized user can easily learn how to modify or configure a business rule—so IT staff is free to concentrate on other important tasks. In addition, due to the modular nature in which the Munis Workflow system has been engineered, creation of rules can be centralized (managed by IT) or decentralized (managed by domain experts).

At Tyler, we recognize that our clients know their business better than anyone else. That’s why we developed our preconfigured business rules based on best business practices and direct feedback from our more than 1,100 ERP clients. In fact, with Munis Workflow you have access to over 200 pre-defined business rules designed with the relevant fields and functions already in place. All you have to do is tailor them to work the way you run your organization—by defining how each task is structured, who performs each task, in what order tasks are performed, how approvals or re-routing is handled.

How does workflow interface with Google Mail and Microsoft Active Directory Services (ADS)?

All workflow notifications can be relayed through any SMTP / IMAP server, including Google Mail. Microsoft Active Directory is used for single sign on authentication, allowing end users to quickly and easily take action on workflow items without the need to remember and enter separate user credentials.

4.F Administration / Development Toolsets

3.5.6 (Proposal Section 4-G) Administration/Development Toolsets.

Application Toolsets

What application toolsets are included with the software?

The Munis ERP system is a fully integrated out-of-the-box solution that offers various levels of configuration and customization. All configuration and customization tools are application-based allowing end-users and administrators alike to tailor the system to their specific business needs. In addition, by using application-based

tools, all customizations are retained upon system upgrade eliminating timely re-tooling, conversions or re-programming typically required from other systems.

Unique Programming Requirements

What unique programming requirements are there?

Tyler prefers to maintain and support all software source modifications to the system with a proven release life cycle. However, we do not limit use of your own tools to create web add-ins to the solution (i.e. SharePoint Web parts).

User groups, forums, and direct customer feedback through the Munis enhancement program allow clients to influence changes and improvements to the application. Tyler also has a professional services department that can be contracted for specific customizations to the system. All customizations are built into the core product and are fully supported on each new release.

Tools to Customize Software

What tools are available to customize the software (e.g., add fields, create new tables, change menus, etc.)?

Application configuration is maintained with built in toolsets, auxiliary programs, and parameter files for each module. This provides clients with the ability to highly customize the Munis ERP system to their specific operations without the need for custom programming efforts that can cause difficulty applying new releases. All configuration changes are stored in the customer database and not affected by new releases.

4.G Security

3.5.7 (Proposal Section 4-H) Security.

Security Tools

What security tools are included with the software?

The Munis ERP system utilizes Microsoft Active Directory for end-user authentication. The Munis SharePoint Dashboard menu system allows for single sign on (SSO) through Internet Explorer for network users. Once a user is authenticated as a valid Active Directory/Munis account, the ERP system's role based security permissions determine what programs, screens, menus, records, and fields a user has access to. Munis application user accounts and attributes can be synchronized with Active Directory for automatic creation and management.

External users such as Vendors, Citizens and Employees can access the Munis ERP system using the web based Self Service product. Vendor and Citizen Self Service utilizes form based authentication and a client can choose to create and maintain these user accounts themselves or enable the ability for end users to register to create their own accounts. Employee Self Service can use either forms based authentication or Integrated authentication with Active Directory. In all scenarios, the client can choose to enable as much or as little security as they wish.

The Munis Role based Security model is based on the standards written by the National Institute of Standards and Technology. In short, it's a deny all, accept policy. So access is only granted when explicitly provided by a particular role.

Restrictions

How do restrictions to the following work:

administrative tool access;

Roles have menu/program security that prevents access to different administrative tools.

application access;

Roles have menu/program security that prevent access to different administrative tools

menu access;

Menu security

record access;

Security screens have record level settings

field access;

Certain sensitive information has field security (e.g. SSN)

and querying/reporting access?

Munis data cubes & views are created and maintained by Tyler and are updated in each new Munis release to include any updates to database fields and tables. Data fields in these data cubes and views are renamed and grouped on the server for easier identification. Finally application level security carries over to data models and views, eliminating the need to maintain multiple security profiles.

User Security Profile

What is included in the user security profile?

Attribute information is stored in profile, data can be synchronized with Active Directory. And the security role(s) a user has.

Security Profile Defined

How is the security profile defined?

The Munis system features role-based security. Affecting all Munis applications, RBAC is a system of controlling user access based upon the role(s) of the user. It facilitates the management of groups of users by assigning common roles and responsibilities.

One of the main benefits of RBAC is the ability to update roles for multiple users simultaneously rather than on an individual basis. Administrators can also assign various pre-defined roles to users, easily add new users and create

new Munis permissions, as needed. Roles are defined in the client's database, role-based rules are created and workflow is set up.

4.H Upgrade Tools

3.5.8 (Proposal Section 4-I) Upgrade tools.

Upgrade Frequency

What is the upgrade frequency?

Tyler offers 4 different types of releases; Technology Releases, Product Releases, Software Corrections and Year-End Releases.

Technology Releases are released 1 to 2 years and typically contain significant enhancements to functionality, database structure and sometimes require changes to client tools. These upgrades require the most attention and preparation. Clients are strongly urged to utilize their "test" environment to familiarize themselves with these changes prior to upgrading their production environment. These releases can be identified as major version number change (ie. 8.x,9.x,10.x)

Product Releases are released 2 times a year and contain minimal functionality enhancements along with software corrections and minor databases changes. These types of releases can be identified using minor version number change (ie. 8.3, 9.2, 10.1). Product releases may also provide site-specific functionality enhancements. These enhancements are then added to the next release so that software continuity is maintained among all Munis clients and no Munis client is on a unique or unsupported version. Depending on the new features included specific to a client's install base, clients can choose to upgrade their production environment directly or load into a test environment prior to doing so.

Software Corrections can be downloaded and installed on demand utilizing Munis Internet Update (MIU) and only contain specific critical software corrections to the clients install base. The ERP Database, functionality and client tool remain untouched.

Finally, Year-End releases, released in early Q4 every year, only include enhancement and table alters specific to year-end W2 and 1099 processes. This package is delivered via the MIU.

Patches and Fixes

How are patches and fixes deployed? How are patches and fixes applied?

When a correction has been completed, we will make it available for immediate download via our MIU deployment utility and we will notify the client of its availability. Upon initial installation of the software, our installation engineers will set up three environments (live, test and train). We encourage clients to load all custom modifications, software fixes and updates to their test environment first. When the client is ready, our MIU deployment utility allows them to roll their test environment to their live environment. This provides them with complete control over their update process.

How Upgrades are Applied

How are upgrades applied?

Technology and Product releases are provided as InstallShield packages and downloaded from the Munis support website. Software corrections installed using Munis Internet Update are downloaded and installed on demand from the tool directly. Software corrections delivered via the MIU can also be scheduled for installation on a defined schedule. All releases are cumulative, meaning clients can always install the latest version without the need to install versions of the software released since the version they're upgrading from.

Software Customizations During Upgrade

What happens to software customizations (e.g., user-defined tables and fields) during the upgrade?

All application customizations including site specific modifications, user-defined fields, screens preference and reports settings will automatically be retained during the upgrade process.

Supported Versions

How many versions of the software does your company support?

Please reference the Munis Release Life-Cycle Policy Whitepaper on the following pages.

4.1 Reporting and Analysis Tools

3.5.9 (Proposal Section 4-J) Reporting and Analysis Tools.

Available Reporting tools

What reporting tools are available?

Public sector entities need multiple ways to get information out of their ERP software. That's why Munis provides more than just traditional paper-based reports for accessing and using critical information. It is designed to provide you with the information you need in the format you want—instantly.

Based on Microsoft SharePoint, the Tyler Role-Tailored Dashboard provides an easy-to-use, simplified way of finding, accessing and sharing information by aggregating the data you deem important into one or more customizable views. Web parts display information from different parts of Munis and other Web-based tools. Each user can personalize his or her dashboard views, tailoring it to the information that's critical for their role. Simply click on hyperlinks embedded in the Web part to access specific records or files.

Munis also offers full bi-directional integration between your Munis database and Microsoft Excel. The Munis database provides a user-friendly, multi-dimensional view of your data across many platforms including Excel, SQL Server Reporting Services (SSRS) and your Tyler Dashboard. Analyze and report on trends, track key performance indicators, create charts and graphs, generate reports and more using the tools you're already comfortable with. Embedded hyperlinks point to the originating record stored in Munis for fast access to detailed information.

Need to produce a paper report? Choose from our library of report templates or use Tyler Reporting Services for more customized reporting. Powered by SSRS, Tyler Reporting Services enables users to create custom, complex reports using powerful wizards and built-in tools such as Microsoft Business Intelligence Development Studio and Visual Studio. Add charts, drill downs, parameters and hyperlinks to turn reports into interactive documents or Web content. Users can also use analysis tools—including charts, field highlighting, running totals and sorting—to examine trends, expose relationships and zero in on important facts.

Interfaces to Microsoft Office

Are there any interfaces to Microsoft Office?

The Munis system integrates with the Microsoft Office suite a number of different ways including data exports from nearly every Munis program to Word and Excel, Word Mail Merges, Excel imports and advanced Outlook scheduling. Microsoft Office 2007 or higher is required for this functionality.

Data can be exported to Microsoft Word directly from nearly any data screen. Munis also utilizes Word's mail merge functionality where appropriate. In addition, mail merge templates can be created and saved to the system and shared to other users if access is granted.

Integration with Microsoft Excel also includes data export from the majority of Munis data programs. In select programs, unique records exported to Microsoft Excel also include a link back to the corresponding record in the Munis system. Integration with Excel also includes the ability to import data back to the Munis system. Where applicable, Munis data entry programs allow importing Excel spreadsheets. Finally, Munis also offers the ability to directly export and import data real-time over a XML/HTTP web service connection in select programs.

Finally, the Munis ERP Suite offers several benefits to users using Microsoft Outlook and Exchange. Calendar appointments and meetings, vacation requests, and workflow are fully synched with the user's daily schedule

Security Definitions

Do the same security definitions apply to the reporting tools as established in the main ERP software?

Tyler Reporting Services uses database views for standard reporting and report models for ad-hoc reporting. These views/models are easy to use, incorporate security and permissions set within the Munis application, and are an efficient way to connect to the database.

Section 5 Third-Party Products

3.6 Third-Party Products

(Proposal Section 5.0) To the extent that a third-party product is required to compensate for functionality that is absent in the solution, the vendor should explicitly state the name of any third-party products.

For each third-party product there should be a statement outlining whether the vendor's contract will encompass the third-party product and/or whether the County will have to contract on its own for the product. The County prefers that the software vendor serve as the administrator for all third-party software contracts. Finally, the vendor should provide proof that they have access to the third-party software source code (own or in escrow) and that the vendor has the ability to provide long-term support for the third-party software components of their system.

No third-party "vendors", but the usual Adobe and Tyler Unlimited Client Access.

Tyler does not have access to all third party source code. Tyler maintains a long and good relationship with third party providers. All Tyler clients use the same version of the Tyler software; therefore Tyler has a great deal of stake in making sure that the third party products function properly for its entire client base.

Section 6 Implementation Plan

3.7 Implementation Plan

(Proposal Section 6.0) The vendor must provide a detailed plan for implementing the proposed system. This information MUST include:

6.A Implementation Methodology

Overview of project implementation methodology.

Implementation is the set of activities that takes the client from software installation up to the daily, normal use of the Tyler system. Tyler's goal is to provide the best software, services, and support to our clients. Tyler clients benefit from the fact that we perform our own implementations—we know our software better than anyone. Our clients receive guidance throughout implementation by experienced Tyler professionals. This results in clients that are not only satisfied, but willing to recommend our products and services.

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

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

Trained personnel perform and/or guide all aspects of an implementation for a client. Our staff consists of seasoned professionals with unique and proprietary skills and years of experience, focused into dedicated departments. Our project managers are trained to maintain the professional standards of PMI. Through the institute, our project managers earn Project Management Professional (PMP) certification, a qualification program that signifies a professional has met very stringent guidelines.

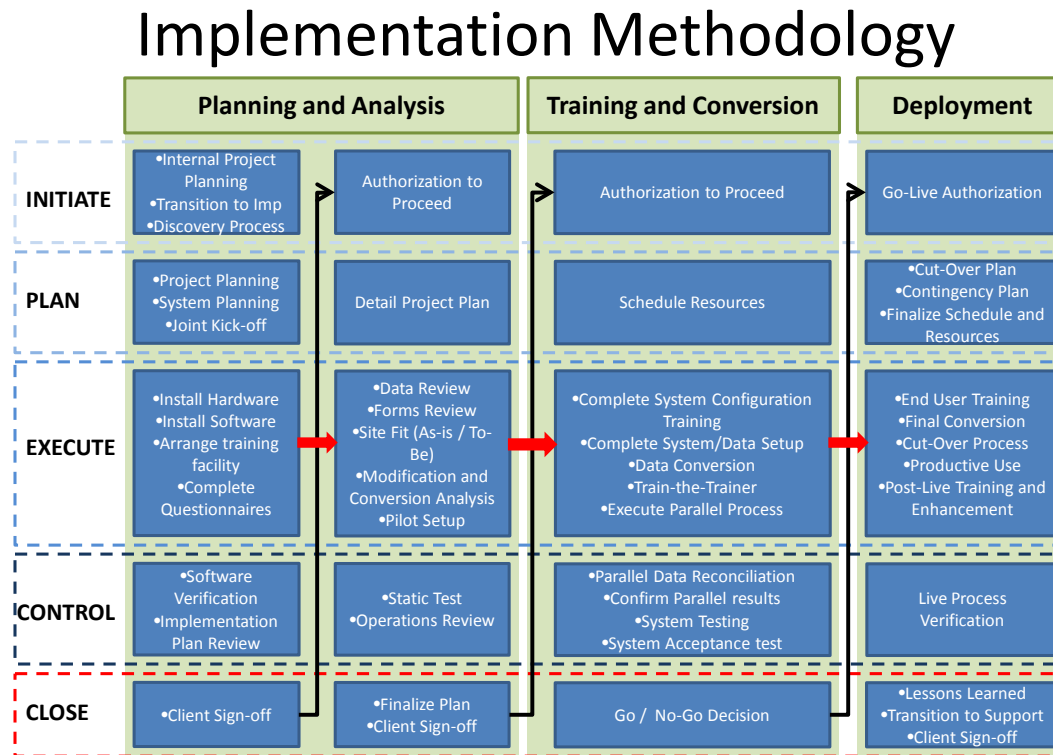
Our implementation process emphasizes the importance of cultural change management. This is how we guide our clients through the changes that accompany implementation of a new software system and help to ensure a smooth transition. Our implementation staff is experienced in analyzing policies, procedures, and organizational needs. They carefully review and test to ensure policies and procedures are well defined and effective. For Tyler clients, the proof of our approach is in the outcome—a successful implementation.

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

Tyler takes its contractual obligations seriously. We have a proven record of delivering software solutions on time and on budget. We take pride in our ability to partner to deliver successful projects that stay in scope, and are deployed, and up and running when promised. This is precisely what differentiates our implementation process.

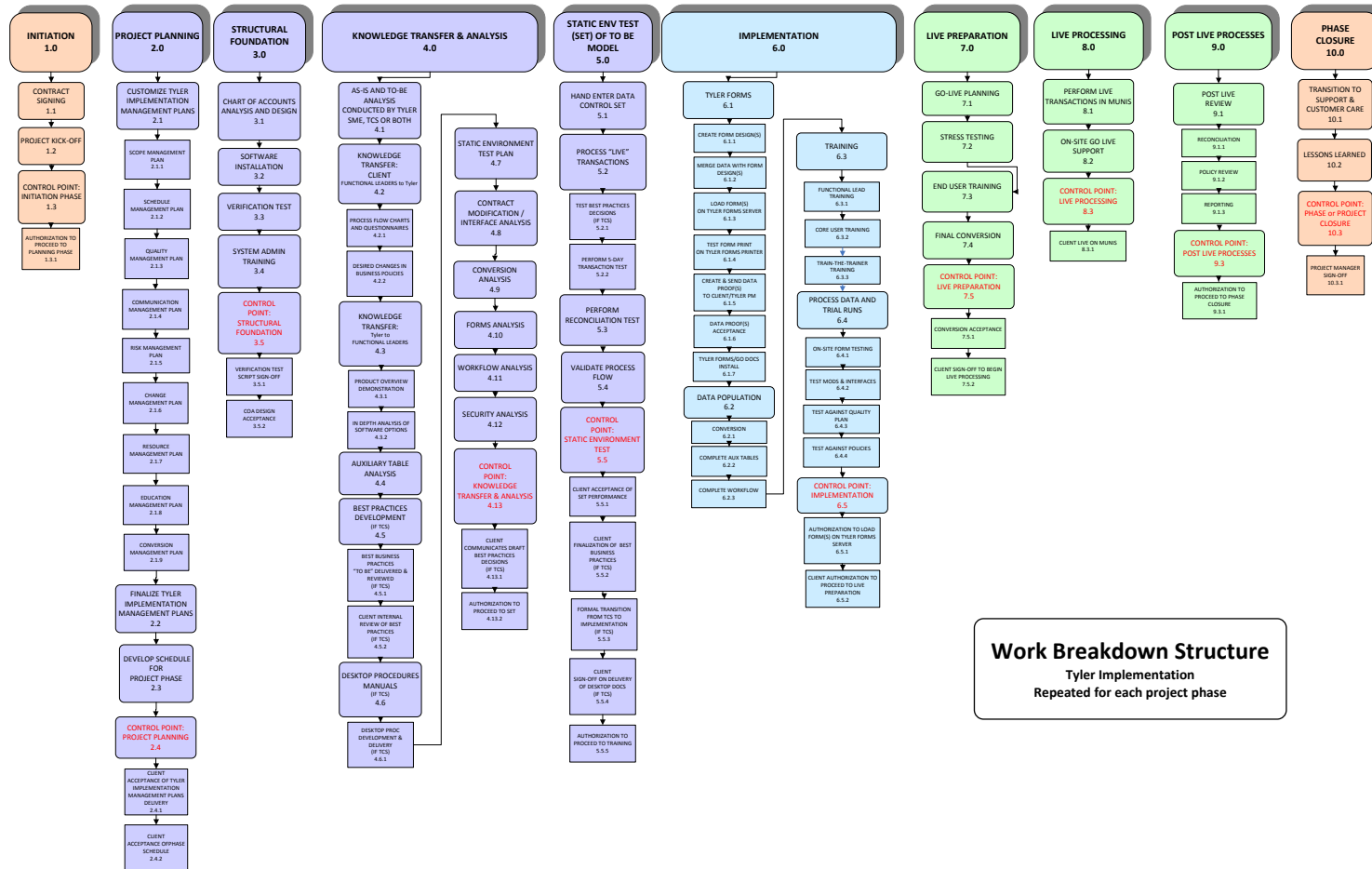
Implementation Methodology Overview

The Tyler approach utilizing PMI process groups is depicted on the following high level illustration.



Work Breakdown Structure

PMI utilizes a Work Breakdown Structure to depict overall project work. Tyler uses this key PMI tool to show our implementation approach in greater detail.



Work Breakdown Structure
Tyler Implementation
Repeated for each project phase

Planning and Analysis

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

As part of the planning phase, project stakeholders within a client's organization must be identified. These stakeholders monitor the overall project and are an essential ingredient to a successful implementation. They ensure that the product ultimately adds value and is aligned with the organization's goals. One method Tyler has developed to verify stakeholder commitment and understanding of a project is to set up periodic critical stops. These checkpoints make certain the stakeholders have kept pace with the project and are fully aware and accepting of the implementation process to date. Before proceeding to the next phase, the stakeholders must approve the project's status. This critical stop guarantees the client's stakeholders are on the same page as Tyler implementation staff. The end result is a smooth implementation for the client—one that is on time and on budget.

Once client stakeholders have been determined, functional leaders within the organization must be identified. Functional leaders will be the first members of the client's organization to learn the new system. They will help decide the best policies and practices in coordination with Tyler consultants. In addition, they will eventually recommend to stakeholders when they are prepared to advance to the next phase of implementation.

Setup, Training and Conversion

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

Live Preparation, Go-Live and Phase Closure

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

Client SharePoint Site

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

It is Tyler's goal to have the site available for introduction to the new client during the Project Manager's on-site Kick-Off meeting. At this meeting, the PM will provide an overview of the site and distribute a brief video that further explains the site and its available tools.

This site will be jointly maintained by the Tyler and Client Project Teams for the duration of the implementation. Once the client has gone live, the site will be maintained by Tyler Transitional Services until the eventual closing of all implementation issues and tasks.

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

Client Home Page

The client "Home Page" displays an overview of the entire ERP Implementation. In this example, a shared calendar is displayed, as well as links to Project Plans, Task Lists and Issues & action items. Tabs, seen at upper left, are also available for various project phases (Financials, Payroll, and so forth) to provide greater details.

The screenshot displays the Tyler Client SharePoint Home Page. The page features a navigation bar with tabs for various project phases: Financial, Payroll, Revenue, Appraisal & Tax, Student, and Transportation. The main content area is divided into several sections:

- Welcome to your Tyler Implementation Project!**: A message from Jane Grant, dated 1/18/2010 1:58 PM, welcoming project team members and providing instructions on how to use the site.
- Project Announcements**: A section for adding new announcements.
- Master Project Plan Calendar**: A calendar view for April 2010, showing various project milestones and training sessions.

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
29	30 12:00 AM CIP Data Conversion Done 9:00 AM General Ledger DAY 3- (MONTH END IS COVERED IN A SEPARATE SESSION)	31 9:00 AM PROJECT GRANT ACCOUNTING DAY 1	1 12:00 AM CIPAce Software Configuration Testing Done	2	3	4
5	6 9:00 AM TREASURY MANAGEMENT DAY 1	7 9:00 AM Purchasing DAY 3	8 9:00 AM Project Accounting DAY 2	9	10	11
12	13 Crystal Reports Training	14 12:00 AM CIP Financial Integration	15 9:00 AM BID MANAGEMENT DAY 2	16	17	18
- For more information...**: Links to Tyler Technologies Website and Tyler Project Management.
- Master Overdue Project Homework**: A table listing tasks with columns for Task Name, Filter, Assigned to, and End Date.

Task Name	Filter	Assigned to	End Date
Time Export to ADP Development	new	Mary Jane, Keristten	4/30/2010 12:00 AM
Benefit Update to ADP Excel Export from MUNIS	new	Mary Jane, Keristten, Crystal	4/30/2010 12:00 AM
- Master Overdue Project Tasks**: A section for viewing overdue tasks, categorized by phase (Phase I, Phase II, Phase III).
- Master Active Issues & Actions**: A section for viewing active issues and actions, with columns for Title, Owner, and Status.

6.B Sample Munis Implementation Plan

Please reference the Sample Munis Implementation Plan on the enclosed CD, which is located on the inside cover of the Original Binder.

6.C Summary Workplan

Summary Workplan. The plan must include an estimated time frame for implementation by module. The detail MUST also include an estimate of work effort for customer and vendor in percentages (e.g., 50% customer effort; 50% vendor effort).

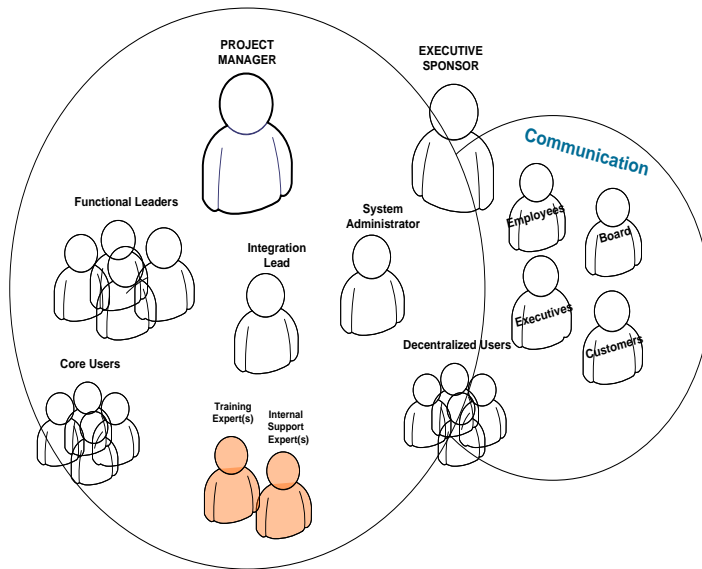
The following chart shows a sample implementation phase plan for the modules and services being proposed. The staffing plan, in section 7, shows the estimated resource usage by month based on this phase plan. It assumes a 68/32% worksplit (County/Tyler).

ID	Task Name	2012	2013											2014															
		Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov				
1	Financials		[Implementation bar]																										
2	Payroll / HR																												
3	Work Orders																												

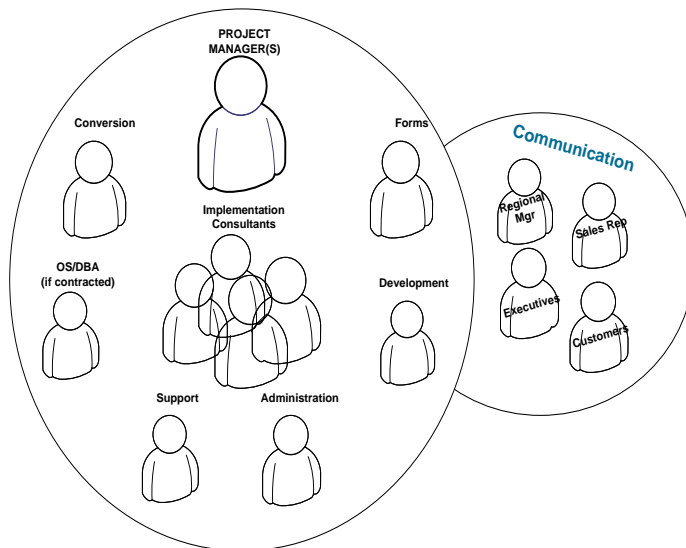
6.D Project Organization Chart

Project organization chart (i.e., show government and vendor staff).

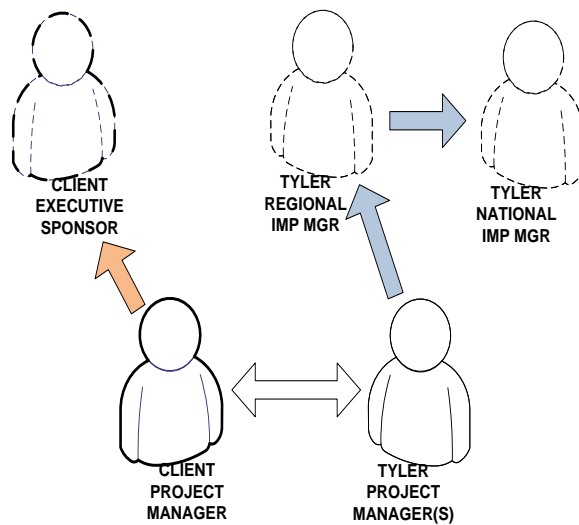
County Project Team



Tyler Project Team



Project Governance Team



County Project Team

County Executive Sponsor

- Member of Management – the person who approved the funds and resources for the project.
- Typically does not have a direct role in the project.
- Must be kept updated on the status of the project – budget, scope, schedule, etc.
- Designates the ERP project a top priority for the County during implementation.
- Assists in issue resolution, when necessary. (i.e., a team member is unable to make a timely decision, a team member has other priorities resulting in missed due dates).

County Project Manager

- Must be able to approve all Tyler invoices within the scope of the contract.
- Works with the Tyler Project Manager to ensure tasks are completed and decisions are made in a timely fashion.
- Is able to escalate unresolved issues or disputes in a timely manner.
- Assists the Tyler Project Manager in defining the Project Management Plan in order to effectively manage the scope of the project and all changes that occur throughout the life of the project.
- Ability to obtain proper authorization of Change Orders to the contract based on business decisions that may impact the scope of the project.

County System Administrator

- Load Releases and code
- Copy LIVE database to Training database as needed for training days
- Create any necessary conversion files to be transmitted to Munis or 3rd Party Vendors
- Add new users and printers
- Perform basic server system maintenance
- Ensure all users understand Munis log-on process and have necessary permission for all training sessions
- Ensure network and infrastructure meets or exceeds requirements provided by Tyler
- Attend scheduled Installation and System Administration training

County Functional Leaders

- Provide detailed policy information
- Analyze potential policy changes
- Subject matter experts on selected modules
- Participate in knowledge transfer and analysis sessions
- Sign off on system design
- Participate in form design
- Participate in conversion mapping and validation
- Participate in testing and parallels
- Assign department resources for training and internal project tasks
- Complete Workflow and Security templates for all end users

- Complete Auxiliary Tables
- Attend all training sessions or appoint an appropriate management level designee
- Assess end user competency on trained topics
- Assess policy compliance
- Provide end users with dedicated time to complete required homework tasks
- Act as supervisor/cheerleader for the new Munis process
- Identify and communicate to Client PM any additional training needs or scheduling conflicts
- Help document lessons learned at end of each phase and signoff on formal acceptance for phase close-out
- Perform Live Processes

County Core Users

- Attend scheduled implementation sessions after initial analysis
- May be involved in initial analysis
- Assist with set up of codes and tables
- Assist with testing processes, forms, interfaces, etc
- Assist with conversion data proofing
- Complete tasks as assigned.
- Practice skills learned within training before Live processing date.
- Communicate Departmental needs to Functional Leaders, Project Manager and Munis Project Manager (i.e. approval work flow, reporting, etc.)
- Communicate any problems, errors or difficulties understanding or applying accepted Policies and Procedures to Functional Leaders and Project Manager
- Demonstrate competency with Munis processing prior to GO LIVE
- Perform Live Processes

County End Users

- Have basic computer skills:
 - Using a mouse
 - Clicking on an icon to open a new window
 - Minimizing windows
 - Switching between open windows
 - Printing screens
- Understanding of the desktop
- Able to log in to network and Munis
- Attend Training as offered. The End User should be prepared to dedicate to training day(s) completely, freeing themselves of daily responsibilities and interruptions.
- Complete tasks as assigned.
- Practice skills learned within training before Live processing date.
- Communicate Departmental needs to Functional Leaders, Project Manager and Munis Project Manager (i.e. approval work flow, reporting, etc.)
- Communicate any problems, errors or difficulties understanding or applying accepted Policies and Procedures to Functional Leaders and Project Manager

- Demonstrate competency with Munis processing prior to GO LIVE
- Perform Live Processes

Tyler Project Team

Tyler National Implementation Manager

- Assists Tyler Regional or Project Managers with issues outside scope of contract impacting budget, scope or schedule.
- Assists in facilitation of project deliverables between other Tyler departments such as support, development, conversion, forms, etc.

Tyler Regional Implementation Manager

- Makes Tyler project team staffing decisions
- Assists Tyler Project Manager with resolution of issues outside of the scope of the project impacting budget, scope or schedule.
- Works closely with the Tyler project team to monitor progress of the implementation and ensure the project is on target to meet the desired objectives.
- Provides proactive personal communication with County Executive Sponsor and/or County Project Manager, based on critical project risks and success factors

Tyler Overall Project Manager

- Approves and manages all change orders initiated by the Functional Project Managers.
- Works with the Tyler and Client Project Managers to ensure tasks are completed and decisions are made in a timely fashion.
- Coordinates Tyler activities across modules and phases
- Develops the Project Management Plan, with the assistance of the County Project Manager, in order to effectively manage the scope of the project and all changes that occur throughout the life of the project.
- Provides weekly status reports.
- Participates in Executive meetings as requested by the County.

Tyler Functional Project Managers

- Empowered to make all Tyler decisions regarding the project in order to keep the project on task.
- Initiates Change Orders on all approved decisions impacting the scope of the contract, as agreed upon by the County and Tyler Project Teams.
- Escalates outstanding tasks and issues within Tyler and to County Project Manager, as applicable
- Works with the Tyler and Client Project Team Members to ensure tasks are completed and decisions are made in a timely fashion.
- Coordinates Tyler activities across modules and phases
- Develops the Project Management Plan, with the assistance of the Overall Project Manager and the County Project Manager, in order to effectively manage the scope of the project and all changes that occur throughout the life of the project or project phase.
- Providing an initial task list for the project phase

- Working with the Client PM to coordinate an implementation schedule
- Scheduling Munis resources for training days
- Coordination of services with Tyler Forms
- Coordination of conversions services with appropriate departments within Munis
- Oversee project and monitor progress with relevant Client Functional Leads and Client PM
- Hold regular conference calls with relevant Client Functional Leads and Client PM to review status and progress of project and to identify any outstanding issues.
- Provides status report information to Overall Project Manager.
- Initiate Change Orders in conjunction with the overall Tyler PM

Tyler Implementation Consultants

- Product Experts
- Perform Verification Testing
- Deliver System Administration Training
- Deliver Knowledge Transfer Analysis
- Participate in Static Environment Testing
- Assist with Forms Analysis
- Perform System Design and Auxiliary Table Analysis
- Assist with Data Conversion Analysis
- Train Client in Conversion Validation process
- Assist in Testing and Parallel Processes
- Super User Training
- End User Training
- Pre-live services
- Go-live support
- Post-live reconciliation and training

Tyler Conversion Programmers

- Validate data files are readable
- Provide definition of the standard file formats
- Development and testing of the programs and/or processes used to create the data using the mapping rules
- Perform conversion
- Revision of the results as data anomalies and exception conditions are discovered

Tyler Form Designers

- Provide specifications for all purchased forms
- Review requirements for equipment and supplies
- Provide instruction sheets and form mock-up sheets
- Conduct review of client's form mock-up sheets
- Create form designs
- Install forms software and approved forms
- Provide training on forms

Technical Support

- Participate in transition call from implementation to support
- Provide timely response to questions and issues based on call priorities
- Escalate issues to Senior Analysts and Development as needed
- Seek client confirmation of issue resolution
- Transitional Services Project Manager
- Participate in transition call from implementation to support
- Provide post-live status conference calls
- Help to identify post-live service needs
- Coordinate any items that span several departments.
- Maintain ongoing relationship

Section 7 Staffing Plan

3.8 Staffing Plan

(Proposal Section 7.0) The vendor must provide a staffing plan, outlining both proposed consulting resources and County staffing requirements.

Please refer to section 6D for a list of project resources and overall roles and responsibilities. A Resource Management Plan will be customized by the Tyler Project Manager at the onset of the project and will be used to define project resources (roles, responsibilities, equipment, rooms, etc.) used throughout the project.

Additionally, the plan must provide estimated hours by resource for each project month. As communicated in Section 3.7, the County will assume at least 50% of the implementation work effort.

Please see attached sample staffing matrix, which shows estimated hours per month by resource. This matrix assumes a 68/32 worksplit (County/Tyler).

Section 8 Training

3.9 Training

(Proposal Section 8.0) The vendor must provide a software training overview that includes:

Class / Course Descriptions

An education plan lays out the process of transferring knowledge between Munis and the county. We refer to our plan as an education as opposed to a training plan for several reasons. First, the process of transferring knowledge is vital to the analysis phase of our project. During analysis we: review the “AS IS” environment, provide Munis demonstrations, review questionnaires and flow charts, and ultimately arrive at a “TO BE” model. The TO BE model becomes the foundation for user training. Second, training denotes a classroom setting with teacher and pupil. While training will occur, it is a piece of the overall education needed to be a proficient Munis user.

Purpose

The purpose of the Education Plan is to:

- Communicate the process to stakeholders and Munis functional leaders
- Answer specific questions (where will classrooms be established, what database environment will be utilized, etc.)
- Establish action items link project personnel as owners.
- Define measurement criteria to ensure the Education Plan has been successfully followed.

Process

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

Demonstration, Analysis, and Knowledge Transfer

Tyler employees will perform the following tasks:

- As Is review
- Product overview demonstration
- In depth analysis of Munis options

- Flow chart review
- Questionnaire review

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

Prerequisites

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

Training Database- All users must have access to the Munis training environment. The users must have logins established and know how to access the training environment.

Navigational Videos- Tyler will provide Munis navigational videos to the County. The videos can be stored on a network folder for broad access. The videos demonstrate basic Munis functions including: menu navigation, table/screen navigation, add/update/output, search, browse data records and the Munis toolbar.

How To Manuals- In addition to Munis on-line help, Tyler offers a variety of How To manuals depicting baseline Munis functionality and the steps required to process records. For example, the How to Enter a Requisition manual shows a beginning Munis user the steps necessary to create a requisition. The How To manuals can be found online at <http://support.munis.com> (under Customer Tools, Knowledge Base).

We have found that users who utilize the prerequisites learn Munis at a faster pace and retain more classroom discussion than their peers whose first exposure to Munis is their first training day.

TO BE Demonstration

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

Munis Application Training

In this phase we are conducting classroom training.

Pre-Live Training

These repeated classes provide end users the opportunity to review Munis functionality in a classroom environment.

Post Live Reconciliation Training

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

Post Live Output and Inquiry Training

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

Measurement & Tracking

Tyler and the County will develop a mutually agreed upon training survey which users will complete at the conclusion of each session. Surveys will be reviewed by: the County PM, Tyler PM, and the County Functional Leader. The intent of the survey is to validate knowledge transfer and alert management to the need for additional training or new approaches desired by staff. Sample survey questions follow:

- Did you review the prerequisite materials prior to training?
- Did you watch the Munis Navigation Video?
- Did you review the How To documentation?
- Did you understand the training scripts?

Basic Division of Responsibilities

Tyler is responsible for developing training courses. The County is responsible for determining who should participate in training and ensuring their attendance at scheduled classes. The County will be responsible to insure that all required data files are “scrubbed”, and that any required tables are built in preparation for class. Additionally, they will be required to complete all “Homework” assignments before the next training day is scheduled. Tyler trainers will be required to provide a class agenda along with any pre-training requirements.

Training Activity	Tyler	Client
Project team training delivery	Lead	Assist
Technical team training gap identification	Lead	Assist
Development of end-user training strategy document	Lead	Assist
Computer-based training delivery	Lead	Assist
Train-the-Trainer course development	Lead	Assist
Identify users for Train-the-Trainer classes	Assist	Lead
Schedule users for Train-the-Trainer classes	None	Own
Train-the-Trainer delivery	Assist	Lead
End-user training material development	Lead	Assist
Train-the-Trainer End-user training delivery (process training, navigation, application)	Assist	Lead

Training Activity	Tyler	Client
Logistics and training administration	Assist	Lead

The following types of training are performed during the implementation:

Project Team Training

The project team begins knowledge transfer at the on-set of the project, during analysis. It is through this process and subsequent hands-on set up and process training that the Functional Leaders and Subject Matter Experts build an understanding of the inner workings of the system and how parameters and tables affect the overall processing. These users should attend all applicable analysis and implementation/training sessions.

End User Training

After the Functional Leaders are trained, the system parameters and tables are set up and/or converted, and processes are defined and tested, End Users will attend applicable scheduled training. These users include central processing staff: AP department, Payroll department, Purchasing department, etc. This training will take place well in advance of go-live so these users may assist in system testing, verification, and become familiar with their new processes.

Decentralized (Departmental) User Training

Tyler utilizes a train-the-trainer approach for departmental training (requisition entry, budget entry, time and attendance entry, inquiries, reports, etc.). Tyler will train the County trainer(s) who will in turn schedule training, develop customized training materials, and conduct the training for the decentralized users. This assumes that the County trainer(s) will attend all End User training when delivered by Tyler. If the County prefers that Tyler conduct all training, additional implementation days will be required based on the number of training days/sessions the County requires. This should be discussed during the project planning sessions at the onset of the project and documented in the Education Management Plan.

A successful decentralized user training session is in a classroom environment with a computer for each user (minimum of one computer for every two users, but ideally one per user), a whiteboard, a printer in the room or nearby and one computer connected to a projector. The size of the class depends on the classroom size and the available computers for training. Ideally, a class size should be limited to twelve users in order to keep the session controlled and ensure all users are receiving appropriate level of personalized attention. The specific course topics will be discussed and scheduled after analysis, depending on the County's specific training needs.

Other Knowledge Transfer

Tyler offers other means of training for its users to be utilized after the implementation, though they are available upon contract signing.

- Online Education Courses – group training conducted via Webinar. The schedule is posted on the Munis Customer Tools website (log in required).

- Knowledge Base – hundreds of searchable documents, videos and reports for users to view, download and modify. These include How-To documents, User Conference session documents, Best Practices and more.
- Tyler User Conference – annual conference providing dozens of training classes and networking opportunities. The County should budget attendees to this conference each year, after implementation, as the training and experience is invaluable. It is recommended that users attend the conference after the implementation is complete in order to ensure consistent training and keep focus on implementation goals.

Technical Training on Proprietary Toolsets; On-site Training Options; Off-site Training Options

A key part of any implementation is training users at all levels. Fully trained people understand how to use Munis to record and report information that helps them do their jobs better. This is critical to customer acceptance and crucial to a successful implementation.

On-site training is preferred because of user access to customer hardware and data. Training sessions are a combination of lecture and hands-on education, using live data from the customer site. In addition, managers attend training with their employees. This ensures that the manager can confirm the proper transfer of knowledge. This also allows the employees to ask the manager questions about how Munis will work within their department.

Tyler always tailors instruction to meet pre-defined customer needs. For example, some classes are targeted for data entry personnel and other heavy system users; other classes are geared for top managers who will use the system occasionally. Tyler provides onsite training for a maximum of 20 people per class. In the event that more than 20 users wish to participate in a training or more than one occurrence of a class is needed, Tyler will either provide additional days at then-current rates for training or Tyler will utilize a Train-the-Trainer approach whereby the client designated attendees of the initial training can thereafter train the remaining users.

In addition to being capable of training in most aspects of Munis, Implementation Consultants have particular strengths in a key set of applications. To the greatest extent possible, the same trainer is assigned to the customer throughout the process.

An Education Plan is a part of every implementation plan and will be discussed thoroughly at the onset of the project, during the planning phase. All options for training are discussed and documented in this plan, which is then used as a tool throughout the implementation to execute and control the project. In addition, the detailed task list will identify each training session and assign resources and dates to each session and will be a large part of the management of the project.

Use of third-party training resources. Vendor should identify third party partners that provide training on the use of their application Recommended prerequisites for each class offering

Tyler managed employees implement and train all of our projects rather than the need of a third party implementer or integrator.

Section 9 Maintenance and Support Program

3.10 Maintenance and Support Program

(Proposal Section 9.0) Specify the nature of any post-implementation and ongoing support provided by the vendor including:

As part of our implementation, Munis provides post-implementation support to all of our customers. The number of days dedicated to post-implementation support has yet to be determined until a formal Project Plan is created. Typically it represents 10 days of total training days.

Post-sales support

Tyler knows that satisfied clients—more than any other single factor—determine a company’s ongoing success. We also recognize that support is a key component of customer satisfaction. That’s why we provide our clients with support in a variety of ways. We want to ensure they maximize their use of Munis®, receiving the best return on their investment.

Some companies contract out application support to a less-knowledgeable third party. In contrast, Tyler offers a complete solution, with all Munis Customer Support Services provided by in-house expertise. Our mission is to become the industry leader in providing timely response and call closure to clients and on-site trainers, resulting in a high-level of client satisfaction.

The Munis support solution includes the following services, described in detail in the sections that follow:

Munis Technical Support	Included with Annual Support
Software Development and Updates	Included with Annual Support
OSDBA Support	Optional
Disaster Recovery	Optional
Application Hosting	Optional
Munis Consulting Solutions	Optional
Tyler Customer Portal and Website	Included with Annual Support
Local User Groups	Included with Annual Support
Annual Users Conference	Optional

Customer Support averages a 70% in-coming response rate. The remaining 30% of the calls are returned within one hour, unless received at the end of the day; those calls are returned the next morning.

Munis Customer Support is divided into application-specific teams, plus a separate team for OSDBA (Operating System / Database Administration) contract clients. Application-specific teams allow a technician to focus on a group of applications and therefore offer a high level of product expertise to our clients.

Telephone support (include toll-free support hotline, hours of operation, availability of 24 x 7 hotline, etc.)

Clients can call Tyler’s toll free number (800-772-2260) or log a support request online through the Tyler Client Portal available at Tyler’s Support Web site (www.tylertech.com).

For system applications, standard phone support coverage is detailed below. The client can also contract with Tyler for support service outside of standard hours.

Standard support hours

Financials	8:00 AM-8:00 PM EST (Monday-Friday)
Payroll/HR	8:00 AM-8:00 PM EST (Monday-Friday)
Tax/Other Revenue and Collections	8:00 AM-6:00 PM EST (Monday-Friday)
Utility Billing and Collections	8:00 AM-8:00 PM EST (Monday-Friday)
OS/DBA	8:00 AM-9:00 PM EST (Monday-Friday)
Tyler Reporting Services	8:00 AM-5:00 PM EST (Monday-Friday)
Tyler Education Management	8:00 AM-4:30 PM EST (Monday-Friday)
Tyler Forms	8:00 AM-4:30 PM EST (Monday-Friday)

After hours support is available with 1 week’s notice from the client. Once we understand the client’s needs, we assign a resource and provide the client with a direct contact number (usually a cell phone). Our current rate is \$200 per hour (1/2 day minimum of 4 hours) to have a support resource on call. If a call is placed for assistance, the rate is \$300 per hour.

Special plans defining “levels” of customer support (e.g., gold, silver, etc.)

The Munis Division of Tyler Technologies provides all customer with equal and comprehensive support. This level of support is a clear differentiator between Munis and other vendors, we believe that providing "different" levels of support is counter intuitive to our targeted marketplace-local government. Our objective is to be responsive to the needs of all customers regardless. This is one reason why we enjoy a 98% customer retention ratio. It is our objective to partner with local governments and to provide them with the products and service necessary for that partnership to be both mutually beneficial and long-term, providing excellent product support is inherit to that business philosophy.

Delivery method of future upgrades and product enhancements including historical frequency of upgrades by module

Tyler uses an industry standard source code control system that works hand in glove with our work ticket tracking system. If a software correction is applied to one version, all supported versions are reviewed and a separate work ticket will be generated for each version affected.

Tyler offers 3 different types of releases; Technology Releases, Product Releases and Software Corrections.

Technology Releases are released 1 to 2 years and typically contain significant enhancements to functionality, database structure and sometimes require changes to client tools. These upgrades require the most attention and preparation. Clients are strongly urged to utilize their “test” environment to familiarize themselves with these changes prior to upgrading their production environment.

Product Releases are released 2-3 times a year and contain minimal functionality enhancements along with software corrections and minor databases changes. Product releases may also provide site-specific functionality enhancements. These enhancements are then added to the next release so that software continuity is maintained among all Munis clients and no Munis client is on a unique or unsupported version. Depending on the new features included specific to a client’s install base, clients can choose to upgrade their production environment directly or load into a test environment prior to doing so.

Software Corrections can be downloaded and installed on demand utilizing Munis Internet Update (MIU) and only contain specific critical software corrections to the clients install base. The ERP Database, functionality and client tools remain untouched.

Using this release methodology allows clients to upgrade in a timeframe that is convenient to their schedule while still receiving critical updates. In addition, all configurations and customizations, such as user defined fields, are contained in the database or configuration files which remain untouched regardless of the upgrade type.

Technology and Product releases are provided as InstallShield packages and downloaded from the Munis support website. Software corrections installed using Munis Internet Update are downloaded and installed on demand from the tool directly. Software corrections delivered via the MIU can also be scheduled for installation on a defined schedule. All releases are cumulative, meaning clients can always install the latest version without the need to install versions of the software released since the version they're upgrading from.

End-users must be out of the entire ERP system for Technology Upgrades and Product Releases. The time an upgrade takes can vary significantly depending on number of modules owned and database size, ranging anywhere from 30 minutes to an entire business day.

Software Correction updates installed using Munis Internet Update does not require user off of the system, however they may be required to restart their session for new updates to take effect. The typical install time can vary depending on the number updates applied, but typically ranges from 2 to 15 minutes.

Availability of user groups

Local User Groups

Tyler clients benefit from networking and feedback through the formation of local Munis User Groups. For the most part, local users run the groups. In large states, there may be several User Groups. Tyler provides staff resources to address issues or to communicate the status of new applications and services.

Annual User Conference

During the fall of each year, an annual User Conference is held for hundreds of Tyler’s clients, including Munis clients. This premier event helps clients get the maximum use of their Munis system. Clients can learn more about existing or proposed functionality through dozens of classes over several days. Munis Development Product Managers attend the event to share their plans for the next upgrade and to solicit feedback from clients.

Client input from past conferences continues to impact significantly the direction of software enhancements and changes. Client attendance each year ensures that appropriate needs are reflected in product development strategies.

In addition, the User Conference is an excellent opportunity for clients to network with each other and with key Tyler personnel.

In fairness to a geographically expanding client base, Tyler moves the conference location each year. To help maintain the investment in the Munis solution, Tyler recommends that clients send key users from their Financial and Human Resources departments to this strategic event. Tyler’s 2012 Connect Conference will be held in Grapevine, TX.

Problem reporting and resolution procedures

Tyler records all client contacts in a Customer Relationship Management (CRM) system. This system tracks the history of each incident, including the person calling, time of the call, priority of the call, problem description, support recommendations, client feedback, and resolution.

A priority is assigned to each call logged:

#	Description	Average Days Open
1	Critical Issue – system is down	<24 Hours
2	Severe issue, but there is a work around	10 days or less
3	Important issue – not severe	30 days or less
4	Lowest priority issues	60 days or less

Call Escalation Process

Each day, Support Product Managers and Senior Support Analysts review open Priority 1 calls in their focus area to monitor progress.

Other priority calls still open are reviewed periodically and escalated as required. The priority of a given call may be modified as Tyler becomes more informed about the circumstances surrounding an issue. For example, a lower priority call may become Priority 0 if research discovers a more critical issue or a previously unknown deadline or penalty.

Call Response Goals

Open Call Priority	Maximum number of days a support call is open	Support managers and analysts review open calls
1	Less than a day	Daily
2	10 Days or less	Every other day
3	30 Days or less	Weekly
4	60 Days or less	Weekly

Remote Diagnostic Tool

Tyler uses Citrix's® GoToAssist™ as its remote support solution via the Internet. Our support staff can share the client's desktop and see what the end users see and view the site-specific application set up. GoToAssist is a fast, easy-to-use tool that provides a highly secure connection with 128 bit, end-to-end AES encryption. Every GoToAssist session is recorded and stored for 90 days and we survey customers immediately following each session to gather valuable feedback.

Tyler Customer Portal

In addition to phone support, clients can log support incidents via the Tyler Customer Portal. Technical Support responds via e-mail within 24 hours to TCP incidents; therefore, Tyler recommends that clients use it for non-critical support only.

Clients can also use the Tyler Customer Portal to register for e-mail "groups" based on specific Munis applications. Tyler uses these groups to inform clients of critical issues, other issues that affect a large number of clients, and to distribute helpful technical tips.

Bug fixes and patches

When a correction has been completed, we will make it available for immediate download via our MIU deployment utility and we will notify the client of its availability. Upon initial installation of the software, our installation engineers will set up three environments (live, test and train). We encourage clients to load all custom modifications, software fixes and updates to their test environment first. When the client is ready, our MIU deployment utility allows them to roll their test environment to their live environment. This provides them with complete control over their update process.

Other support (e.g., on-site, remote dial-in, Web site access to patches, fixes and knowledge base)

Like most Web sites, www.tylertech.com is designed to provide information to clients, employees, and prospects.

One aspect that stands apart is a section called Customer Tools within Munis Client Support. This section provides valuable information of specific interest to the client base. For example, clients can:

- Research server requirements and hardware installation instructions through the OSDBA (Operating System / Database Administration) link

- Review and register to attend the Annual User Conference or regional User Group Meetings
- Download information about Munis Releases, Online Manuals, Trouble Saving Tips, and Crystal Report templates
- Log and review support incidents via the Tyler Customer Portal
- Register for e-mail notification of helpful hints
- Attend scheduled electronic meetings for training and product demonstrations
- Communicate with other Munis users on our various User Forums
- Access our KnowledgeBase of documentation for procedures, FAQs, and other useful material

Section 10 Responses to Functional / Technical Requirements

3.11 Responses to Functional/Technical Requirements

(Proposal Section 10.0) Responses to the requirements listed in Exhibit "A" to this RFP must be provided in this section of the vendor's proposal. Proposers are required to use the format provided and add explanatory details as necessary in the "Comments" column. The following answer key should be used when responding to the requirements Insert the correct code in the "Response" column:

F Fully Provided "Out-of-the-Box"

CO Configuration (no changes to underlying source code)

R Provided with Reporting Tool

TP Third Party Software Required

CU Custom Development Required (requiring changes to underlying source code)

NV Provided in the Very Next Version

NA Not Available

Note: Proposers must use only one code per requirement. Any requirement that is not answered utilizing a single code as outlined above will be treated as a negative/non-response. The selected software vendor must warrant that the proposed software will conform in all material respects to the requirements and specifications as stated in this RFP. That is, the detailed requirements as stated in this RFP will become part of the software license and implementation services agreements and will be warranted as such.

Checklist

Tyler Confidentiality Statement

Trade Secrets

The County of El Dorado ("Checklist") includes valuable, confidential, and proprietary data and information of various kinds. Such data and information, called "Trade Secrets," concern:

- The Company's or its partners' various computer systems and programs;
- Techniques, developments, improvements, inventions, and processes that are, or may be, produced in the course of the Company's or its partners operations; and
- Any other information not generally known concerning the Company or its partners, or their operations, products, suppliers, markets, sales, costs, profits, client needs and lists, or other information acquired, disclosed, or made known to Employees or agents while in the employ of the Company or its partners, which, if used or disclosed, could adversely affect the Company's or its partners' business or give competitors an advantage.

Since it would harm our Company or our partners if any of our or their Trade Secrets were known to our competitors, it is the Company's and its partners policy that the "Checklist" not be disclosed to any party outside of the party addressed as the recipient of this proposal.

Tyler Reporting Services

Wherever Tyler Technologies, Inc. has responded affirmatively to certain functional checklist questions/requirements/specifications as requiring the use of Tyler Reporting Services, the County is solely responsible for development of the necessary/required report(s), unless specifically indicated otherwise.

10.A Exhibit A / Functional / Technical Requirements Checklist

Per instructions of the RFP, Exhibit A / Functional / Technical Requirements Checklist has been submitted under separate cover.

Section 11 Client References

3.12 Client References

(Proposal Section 11.0) The County considers references for both the software and implementation firms to be important in its decision to award a contract. The County will not call firms to notify them that their references will be contacted. All references provided will be contacted by the County during the selection process.

The County will not work through a vendor's Reference Manager to complete a reference.

11.A Exhibit C / Reference Forms

SOFTWARE FIRMS – Software firms should provide at least five (5) client references that are similar in size and complexity to this procurement and have utilized the proposed system in a comparable computing environment.

(Reference forms are attached to this proposal, Exhibit “C”.) Submit references for fully completed (live) installations.

Note: If a proposer is submitting multiple proposals for alternate architecture types, it is not necessary to provide a full set of references for each architecture type; however, at least two (2) references for each architecture type must be included.

IMPLEMENTATION FIRMS – Implementation firms are also expected to provide five (5) references (unless already included in the references for software firms) for sites similar to this procurement where they have implemented the software being proposed. (Reference forms are attached to this proposal, Exhibit “C”.)

References should be submitted where the implementation firm was the primary consultant and installer of the base software and for completed installations.

Please reference Exhibit C / Reference Forms on the following pages.

Section 12 Cost Proposal

3.13 Cost Proposal

(Proposal Section 12.0) Proposers must submit an estimate of project costs. The vendor's cost proposal must be presented in spreadsheet format and submitted in Microsoft Excel. The County reserves the right to contact firms on cost and scope clarification at any time throughout the selection process and negotiation process. The County is asking firms to estimate costs for all categories with the understanding that the firms may have to make assumptions. Such assumptions must be documented as part of the proposal. Failure to fully provide cost and work effort estimates is likely to lead to vendor elimination prior to software demonstrations.

The Cost Submission Spreadsheet shall include five (5) schedules, residing on separate worksheets within the spreadsheet, as follows:

Schedule 1: Summary

Schedule 2: Required/Recommended Hardware

Schedule 3: Licensing Fees*

Schedule 4: Professional Services

Schedule 5: Training Costs**

Schedule 6: Travel and Other Costs

If a proposer is submitting multiple proposals for alternate architecture types, a separate cost proposal, containing all of the above schedules must be submitted for each architecture type.

Note: Pricing for licensing must be presented by module. The County reserves the right to purchase any combination of modules at the pricing presented in any response to this RFP. An explanation/definition of the basis for pricing (i.e. concurrent users, named users, operating budget, etc.) must be provided.

**Proposers must document the specific training methodology and details.

12.A Schedule 1: Summary

Please reference Schedule 1: Summary on the following pages.

12.B Schedule 2: Licensing Fees

Please reference Schedule 2: Licensing Fees on the following pages.

12.C Schedule 4: Professional Services

Please reference Schedule 4: Professional Services on the following pages.

12.D Schedule 4: Training

Please reference Schedule 4: Training on the following pages.

12.ESchedule 5: Travel & Other Costs

Please reference Schedule 5: Travel & Other Costs on the following pages.

12.F Schedule 6: Hardware

Please reference Schedule 6: Hardware on the following pages.

12.G Investment Summary

Please reference the Investment Summary on the following pages.

Investment Summary Notes

County of El Dorado, California – Investment Summary Assumptions and General Considerations:

Traditional Deployment Price Considerations

All Munis modules are priced as Site Licenses.

The Munis licenses are based upon specific metrics. Financial, Revenue and Productivity applications are based upon annual operating budget. Payroll & Human Resource applications are based upon number of W-2's in most recent year.

Hardware and System Software

Tyler Technologies does not generally quote pricing for database software or other ancillary hardware. We feel that information technology decisions are best left up to our clients, so rather than enforce a particular platform or database on you, we'll adapt to your environment. We support three industry-leading databases and numerous server platforms, as well as support for all the latest versions of Windows. In the majority of cases, our customers in the Government and Educational industries can purchase the necessary hardware/system software from State Contracts. While working with several of our customers we have found it is far less expensive to purchase these items directly from the State Contract than from any third party supplier. We will, however, provide system requirement recommendations and are happy to work/consult with your staff to purchase any additional required equipment. We are amenable to further discussing technology needs.

Travel and Expense Costs

We estimate the travel costs associated with this project to be ~\$212,899. The County will be billed on actual costs as occurs.

Travel and Expense costs include airfare (from our West Coast Implementation Headquarter in Phoenix, AZ to the Sacramento International Airport, car, hotel, and per diem expenses for our Implementation and Training Specialists. Travel and Expense costs are based on three day training weeks.

Tyler Cashiering

The Tyler Cashiering Cost Quotation includes a site license and one (1) hardware components including:

(1) Cash Drawer(s): APG S100 Cash Drawer (16X16)

(1) Printer: Epson TM-H6000iii w/TransScan Multi-Function Printer & Power Supply - Also includes Printer Tray for Epson TM-H6000iii printer

(1) Credit Card Slot Reader: ID Technologies MiniMag USB Reader

(1) Pole Display: Logic Controls LD9900UG Pole Display

(1) Hand-Held Scanner: Hand Held Scanner-Model 4600G

Cashiering hardware can be purchased separately or in a bundle as described above.

Annual Maintenance

All Munis application costs include software maintenance for year one. Year two software maintenance agreement will commence upon one (1) year anniversary of software installation. Exceptions to this include: OSDBA, Disaster Recovery, third party maintenance and Munis Self-service. OSDBA and Disaster Recovery are optional, annual subscription services. Both are calculated at 25% of annual Munis software maintenance up to a \$30,000 maximum per service. If purchased, OSDBA and Disaster Recovery will be billed as first year costs.

The first annual software maintenance fees which cover the one (1) year period commencing upon installation of the software products are waived. Subsequent annual software maintenance fees will be due on the anniversary of the installation date of the software products at Tyler's then current fees.

Project Management

Tyler's philosophy is that our Project Managers be "unencumbered" by a specific number of days, so we do not charge separately for their services. We include a flat rate charge for our project management services.

Implementation Methodology (Brief)

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

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

Trained personnel perform and/or guide all aspects of an implementation for a client. Our staff consists of seasoned professionals with unique and proprietary skills and years of experience, focused into dedicated departments. Our project managers are trained to maintain the professional standards of PMI. Through the institute, our project managers earn Project Management Professional (PMP) certification, a qualification program that signifies a professional has met very stringent guidelines.

Our implementation process emphasizes the importance of cultural change management. This is how we guide our clients through the changes that accompany implementation of a new software system and help to ensure a smooth transition. Our implementation staff is experienced in analyzing policies, procedures, and organizational needs. They carefully review and test to ensure policies and procedures are well defined and effective. For Tyler clients, the proof of our approach is in the outcome—a successful implementation.

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

Tyler takes its contractual obligations seriously. We have a proven record of delivering software solutions on time and on budget. We take pride in our ability to partner to deliver successful projects that stay in scope, and are deployed, and up and running when promised. This is precisely what differentiates our implementation process.

Data Conversion

Data conversions are handled in a number of ways, yet always delivered for a fixed price. Sometimes, standard or custom programming is used to automatically convert information. Sometimes, data entry is the best option. Tyler and the client together determine the best course of action to take, as well as the assignment of responsibilities.

The tables below describe the files that can be converted/created at two different levels: Standard and Optional. A "Standard" conversion represents the minimum files that could be converted. Clients can choose one or more options beyond the standard, depending upon their needs and budget.

Module Options

General Billing

General Billing – Standard Option (Customer information – name and address information)

Option 1: Bills Recurring Invoices – Any GB invoices that occur on a recurring basis

Option 2: GB Invoices – Invoice amounts, payments and adjustments.

Personnel

Standard Conversion – Employee Master with Addresses - Client provides employee master data from their legacy system, including data such as name, address, SSN, legacy employee ID, date of birth, hire date, activity status (such as active/inactive), leave/termination code and date, phone(s), e-address(es) marital status, gender, race, personnel status (such as full-time, part-time, etc.), highest degree, advice-delivery (print/email/both) and check location, plus primary group, job, location, and account information. This data is used to populate the MUNIS Employee Master and Employee Address tables. If additional data is provided at this first conversion point for Employee Dependents and/or Employee Emergency Contacts, it will also be converted as part of the standard conversion. (Converted later, after the client owns the converted master data, this is a separate conversion.) It is important to convert all employees, active or terminated, in all years for which you expect to be converting any historical information, as historical information, such as accumulators, check history, deduction history, or earnings history, will not show up, even though converted, unless there is a valid MUNIS employee master.

Option 1 – Employee Deductions - Legacy employee payroll deduction data, including employee ID, deduction codes, tax information, and direct deposit information, are converted into corresponding

MUNIS tables. A deduction code crosswalk is always needed, whether based on legacy codes, or sometimes just legacy field descriptions.

NOTE: Unlike the conversion of any other module, payroll goes live in 2 steps. The employee master and deduction data is accepted and maintained in both legacy and MUNIS systems for 1 to several months, in order to give the client time to create MUNIS pay records for their employees and do parallel payroll runs. Meanwhile, data for the other conversion options (listed below) is provided and these conversions verified in advance of go-live, so that a very quick turn-around can be expected on final data.

Option 2 – Employee Accruals - Employee Accruals (Vacation, Holiday, and other Leave balances) are converted from legacy data to corresponding MUNIS tables. If provided, start-of-year, earned-to-date, and used-to-date can be converted, as well. If converted, accrual balances must be completed before the client goes Live on actual payroll runs.

** Accrual transaction history is not part of this option. If a client requests accrual history it needs to be quoted by the conversion department.

Option 3 – Employee Accumulators - Employee pay and deduction amounts (and sometimes amounts paid by the employer on behalf of the employee), are converted in this option. Though it often is not so in the legacy system, each amount in MUNIS must be related to a pay or deduction code. The deduction code crosswalk used in Option 1 is used again here and in deduction history (option 5). Tax and retirement grosses may be converted or may be calculated afterward through a MUNIS process.

Option 4 – Employee Check History - In this option, we convert, at a minimum, check number, check date, and net amount. Usually, gross, ACH, and deduction total amounts are included, also, and sometimes check-clearance date as well. Because MUNIS allows a check number/ACH-advice number of 7 digits to be used only once, and because all employees with history must be in the MUNIS master, there may be issues with trying to convert too many years of history. Clients frequently use micro-fiche for data older than 3 years.

Option 5 – Employee Earnings and Deductions History - In this option, we convert amounts for earnings and deductions in employee check history (with check# and check date), attached to a code. Frequently, earnings are not split out into many codes, but all converted into a single “dummy” conversion code, such as 999. Deductions are usually split out, but if the legacy system has deduction amounts only in groups, the client may need to create several corresponding “dummy” deduction codes for the conversion to MUNIS. Usually tied to check history, this conversion also may run into problems with data older than a few years.

Option 7 – Employee Personnel Action History - In this option, clients provide information on various types of personnel actions, such as job or salary changes, along with dates. These are converted into MUNIS personnel action records as though they had happened within the MUNIS application.

Option 8 – Position Control - A few clients provide position control data, such as position, description, status, job code, bargaining group, location, number of employees allowed for each, FTE percentage, GL account, and max/min grade and step. This conversion, when purchased, is done at the beginning with employee master and employee deductions, and taken over by the client before they can begin to create employee pay records.

Option 9 – Employee State Retirement and Other State Reporting - Some states have fairly involved state reporting requirements. This option deals with the MUNIS screens that hold specific state-required data, plus related service years information, when appropriate.

Option 10 – Employee Certifications - Certification data in MUNIS is stored in terms of certification area and certification type codes, which must be provided by the client (in their data, through crosswalks, or by a given default). In addition, certification number and effective date, expiration date, and required-by date can be converted, along with more codes for certification level and subjects. As with Applicant Tracking, if the legacy application is not already code driven, or easily translated into codes, clients often find it easier to key this data themselves.

Option 11 – Employee Education - MUNIS Employee education is stored in terms of codes, for institution, type of degree, and area(s) of study, so this is another conversion that can be a great deal of work for the client if their legacy data does not easily convert into codes.

General Ledger (Accounting/Budgeting/Project Accounting)

Standard Conversion - Chart of Accounts - For this conversion, the client is given a specific MUNIS Conversions Excel spreadsheet with many tabs, in which they fill out their setup information for segments, objects, character codes, project codes, organizations (or long accounts), segment level control accounts, budget rollups, fund attributes, and due-to/due-from accounts. A MUNIS project manager will go over everything with the client. This spreadsheet is converted into the necessary MUNIS tables, with many checks for validity, inter-relationships, etc.

Option 1: Actual Balances – up to 3 years - If desired, after the chart of accounts is set up, and a crosswalk created between legacy accounts and MUNIS accounts, the client sends their actual account balances for up to 3 years, to be populated in the MUNIS GL Master and GL Master Balance tables. Additional years can be converted for an additional amount.

Option 2: Budget – up to 3 years - If desired, after the chart of accounts is set up, and a crosswalk created between legacy accounts and MUNIS accounts, the client sends their budgeted account balances for up to 3 years, to be populated in the MUNIS GL Master and GL Master Balance tables. Additional years can be converted for an additional amount.

Accounts Payable

Standard Conversion - Vendor Master, Remit Addresses, 1099 Amounts - The client provides master data from their legacy vendor master (names, addresses, SSN/FID, contacts, phone numbers, etc.) and this data is converted into MUNIS vendor master fields. If remittance addresses are provided, these are converted into the related MUNIS Remittance Address table. If YTD 1099 amounts are provided for vendors, these balances are converted into the related MUNIS Vendor 1099 balances table. This part is repeated with final data at go-live, after being run earlier for verification.

Option 1 – Check History - If desired, after a successful AP Vendor Master conversion, the client provides AP Check information for conversion to related MUNIS Check Header and Check Detail tables. Check Header holds such data as vendor, warrant, check#, check date, overall amount, GL cash account/date, and clearance information. Check Detail holds related document/invoice numbers for each check. When

needed, this conversion uses a crosswalk from legacy vendors to MUNIS vendors, usually created during the master conversion, but sometimes augmented with client's additional entries.

Option 2 – Invoices - If desired, after a successful AP Vendor Master conversion, the client provides AP Invoice information for conversion to related MUNIS Invoice Header and Invoice Detail tables. General information for the invoice is stored in a Header record, and line-specific information stored in a Detail record. When needed, this conversion uses a crosswalk from legacy vendors to MUNIS vendors, usually created during the master conversion, but sometimes augmented with client's additional entries.

Purchasing

Standard Conversion – Open Purchase Orders - Most clients prefer to close most of their purchase orders and key in the few that remain, but this conversion is requested by some. PO Header data (vendor, buyer, date, accounting information, etc.) and PO Detail (line) information is supplied by the client and converted into MUNIS tables.

Inventory

Standard Conversion – Inventory Master - The standard inventory conversion converts data to MUNIS inventory master table, location table, fifo table if data is provided (seldom), and backorder header and detail tables if data is provided (seldom). General master data includes item, description, commodity code, purchase vendor and date, date received, GL information, hazard code, etc. Location master includes item, location, bin, various quantities (on-hand, last, committed, standard purchase, re-order), lead time; count, count date, and variance; GL information; plus many accumulator buckets (MTD/YTD/SOY/SOM/LY received/issued/adjusted/cost/value, ...), etc. FIFO data includes item, location, date, qty-received, unit cost, and quantity on hand.

Option 1 – Commodity Codes - Though listed here under Inventory conversions, commodity codes may relate to purchase orders, inventory, or both. Therefore, this option may frequently be purchased without the standard inventory conversion. This conversion sets up the commodity master information, including codes and descriptions, commodity type, acquisition type, unit of measure, vendor, buyer, approver, and various other codes and flags, some linked to the Fixed Assets module.

Fixed Assets

Standard Conversion – FA Master - Fixed Assets master data is usually converted from client's data provided in a spreadsheet, but may also come from vendors like American Appraisal or Industrial Appraisal, as fixed length or delimited files. If more than one set of assets will be submitted for conversion, the original spreadsheet columns or file layout must remain the same (leaving some columns without data if not applicable to a set, adding columns onto the end if more are needed). If the column meanings (layout) changes, it is billed as a separate conversion.

FA master data includes a large amount of data, some of it optional. The main information is:

- Asset description, status (see below), and type (G or P)
- 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)
- four GL orgs and objects, for Asset account, Contra account, Depreciation Expense account, and Accumulated Depreciation account, plus an addition org and object for purchase account (if desired)
- Comments

The conversion does not in any way touch the General Ledger module. However, if you wish to post acquisition amounts to GL, request the assets to be converted with status "New". After the conversion, you will run the GL posting process in the Fixed Assets module, creating journal entries and changing the assets' status to "Active". Assets with a value of zero will not post, so you will need to create Journal entries for their acquisition amounts. If your assets are already posted to the General Ledger, request that your assets be converted with status "Active". Life-to date depreciated amounts and first/last month/year will be converted, but you will need to create manual journal entries for previous depreciation for the GL. Retired/disposed-of assets can also be converted, with status "R".

Option 1 – History/Transactions - This is rarely converted. Dated Acquisition transactions and Disposal transactions for current assets can be created from acquisition/disposal data given with the master spreadsheet, if desired. If the client has actual transaction data (acquisitions, disposals, transfers, etc.), this can be converted, as well.

Integration Services

All of the modules provided by Munis are fully integrated with each other. When the County of El Dorado wants to share information with another third party system, there are two options: 1) Flat ASCII file (no charge and this is assumed for the purpose of the pricing spreadsheet), or 2) Web Services are available from Munis and would be scoped out and priced accordingly.

Tyler Technologies has built numerous 'Hooks' into the Munis application for third party system integration. For example, Munis has a default import program for third party systems generated journal entries, voucher payment and time entry. The County of El Dorado's third party programs should all have the output capability to generate specific files to be passed to/ from Munis. Assuming these third party systems can provide the file in the Munis ASCII Import format, there would not be an additional cost. If we had to change this standard Munis format, an additional cost would be necessary at \$1,275 per day development fee. Based on the limited information available at this time and our related experience, we feel confident we can address the expressed needs via these 'hooks'.

Additionally, because of Munis' XML foundation, we are deploying Web Services where appropriate. Web Services has advantages over standard integration methods: in particular, Web Services can connect applications across heterogeneous environments (such as via an Internet connection), and the connection can operate in real-time (thus, without the delays associated with file transfers and batch processing). Tyler's Munis applications may be both the provider and the consumer of Web Services.

Tyler maintains a staff of programmers ready to tackle any modification, customization, or interface request the County of El Dorado might have. We can assist in all phases of the development project - from database design and program specification to coding and implementation.

Some of the requested interfaces for the County of El Dorado may not have not been developed by Tyler Technologies so some type of program modifications may be required depending on the type of interface the County has in mind. In those cases where there was absolutely no question about the exact scope of an interface requirement, we generally try to provide an estimate of the cost for completing that work. However, it is often very difficult to determine the exact nature of the changes or work that would be required. That fact makes cost estimating almost impossible. We would be prepared to provide detailed, accurate estimates for all County requests once we have had the opportunity to discuss each interface in detail.

Section 13 Hardware and Database Requirements

3.14 Hardware and Database Requirements

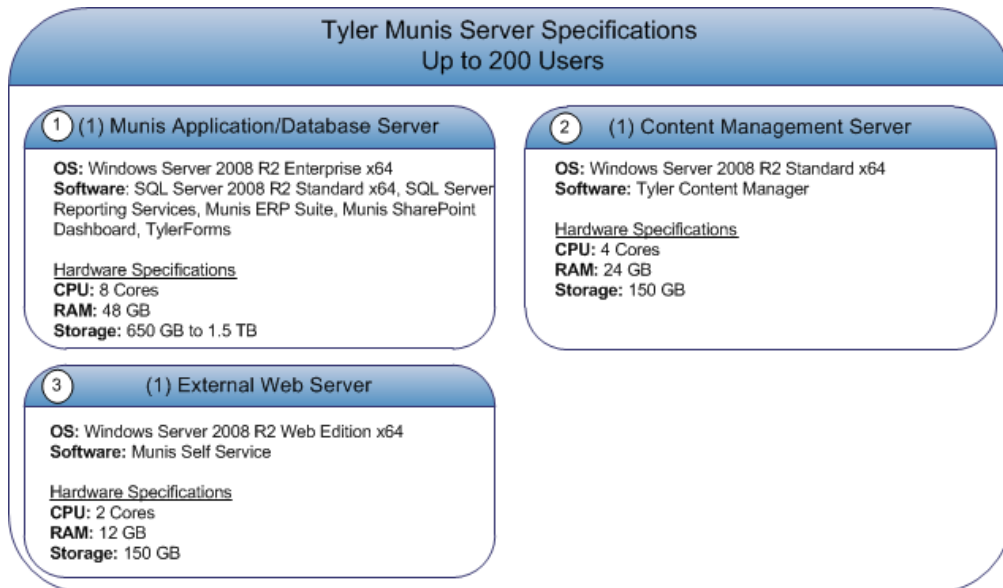
(Proposal Section 13.0) Proposers must document required or optimum hardware and database associated with the proposed solution/applications.

As previously specified in Section 4.C:

The Munis ERP system supports nearly all top tier hardware manufacturers, such as Dell, HP, and IBM. It has been developed to run exclusively on Microsoft Windows Server operating systems (2003 and higher, 2008 R2 recommended), utilizing Microsoft SQL Server (2005 and higher, 2008 R2 recommended).

Several server environment deployment types are also supported with the Munis ERP system. This includes high availability configurations, dedicated testing / staging environments, and virtualized environments. The following hardware specification recommendation is for a standard, production server environment. Train and Test environments are also installed on production hardware, unless otherwise specified by the client.

The following configuration is based on the estimated usage up to 200 concurrent users.



- Database and Operating System licensing is the responsibility of the client. Providing database services to Internet users requires CPU licensing for SQL Server.
- An internet connection to all servers is required for remote support assistance.
- Fiber or high-bandwidth iSCSI controller is strongly recommended for database servers connecting to a SAN device for performance and redundancy reasons; low-bandwidth iSCSI is sufficient for all other servers.

In addition, proposers should list additional software applications that they feel may be of benefit to the County (refer to Appendix B for current County Technical Specifications).

As previously specified in Section 4.A.1:

A Microsoft Windows Server platform (2008 R2 recommended) running Microsoft SQL Server RDBMS (2008 R2 recommended) is required for the Munis ERP system.

Microsoft SharePoint is required for the Tyler Dashboard; both free and paid versions are supported. SharePoint 2010 Foundation / SharePoint Server 2010 are recommended. Paid / enterprise versions of SharePoint are only required for use with Tyler's advanced Business Intelligence offering.

A Microsoft Active Directory environment is required, used for user authentication.

An SMTP E-Mail server for email notification relaying, Clients using Microsoft Exchange Email Server also benefit from the following advanced functionality:

- Automated scheduling in areas such as Scheduler Central for Permitting, Work Orders and Utility Service Orders as well as Work Order Facilities room reservations
- Automated archiving of emails initiated from the Munis system to Tyler Content Manager
- Appointment creation on records directly from the Munis client
- Tyler Dashboard web parts for Outlook Email, Outlook Calendar, Outlook Tasks and Outlook Contacts

Microsoft SQL Server Reporting Services or SAP Business Objects Enterprise / Crystal Reports are required for reporting.

Adobe Central Output Server is bundled with and used for TylerForms output processing.

Other applications recommended for use, but not required include backup and antivirus software for all servers.

With the exception of the Reporting Software, Adobe Central, and Windows SharePoint Foundation, none of the above third party applications are typically licensed as part of the Munis ERP solution and are the responsibility of the client.

Section 14 Exceptions to the RFP

3.15 Exceptions to the RFP

(Proposal Section 14.0) All requested information in this RFP must be supplied.

All exceptions shall be clearly identified in this section and written explanation shall include the scope of the exceptions, the ramifications of the exceptions for the County, and the description of the advantages or disadvantages to the County as a result of such exceptions. The County, at its sole discretion, may reject any exceptions or specifications within the proposal.

Exceptions to the County of El Dorado's Request for Proposal:

Financial, Payroll, and Human Resources Management System and Implementation Services

Tyler's contract negotiation philosophy is to balance the rights and responsibilities of both Tyler and the client, taking into account issues of special importance to each party. The following exceptions are based on our standard contract. We reserve the right to negotiate any and all terms to the mutual satisfaction of the parties.

Split Contract (Project Background, Section 1.2.2, page 3); Multiple Contract Award (General Submittal Requirements, Section 2.7, page 8): Because the Tyler software is proprietary to Tyler, only Tyler is able to implement its software.

Fixed Price Software Contract (Project Background, Section 1.2.5, page 3); "Not to Exceed" Implementation Services Contract (Project Background, Section 1.2.6, page 3): Tyler's Proposal includes an estimate of travel expenses that will be in addition to the not-to-exceed price quote.

Certification of RFP (Project Background, Section 1.2.10, page 4): Tyler has carefully examined and thoroughly reviewed the County's RFP and understands its scope. Tyler bases its Proposal on the terms of that RFP, except as modified by the exceptions taken to those requirements and incorporated as part of Tyler's Proposal. Tyler agrees that the sample project plan Tyler has submitted with its Proposal reflects a reasonable performance time to meet the County's objectives.

Public Records Act (General Submittal Requirements, Section 2.5, page 7): Tyler shall retain ownership of all proprietary information contained in all deliverables.

Implementation Plan (Detailed Submittal Requirements, Section 3.7, page 13): Tyler's Proposal includes a sample project plan. Tyler will deliver the actual project plan upon obtaining further information from the County once implementation is underway.

Project Organization Chart (Detailed Submittal Requirements, Section 3.7, page 13); Staffing Plan (Detailed Submittal Requirements, Section 3.8, page 13): Tyler will provide information on Tyler personnel

likely to be assigned to the County's project. We are unable to assign personnel to a project until Tyler is selected and a contract is signed, in an effort to most effectively use resources.

Cost Proposal (Detailed Submittal Requirements, Section 3.13, page 15): Tyler's Proposal contains estimates of the amount of services and associated expenses needed, based on the size and scope of the County's project. The actual amount of services and expenses depends on such factors as the County's level of involvement in the project and the speed of knowledge transfer.

- Prices submitted in the Proposal include estimated travel expenses. The County shall be liable for all actual travel costs, which Tyler will incur travel expenses in accordance with its then-current business policy. Tyler's current business travel policy is attached to Tyler's standard contract as an exhibit.
- Tyler's prices do not include applicable local, city, state or federal sales, use, excise, personal property or other similar taxes or duties.
- The first annual software maintenance fees, which cover the one (1) year period commencing upon the installation of the Tyler Software Products, will be waived. Subsequent annual software maintenance fees will be due on the anniversary of the installation of the Tyler Software Products at Tyler's then-current fees.
- Tyler will provide a recommended hardware configuration in its Proposal; however, Tyler is only quoting hardware costs for cashiering and BMI. Any further hardware costs are not quoted, as Tyler does not sell such hardware. The County is responsible for purchasing hardware and operating system software at its own cost and expense. Similarly, Tyler does not provide installation, warranty or maintenance services on any such third-party hardware. Accordingly, the County must contract for such installation, warranty and maintenance services directly with the hardware vendor, manufacturer or local service agent at its own cost and expense.

Exceptions to the RFP (Detailed Submittal Requirements, Section 3.15, page 16): Tyler's Proposal clearly identifies and explains the exceptions Tyler is taking to the County's RFP. Tyler is confident that there are no negative ramifications or disadvantages to the County resulting from those exceptions, which are taken in conformance with Tyler's standard contract and business practices but with the goal of still providing the County with the quality of products and level of services it seeks. The advantages to the County are that, if Tyler's Proposal is accepted, the County will have the benefit of an agreement with Tyler on terms and conditions that have proven favorable for the delivery of products and services the County seeks. As always, if there are issues of particular importance to the County, Tyler remains willing to negotiate a mutually agreeable resolution of any such issue.

Sample Agreement for Services (Exhibit D): Consistent with the County's instructions (see Sample Documents, section 3.16), Tyler has submitted a sample Software Licensing Agreement and a sample Implementation Services Agreement. Tyler prefers to use the standard Tyler contract as the basis for beginning contract negotiations, as it contains language specific to the software industry, such as license grant and intellectual property infringement. Tyler recognizes that there may be clauses of particular importance to the City that are not included in the Tyler contract. Tyler is amenable to accommodating the City's contract requests by incorporating mutually agreed clauses into the contract. If the City insists on using its own contract, Tyler reserves the right to negotiate the terms of that contract with the City.

Section 15 Sample Documents

3.16 SAMPLE DOCUMENTS

(Proposal Section 15.0) To establish a complete and competitive proposal, firms must include sample copies of the following documents:

15.A Sample Software Licensing Agreement

Sample Software Licensing Agreement - Proposers shall provide a sample Software License, including all of their "standard" license agreement terms and conditions, with the understanding that all terms and conditions are negotiable. The County is not obligated to accept any terms and conditions presented by a proposer. Such agreements are to be provided for informational purposes only.

Please reference Sample License Agreement on the following pages.

15.B Sample Implementation Services Agreement

Sample Implementation Services Agreement - Proposers shall provide a sample Services Agreement, including all of their "standard" terms and conditions, with the understanding that all terms and conditions are negotiable. The County is not obligated to accept the terms and conditions presented in this sample. Such agreements are to be provided for informational purposes only.

Please reference Sample License Agreement in Section 15.A of this proposal response.

15.C Sample Documentation

Sample documentation (CD-ROM).

Please reference Sample Documentation on the enclosed CD, which is located on the inside cover of the Original Binder.

Section 16 Standard Terms and Conditions

16.A Master Escrow Agreement

Please reference the Master Escrow Agreement on the following pages.

16.B Certificates of Insurance

Please reference the Certificates of Insurance on the following pages.

16.C Corporate Resolution

Please reference the Corporate Resolution on the following pages.

Exhibit C – Reference Form

Exhibit C – Reference Form will also be available as a link on our website to download and fill-in on-line on before April 12, 2012.

Reference # 1:

Company Name: _____

Address: _____

City, State, Zip: _____

Contact Name: _____

Title: _____

Telephone: _____

Email: _____

Reference # 2:

Company Name: _____

Address: _____

City, State, Zip: _____

Contact Name: _____

Title: _____

Telephone: _____

Email: _____

Reference # 3:

Company Name: _____

Address: _____

City, State, Zip: _____

Contact Name: _____

Title: _____

Telephone: _____

Email: _____

Reference # 4:

Company Name: _____

Address: _____

City, State, Zip: _____

Contact Name: _____

Title: _____

Telephone: _____

Email: _____

Reference # 5:

Company Name: _____

Address: _____

City, State, Zip: _____

Contact Name: _____

Title: _____

Telephone: _____

Email: _____



Munis Detailed Investment Summary - - County of El Dorado, California

Tyler (Munis) Itemized Software Module Pricing	County of El Dorado Software License Fees	Implementation		Consulting		Data Conv.	Module Total Cost	County of El Dorado Software Support and Maint.
		Days	Impl. Costs	Days	Consulting Costs			
Accounting General Ledger/ Budgeting/ Accounts Payable	\$ 176,000	23	\$ 27,025	7	\$ 8,925	\$ 20,200	\$ 232,150.00	\$ 31,680
Accounts Receivable	\$ 40,500	11	\$ 12,925	4	\$ 5,100		\$ 58,525.00	\$ 7,290
BMI Asset Track Interface	\$ 5,500	4	\$ 4,700	2	\$ 2,550		\$ 12,750.00	\$ 990
BMI CollectIT Interface	\$ 5,500	3	\$ 3,525	2	\$ 2,550		\$ 11,575.00	\$ 990
Bid Management	\$ 22,000	5	\$ 5,875	2	\$ 2,550		\$ 30,425.00	\$ 3,960
Business & Vendor Self-Service (City Hosted)	\$ 35,000	1	\$ 1,175		\$ -		\$ 36,175.00	\$ 6,300
Contract Management	\$ 22,000	5	\$ 5,875	2	\$ 2,550		\$ 30,425.00	\$ 3,960
Employee Expense Reimbursement	\$ 18,000	6	\$ 7,050	3	\$ 3,825		\$ 28,875.00	\$ 3,240
Fixed Assets	\$ 44,000	11	\$ 12,925	4	\$ 5,100	\$ 7,500	\$ 69,525.00	\$ 7,920
GASB 34 Reporter	\$ 20,000	4	\$ 4,700		\$ -		\$ 24,700.00	\$ 3,600
General Billing	\$ 19,250	11	\$ 12,925	2	\$ 2,550	\$ 12,500	\$ 47,225.00	\$ 3,465
Human Resource Management	\$ 20,000	7	\$ 8,225	1	\$ 1,275		\$ 29,500.00	\$ 3,600
Inventory Control	\$ 44,000	11	\$ 12,925	4	\$ 5,100	\$ 7,000	\$ 69,025.00	\$ 7,920
Munis Office	\$ 33,000	3	\$ 3,525				\$ 36,525.00	\$ 5,940
Payroll w/ Employee Self-Service	\$ 45,500	14	\$ 16,450	3	\$ 3,825	\$ 25,800	\$ 91,575.00	\$ 8,190
Professional Development	\$ 7,700	2	\$ 2,350	1	\$ 1,275		\$ 11,325.00	\$ 1,386
Project/ Grant Accounting	\$ 30,000	7	\$ 8,225	4	\$ 5,100	\$ 9,500	\$ 52,825.00	\$ 5,400
Purchase Orders	\$ 47,000	11	\$ 12,925	4	\$ 5,100	\$ 4,000	\$ 69,025.00	\$ 8,460
Requisitioning	\$ 35,000	14	\$ 16,450	4	\$ 5,100		\$ 56,550.00	\$ 6,300
Risk Management	\$ 30,000	7	\$ 8,225	4	\$ 5,100		\$ 43,325.00	\$ 5,400
Role Tailored Dashboard	\$ 33,000	2	\$ 2,350	1	\$ 1,275		\$ 36,625.00	\$ 5,940
System Administration and Security	\$ -	6	\$ 7,050				\$ 7,050.00	
Tyler Content Manager Advanced OCR	\$ 5,000	2	\$ 2,350				\$ 7,350.00	\$ 900
Tyler Content Manager Standard Edition	\$ 60,000	8	\$ 9,400				\$ 69,400.00	\$ 10,800
Treasury Management	\$ 35,000	5	\$ 5,875	4	\$ 5,100		\$ 45,975.00	\$ 6,300
Tyler Cashiering	\$ 60,000	7	\$ 8,225				\$ 68,225.00	\$ 3,000
Tyler Forms Processing	\$ 12,000						\$ 12,000.00	\$ 3,000
Tyler Go-Docs	\$ 8,000						\$ 8,000.00	
Tyler Reporting Services	\$ 37,000	3	\$ 3,525				\$ 40,525.00	\$ 9,250
Work Orders, Fleet, Facilities	\$ 55,000	32	\$ 37,600	13	\$ 16,575	\$ 20,000	\$ 129,175.00	\$ 9,900
Munis Workflow (Finance, HR, Revenue)		21	\$ 24,675				\$ 24,675.00	\$ -
Post GoLive Training		25	\$ 29,375				\$ 29,375.00	\$ -
100% reduction Year 1 Application Software Maintenance Fees								\$ 172,081
TOTALS	\$ 1,004,950	271	\$ 318,425	71	\$ 90,525	\$ 106,500	\$ 1,520,400.00	\$ 175,081

***Notes:**

Tyler's quote contains estimates of the amount of services needed, based on our preliminary understanding of the size and scope of your project. The actual amount of services depends on such factors as your level of involvement in the project and the speed of knowledge transfer.





Tyler Advanced Consulting Group Services	Extended Price
Tyler Consulting Services	\$304,000
Change Management Program	\$75,000
Not-To-Exceed Implementation / Consulting Fees	\$103,090
Totals - Tyler Consulting Group	482,090

Other Tyler (Munis) Services	Quantity	Cost per Unit	Extended Price
Estimated Travel & Expense Costs	1	\$ 212,899	\$ 212,899
Custom Report Development	30	\$ 1,100	\$ 33,000
Install Fee - New Server Install Fee	1	\$ 12,000	\$ 12,000
Project Planning Services	1	\$ 13,000	\$ 13,000
Tyler Forms Processing - Configuration	3	\$ 1,000	\$ 3,000
Tyler Graphing Agent - Addl Cost	1	\$ 500	\$ 500
Tyler Graphing Agent - Flat Fee	1	\$ 3,500	\$ 3,500
Tyler PO Distribution - Level 4	1	\$ 2,500	\$ 2,500
Tyler Signature Application	1	\$ 250	\$ 250
Tyler Forms Libraries:			
Tyler Forms Financial Library	1	\$ 3,000	\$ 3,000
Tyler Forms General Billing Library	1	\$ 2,500	\$ 2,500
Tyler Forms Human Resources Library	1	\$ 1,500	\$ 1,500
TOTALS			\$ 287,649

3rd party Hardware, Software and Services	Quantity	Cost per Unit	Extended Price	System Soft. Maint. Fees
Tyler Secure Signature Key with System	1	\$ -	\$ -	
Tyler Secure Signature Key - Additional	1	\$ 150	\$ 150	
Tyler Secure Signature System	1	\$ 1,500	\$ 1,500	
Tyler Unlimited Client Access License	1	\$ 46,250	\$ 46,250	\$ 9,250
Dell Cash Station - Complete excluding scanner	1	\$ 4,300	\$ 4,300	
Hand-Held Scanner-Model 4600G	1	\$ 415	\$ 415	
BMI CollectIT Additional Portable Data Terminal	1	\$ 3,495	\$ 3,495	
BMI CollectIT Barcode Printer Kit	1	\$ 1,295	\$ 1,295	
BMI CollectIT Inventory Scanning System	1	\$ 6,490	\$ 6,490	
BMI-ASSETTRACK-PPC for MUNIS (Incl. Install Fee)	1	\$ 6,490	\$ 6,490	
BMI PA600 Pocket TransTrak	1	\$ 2,195	\$ 2,195	
BMI PA600 Pocket TransTrak (additional Data Terminal)	1	\$ 2,195	\$ 2,195	
BMI Transtrak Fixed Asset Receiving System	1	\$ 3,345	\$ 3,345	
TOTALS			\$ 78,120	\$ 9,250





INVESTMENT SUMMARY TOTALS	Cost	Optional	Year One (1) Annual Maint. Fees
Proposed Application Software License Fees	\$ 1,004,950.00		Waived Year One (1)
Implementation Services	\$ 318,425.00		
Standard Consulting Services	\$ 90,525.00		
Data Conversion Services	\$ 106,500.00		
Tyler Advanced Consulting Services	\$ 482,090.00		
Other Tyler (Munis) Services	\$ 287,649.48		
3rd party Hardware, Software and Services	\$ 78,120.00		\$ 9,250.00
Optional Annual Services		\$ 60,000.00	
GRAND TOTAL	\$ 2,368,259.48	\$ 60,000.00	\$ 9,250.00

Notes:

1. Summary Total does NOT include Optional Modules below

Estimated Five (5) Year Maintenance	MUNIS Software	3rd Party Maint.
Year 1	\$0	\$9,250
Year 2	\$183,835	\$9,713
Year 3	\$193,027	\$10,198
Year 4	\$202,678	\$10,708
Year 5	\$212,812	\$11,243
Total for 5 Years	\$792,352	\$51,112

Notes:

1. MUNIS maintenance for year One (1) is reduced by 100%
2. Year Two (2) pricing is based on Year One (1) base pricing plus 5%. Tyler agrees to hold maintenance increases annually to no more than 5% for the first four renewals, years Two (2) through Five (5).
3. Maintenance for Munis Client software and Third Party software is required in Year One (1).

Estimated Expenses:		Total Days
Airfare \$450X #days / 3 day stay	\$ 82,307	548.71
Food = \$44 per day	\$ 24,143	548.71
Car = \$69 per day	\$ 37,861	548.71
Hotel = \$125 per day	\$ 68,589	548.71
Total Expense	\$ 212,899	

Notes:

1. The expenses listed are estimated. If during contract negotiations the number of days contracted increases or decreases the expenses associated with those days would need to be adjusted accordingly.





Optional Annual Services	Year 1 Fee
Operating Systems and Database Support	\$30,000
Disaster Recovery Services	\$30,000
TOTAL	\$60,000

Tyler (Munis) Itemized Software Module Pricing	County of El Dorado Software License Fees	Implementation		Consulting		Data Conv.	Module Total Cost	County of El Dorado Software Support and Maint.
		Days	Impl. Costs	Days	Consulting Costs			
Applicant Tracking	\$ 8,800	2	\$ 2,350	2	\$ 2,550	\$ 2,000	\$ 15,700.00	\$ 1,584
Performance Based Budgeting	\$ 60,000	12	\$ 14,100	12	\$ 15,300		\$ 89,400.00	\$ 10,800
Tyler Pulse	\$ 67,500	11	\$ 12,925	2	\$ 2,550	\$ 2,000	\$ 84,975.00	\$ 16,875
Tyler Pulse Connector (Tyler Applications)	\$ -	6	\$ 7,050	2	\$ 2,550		\$ 9,600.00	\$ -
Tyler Pulse Connector (3rd Party Applications)	\$ 25,000	11	\$ 12,925	2	\$ 2,550		\$ 40,475.00	\$ 6,250
Other Optional Services								
AP Positive Pay Export Format							\$ 3,000.00	
AP/AR Check Recon Import							\$ 1,000.00	
P-Card Import Format w/ Encumbrances							\$ 15,000.00	
P-Card Import Format w/o Encumbrances							\$ 7,500.00	
Payroll Positive Pay Export Format							\$ 3,000.00	
TOTALS	\$ 161,300	42	\$ 49,350	20	\$ 25,500	\$ 4,000	\$ 269,650.00	\$ 12,384



AGREEMENT

This agreement (“Agreement”) is made this _____ day of _____ 2011 (“Effective Date”) by and between Tyler Technologies, Inc., a Delaware corporation with offices at 1 Cole Haan Drive, Yarmouth, Maine 04096 (“Tyler”) and [INSERT CLIENT NAME], with offices at [INSERT CLIENT ADDRESS] (“Client”).

WHEREAS Client issued a [INSERT DOCUMENT NAME] on [INSERT DOCUMENT DATE] for the purpose of acquiring [INSERT SYSTEM NAME(S)] (“Systems”);

WHEREAS Tyler responded to Client’s [INSERT DOCUMENT NAME] with a Proposal dated [INSERT DATE];

WHEREAS Client, on [INSERT DATE OF AWARD] awarded Tyler the contract for furnishing, delivering, installing, and implementing the specified System;

NOW THEREFORE, in consideration of the foregoing and of the mutual covenants and promises set forth herein, Tyler and Client agree that Tyler shall provide products and services, and Client shall pay prices, as set forth in this Agreement.

SECTION A – SOFTWARE LICENSE AGREEMENT

1. License Grant.

- a) Upon the Effective Date, Tyler hereby grants to Client a non-exclusive, non-transferable, royalty-free, revocable license to use the Tyler software products set forth in the investment summary attached hereto as Exhibit 1 (“Investment Summary”) and related interfaces (collectively, the “Tyler Software Products”) and Tyler user guides provided in or with the Tyler Software Products (“User Guides”) for Client's internal business purposes only and otherwise subject to the terms and conditions of this Agreement. This license is revocable by Tyler if Client fails to comply with the terms and conditions of this Agreement, including without limitation, Client's failure to timely pay the Software fees in full. Upon Client's payment in full for the Tyler Software Products, this license will become irrevocable, subject to the restrictions on use and other terms set forth in this Agreement.
- b) Tyler shall retain ownership of, including all intellectual property rights in and to, the Tyler Software Products and User Guides.
- c) The Tyler Software Products are not licensed to perform functions or processing for subdivisions or entities that were not disclosed to Tyler prior to the Effective Date.
- d) The right to transfer the Tyler Software Products to a replacement hardware system is included in this Agreement. Client shall pay Tyler for the cost of new media or any required technical assistance to accommodate the transfer. Client shall provide advance written notice to Tyler of any such transfer.
- e) Client acknowledges and agrees that the Tyler Software Products and User Guides are proprietary to Tyler and have been developed as trade secrets at Tyler's expense. Client shall use best efforts to keep the Tyler Software Products and User Guides confidential and to prevent any misuse, unauthorized use or unauthorized disclosure of the Tyler Software Products or User Guides by any party.
- f) The Tyler Software Products may not be modified by anyone other than Tyler. If Client modifies the Tyler Software Products without Tyler's prior written consent, Tyler's obligations to provide maintenance services on, and the warranty for, the Tyler Software Products will be void. Client shall not perform decompilation, disassembly, translation or other reverse engineering on the Tyler Software Products.
- g) Client may make copies of the Tyler Software Products for archive purposes only. Client shall repeat any and all proprietary notices on any copy of the Tyler Software Products. Client may make copies of the Tyler User Guides for internal use only.

h) Tyler maintains an escrow agreement with an escrow services company under which Tyler places the source code of each major release of the Tyler Software Products. At Client's request, Tyler will add Client as a beneficiary to such escrow agreement. Client will pay the annual beneficiary fee (currently \$700) directly to the escrow services company and is solely responsible for maintaining its status as a beneficiary.

i) In the event Client acquires from Tyler any edition of Tyler Content Manager software other than Enterprise Edition, the license for Content Manger is restricted to use with Tyler applications only. If Client wishes to use Tyler Content Management software with non-Tyler applications, Client must purchase or upgrade to Tyler Content Manager Enterprise Edition.

2. License Fees. Client agrees to pay Tyler, and Tyler agrees to accept from Client as payment in full for the license granted herein, the Software fees set forth in the Investment Summary.

3. Verification of the Tyler Software Products.

Client shall select one (1) of the following two (2) options within thirty (30) days of installation by providing written notice to Tyler in accordance with Section E(19):

- a) Within sixty (60) days after the Tyler Software Products have been installed on Client's hardware, Tyler shall verify the Tyler Software Products by demonstrating to Client that the Tyler Software Products perform all of the functions set forth in Exhibit 2 - Verification Test, which demonstration will constitute verification that the Tyler Software Products substantially conform to the then-current Tyler User Guides and the functional descriptions of the Tyler Software Products in Tyler's written proposal to Client; or
- b) Within sixty (60) days after the Tyler Software Products have been installed on Client's hardware, Client shall use its own process to verify that the Tyler Software Products perform all of the functions set forth in Exhibit 2 - Verification Test, which will constitute verification that the Tyler Software Products substantially conform to the then-current Tyler User Guides and the functional descriptions of the Tyler Software Products in Tyler's written proposal to Client.
- c) Verification as described herein will be final and conclusive except for latent defect, fraud, and a gross mistake that amounts to fraud. In the event verification is not final and conclusive, pursuant to this paragraph, Tyler will correct the cause thereof. In the event Tyler cannot correct the cause thereof, Client may invoke its rights under Section A(4).
- d) Tyler shall promptly correct any functions of the Tyler Software Products that failed verification.

4. Limited Warranty. For the purposes of this Agreement, a "Defect" is defined as a failure of the Tyler Software Products to substantially conform to the then-current Tyler User Guides and the functional descriptions of the Tyler Software Products in Tyler's written proposal to Client. In the event of conflict between the aforementioned documents, the then-current Tyler User Guides will control. A Tyler Software Product is "Defective" if it contains a Defect. For as long as a current Maintenance Agreement is in place, Tyler warrants that the Tyler Software Products will not contain Defects. If the Tyler Software Products do not perform as warranted, Tyler will use reasonable efforts, consistent with industry standards, to cure the Defect in accordance with Tyler's then-current support call process (Tyler's current support call process is set forth in the document attached hereto as Exhibit 3). Should Tyler be unable to cure the Defect or provide a replacement product, Client will be entitled to a refund of the Software fee paid for the Defective Tyler Software Product, as depreciated on a straight-line basis over a seven (7) year period commencing on the Effective Date, which will be Client's sole remedy should Tyler be unable to cure the Defect or provide a replacement product.

5. Intellectual Property Infringement Indemnification.

a) Tyler's Obligations. Tyler shall defend and indemnify Client against any claim by an unaffiliated third party of this Agreement that a Tyler Software Product, if used within the scope of this Agreement, directly infringes that party's registered United States patent, copyright or trademark issued and existing as of the Effective Date or as of the distribution date of a release to the Tyler Software Product, and will pay the amount of any resulting adverse final judgment issued by a court of competent jurisdiction or of any settlement made by Tyler in writing.

- b) Client's Obligations. Tyler obligations in this section are contingent on the Client performing all of the following in connection with any claim as described herein:
- i. Promptly notifies Tyler in writing of any such claim;
 - ii. Gives Tyler reasonable cooperation, information, and assistance in connection with the claim; and
 - iii. Consents to Tyler's sole control and authority with respect to the defense, settlement or compromise of the claim.
- c) Exceptions to Tyler's Obligations. Tyler will have no liability hereunder if the claim of infringement or an adverse final judgment rendered by a court of competent jurisdiction results from:
- i. Client's use of a previous version of a Tyler Software Product and the claim would have been avoided had Client used the current version of the Tyler Software Product;
 - ii. Client's combining the Tyler Software Product with devices or products not provided by Tyler;
 - iii. Use of a Tyler Software Product in applications, business environments or processes for which the Tyler Software Product was not designed or contemplated, and where use of the Tyler Software Product outside such application, environment or business process would not have given rise to the claim;
 - iv. Corrections, modifications, alterations or enhancements that Client made to the Tyler Software Product and such correction, modification, alteration or enhancement is determined by a court of competent jurisdiction to be a contributing cause of the infringement;
 - v. Use of the Tyler Software Product by any person or entity other than Client or Client's employees; or
 - vi. Client's willful infringement, including Client's continued use of the infringing Tyler Software Product after Client becomes aware that such infringing Tyler Software Product is or is likely to become the subject of a claim hereunder.
- d) Remedy.
- i. In the event a Tyler Software Product is, by a court of competent jurisdiction, finally determined to be infringing and its use by Client is enjoined, Tyler will, at its election:
 - (a) Procure for Client the right to continue using the infringing Tyler Software Products;
 - (b) Modify or replace the infringing Tyler Software Products so that it becomes non-infringing;or
 - (c) Terminate Client's license for the infringing Tyler Software Product and refund to Client the Software fee paid for the infringing Tyler Software Product, as depreciated on a straight-line basis over a seven (7) year period commencing on the Effective Date.
 - ii. The foregoing states Tyler's entire liability and Client's sole and exclusive remedy with respect to the subject matter hereof.

6. Limitation of Liability. In no event will Tyler be liable for special, indirect, incidental, consequential, or exemplary damages, including, without limitation, any damages resulting from loss of use, loss of data, interruption of business activities, or failure to realize savings arising out of or in connection with the use of the Tyler Software Products. Except as otherwise expressly set forth in this Software License Agreement, Tyler's liability for damages and expenses arising out of this Software License Agreement, whether based on a theory of contract or tort, including negligence and strict liability, will be limited to the amount of Software fees set forth in the Investment Summary and paid by Client. Such License fees reflect and are set in reliance upon this limitation of liability.

SECTION B – PROFESSIONAL SERVICES AGREEMENT

1. Services. Tyler shall provide the services set forth in the Investment Summary at Client's election, including Consulting, Training, Conversion, and other miscellaneous Services.

2. Professional Services Fees.

- a) Notwithstanding specific prices to the contrary set forth in the Investment Summary, all Consulting and Training services will be invoiced in half-day and full-day increments.
- b) Verification in accordance with Section A(3)(a) will be billable to Client at the rate for Training services set

forth in the Investment Summary.

c) Payment is due within thirty (30) calendar days of invoice receipt.

d) Expenses will be billed in accordance with the then-current Tyler Business Travel Policy, based on Tyler's usual and customary practices. Copies of receipts will be provided on an exception basis at no charge. Should all receipts for non per diem expenses be requested, an administrative fee will be incurred. Receipts for mileage and miscellaneous items less than five dollars (\$5) are not available.

3. Additional Services.

a) Training and/or consulting services utilized in excess of those set forth in the Investment Summary and additional related services not set forth in the Investment Summary will be billed at Tyler's then-current rates.

b) Programming and/or interface quotes are estimates based on Tyler's understanding of the specifications supplied by Client. In the event Client requires additional work performed above the specifications provided, Tyler will submit to Client an amendment containing an estimate of the charges for the additional work. Client will have thirty (30) calendar days from the date the estimate is provided to approve the amendment.

4. Limitation of Liability. In no event shall Tyler be liable for special, indirect, incidental, consequential, or exemplary damages, including, without limitation, any damages resulting from loss of use, loss of data, interruption of business activities, or failure to realize savings arising out of or in connection with the provision or quality of the services or the use of the Tyler Software Products. Tyler's liability for damages and expenses arising out of this Professional Services Agreement, whether based on a theory of contract or tort, including negligence and strict liability, will be limited to the amount of Consulting, Training, Conversion, and other miscellaneous Services fees set forth in the Investment Summary and paid by Client. Such fees reflect and are set in reliance upon this limitation of liability.

5. Cancellation. In the event Client cancels services less than two (2) weeks in advance, Client is liable to Tyler for (i) all non-refundable expenses incurred by Tyler on Client's behalf; and (ii) daily fees associated with the canceled services if Tyler is unable to re-assign its personnel.

6. Services Warranty. Tyler warrants that it shall perform services in a professional, workmanlike manner, consistent with industry standards. In the event Tyler provides services that do not conform to this warranty, Tyler will re-perform the services at no additional cost to Client.

SECTION C – MAINTENANCE AGREEMENT

1. Scope of Agreement. Client agrees to purchase and Tyler agrees to provide maintenance services for the Tyler Software Products in accordance with the following terms and conditions.

2. Term of Agreement. This Maintenance Agreement is effective on installation of the Tyler Software Products and will remain in force for an initial one (1) year term, which will renew automatically for additional one (1) year terms at Tyler's then-current Maintenance fees unless terminated in writing by either party at least fifteen (15) days prior to the end of the then-current term. **The foregoing notwithstanding, increases to the annual Maintenance fees for the Tyler Software Products set forth in Exhibit 1 will accord with the following schedule:[Obtain any maintenance cap commitments made by the salesperson for inclusion].**

3. Payment.

a) Maintenance fees will be invoiced by Tyler annually in advance. Tyler shall provide Client with not less than forty-five (45) days written notice of any change in annual Maintenance fees.

b) Additional Charges. Any maintenance services performed by Tyler for Client which are not covered by this Maintenance Agreement, as set forth in Section C(5), including materials and expenses, will be billed to Client at Tyler's then current rates.

c) Tyler reserves the right to suspend maintenance services if Client fails to pay undisputed Maintenance fees

within sixty (60) calendar days of the due date. Tyler shall reinstate maintenance services upon Client's payment of all past due Maintenance fees, including all such fees for the periods during which services were suspended.

4. Maintenance Services Terms and Conditions. For as long as a current Maintenance Agreement is in place, Tyler shall:

- a) In a professional, good and workmanlike manner, perform its obligations in accordance with Tyler's then-current support call process (Tyler's current support call process is set forth in the document attached hereto as Exhibit 3) in order to conform the Tyler Software Products to the applicable warranty under this Agreement. If Client modifies the Tyler Software Products without Tyler's prior written consent, Tyler's obligations to provide maintenance services on and warrant the Tyler Software Products will be void.
- b) Provide telephone support on the Tyler Software Products. Tyler personnel shall accept telephone calls during the hours set forth in Exhibit 3 - Support Call Process.
- c) Continuously maintain a master set of the Tyler Software Products on appropriate media, a hardcopy printout of source code to the Tyler Software Products, and Tyler User Guides.
- d) Maintain personnel that are appropriately trained to be familiar with the Tyler Software Products in order to provide maintenance services.
- e) Provide Client with all releases Tyler makes to the Tyler Software Products that Tyler makes generally available without additional charge to customers possessing a current Tyler annual Maintenance Agreement. Third Party Products; and installation, Consulting and Training services related to the new releases will be provided to Client at Tyler's then-current rates. Client acknowledges and agrees that a new release of the Tyler Software Products is for implementation in the Tyler Software Products as they exist without Client customization or modification.
- f) Support prior releases of the Tyler Software Products in accordance with Tyler's then-current release life cycle policy.

5. Limitations and Exclusions. Maintenance fees do not include installation or implementation of the Tyler Software Products, onsite support (unless Tyler cannot remotely correct a defect in a Tyler Software Product), application design, other consulting services, support of an operating system or hardware, and support outside Tyler's normal business hours.

6. Client Responsibilities.

- a) Client shall provide, at no charge to Tyler, full and free access to the Tyler Software Products; working space; adequate facilities within a reasonable distance from the equipment; and use of machines, attachments, features, or other equipment necessary to provide maintenance services set forth herein.
- b) Tyler currently utilizes "Go To Assist" as a secure commercial PC to PC remote connectivity tool to provide remote maintenance services. Client shall maintain for the duration of the Agreement a high-speed Internet connection capable of connecting to Client's PC's and server. Tyler strongly recommends that Client also maintain a modem or VPN for backup connectivity purposes. Tyler, at its option, will use the connection to assist with problem diagnosis and resolution.

7. Limitation of Liability. In no event shall Tyler be liable for special, indirect, incidental, consequential, or exemplary damages, including, without limitation, any damages resulting from loss of use, loss of data, interruption of business activities, or failure to realize savings arising out of or in connection with the provision or quality of maintenance services or use of the Tyler Software Products. Tyler's liability for damages and expenses arising out of this Maintenance Agreement, whether based on a theory of contract or tort, including negligence and strict liability, will be limited to the Maintenance fees paid to Tyler during the twelve (12) months prior to the claim. Such Maintenance fees reflect and are set in reliance upon this limitation of liability.

SECTION D – THIRD PARTY PRODUCT AGREEMENT

1. Agreement to License or Sell Third Party Products. For the price set forth in the Investment Summary, Tyler agrees to license or sell and deliver to Client, and Client agrees to accept from Tyler the System Software and Hardware set forth in the Investment Summary (collectively, the “Third Party Products”).

2. License of System Software.

- a) Upon Client's payment in full of the System Software fees, Tyler shall grant to Client and Client shall accept from Tyler a non-exclusive, nontransferable, non-assignable license to use the System Software and related documentation for Client's internal business purposes, subject to the terms and conditions set forth herein.
- b) The developer of the System Software (each a “Developer”, collectively “Developers”) shall retain ownership of the System Software.
- c) The right to transfer the System Software to a replacement hardware system is governed by the Developer. The cost for new media or any required technical assistance to accommodate the transfer would be billable charges to Client. Client shall provide advance written notice to Tyler of any such transfer.
- d) Client acknowledges and agrees that the System Software and related documentation are proprietary to the Developer and have been developed as trade secrets at the Developer's expense. Client shall use best efforts to keep the System Software and related documentation confidential and to prevent any misuse, unauthorized use, or unauthorized disclosure of the System Software and related documentation by any party.
- e) Client shall not perform decompilation, disassembly, translation or other reverse engineering on the System Software.
- f) Client may make copies of the System Software for archive purposes only. Client shall repeat any and all proprietary notices on any copy of the System Software. Client may make copies of the documentation accompanying the System Software for internal use only.

3. Delivery. Unless otherwise indicated in the Investment Summary, the prices for Third Party Products include costs for shipment while in transit from the Developer or supplier to Client.

4. Installation and Acceptance. Unless otherwise noted in the Investment Summary, the Tyler Software Product installation fee includes installation of the Third Party Products. Upon completion of installation, Client will obtain from Tyler a certification of completion, or similar document, which will constitute Client's acceptance of the Third Party Products. Such acceptance will be final and conclusive except for latent defect, fraud, and a gross mistake as amount to fraud.

5. Site Requirements. Client shall provide a suitable environment, location and space for the installation and operation of the Third Party Products; sufficient and adequate electrical circuits for the Third Party Products; and installation of all required cables.

6. Warranties.

- a) Tyler is authorized by each Developer to grant licenses or sublicenses to the System Software.
- b) Tyler warrants that each System Software product will be new and unused, and if Client fully and faithfully performs each and every obligation required of it under this Third Party Product Agreement, Client's title or license to each System Software product will be free and clear of all liens and encumbrances arising through Tyler.
- c) Client acknowledges and agrees that Tyler is not the manufacturer of the Third Party Products. As such, Tyler does not warrant or guarantee the condition or operating characteristics of the Third Party Products. Tyler hereby grants and passes through to Client any warranty adjustments that Tyler may receive from the Developer or supplier of the Third Party Products.

7. Maintenance.

- a) In the event Client elects not to purchase through Tyler maintenance services on the System Software, it will be the responsibility of Client to repair and maintain the System Software and purchase enhancements as necessary after acceptance.

- b) In the event Client elects to purchase through Tyler maintenance services on the System Software, Tyler will facilitate resolution of a defect in a System Software product with the Developer.
- c) In the event the Developer charges a fee for future System Software release(s), Client will be required to pay such fee.

8. Limitation of Liability. In no event shall Tyler be liable for special, indirect, incidental, consequential, or exemplary damages, including, without limitation, any damages resulting from loss of use, loss of data, interruption of business activities, or failure to realize savings arising out of or in connection with the use of the Third Party Products. Tyler's liability for damages and expenses arising out of this Third Party Product Agreement, whether based on a theory of contract or tort, including negligence and strict liability, will be limited to the License Fee/Purchase Price of the Third Party Products paid by Client. Such prices are set in reliance upon this limitation of liability.

SECTION E – GENERAL TERMS AND CONDITIONS

1. Taxes. The fees set forth in the Investment Summary do not include any taxes, including, without limitation, sales, use or excise tax. All applicable taxes shall be paid by Tyler to the proper authorities and shall be reimbursed by Client to Tyler. In the event Client possesses a valid direct-pay permit, Client will forward such permit to Tyler on the Effective Date, in accordance with Section E(19). In such event, Client will be responsible for remitting all applicable taxes to the proper authorities. If tax-exempt, Client will provide Tyler with Client's tax-exempt certificate.

2. Invoice Dispute.

- a) In the event Client believes products or services do not conform to warranties in this Agreement, Client will provide written notice to Tyler within fifteen (15) calendar days of receipt of the applicable invoice. Client is allowed an additional fifteen (15) calendar days to provide written clarification and details. Tyler will provide a written response to Client that will include either a justification of the invoice or an adjustment to the invoice. Tyler and Client will develop a plan to outline the reasonable steps to be taken by Tyler and Client to resolve any issues presented in Client's notice to Tyler. Client may only withhold payment of the amount actually in dispute until Tyler completes its action items outlined in the plan. Notwithstanding the foregoing, if Tyler is unable to complete its actions outlined in the plan because Client has not completed its action items outlined in the plan, Client will remit full payment of the invoice.
- b) Any invoice not disputed as described above will be deemed accepted by Client. Tyler reserves the right to suspend delivery of all services in the event Client fails to pay an invoice not disputed as described above within sixty (60) calendar days of receipt of invoice.

3. Force Majeure; Client Assistance. "Force Majeure" is defined as an event beyond the reasonable control of a party, including governmental action, war, riot or civil commotion, fire, natural disaster, labor disputes, restraints affecting shipping or credit, delay of carriers, inadequate supply of suitable materials or any other cause which could not with reasonable diligence be foreseen, controlled or prevented by the party. Neither party shall be liable for delays in performing its obligations under this Agreement to the extent that the delay is caused by Force Majeure.

Force Majeure will not be allowed unless:

- a) Within ten (10) business days of the occurrence of Force Majeure, the party whose performance is delayed thereby provides the other party or parties with written notice explaining the cause and extent thereof, as well as a request for a time extension equal to the estimated duration of the Force Majeure events.
- b) Within ten (10) business days after the cessation of the Force Majeure event, the party whose performance was delayed provides the other party written notice of the time at which Force Majeure ceased and a complete explanation of all pertinent events pertaining to the entire Force Majeure situation.

Either party will have the right to terminate this Agreement if Force Majeure suspends performance of scheduled tasks by one or more parties for a period of one hundred-twenty (120) or more days from the

scheduled date of the task. This paragraph will not relieve Client of its responsibility to pay for services and goods provided to Client and expenses incurred on behalf of Client prior to the effective date of termination.

In addition, Client acknowledges that the implementation of the Tyler Software Products is a cooperative process requiring the time and resources of Client personnel. Client shall, and shall cause Client personnel to, use all reasonable efforts to cooperate with and assist Tyler as may be reasonably required to meet the project deadlines and other milestones agreed to by the parties for implementation. Tyler shall not be liable for failure to meet such deadlines and milestones when such failure is due to Force Majeure (as defined above) or to the failure by Client personnel to provide such cooperation and assistance (either through action or omission).

4. Indemnification.

a) Tyler shall indemnify and hold harmless Client and its agents, officials and employees from and against any and all direct claims, losses, liabilities, damages, costs and expenses (including reasonable attorney's fees and costs) for personal injury or property damage arising from Tyler's negligence or willful misconduct.

b) Client shall indemnify and hold harmless Tyler and its agents, officials and employees from and against any and all direct claims, losses, liabilities, damages, costs and expenses (including reasonable attorney's fees and costs) for personal injury or property damage arising from Client's negligence or willful misconduct.

5. Disclaimer. THE RIGHTS, REMEDIES, AND WARRANTIES SET FORTH IN THIS AGREEMENT ARE EXCLUSIVE AND IN LIEU OF ALL OTHER RIGHTS, REMEDIES, AND WARRANTIES EXPRESSED, IMPLIED, OR STATUTORY, INCLUDING, WITHOUT LIMITATION, THE WARRANTIES OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE, AND SYSTEM INTEGRATION, WHICH ARE HEREBY DISCLAIMED BY TYLER.

6. Dispute Resolution. Client will notify Tyler in writing within fifteen (15) days of becoming aware of a dispute. If Tyler and Client cannot resolve such dispute within thirty (30) calendar days of Tyler's receipt of written notice from Client, the following procedure will apply:

a) Each party shall appoint one (1) person to act as an impartial representative. The appointed individual will be of sufficient knowledge and experience to understand and deal with the dispute but will not be a person assigned to the project. The set of four (4) individuals consisting of Tyler's Project Manager for this project, Client's Project Manager for this project, and the two (2) appointees is called a Dispute Resolution Group.

b) The Dispute Resolution Group shall convene no later than twenty-one (21) calendar days after the expiration of the thirty (30) calendar day period referenced above and shall meet for a maximum of four (4) four (4) hour sessions during the subsequent four (4) business days, unless otherwise mutually agreed. Any resolution will be in writing and signed by both parties. Such resolution will constitute a binding amendment to the Agreement.

In the event the Dispute Resolution Group fails to resolve the dispute as set forth above, the dispute will be referred to non-binding mediation. Thereafter, either party may assert its other rights and remedies under this Agreement within a court of competent jurisdiction.

All meetings and discussions of the Dispute Resolution Group will be deemed confidential settlement discussions not subject to disclosure under Federal Rule of Civil Procedure 408 or any similar applicable state rule.

Nothing in this Article will prevent a party from applying to a federal or state court of competent jurisdiction to obtain injunctive relief pending resolution of the dispute through the dispute resolution procedures set forth herein.

7. No Intended Third Party Beneficiaries. This Agreement is entered into solely for the benefit of Tyler and Client. No third party will be deemed a beneficiary of this Agreement, and no third party will have the right to make any claim or assert any right under this Agreement.

8. Governing Law. This Agreement will be governed by and construed in accordance with the laws of Client's state of domicile.

9. Entire Agreement. This Agreement represents the entire agreement of Client and Tyler with respect to the subject matter hereof, and supersedes any prior agreements, understandings, and representations, whether written, oral, expressed, implied, or statutory. Client hereby acknowledges that in entering into this Agreement it did not rely on any information not explicitly set forth in this Agreement.

10. Severability. If any term or provision of this Agreement or the application thereof, to any extent, be held invalid or unenforceable, the remainder of this Agreement or the application of such term or provision to persons or circumstances other than those as to which it is held invalid or unenforceable will not be affected thereby, and each term and provision of this Agreement will be valid and enforced to the fullest extent permitted by law.

11. No Waiver. In the event that the terms and conditions of this Agreement are not strictly enforced by Tyler or Client, such non-enforcement shall not act as or be deemed to act as a waiver or modification of this Agreement, nor shall such non-enforcement prevent Tyler or Client from enforcing each and every term of this Agreement thereafter.

12. Multiple Originals and Signatures. This Agreement may be executed in multiple originals, any of which shall be independently treated as an original document. Any electronic, faxed, scanned, photocopied or similarly reproduced signature on this Agreement or any amendment hereto shall be deemed an original signature and shall be fully enforceable as if an original signature.

13. Amendment. This Agreement may only be modified by written amendment signed by authorized representatives of both parties.

14. Termination. Client may terminate this Agreement for cause in the event Tyler does not cure a material breach of this Agreement within thirty (30) days of receiving notice of such breach from Client. Upon such termination, Client shall pay Tyler for all services and expenses not in dispute and non-Defective Tyler Software Products which were delivered or incurred prior to the date Tyler received Client's notice of termination. Payment for services and expenses in dispute will be determined in accordance with the dispute resolution process.

15. Non-appropriation. If Client should not appropriate or otherwise make available funds sufficient to purchase, lease, operate or maintain the products set forth in this Agreement, or other means of performing the same functions of such products, Client may unilaterally terminate this Agreement only upon thirty (30) days written notice to Tyler. Upon termination, Client shall remit payment for all products and services delivered to Client and all expenses incurred by Tyler prior to Tyler's receipt of the termination notice. Client will not be entitled to a refund or offset of previously paid license and other fees.

16. Approval of Governing Body. Client represents and warrants to Tyler that this Agreement has been approved by its governing body and is a binding obligation upon Client.

17. No Assignment. Client may not assign its rights and responsibilities under this Agreement without Tyler's prior written permission, not to be unreasonably withheld.

18. Successors and Assigns. This Agreement shall inure to the benefit of and be binding on the parties hereto and their permitted successors and assigns.

19. Notices. All notices or communications required or permitted as a part of this Agreement will be in writing (unless another verifiable medium is expressly authorized) and will be deemed delivered when:

- 1) Actually received,
- 2) Upon receipt by sender of a certified mail, return receipt signed by an employee or agent of the party,
- 3) Upon receipt by sender of proof of email delivery, or
- 4) If not actually received, ten (10) days after deposit with the United States Postal Service authorized mail center with proper postage (certified mail, return receipt requested) affixed and addressed to the respective other party at the address set forth in this Agreement or such other address as the party may have designated by notice or Agreement amendment to the other party.

Consequences to be borne due to failure to receive a notice due to improper notification by the intended receiving party of a new address will be borne by the intended receiving party. The addresses of the parties to this Agreement are as follows:

Tyler Technologies, Inc.
1 Cole Haan Drive
Yarmouth, ME 04096
Attention: Contracts Manager

[INSERT CLIENT NAME]
[INSERT CLIENT ADDRESS]
[INSERT CLIENT ADDRESS]
[INSERT CLIENT TITLE]

20. Independent Contractor. This is not an agreement of partnership or employment of Tyler or any of Tyler's employees by Client. Tyler is an independent contractor for all purposes under this Agreement.

21. Insurance. Prior to performing services under this Agreement, Tyler shall provide Client with certificates of insurance evidencing the following insurance coverage:

- a) Commercial general liability of at least \$1,000,000;
- b) Automobile liability of at least \$1,000,000;
- c) Professional liability of at least \$1,000,000; and
- d) Workers compensation complying with statutory requirements.

22. Confidentiality. Both parties recognize that their respective employees and agents, in the course of performance of this Agreement, may be exposed to confidential information and that disclosure of such information could violate rights to private individuals and entities. Each party agrees that it shall not disclose any confidential information of the other party and further agrees to take appropriate action to prevent such disclosure by its employees or agents. The confidentiality covenants contained herein will survive the termination or cancellation of this Agreement for a period of two (2) years. This obligation of confidentiality will not apply to information that:

- a) At the time of the disclosure is in the public domain;
- b) After disclosure, becomes part of the public domain by publication or otherwise, except by breach of this Agreement by a party;
- c) A party can establish by reasonable proof was in that party's possession at the time of disclosure;
- d) A party receives from a third party who has a right to disclose it to that party; or
- e) Is subject to Freedom of Information Act requests, only to the extent disclosure is based on the good faith written opinion of the receiving party's legal counsel that disclosure is required by law: provided, however, that that receiving party shall give prompt notice of the service of process or other documentation that underlies such requirement and use its best efforts to assist the disclosing party if the disclosing party wishes to obtain a protective order or otherwise protect the confidentiality of such confidential information. The disclosing party reserves the right to obtain protective order or otherwise protect the confidentiality of its confidential information.

23. Nondiscrimination. Tyler shall not discriminate against any person employed or applying for employment concerning the performance of Tyler's responsibilities under this Agreement. This discrimination prohibition will apply to all matters of initial employment, tenure, and terms of employment, or otherwise with respect to

any matter directly or indirectly relating to employment concerning race, color, religion, national origin, age, sex, sexual orientation, ancestry, disability that is unrelated to the individual's ability to perform the duties of a particular job or position, height, weight, marital status, or political affiliation.

24. Subcontractors. Tyler shall not subcontract any services under this Agreement without Client's prior written permission, not to be unreasonably withheld.

25. Shipping. Delivery will be F.O.B. shipping point.

26. Business License. In the event a local business license is required for Tyler to perform services hereunder, Client will notify Tyler prior to the Effective Date and will provide Tyler with the necessary paperwork and/or contact information.

27. Tyler Forms Processing. The Tyler Software Product "Tyler Forms Processing" must be used in conjunction with a Hewlett Packard printer supported by Tyler for printing checks.

28. Payment Terms.

a) Tyler shall invoice Client \$X upon the Effective Date. Such amount equals 25% of the Tyler software license fees.

b) Tyler shall invoice Client \$X when Tyler has made the Tyler Software Products available to Client for downloading. Such sum equals:

50% of the Tyler software license fees (\$X)

100% of the System Software license fees (\$X)

100% of the year 1 System Software maintenance fees, excluding Tyler Unlimited Client Access (\$X)

c) Tyler shall invoice Client the Hardware fees of \$X upon delivery of such Hardware.

d) Tyler shall invoice Client \$X upon installation of the Tyler Software Products. Such sum equals:

100% of the year 1 maintenance fee for Tyler Unlimited Client Access (\$X)

100% of the year 1 OS/DBA Contract Services fee (\$X)

e) Tyler shall invoice the Project Planning Services fee of \$X upon delivery of the Implementation Planning document.

f) Tyler shall invoice Client \$X upon verification of the Tyler Software Products in accordance with Section A(3) ("Verification") Such amount equals 25% of the Tyler software license fees. Unless Client notifies Tyler in writing that the Tyler Software Products have failed Verification, Verification will be deemed to have occurred ninety (90) days from the date Tyler makes the Tyler Software Products available to Client for downloading.

g) Tyler shall invoice Client Tyler Consulting Services fees 50% upon the Effective Date and 50% upon completion of service, by product.

h) Tyler shall invoice Client fees for Services, plus expenses, if and as provided/incurred.

i) Tyler shall invoice a 50% deposit for modifications upon delivery of specifications and 50% upon delivery of modification. Tyler will perform a modification upon receipt of written notice to proceed from Client. Client will have thirty (30) days from delivery of a modification to test such modification. In the event Client does not report an issue with such modification to Tyler within such thirty (30) day period, the modification will be deemed in compliance with the specifications.

j) Tyler shall invoice Client the year 1 Disaster Recovery fee of \$X upon receipt by Tyler of Client's data.

k) Prices do not include travel expenses incurred in accordance with Tyler's then-current Business Travel Policy. Tyler's current Business Travel Policy is attached hereto as Exhibit 4.

l) Payment is due within thirty (30) days of the invoice date.

m) The year 1 Tyler software maintenance fees of \$X for the one (1) year period commencing upon installation of the Tyler Software Products are hereby waived. Subsequent annual Maintenance fees will be due on the anniversary of the installation date of the Tyler Software Products.

n) The year 1 Payroll Tax Table Update fee of \$1,000 for the one (1) year period commencing upon installation of the Tyler Software Products is hereby waived. Subsequent annual Payroll Tax Table Update fees will be due on the anniversary of the installation date of the Tyler Software Products.

29. Disaster Recovery. Disaster Recovery service will renew automatically for additional one (1) year terms at Tyler's then-current Disaster Recovery fee unless terminated in writing by either party at least fifteen (15) days prior to the end of the then-current term.

30. Operating System/Database Administration. OS/DBA Contract Services will renew automatically for additional one (1) year terms at Tyler's then-current OS/DBA fee unless terminated in writing by either party at least fifteen (15) days prior to the end of the then-current term.

31. Annual Payroll Tax Table Update. Annual Payroll Tax Table Update service will renew automatically for additional one (1) year terms at Tyler's then-current Annual Payroll Tax Table Update service fee unless terminated in writing by either party at least fifteen (15) days prior to the end of the then-current term.

32. Optional Items. Pricing for optional products and services shall be valid for six (6) months from the Effective Date.

33. Tyler Products and Services. Client may purchase additional Tyler products and services at then-current list price, pursuant to the terms of this Agreement, by executing a mutually agreed addendum.

34. Contract Documents. This Agreement includes the following exhibits:

- Exhibit 1 – Investment Summary
- Exhibit 2 – Verification Test
- Exhibit 3 – Support Call Process
- Exhibit 4 – Business Travel Policy
- Exhibit 5 – Adobe End User License Agreement

IN WITNESS WHEREOF, the parties hereto have executed this Agreement as of the dates set forth below.

Tyler Technologies, Inc.
ERP and Schools Division

[INSERT CLIENT NAME]

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____

Exhibit 1
Investment Summary

[TO BE INSERTED]

Exhibit 2

Verification Test

The verification test (“Test”) detailed below will be conducted following installation. The purpose of the Test is to ensure the Tyler Software Products perform as warranted, using the MUNIS Verification Database. The MUNIS Verification Database contains the types of information ordinarily used by the specified software and the Test utilizes said data to demonstrate the performance of the specified software’s base line functions. As such, the Test is not intended to validate any site specific functionality and will only be conducted for those software products licensed by the Client. Client-specific functionality will be reviewed during the implementation phase when site-specific data will be applied against the desired functionality.

Many sections below contain three phases: table views, reports, and process. Each phase is intended to be completed in 4 hours or less. Please note that each phase listed below has a space where Client will be asked to initial, indicating that the verification has been performed and accepted.

FINANCIALS:

Phase 1

- View general ledger master table
- View budget master table
- View vendor master table
- View general ledger account inquiry – perform drill down
- Find purchase orders/requisitions in purchase order inquiry
- View inventory master
- View fixed assets master
- View work order master

Phase 2

- Enter a requisition
- Approve the requisition
- Convert to a purchase order
- Post the purchase order
- Enter an invoice against the requisition
- Post the invoice
- Select items to be paid report
- Print checks (on blank paper without forms)
- Find journals in journal inquiry using date find

Phase 3

- Reports:
 - General ledger trial balance
 - Year to date budget report
 - Vendor invoice list
 - Purchase orders by general ledger account (select open purchase orders)
 - Inventory list by location
 - Fixed asset list by location

PAYROLL/HR:

Phase 1

- View deduction master
- View pay type master
- View employee master
- View employee detail history – perform drill down
- View position table
- View terminated employee table

Phase 2

- Add new employee
- Build job pay records
- Start a new payroll
- Generate employee records
- Enter exceptions
- Print final proof
- Update employee files
- Print checks (on blank paper without forms)

Phase 3

- Reports
 - Employee Detail
 - Employee Accrual
 - Detail Check History Report
 - Payroll Register

UTILITY BILLING:

Phase 1

- View charge code file with rate tables
- View account master – perform drill down
- View customer file
- View bill inquiry
- View account inquiry

Phase 2

- Add new account
- Create water service record
- Start a new bill run
 - View charges file maintenance
- Enter meter reading manually
- Run charges proof register
- Generate accounts receivable
- Print bills (on blank paper without forms)
- Make a payment to a bill

Phase 3 _____

- Reports:
 - Consumption inquiry/report
 - Utility billing aging report
 - Charge/payment history
 - Detail receivables register

OTHER REVENUE (TAX/EXCISE/GENERAL BILLING):

Phase 1 _____

- View customer file
- View parcel file
- View charge code file
- View tax year parameter
- View motor vehicle master file
- View bill inquiry
- View lien file
- View receipt inquiry
- View activity totals inquiry/report

Phase 2 _____

- Create a new general billing customer
- Add a general billing invoice
- Make a payment against the general billing
- Make a payment against a tax/excise/personal property/etc. bill
- Print payments proof
- Post payments
- Use receipt inquiry to find the payment

Phase 3 _____

- Reports
 - Summary receivables
 - Detail receivables
 - Posted payments report

PERMITS & CODE ENFORCEMENT:

Phase 1 _____

- View permit type f/m
- View Project Type f/m
 - Find a Project type with the 4 “bottom buttons” checked which indicates there is data. If none, build some defaults at the bottom.
 - Drill down using the bottom buttons

- View Inspection Type f/m
 - Drill down into inspectors and checklist at bottom
- View violation code f/m
 - Drill down into enforcement steps
- View property master
 - Perform drill down using the side menu options

Phase 2 _____

- Add a new property
 - Set up default restrictions, hazards, and violations at the bottom
- Add a new application
 - Use a project/act that has the four defaults set in project type f/m (one each)
 - Make sure the app automatically sets up the default permits, prerequisites, inspections, and dept/board reviews by choosing the options to view
 - Choose the collect side menu option. Make sure you can accept payments for the fees and the system links to the accounts receivable module properly

Phase 3 _____

- Reports
 - Applications status report
 - Inspections history report
 - Violations report
 - Contractors report
 - Dept/board review report

PARKING TICKETS:

Phase 1 _____

- View parking ticket parameter file
- View parking ticket charge codes
- View owner maintenance

Phase 2 _____

- Parking ticket entry
- Parking ticket inquiry
- Review export/import of data
- Review late processing

Phase 3 _____

- Issue by location report
- Violations by issue date report
- Issuer productivity report

BUSINESS LICENSES:

- View customer file
- View description codes
- View business license charge codes
- View business license master file
- View business license late payment process
- View bill inquiry
- View business master report
- View business location report

ANIMAL LICENSES:

- View animal type file
- View customer file
- View animal license master file
- View license detail report
- View license history report
- View tag report

PROJECT ACCOUNTING:

(Performed with General Ledger)

- View project master table
- View general ledger master with project code
- View project budget report

MUNIS OFFICE:

- Export from general ledger account inquiry into Excel
- Export from general ledger account inquiry into Word

BUSINESS OBJECTS:

- Verification Report for Crystal Reports from the Knowledgebase will be used to display results from the MUNIS Verification database. No configuration needs to be done to run this report.

TYLER REPORTING SERVICES:

-
- Verification Report for Tyler Reporting Services from the Knowledgebase will be used to display results from the MUNIS Verification database. No configuration needs to be done to run this report.

CONTRACT MANAGEMENT:

-
- View contract master file
 - Enter a requisition against a contract
 - View contract master to highlight changes

TREASURY MANAGEMENT:

-
- View a recurring cash flow record for current fiscal year in recurring cash flow F/M
 - Generate cash flow file maintenance
 - Generate a journal entry on the cash flow file maintenance record created
 - Go to general journal entry/proof, find journal that was generated and post it

MUNIS SELF SERVICE – EMPLOYEES:

Phase 1

-
- View and update the general administration settings
 - Add a new user under users

Phase 2

-
- View and update application administration under Employee Admin
 - View and add a web link or document under Document Administration

Exhibit 3

Support Call Process

Client Support

Tyler Technical Support Department for Munis®

Goal: *To provide an effective support mechanism that will guarantee timely resolution to calls, resulting in high-level client satisfaction.*

Contact Us

Call Tyler's toll free number (800-772-2260) or log a support request online through the Tyler Client Portal available at Tyler's Support Web site (www.tylertech.com).

Support Organization

Tyler's Technical Support Department for Munis is divided into multiple teams: Financials, Payroll/HR/Pension, Tax/Other Revenue and Collections, Utility Billing and Collections, OS/DBA (Operating System and Database Administration), and TylerForms and Reporting Services.

These "product-specific" teams allow support staff to focus on a group of products or services. A group of specialists assigned to each team handle calls quickly and accurately.

Each team consists of a Munis Support Product Manager, Support Analysts and Technical Support Specialists. The Support Product Manager is responsible for the day-to-day operations of the team and ensures we provide exceptional technical support to our clients. The Support Analysts are responsible for assisting the team with clients' issues, and provide on-going team training. Technical Support Specialists are responsible for diagnosing and resolving client issues in a timely and courteous manner.

Standard Support Hours

Applications	Hours
Financials	8:00am-8:00pm EST Monday-Friday
Payroll/HR/Pension	8:00am-8:00pm EST Monday-Friday
Tax/Other Revenue & Collections	8:00am-6:00pm EST Monday-Friday
Utility Billing & Collections	8:00am-8:00pm EST Monday-Friday
OS/DBA	8:00am-9:00pm EST Monday-Friday
TylerForms & Reporting Services	8:00am-5:00pm EST Monday-Friday

Focus on Incoming Rate

When you call Technical Support, your call is answered by a Support Technician, or is transferred into the Support voice mail. *Our goal is to capture 75% of our daily calls incoming*, which means you will often start working with a Support Specialist immediately upon calling Tyler.

Leaving Messages for Support

When leaving a message on the Support voice mail, ensure the following information is contained within the message:

- Your full name (first name, last name) and the site you are calling for/from
- A phone number where you can be reached
- The details of the issue or question you have (i.e.: program, • process, error message)
- The priority of the issue (1, 2, 3, or 4)
- When you will be available for a return call (often Support will call back within an hour of receiving your message)

Paging

All client questions are important to us. There may be times when you are experiencing a priority 1 critical issue and all technicians for the requested team are on the line assisting clients. In this circumstance, it is appropriate to press 0 to be redirected to the operator. The operator will page the team you need to contact. We ask that you reserve this function for those times when Munis is down, or a mission critical application is down and you are not able to reach a technician immediately.

Online Support

Some questions can be handled effectively by e-mail. Once registered as a user on Tyler's Support Web site at www.tylertech.com, you can ask questions or report issues to Support through "Customer Tools". Tyler's Client Portal (TCP) allows you to log an incident to Technical Support anytime from any Internet connection. All TCP account, incident and survey data is available in real-time.

Your existing contact information defaults when you add a new Support incident. You will be asked for required information including Incident Description, Priority, Product Group and Product Module. Unlimited work-note text is available for you to describe the question or problem in detail, plus you can attach files or screenshots that may be helpful to Support.

When a new incident is added, the incident number is presented on the screen, and you will receive an automated e-mail response that includes the incident number. The new incident is routed to the appropriate Technical Support Team queue for response. They will review your incident, research the item, and respond via e-mail according to the priority of the incident.

Customer Relationship Management System

Every call or e-mail from you is logged into our Customer Relationship Management System and given a unique call number. This system tracks the history of each incident, including the person calling, time of the call, priority of the call, description of the problem, support recommendations, client feedback and resolution. For registered users on Tyler's Support Web site (www.tylertech.com), a list of calls is available real-time under the Tyler Client Portal (TCP).

Call Numbers

Support's goal is to return clients' calls as soon as possible. If you are not available when we call back, we will leave a message with the open call number on your voice mail or with a person in your office. When you call back, you can reference this call number so you do not have to re-explain the issue.

An open call number is also given to you once an initial contact has been made with Support and it has been determined that the issue can't be resolved during the initial call. The open call number lets you easily track and reference specific open issues with Support.

Call Response Goals

Open Call Priority	Maximum number of days a support call is open	Support managers and analysts review open calls
1	Less than a day	Daily
2	10 Days or less	Every other day
3	30 Days or less	Weekly
4	60 Days or less	Weekly

Call Priorities

A call escalation system is in place where, each day, Support Analysts and Product Support Managers, review open calls in their focus area to monitor progress.

Each call logged is given a priority (1, 2, 3, and 4) according to the client's needs/deadlines. The goal of this structure is to clearly understand the importance of the issue and assign the priority for closure. The client is responsible for setting the priority of the call. Tyler Support for Munis tracks responsiveness to priority 1, 2 and 3 calls each week. This measurement allows us to better evaluate overall client satisfaction.

Priority 1 Call — issue is critical to the client, the Munis application or process is down.

Priority 2 Call — issue is severe, but there is a work around the client can use.

Priority 3 Call — issue is a non-severe support call from the client.

Priority 4 Call — issue is non-critical for the client and they would like to work with Support as time permits.

Following Up on Open Calls

Some issues will not be resolved during the initial call with a Support Technician. If the call remains open, the technician will give you an open call number to reference, and will confirm the priority of the incident.

If you want to follow up on an open call, simply call the appropriate Support Team and reference the call number to the Technician who answers or leave this information in your message. Referencing the open call number allows anyone in support to quickly follow up on the issue. You can also update the incident through TCP on Tyler's Web site (www.tylertech.com) and add a note requesting follow-up.

Escalating a Support Call

If the situation to be addressed by your open call has changed and you need to have the call priority adjusted, please call the appropriate Support Team and ask to be connected to the assigned technician. If that technician is unavailable, another technician on the team may be able to assist you, or will transfer you to the Product Support Team Manager. If you feel you are not receiving the service you need, please call the appropriate Product Manager and provide them with the open call number for which you need assistance. The Product Manager will follow up on your open issue and determine the necessary action to meet your needs.

Technical Support Product Managers:

Financials Team	Michelle Madore (michelle.madore@tylertech.com)	(X4483)
Payroll/HR/Pension Team	Sonja Johnson (sonja.johnson@tylertech.com)	(X4157)
Tax/Other Revenue/Utility Billing Team	Steven Jones (steven.jones@tylertech.com)	(X4255)
OS/DBA Team	Ben King (ben.king@tylertech.com)	(X5464)
TylerForms & Reporting Services	Michele Violette (michele.violette@tylertech.com)	(X4381)

If you are unable to reach the Product Manager, please call CJ McCarron, Vice President of Technical Support at 800-772-2260, ext. 4124 (cj.mccarron@tylertech.com).

Resources

A number of additional resources are available to you to provide a comprehensive and complete support experience.

Munis Internet Updater (MIU): Allows you to download and install critical and high priority fixes as soon as they become available.

Release Admin Console: Allows you to monitor and track the availability of all development activity for a particular release; right from inside Munis.

Knowledgebase: A fully searchable depository of thousands of documents related to Munis processing, procedures, release info, helpful hints, etc.

Remote Support Tool

Some Support calls may require further analysis of your database or setup to diagnose a problem or to assist you with a question. GoToAssist® shares your desktop via the Internet to provide you with virtual on-site support. The GoToAssist tool from Citrix (www.citrix.com) provides a highly secure connection with 128-bit, end-to-end AES encryption. Support is able to quickly connect to your desktop and view your site's setup, diagnose problems, or assist you with screen navigation.

At the end of each GoToAssist session, there is a quick survey you should complete so we have accurate and up-to-date feedback on your Support experiences. We review the survey data in order to continually improve our Support services.

E-mail Registration

Clients can go to our Web site and register for e-mail "groups" based on specific Munis applications. We use these groups to inform clients of issues, and to distribute helpful technical tips and updated technical documentation. The survey information allows you to update your registration at any time, and you may unregister for one or more distribution lists at any time.

Tyler Web site

Once you have registered as a user on Tyler's Support Web site (www.tylertech.com), you have access to "Customer Tools" and other information such as online documentation, user forums, group training schedule/sign-up, and annual user conference updates/registration.

Timely TCP Progress Updates

Our technicians are committed to providing you timely updates on the progress of your open support incidents via the Tyler Client Portal. The frequency of these updates is determined by issue priority.

Priority 1 Incidents — Daily updates (only if phone contact is not possible)

Priority 2 Incidents — Weekly Updates

Priority 3 Incidents — Bi-weekly Updates

Priority 4 Incidents — Bi-weekly Updates

Updates will also be provided for any issue, regardless of priority, when action items have been completed or when there is pertinent information to share.

Exhibit 4

Business Travel Policy

1. Air Travel

A. Reservations & Tickets

Tyler's Travel Agent will provide an employee with the lowest available airfare within two hours before or after the requested departure time. If a net savings of \$100 or more is possible through an alternate flight with not more than one stop, the flight with the lower fare should be accepted. Employees are encouraged to make reservations far enough in advance to take full advantage of discount opportunities.

B. Baggage Fees

Fees for checking one piece of baggage will be fully reimbursed, provided it is directly related to Tyler business. Baggage fees for sports equipment are not reimbursable.

2. Ground Transportation

A. Private Automobile

Business use of an employee's private automobile will be reimbursed at a rate of \$.555 per mile plus out of pocket costs for tolls and parking. Mileage will be calculated by using the employee's office as the starting and ending point, in compliance with IRS regulations. Employees who have been designated a home office should calculate miles from their home.

B. Rental Car

Employees are authorized to rent cars only in conjunction with air travel when cost, convenience and the specific situation require their use. When renting a car for Tyler business, employees should select a "mid-size" or "intermediate" car. "Full" size cars may be rented when three or more employees are traveling together.

C. Public Transportation

Taxi or airport limousine services should be considered when traveling in and around cities or to and from airports. The Company will reimburse the actual fare plus a reasonable tip (15-18%). In the case of a free hotel shuttle to the airport, a \$1 tip per bag is reimbursable.

3. Lodging

Tyler's Travel Agent will select hotel chains that are well established, reasonable in price and conveniently located in relation to the traveler's work assignment. Typical hotel chains include Fairfield Inn, Hampton Inn and Holiday Inn Express. If the customer has a discount rate with a local hotel, notify Tyler's Travel Agent as soon as possible to ensure that all employees can take advantage of the rate.

4. Meals

Employee meals while on travel status are reimbursable in the form of a flat per diem rate. The reimbursement rates for individual meals are as follows:

Breakfast	\$ 7.00
Lunch	12.00
<u>Dinner</u>	<u>30.00</u>
Total	\$49.00

A. Overnight Travel

Employees on overnight travel status are eligible to claim all three meals on their expense report except as follows:

Departure Day

Depart before 12:00 noon	Lunch and dinner
Depart after 12:00 noon	Dinner
Return Day	

Return before 12:00 noon	Breakfast
Return between 12:00 noon & 8:00 p.m.	Breakfast and lunch
Return after 8:00* p.m.	Breakfast, lunch and dinner

*8:00 is defined as direct travel time and does not include time taken to stop for dinner

B. Same Day Travel

Employees traveling at least 2 hours to a site and returning in the same day are eligible to claim lunch on an expense report. Employees on same day travel status are eligible to claim dinner in the event they return home after 8:00* p.m.

*8:00 is defined as direct travel time and does not include time taken to stop for dinner

5. Internet Access – Hotels and Airports

Employees who travel may need to access their e-mail at night. Many hotels provide free high speed internet access and Tyler employees are encouraged to use such hotels whenever possible. If your hotel charges for internet access it is reimbursable up to \$10.00 per day. Charges for internet access at airports are not reimbursable.

Effective Date: July 3, 2011

Exhibit 5

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IN WITNESS WHEREOF, the parties hereto have executed this Agreement as of the dates set forth below.

Tyler Technologies, Inc.
ERP and Schools Division

[INSERT CLIENT NAME]

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____



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Sample of Implementation Plan
DATE

CITY, STATE

NAME OF SYSTEM

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Section 1 Project Scope Agreement

1.1 Document Control Information

Document Number	Munis - <<Client>> - 001
Document Title:	Munis Implementation Phase Project Scope Agreement
Creation Date:	01/15/2009
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Document Status:	

1.2 Change Control History

Change Control Number	Change Date	Description

1.3 Introduction

The Munis Division (Munis®) of Tyler Technologies, Inc. ® conducts the overall project for the implementation of the suite of Tyler Software Products in several Phases. These phases generally align by the product categories of:

- Technical installation and setup
- Financials
- Payroll and Human Resources
- Revenue Products

This document addresses the scope of activities performed under the Munis Implementation Phase of the overall Tyler Software Products implementation project. Specifically, this document describes the expectations, participant roles and responsibilities, and project approach to implementation of the Munis suite of software modules for the <<Client>>. The Munis Implementation Phase (Project) requires the cooperative working relationship between two major entities; namely, <<Client>> who is the ultimate customer for the new system and Tyler who is the software vendor responsible for baseline and customization software delivery. This document describes the working relationships between <<Client>> and Munis, as well as the project activities, deliverables, and responsibilities required for the successful project completion.

Acceptance of this Scope Agreement binds the major parties to the scope and approach for the Munis Implementation Phase as described in this document. Changes to this Scope Agreement may be made at any time, provided such changes follow the established formal change management approach defined later in this document, and such changes continue to represent agreed upon commitments.

1.4 Project Phase Overview

Tyler, in partnership with <<Client>>, will place into production the Munis software product suite and other supporting products, which includes, and is limited to, the following modules:

- General Ledger
- Budgeting
- Performance Based Budgeting
- Accounts Payable
- Project & Grant Accounting
- Requisitions
- Purchase Orders
- Inventory
- Work Orders, Fleet & Facilities Management
- Fixed Assets
- Interface to BMI Asset Tracking
- System Administration
- Contract Management
- Workflow
- Bid Management
- GASB 34 Report Writer
- Treasury Management
- Accounts Receivable/Cash Receipting
- General Billing
- Munis Content Management Software
- Munis Office
- Munis Crystal Reports
- Tyler Forms Processing
- Payroll
- HR Management
- Applicant Tracking
- Pension Tracking
- Timekeeping Interface
- Business Licenses
- Utility Billing
- UB Meter Reader Interface
- Permits & Code Enforcement
- Tax Billing
- CAMA Bridge
- BSA Interface
- CLT Interface
- MA Tax Title
- Maryland Tax Sale
- ME, NH Tax Lien
- NY Delinquent Process
- VA Delinquent Process
- VA Income Tax
- VA Motor Vehicle Decal
- Boat Excise
- MA Excise Tax
- NC Motor Vehicle Billing
- IL Vehicle Sticker
- Parking Tickets
- Enforcement Technology Handheld Interface
- Jury Selection – NC
- Voter
- Animal Licenses
- Portal

Other Munis software products and/or services that <<Client>> may elect to implement may be addressed as separate Phases and therefore are not within the scope of this Munis Implementation Project Phase.

Working together, the Munis and <<Client>> project team will:

- Place all purchased Munis modules in a verification/test, training and production environment
- Assist in refining <<Client>>'s business procedures in accordance with the features and functionality of the Munis software

- Define requirements for Munis customization for purchased functional modifications and interfaces with third-party systems
- Develop and present end-user training
- Convert <<Client>> legacy system data into Munis
- Perform system integration and acceptance testing according to Munis Test Strategies
- Assist in transitioning <<Client>> business operations into production with Munis
- Support post-implementation operations

1.5 Project Assumptions

The following assumptions apply for project planning purposes and for defining the phase scope.

- At the initiation of the Project, <<Client>> Executive sponsors shall confirm <<Client>> buy-in for this Project by issuing an “executive mandate” to all <<Client>> departments stating the importance and priority of supporting this Project.
- Tyler shall provide <<Client>> Project Manager a draft Project Scope Plan, to support <<Client>>’s development of their own Project Scope Plan defining the Project’s goals and required commitments.
- Any modifications or enhancement requests not expressly stated or noted in contract will be deemed not within scope. Modifications or enhancements requested after contract signing must follow change management guidelines and have the potential to change cost, scope, schedule and live dates for project phases.
- The Tyler Project Manager is responsible for the initial development and life-cycle maintenance of the Munis Implementation Phase project plan (Plan). <<Client>> is responsible for participating in development and definition of the Plan, schedule planning, resource assignments, and approval of the final baseline Plan.
- Both Tyler and <<Client>> are responsible for adhering to and executing the project in accordance with the schedule and budget defined in the approved Plan. In the event either party finds that significant variance to planned schedule may occur or is occurring, then Tyler and <<Client>> Project Managers are responsible for determining the necessary corrective actions and updating the Plan accordingly.
- Microsoft® Excel version 2007 or Microsoft® Project are the software tools used to develop the Plan. The Plan will then be uploaded to the Microsoft® Share Point site for further maintenance. Tyler assumes that <<Client>>, at a minimum, has the internet tools necessary to read or view materials on the Share Point site.
- In the event <<Client>> may elect to add and/or modify <<Client>> business policies during the course of this Project, then such policy changes are solely <<Client>>’s responsibility to define, document and implement.
- In support of the overall project management activities, <<Client>> will:
 - Appoint a <<Client>> Project Manager with overall responsibility for <<Client>> resources and with the authority to ensure decisions and commitments from <<Client>> are made and communicated to the Tyler Project Manager in a timely and efficient manner.
 - Communicate to the Tyler Project Manager on the progress of <<Client>>’s internal deliverables and any deviation that would affect Tyler’s ability to meet the Project schedule.
 - Ensure that individuals with the authority to represent <<Client>> and to provide information needed by Tyler are available when necessary, attend meetings as required, and perform all activities assigned to <<Client>>.
 - Provide technical documentation and answer questions pertaining to (i) systems with which Munis

is to interface and (ii) data that is to be converted into Munis format.

- Maintain and manage a Project Risk Register. This document records potential risks to Project success and defines a risk mitigation approach. On a regular basis, the Tyler Project Manager and <<Client>> Project Manager shall review this log to ensure risks are being adequately addressed.
- In the event the Tyler Project Manager and <<Client>> Project Manager are unable to reach a mutually agreeable resolution to Project issues or concerns, then the following escalation process shall be followed:
 - <<Client>> shall advise the Tyler Project Manager of the need for escalation, then contact the Tyler Regional Manager, Penny Parsons, to present <<Client>>'s concerns and solicit resolution.
 - If resolution is not reached at this level, escalation may continue to Danelle Daley, Tyler National Implementation Manager.
 - If resolution is not reached at this level, escalation may continue to Chris Hepburn, PMP, Tyler Vice President of Services.

1.5.1 Personnel Assumptions

The personnel listed below have been identified for the roles as indicated. These people will be assigned to their indicated roles during the entire implementation. In the case where the person is indicated as TBD (to be determined), it is assumed that qualified staff will be available as the schedule requires. Each organization is responsible to insure this assumption is valid.

Position	Staff	Commitment
Tyler Project Manager		Part Time
Tyler Consulting Project Manager		Part Time
Tyler Consulting Analyst - Financials		Part Time
Tyler Consulting Analyst – PR/HR		Part Time
Tyler Consulting Analyst – Revenue		Part Time
Tyler Financial Project Manager		Part Time
Tyler Implementer		Part Time
Tyler Implementer		Part Time
Tyler Payroll/HR Project Manager		Part Time
Tyler Implementer		Part Time
Tyler Implementer		Part Time
Tyler Revenue Project Manager		Part Time
Tyler Implementer		Part Time
Tyler UB Project Manager		Part Time
Tyler Implementer		Part Time
Tyler Technical Analyst		Part Time
Tyler Conversion Manager		Part Time
Tyler Regional Manager		Part Time

<<Client>> Project Manager

<<Client>> Conversion Support

<<Client>> Functional Lead

<<Client>> Functional Lead

**<<Client>> System
Administration Lead**

<<Client>> Technical Support

The following assumptions apply to staff resource assignments for the project:

- Identified project staff resources will be available for project work in accordance with the schedule defined within the Plan. Project staff should not be required to spend time on other company business in lieu of or to the detriment of their project responsibilities.
- Project staff shall be knowledgeable and experienced within their assigned functional area.
- Additional subject matter experts shall be made available as necessary to address specific functional and procedural issues that might arise and require expertise beyond that of the immediate project staff.
- To ensure knowledge and performance continuity, project staff shall be assigned to the Project for the entire duration of the Project Phase.
- <<Client>> project staff is able and empowered to answer and resolve business issues on behalf of <<Client>>.

1.5.2 Technical Support Assumptions

While the technical infrastructure setup and software installation are activities beyond the scope of the Munis Implementation project, technical preparations and deliverables have crucial ramifications for the Munis Implementation project. Therefore it is important that the following assumptions be satisfied:

- <<Client>> shall have in place all hardware, software, and technical infrastructure necessary to support the Project.
- The Munis modules shall be installed, functional, and available to project staff prior to the first hands-on sessions.
- Network access to the Munis modules, printers and the Internet shall be available to all applicable <<Client>> and Tyler project staff.
- <<Client>>, upon request from the Tyler Project Manager, will coordinate MIS functions such as system backups, loading releases and software updates, hardware installation, operating system setup and maintenance, and system administration. <<Client>> may be requested to perform these tasks in a timely manner in association with specific implementation requirements.

1.5.3 Client Homework Support Assumptions

Throughout the course of the Project, Tyler will identify ‘homework’ assignments for <<Client>> to perform. Homework assignments include such activities as data entry, practicing training exercises, functional testing, conversion validation, etc. The following outlines major assumptions regarding these homework activities:

- Each homework activity shall be identified and scheduled within the Project Plan and available in a “Homework” view on the Share Point site.
- Tyler shall clearly define each assignment for <<Client>>, the anticipated deliverable from the assignment, and assignment completion schedule.

- <<Client>> Project Manager is responsible for ensuring the assignments are accomplished in accordance with the timeline defined within in the Project Plan.

1.5.4 Operational Transfer Plan

At the completion of each phase (i.e., Financials, PR, etc.) a transition teleconference call with Tyler support be coordinated as formal closure to a project phase.

1.6 General Project Activities and Deliverables

1.6.1 Project Planning and Kickoff

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

- <<Client>> shall assign and authorize a Project Manager prior to the start of this phase.
- <<Client>> Project Manager, along with the Tyler Project Manager, shall participate in the review and final revision of the Project management and planning documents, which include this Munis Implementation Project Scope Agreement, the Project Risk Register, and the Communications Plan.
- The Tyler Project Manager and <<Client>> Project Manager shall complete development of the Project Plan.
- <<Client>> project staff shall participate with the Tyler Project Manager in the Project Kickoff meeting to discuss the project approach and expectations.

1.6.2 System Administration

The following outlines major assumptions and activities surrounding the System Administration implementation phase of the Project:

- Tyler shall advise <<Client>> on Munis security and user setup features (e.g., Munis Menu Security, ID Code Permissions, User Setup, etc.).
- <<Client>> shall define and setup menu and end-user security options.
- <<Client>> through data testing will approve the functional configuration options and setup.

1.6.3 Tyler Consulting Services

The following outlines major assumptions and activities surrounding the Tyler Consulting Services phase of the Project:

- Tyler Consulting shall conduct Best Process Improvement (“As Is”) interviews with functional leads in order to understand current practices, procedures and policies.
- Tyler Consulting shall conduct “As Is” brainstorm sessions and analyze how to improve business processes utilizing Munis software.
- Tyler Consulting shall conduct Business Solution Design (“To Be”) through: an in-depth review of Munis options; development, delivery and review of Best Practice Recommendations with Functional Leaders; analysis of auxiliary tables; and the recommendation of setup decisions, table design, and product utilization.
- Tyler Consulting shall provide Munis Implementation with detailed setup plan.
- Tyler Consulting shall review policy areas that may impact the <<Client>> and require <<Client>> action.

- Tyler Consulting shall deliver an Excel spreadsheet with line item recommendations, decisions required, decision status and deadline.
- Tyler Consulting shall provide Core User Desktop Procedures Documents outlining the major steps for the modules identified below, following policy decisions.
- <<Client>> provide policy and procedure documentation.
- <<Client>> will appoint Function Leads for each module.
- <<Client>> will update Excel spreadsheet with <<Client>>'s decision made for each line item recommendation by deadlines.

Modules included in this process are:

- General Ledger
- Project Accounting
- Accounts Payable
- Budget
- Purchasing/Requisitions
- Contract Management
- Treasury Management
- Fixed Assets & Inventory
- Work Orders, Fleet & Facility Management
- Miscellaneous Cash Receipts and General Billing
- Payroll
- HR Management
- Applicant Tracking
- Utility Billing
- Parking Tickets
- Business Licenses

1.6.4 Workflow

The following outlines major assumptions and activities surrounding the Workflow implementation phase of the Project:

- Tyler shall advise <<Client>> on Munis Workflow setup applicable to the Munis applications deliverables, (e.g., Approvers, Business Rules, etc.).
- <<Client>> shall define and setup Workflow user options.
- <<Client>> through data testing will approve the functional configuration options and setup.

1.6.5 General Ledger

The following outlines major assumptions and activities surrounding the General Ledger implementation phase of the Project:

- Tyler will assist the Client with the definition of a revised Chart of Accounts.
- The Client shall approve the revisions to the Chart of Accounts prior to proceeding to the next stage of

General Ledger implementation.

- Tyler will assist the Client in the selection and definition of General Ledger functional configuration options (e.g., organization code, fund attributes, journal number controls, etc.).
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- The Client, with Tyler support, shall conduct configuration testing and approval using sample data prior to conversion data loading, verification or end-user training.
- Tyler will provide a Chart of Accounts conversion spreadsheet to the Client and will review instructions for its completion.
- Tyler will instruct the Client how to import and verify the Chart of Accounts converted data.
- The Client is responsible for verifying the Chart of Accounts conversion.
- The Client will approve the final converted data.
- No General Ledger functional modifications are included within the <<TYPE>> Project scope.
- Munis shall support the functional verification of the import of data into the General Ledger from external third-party interfaces.

1.6.6 Project Accounting

The following outlines major assumptions and activities surrounding the Project/Grant Accounting implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of the Project/Grant Accounting functional configuration options (e.g., Funding Source/Grantor table, Grant Accounting integration with General Billing, etc).
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- No Project Accounting functional modifications are included within the <<TYPE>> Project scope.

1.6.7 Budgeting

The following outlines major assumptions and activities surrounding the Budgeting implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of Budgeting functional configuration options (e.g., Budget levels, transfers/amendments, etc.).
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- The Client, with Tyler support, shall conduct configuration testing and approval using sample data prior to conversion data loading or verification.
- Tyler will provide a Budgeting conversion spreadsheet and will review instructions for its completion (if purchased).
- The Client will import and verify the Budgeting converted data.
- The Client is responsible for verifying the Budgeting conversion data.
- The Client will approve the final converted data.
- No Budgeting functional modifications are included within the <<TYPE>> Project scope.

1.6.8 Treasury Management

The following outlines major assumptions and activities surrounding the Treasury Management implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of Treasury Management functional configuration options (e.g., Bank Codes, Type Codes, etc.).
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- No Treasury Management functional modifications are included within the <<TYPE>> Project scope.

1.6.9 Requisitions

The following outlines major assumptions and activities surrounding the Requisitions implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of Requisitions in coordination with Purchase Orders functional configuration options (e.g., Buyers, Approvers, etc.).
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through testing, will approve the functional configuration options and setup.
- No Requisitions functional modifications are included within the <<TYPE>> Project scope.

1.6.10 Purchase Orders

The following outlines major assumptions and activities surrounding the Purchase Orders implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of Purchase Orders functional configuration options (e.g., Req/PO numbering, Bill to/Ship to Codes, Commodity Codes, etc.).
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client will approve the functional configuration options and setup.
- The Client, through data testing, will approve the functional configuration options and setup.
- The Client with Tyler support shall conduct configuration testing and approval using sample data prior to conversion data loading or verification.
- Tyler will provide a Purchase Order conversion spreadsheet and will review instructions for its use (if purchased).
- Tyler will instruct the Client how to load and verify the Purchase Order converted data.
- The Client is responsible for verifying the Purchase Order conversion.
- The Client will approve the final converted data.
- No Purchase Order functional modifications are included within the <<TYPE>> Project scope.

1.6.11 Accounts Payable

The following outlines major assumptions and activities surrounding the Accounts Payable implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of Accounts Payable functional configuration options (e.g., A/P Parameters, Miscellaneous Codes, etc.).

- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- The Client, with Tyler support, shall conduct configuration testing and approval using sample data prior to conversion data loading or verification.
- Tyler will provide an Accounts Payable conversion spreadsheet and will review instructions for its completion (if purchased).
- Tyler will instruct the Client how to load and verify the Purchase Order converted data.
- The Client is responsible for verifying the Accounts Payable conversion process.
- The Client will determine and approve the final converted data.
- No Accounts Payable functional modifications are included within the <<TYPE>> Project scope.
- Munis shall support the functional verification of the import of data into Accounts Payable from external third-party interfaces.

1.6.12 Bid Management

The following outlines major assumptions and activities surrounding the Bid Management implementation phase of the Project:

- Tyler will assist the Client in the analysis of Bid Management functionality (e.g., Commodity Code integration, Bid/Master Catalog, etc.).
- The Client, with Tyler support, is responsible for the testing of selected functional options.
- The Client, through data testing, will approve the functional options and setup.
- No Bid Management functional modifications are included within the <<TYPE>> Project scope.

1.6.13 Contract Management

The following outlines major assumptions and activities surrounding the Contract Management implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of Contract Management functional configuration options (e.g., Parameter File, Miscellaneous Codes, etc.).
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- No Contract Management functional modifications are included within the <<TYPE>> project scope.

1.6.14 Inventory

The following outlines major assumptions and activities surrounding the Inventory implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of Inventory functional configuration options.
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client will approve the functional configuration options and setup.
- The Client, through data testing, will approve the functional configuration options and setup.
- The Client with Tyler support shall conduct configuration testing and approval using sample data prior to conversion data loading or verification.

- Tyler will provide an Inventory conversion spreadsheet and will review instructions for its use (if purchased).
- Tyler will instruct the Client how to load and verify the Inventory converted data.
- The Client is responsible for verifying the Inventory conversion.
- The Client will approve the final converted data.
- No Inventory functional modifications are included within the <<TYPE>> Project scope.

1.6.15 Fixed Assets

The following outlines major assumptions and activities surrounding the Fixed Assets implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of General Ledger functional configuration options (e.g., Parameter Table, Class, Sub-Class, Department Codes, etc.).
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- The Client, with Tyler support, shall conduct configuration testing and approval using sample data prior to conversion data loading or verification.
- Tyler will provide a Fixed Assets conversion spreadsheet and will review instructions for its completion (if purchased).
- Tyler will instruct the Client how to load and verify the Fixed Assets converted data.
- The Client will verify the Fixed Assets converted data.
- The Client is responsible for verifying the Fixed Assets conversion process.
- The Client will approve the final converted data.
- No Fixed Assets functional modifications are included within the <<TYPE>> Project scope.

1.6.16 GASB 34 Report Writer

The following outlines major assumptions and activities surrounding the GASB34 Report Writer implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of the GASB34 Report Writer functional configuration options.
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client will approve the functional configuration options and setup.

1.6.17 Work Orders, Fleet & Facilities Management

The following outlines major assumptions and activities surrounding the Inventory implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of Work Orders, Fleet & Facilities Management functional configuration options.
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client will approve the functional configuration options and setup.
- The Client, through data testing, will approve the functional configuration options and setup.

- The Client with Tyler support shall conduct configuration testing and approval using sample data prior to conversion data loading or verification.
- Tyler will provide a Work Orders, Fleet & Facilities Management conversion spreadsheet and will review instructions for its use (if purchased).
- Tyler will instruct the Client how to load and verify the Work Orders, Fleet & Facilities Management converted data.
- The Client is responsible for verifying the Work Orders, Fleet & Facilities Management conversion.
- The Client will approve the final converted data.
- No Work Orders, Fleet & Facilities Management functional modifications are included within the <<TYPE>> Project scope.

1.6.18 General Billing

The following outlines major assumptions and activities surrounding the General Billing implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of General Billing functional configuration options (e.g., A/R Codes, Charge Codes, integration with Projects/Grant Accounting, etc.).
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client will approve the functional configuration options and setup.
- The Client, through data testing, will approve the functional configuration options and setup.
- The Client with Tyler support shall conduct configuration testing and approval using sample data prior to conversion data loading or verification.
- Tyler will provide a General Billing conversion spreadsheet and will review instructions for its use (if purchased).
- Tyler will instruct the Client how to load and verify the General Billing converted data.
- The Client is responsible for verifying the General Billing conversion.
- The Client will approve the final converted data.
- No General Billing functional modifications are included within the <<TYPE>> Project scope.

1.6.19 Accounts Receivable/Cash Receipting

The following outlines major assumptions and activities surrounding the Accounts Receivable/Cash Receipting implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of Accounts Receivable/Cash Receipting functional configuration options (e.g., A/R Code, A/R Parameter File, etc.).
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- No Accounts Receivable/Cash Receipting functional modifications are included within the <<TYPE>> Project scope.

1.6.20 Tyler Forms Processing

The following outlines major assumptions and activities surrounding the Tyler Forms Processing implementation phase of the Project:

- Munis will implement Tyler Forms as applicable to the Purchase Order, Accounts Payable Checks and General Billing Forms.
- Munis Project Manager coordinates Tyler Forms Implementation to insure Client's requirements and schedule are communicated in a timely manner.
- Client is responsible for responding to Tyler Forms Implementation print solutions information requests in a comprehensive and timely manner.
- Client agrees to sign-off on form designs no later than sixty (60) days before go-live.
- Client will approve the print solution options selected.
- Munis will support the Client's verification and test of the delivered print solutions.
- The Client shall provide final approval of the Client's print solutions.
- Munis Project Manager, with the assistance of the Client Project Manager, will monitor the progress of the Tyler Forms deliverables to insure compliance with the Project Plan.

1.6.21 Munis Crystal Reports

The following outlines major assumptions and activities surrounding the Crystal Reports implementation phase of the Project:

- The Client shall have the Crystal Reports software installed and available before Munis begins Munis Crystal Reports interface training
- Tyler will assist the Client in the creation of report structure detail (e.g. Headers, Footers, Field and Text Objects, etc.).
- Tyler will provide exercises to assist during the Crystal Report training.
- Munis Crystal Reports training provides and introductory exposure to Crystal Reports functionality, but does not include the development of specific reports.
- Munis Crystal Reports training will not take place until a suitable database with Client specific information is available for reporting purpose.

1.6.22 Munis Office

The following outlines major assumptions and activities surrounding the Munis Office implementation phase of the Project:

- Munis shall introduce and provide training of the integration of the Munis Office with the Microsoft® Office Suite during the presentation of each applicable module.

1.6.23 Tyler Content Management

The following outlines major assumptions and activities surrounding the Munis Content Management Software implementation phase of the Project:

- Installation is handled by Tyler-Munis Installation Team and Client.
- Training is accomplished through a Video presentation.

1.6.24 Payroll

The following outlines major assumptions and activities surrounding the Munis Payroll Software implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of Payroll functional configuration options.

- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- The Client, with Tyler support, shall conduct configuration testing and approval using sample data prior to conversion data loading or verification.
- Tyler will provide a Payroll conversion spreadsheet and will review instructions for its completion (if purchased).
- Tyler will instruct the Client how to load and verify the Payroll converted data.
- The Client is responsible for verifying the Payroll conversion process.
- The Client will determine and approve the final converted data.
- The Client will complete a minimum of two parallel payroll cycles.
- No Payroll functional modifications are included within the <<TYPE>> Project scope.

1.6.25 HR Management

The following outlines major assumptions and activities surrounding the Munis HR Management Software implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of HR Management functional configuration options.
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- The Client, with Tyler support, shall conduct configuration testing and approval using sample data prior to conversion data loading or verification.
- Tyler will provide a HR Management conversion spreadsheet and will review instructions for its completion (if purchased).
- Tyler will instruct the Client how to load and verify the HR Management converted data.
- The Client is responsible for verifying the HR Management conversion process.
- The Client will determine and approve the final converted data.
- No HR Management functional modifications are included within the <<TYPE>> Project scope.

1.6.26 Applicant Tracking

The following outlines major assumptions and activities surrounding the Munis HR Management Software implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of Applicant Tracking functional configuration options.
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- The Client, with Tyler support, shall conduct configuration testing and approval using sample data prior to conversion data loading or verification.
- Tyler will provide an Applicant Tracking conversion spreadsheet and will review instructions for its completion (if purchased).
- Tyler will instruct the Client how to load and verify the Applicant Tracking converted data.

- The Client is responsible for verifying the Applicant Tracking conversion process.
- The Client will determine and approve the final converted data.
- No Applicant Tracking functional modifications are included within the <<TYPE>> Project scope.

1.6.27 Pension Tracking

The following outlines major assumptions and activities surrounding the Munis Pension Tracking Software implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of Pension Tracking Software functional configuration options.
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- The Client, with Tyler support, shall conduct configuration testing and approval using sample data.
- No Pension Tracking functional modifications are included within the <<TYPE>> Project scope.

1.6.28 Timekeeping Interface

The following outlines major assumptions and activities surrounding the Munis Timekeeping Interface implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of Timekeeping Interface functional configuration options.
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- No Timekeeping Interface functional modifications are included within the <<TYPE>> Project scope.

1.6.29 Business Licenses

The following outlines major assumptions and activities surrounding the Munis Business Licenses Software implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of Business Licenses functional configuration options.
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- The Client, with Tyler support, shall conduct configuration testing and approval using sample data prior to conversion data loading or verification.
- Tyler will provide a Business Licenses conversion spreadsheet and will review instructions for its completion (if purchased).
- Tyler will instruct the Client how to load and verify the Business Licenses converted data.
- The Client is responsible for verifying the Business Licenses conversion process.
- The Client will determine and approve the final converted data.
- No Business Licenses functional modifications are included within the <<TYPE>> Project scope.

1.6.30 Permits & Code Enforcement

The following outlines major assumptions and activities surrounding the Munis Permits & Code Enforcement Software implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of Permits & Code Enforcement functional configuration options.
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- The Client, with Tyler support, shall conduct configuration testing and approval using sample data prior to conversion data loading or verification.
- Tyler will provide a Permits & Code Enforcement conversion spreadsheet and will review instructions for its completion (if purchased).
- Tyler will instruct the Client how to load and verify the Permits & Code Enforcement converted data.
- The Client is responsible for verifying the Permits & Code Enforcement conversion process.
- The Client will determine and approve the final converted data.
- No Permits & Code Enforcement functional modifications are included within the <<TYPE>> Project scope.

1.6.31 Central Property File

The following outlines major assumptions and activities surrounding the Munis Central Property File Software implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of Central Property File functional configuration options.
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- The Client, with Tyler support, shall conduct configuration testing and approval using sample data prior to conversion data loading or verification.
- No Central Property File functional modifications are included within the <<TYPE>> Project scope.

1.6.32 Utility Billing

- The following outlines major assumptions and activities surrounding the Munis Utility Billing Software implementation phase of the Project:
- Tyler will assist the Client in the selection and definition of Utility Billing functional configuration options.
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- The Client, with Tyler support, shall conduct configuration testing and approval using sample data prior to conversion data loading or verification.
- Tyler will provide a Utility Billing conversion spreadsheet and will review instructions for its completion (if purchased).
- Tyler will instruct the Client how to load and verify the Utility Billing converted data.
- The Client is responsible for verifying the Utility Billing conversion process.
- The Client will determine and approve the final converted data.
- No Utility Billing functional modifications are included within the <<TYPE>> Project scope.

1.6.33 UB Meter Reader Interface

The following outlines major assumptions and activities surrounding the Munis UB Meter Reader Interface implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of the UB Meter Reader Interface functional configuration options.
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- No UB Meter Reader Interface functional modifications are included within the <<TYPE>> Project scope.

1.6.34 Tax Billing

The following outlines major assumptions and activities surrounding the Munis Tax Billing Software implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of Tax Billing functional configuration options.
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- The Client, with Tyler support, shall conduct configuration testing and approval using sample data prior to conversion data loading or verification.
- Tyler will provide a Tax Billing conversion spreadsheet and will review instructions for its completion (if purchased).
- Tyler will instruct the Client how to load and verify the Tax Billing converted data.
- The Client is responsible for verifying the Tax Billing conversion process.
- The Client will determine and approve the final converted data.
- No Tax Billing functional modifications are included within the <<TYPE>> Project scope.

1.6.35 CAMA Bridge

The following outlines major assumptions and activities surrounding the Munis CAMA Bridge implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of the CAMA Bridge functional configuration options.
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- No CAMA Bridge functional modifications are included within the <<TYPE>> Project scope.

1.6.36 BSA Interface

The following outlines major assumptions and activities surrounding the Munis BSA Interface implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of the BSA Interface functional configuration options.
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.

- No BSA Interface functional modifications are included within the <<TYPE>> Project scope.

1.6.37 CLT Interface

The following outlines major assumptions and activities surrounding the Munis CLT Interface implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of the CLT Interface functional configuration options.
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- No CLT Interface functional modifications are included within the <<TYPE>> Project scope.

1.6.38 Tax Title/Tax Sale/Tax Lien

The following outlines major assumptions and activities surrounding the Munis Tax Title/Tax Sale/Tax Lien Software implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of Tax Title/Tax Sale/Tax Lien Software functional configuration options.
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- Tyler will provide a Tax Title/Tax Sale/Tax Lien conversion spreadsheet and will review instructions for its completion (if purchased).
- Tyler will instruct the Client how to load and verify the Tax Title/Tax Sale/Tax Lien converted data.
- The Client is responsible for verifying the Tax Title/Tax Sale/Tax Lien conversion process.
- The Client will determine and approve the final converted data.
- The Client, with Tyler support, shall conduct configuration testing and approval using sample data prior to conversion data loading or verification.
- No Tax Title/Tax Sale/Tax Lien functional modifications are included within the <<TYPE>> Project scope.

1.6.39 Delinquent Process

The following outlines major assumptions and activities surrounding the Munis Delinquent Process implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of the Delinquent Process functional configuration options.
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- No Delinquent Process functional modifications are included within the <<TYPE>> Project scope.

1.6.40 Income Tax

The following outlines major assumptions and activities surrounding the Munis Delinquent Process implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of the Income Tax functional configuration

options.

- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- No Income Tax functional modifications are included within the <<TYPE>> Project scope.

1.6.41 Boat Excise

The following outlines major assumptions and activities surrounding the Munis Boat Excise Software implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of Boat Excise functional configuration options.
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- The Client, with Tyler support, shall conduct configuration testing and approval using sample data prior to conversion data loading or verification.
- Tyler will provide a Boat Excise conversion spreadsheet and will review instructions for its completion (if purchased).
- Tyler will instruct the Client how to load and verify the Boat Excise converted data.
- The Client is responsible for verifying the Boat Excise conversion process.
- The Client will determine and approve the final converted data.
- No Boat Excise functional modifications are included within the <<TYPE>> Project scope.

1.6.42 Excise Tax

The following outlines major assumptions and activities surrounding the Munis Excise Tax Software implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of Excise Tax functional configuration options.
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- The Client, with Tyler support, shall conduct configuration testing and approval using sample data prior to conversion data loading or verification.
- Tyler will provide an Excise Tax conversion spreadsheet and will review instructions for its completion (if purchased).
- Tyler will instruct the Client how to load and verify the Excise Tax converted data.
- The Client is responsible for verifying the Excise Tax conversion process.
- The Client will determine and approve the final converted data.
- No Excise Tax functional modifications are included within the <<TYPE>> Project scope.

1.6.43 NC Motor Vehicle Billing

The following outlines major assumptions and activities surrounding the Munis Motor Vehicle Billing Software implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of Motor Vehicle Billing functional configuration options.

- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- The Client, with Tyler support, shall conduct configuration testing and approval using sample data prior to conversion data loading or verification.
- Tyler will provide a Motor Vehicle Billing conversion spreadsheet and will review instructions for its completion (if purchased).
- Tyler will instruct the Client how to load and verify the Motor Vehicle Billing converted data.
- The Client is responsible for verifying the Boat Excise conversion process.
- The Client will determine and approve the final converted data.
- No Motor Vehicle Billing functional modifications are included within the <<TYPE>> Project scope.

1.6.44 IL Vehicle Sticker

The following outlines major assumptions and activities surrounding the Munis Illinois Vehicle Sticker Software implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of the Illinois Vehicle Sticker functional configuration options.
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- The Client, with Tyler support, shall conduct configuration testing and approval using sample data prior to conversion data loading or verification.
- Tyler will provide an Illinois Vehicle Sticker conversion spreadsheet and will review instructions for its completion (if purchased).
- Tyler will instruct the Client how to load and verify the Illinois Vehicle Sticker converted data.
- The Client is responsible for verifying the Illinois Vehicle Sticker conversion process.
- The Client will determine and approve the final converted data.
- No Illinois Vehicle Sticker functional modifications are included within the <<TYPE>> Project scope.

1.6.45 VA Motor Vehicle Decal

The following outlines major assumptions and activities surrounding the Munis Virginia Motor Vehicle Decal Software implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of the Virginia Motor Vehicle Decal functional configuration options.
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- The Client, with Tyler support, shall conduct configuration testing and approval using sample data prior to conversion data loading or verification.
- Tyler will provide a Virginia Motor Vehicle Decal conversion spreadsheet and will review instructions for its completion (if purchased).
- Tyler will instruct the Client how to load and verify the Virginia Motor Vehicle Decal converted data.
- The Client is responsible for verifying the Virginia Motor Vehicle Decal conversion process.

- The Client will determine and approve the final converted data.
- No Virginia Motor Vehicle Decal functional modifications are included within the <<TYPE>> Project scope.

1.6.46 Parking Tickets

The following outlines major assumptions and activities surrounding the Munis Parking Tickets Software implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of the Parking Tickets functional configuration options.
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- The Client, with Tyler support, shall conduct configuration testing and approval using sample data prior to conversion data loading or verification.
- Tyler will provide a Parking Tickets conversion spreadsheet and will review instructions for its completion (if purchased).
- Tyler will instruct the Client how to load and verify the Parking Tickets converted data.
- The Client is responsible for verifying the Parking Tickets conversion process.
- The Client will determine and approve the final converted data.
- No Parking Tickets functional modifications are included within the <<TYPE>> Project scope.

1.6.47 Enforcement Technology Handheld Interface

The following outlines major assumptions and activities surrounding the Munis Enforcement Technology Handheld Interface implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of the Enforcement Technology Handheld Interface functional configuration options.
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- No Enforcement Technology Handheld Interface functional modifications are included within the <<TYPE>> Project scope.

1.6.48 NC Jury Selection

The following outlines major assumptions and activities surrounding the Munis Enforcement Technology Handheld Interface implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of the NC Jury Selection functional configuration options.
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- No NC Jury Selection functional modifications are included within the <<TYPE>> Project scope.

1.6.49 Voter

The following outlines major assumptions and activities surrounding the Munis Voter Software implementation

phase of the Project:

- Tyler will assist the Client in the selection and definition of the Voter functional configuration options.
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- The Client, with Tyler support, shall conduct configuration testing and approval using sample data prior to conversion data loading or verification.
- Tyler will provide a Voter conversion spreadsheet and will review instructions for its completion (if purchased).
- Tyler will instruct the Client how to load and verify the Voter converted data.
- The Client is responsible for verifying the Voter conversion process.
- The Client will determine and approve the final converted data.
- No Voter functional modifications are included within the <<TYPE>> Project scope.

1.6.50 Animal Licenses

The following outlines major assumptions and activities surrounding the Munis Animal Licenses Software implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of the Animal Licenses functional configuration options.
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- The Client, with Tyler support, shall conduct configuration testing and approval using sample data prior to conversion data loading or verification.
- Tyler will provide an Animal Licenses conversion spreadsheet and will review instructions for its completion (if purchased).
- Tyler will instruct the Client how to load and verify the Animal Licenses converted data.
- The Client is responsible for verifying the Animal Licenses conversion process.
- The Client will determine and approve the final converted data.
- No Animal Licenses functional modifications are included within the <<TYPE>> Project scope.

1.6.51 Dashboard

The following outlines major assumptions and activities surrounding the Munis Dashboard implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of the Dashboard functional configuration options.
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- No Dashboard functional modifications are included within the <<TYPE>> Project scope.

1.7 Data Conversion

The conversion process for the Munis Implementation includes the following data sources.

General Ledger

Standard	Chart of Accounts
Option 1	Summary Balances up to 3 years
Option 2	Budget Summary up to 3 years

Accounts Payable

Standard	Vendors, Remittance Addresses, 1099 Amounts
Option 1	AP Check History (Header, Detail)
Option 2	AP Invoices (Header, Detail)

Purchase Orders

Standard	Purchase Orders (Header/Detail)
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Fixed Assets

Standard	Master, GL Accounts, Funding Source, Purchase History.
Option	Fixed Assets History

Inventory

Standard	Master
Option 1	Commodity Codes

Work Order/Fleet Maintenance

Option 1	Work Order
Option 2	Fleet History
Option 3	Facilities

General Billing

Standard	CID
Option 1	Recurring Invoices
Option 2	Bills (Header, Detail), Payment History, Invoices

Payroll, Human Resources, Applicant Tracking

Standard	Employee Master, Address
Option 1	Deductions
Option 2	Accruals (Vacation, Sick, Personal, etc.)
Option 3	Accumulators (Earnings & Deductions totals by period)
Option 4	Check History
Option 5	Earnings & Deduction History
Option 6	Applicant Tracking
Option 7	Personnel Action History
Option 8	Position Control History
Option 9	State Retirement Tables
Option 10	Certifications
Option 11	Education

Permits & Code Enforcements

Standard	Master
Option 1	Applications
Option 2	Violations
Option 3	Inspections

Business Licenses

Standard	BL Master, Customer Accounts
Option 1	Bills (Header Detail)

Utility Billing

Standard	UB Accounts, CIDs
Option 1	Services/Meter Inventory
Option 2	Assessments
Option 3	Consumption History
Option 4	Balance Forward AR
Option 5	Service Orders

Option 6	Backflow
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Real Estate & Personal Property Tax

Standard	RE & PP Master, CID, Bills (Header, Detail), Payment History, Special Conditions
Option 1	Tax Sale/Lien (CT, NY & MD only)

Motor Vehicle Excise Tax

Standard	MV Master , Customer Accounts
Option 1	Situs (NC Only)
Option 2	Bills (header, detail), Payment History, Abatements/Adjustments

Boat Excise

Standard	Master, CID
Option 1	Bills (header, Detail), Payment History (Header, Detail), Tax Bill Activity

Animal Licenses

Standard	Customer Accounts, Master
Option 1	Bills (Header, Detail)

Parking Tickets

Standard	Parking Ticket Master, Owner Plates, Customer Accounts
Option 1	Bills (Header, Detail)

Voter

Standard	Master
Option 1	History

The recommended process consists of the following main steps:

1. Team Planning and Direction
2. Table Mapping
3. Legacy Data Translation
4. Table Importing/Loading
5. Table Validation
6. Production (final) Data Validation

1.7.1 Conversion Process Steps and Activities

Step 1: Team Planning and Direction:

Informal training for the conversion team about the process and objectives of each step; the establishment of the roles and responsibilities to support the business decision process associated with the conversion. The conversion of the existing data will probably involve several business decisions in respect of the way the legacy data is mapped onto the Munis program tables.

Step 2: Table Mapping

The process of mapping the existing data to the Munis tables and making the necessary decisions for conversion; there is a recommended sequence for the consideration of the tables as represented within the conversion spreadsheets.

Step 3: Legacy Table Translation

The development and testing of the programs and/or processes used to create the data using the mapping rules. During this phase there will need to be regular revision of the results by the conversion team as data anomalies and exception conditions are discovered.

Step 4: Table Importing/Loading

This function takes the Legacy source data and populates the applicable Munis tables.

Step 5: Table Validation

The processing of the validation and integrity checking of the data followed by the correction of errors and the rerunning of validations; the creation processes developed in step 3 will need to be revised and rerun until the process is clean and ready for go live implementation.

Step 6: Production (Final) Data Validation

The process of creating the full production data from the ready for production, repeated until all errors and anomalies have been corrected. There are several processes run in a specific sequence to set up the table relationships and balance the financial data. Again, errors detected during this process could result in revisions of step 3 and 4.

1.7.2 Conversion Assumptions

The following outlines the major assumptions and activities surrounding the conversion processes.

- <<Client>> shall provide all legacy data in Munis standard conversion file formats.
- Tyler shall provide definition of the standard file formats.
- <<Client>> and Tyler will determine critical legacy sources for validation, e.g. reports, selected records, etc.
- <<Client>> will generate required reports for validation in conjunction with data extraction.
- Tyler shall provide Error Reports with explanation of discrepancies which may create a situation that will require manual maintenance at live.
- <<Client>> will load data into Training database, and all verification will occur in the Training database.
- Tyler shall not proceed with end-user training until acceptance and approval of the verification performed within the Training database is received from <<Client>>.
- <<Client>> will insure that data is not loaded into the Live database until <<Client>> has provided written acceptance and approval of the verification performed within the Training database.
- Prior to the final conversion process <<Client>> will suspend activity in their legacy system in accordance with the Project Plan. Tyler and <<Client>> will mutually agree as to when this suspension period should

begin.

- <<Client>> shall notify Tyler if <<Client>> takes over maintenance of converted master tables before all conversion steps for that module are complete.

1.8 Project Scope Approval and Commitment

The following signatures represent the understanding and acceptance of the approach for the Munis Financials Project Phase as described within this Project Scope document:

EXECUTIVE SPONSORS

Tyler Signature	_____	Date_____
<<Client>> Signature	_____	Date_____

PROJECT MANAGERS

Tyler Signature	_____	Date_____
<<Client>> Signature	_____	Date_____

Section 2 Change Management

2.1.1 Introduction

This Change Management overview has been developed for Munis Implementation Project Management to share with Client Project Management.

This overview will introduce the theories and perspectives of Change Management. Understanding and using the change management strategy will be central to the ultimate application and success of your Munis Implementation.

Client Project Management is encouraged to understand and manage change within their organization during the Munis implementation.

Suggested website for additional Change Management information:

<http://www.change-management.com/>

2.1.2 Change Management Overview

Change management is a structured process and set of tools for leading the people side of change.

2.1.2.1 The Natural Reaction to Change is Resistance

- Expect resistance
- Plan for resistance
- Understand resistance

2.1.2.2 Primary Reasons for Change Management Strategies

- Increase probability of project success
- Manage employee resistance to change
- Build change competency into organization

2.1.2.3 Integration of Project Management and Change Management

Project Management is:

- Concrete and Tangible
- Manages processes, technology and organizational change
- Well understood and implemented at project conceptions

Change Management is:

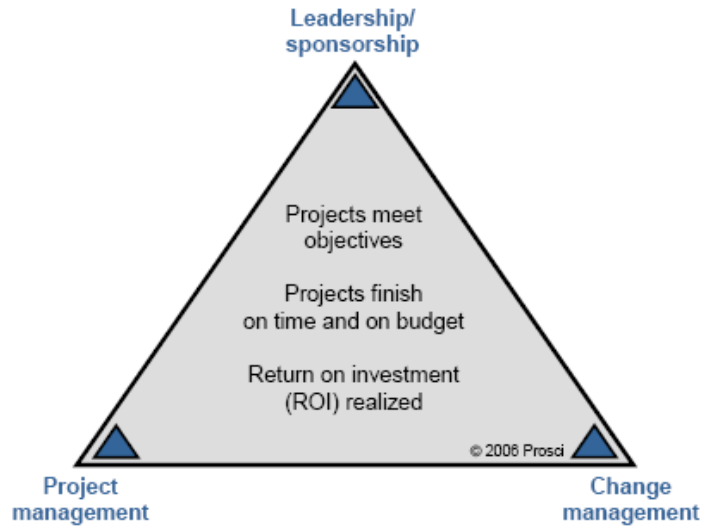
- Broad ,vague, intangible
- Manages the people side of change
- Typically not well understood and implemented after the fact

Integration of project management and change management planning at the inception of the project promotes project

success.

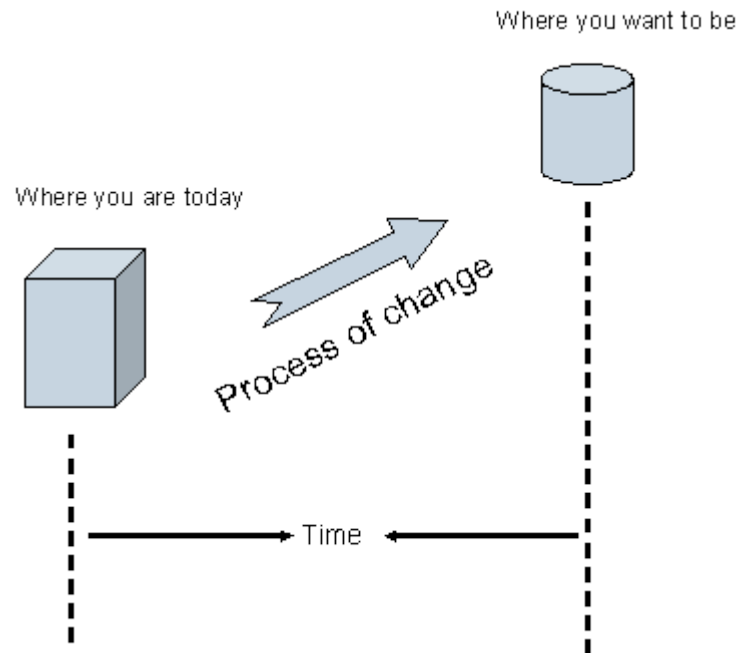
2.1.2.4 Three Critical Elements for Successful Change

- Executive Leadership - the required leadership to set the necessary changes into motion
- Project Management - the fundamentals of managing a project, including the design of work tasks and the management of resources to implement changes on time and on budget
- Change Management - the people side of change - represents the actions taken by the organization to help employees transition from the current state to the desired future state



2.1.3 Change is a Process

The concept that "change is a process" has been well documented in change management literature for many years. By breaking change down into discrete process elements, change management practitioners can adapt their strategies and techniques based on the unique attributes of that phase.



The most common lesson from this model for change is that managers must avoid treating change as a single meeting or announcement. The manager's role in change must be active and visible in all phases of the change process.

A second important practical application for this concept is that change management activities must be tailored according to where you are in the change process. As a project moves from one phase to the next, the change management activities will shift to meet the changing needs of the organization.

A larger lesson is that change must be viewed both as an organizational process and as an individual process. See Appendix for Self Assessment Tools.

2.1.3.1 Concepts of Change as a Process

- Managers must avoid treating change as a single meeting or announcement. The manager's role in change must be ongoing, active and visible in all phases of the change process.
- Change management activities must be tailored according to where you are in the change process.
- Effective change management requires both an organizational and individual change management approach.
- The timing for successful change should be dictated by the needs of the business to succeed and not by the readiness of employees. The faster the change, the more change management is required to prepare and enable employees.

2.1.4 Prosci © and the Change Management Learning Center Three Phase Change Management Process

Phase 1 - Preparing for change

- Prepare your team and/or staff for change management

- Enable your sponsors to support the change
- Conducting the readiness assessments

Phase 2 - Managing change

- Awareness of the need for change (why)
- Desire to support and participate in the change (our choice)
- Knowledge about how to change (the learning process)
- Ability to implement the change (turning knowledge into action)
- Reinforcement to sustain the change (celebrating success)

Phase 3 - Reinforcing Change

- Collect and analyze feedback
- Diagnose gaps and manage resistance
- Implement corrective actions and celebrate successes

2.1.5 Change Management Communication Plan

Communication is the most important and powerful tool in the Change Management strategy to breed change success. Sharing information with employees before, during and after a change will generate Awareness and Desire before the change; Knowledge and Ability during the change and Reinforcement after the change. See Appendix for sample communication plan.

At the first indication of change, the sponsor of the change (City Manager, Senior Management or Project Manager) should use multiple communication venues and clearly state the following information to employees at least 5-7 times:

- WHAT the change is
- WHY the change is necessary
- HOW the change will happen.
- EXPECTATION of employees regarding the change

2.1.5.1 Communication Criteria

Change Management Communications should implement the following criteria when communicating with employees:

- Repeat messages 5 to 7 times
- Use face-to-face – the most powerful form of communication
- Answer WIIFM – (What’s in it for me?)
- Utilize Q&A format – Gather Feedback, Respond to Feedback
- Understand their interpretation – the employee version

2.1.6 Change Management Resistance Tools

Resistance is the norm, but your job as change managers is to understand the root cause of the resistance and address it.

When employees resist change, you should first look upward in the organization. If you examine the management chain above the resistant employees, you may find the source of resistance to be a manager above these employees. If this is the case, you should address that point of resistance before addressing resistance with employees. Once you have found the highest point of resistance in that management chain, you can begin to remove the barrier to change. See Appendix for Self Assessment Tools.

2.1.7 Change Management APPENDIX

2.1.7.1 Change Management Communication Plan

Communication should take place before, during and after the change:

Audience: All Employees

Timing	Message Content	Delivery Mechanism	Sender	Date and Time
First indications of Change” Multiple Communications	What, why, and how is the change happening	Presentation, Email, Intranet, Newsletter, Bulletin Board	Sponsor and Project Manager	
Early stages of the project	How the change will be implemented	Presentation, Email, Intranet, Newsletter, Bulletin Board	Sponsor and Manager or Supervisor	
During the design of the change	Who will be affected by the change	Presentation, Email, Intranet, Newsletter, Bulletin Board	Project Manager	
Before Implementation	When will training begin, who will be trained, where to find information	Presentation, Email, Intranet, Newsletter, Bulletin Board	Project Manager	
During the Implementation	When and where of the training, workshops, information sessions	Presentation, Email, Intranet, Newsletter, Bulletin Board	Project Manager	
Post Implementation	Ask for feedback, audit compliance with change	Presentation, Email, Intranet, Newsletter, Bulletin Board	Project Manager	

2.1.7.2 Change Management Assessment Tools

Self Assessment for Change Management

<p>Do you feel that you have been presented with the correct information to understand the business reasons, benefits and risks of the current project?</p>	<p>1=No Awareness 2=Some Awareness 3=Neutral/Don't know 4=Good Awareness 5=Great Awareness</p>	<p>RANK</p> <div style="border: 1px solid black; width: 60px; height: 40px; margin: 0 auto;"></div>
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<p>Do you have the motivation and desire to help bring the current project to a successful implementation?</p>	<p>1=No Desire 2=Some Desire 3=Neutral/Don't know 4=Good Desire 5=Great Desire</p>	<p>RANK</p> <div style="border: 1px solid black; width: 60px; height: 40px; margin: 0 auto;"></div>
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<p>Do you have a clear understanding of the skills and knowledge necessary to bring the current project to success within your functional area?</p>	<p>1=No Knowledge 2=Some Knowledge 3=Neutral/Don't know 4=Good Knowledge 5=Great Knowledge</p>	<p>RANK</p> <div style="border: 1px solid black; width: 60px; height: 40px; margin: 0 auto;"></div>
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<p>Have you developed proficiency with the current project change in your functional area?</p>	<p>1=No Ability 2=Some Ability 3=Neutral/Don't know 4=Good Ability 5=Great Ability</p>	<p>RANK</p> <div style="border: 1px solid black; width: 60px; height: 40px; margin: 0 auto;"></div>
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<p>Are there incentives in place to help retain the change that the current project is bringing to your organization?</p>	<p>1=No Reinforcement 2=Some Reinforcement 3=Neutral/Don't know 4=Good Reinforcement 5=Great Reinforcement</p>	<p>RANK</p> <div style="border: 1px solid black; width: 60px; height: 40px; margin: 0 auto;"></div>
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<p>Are there any BARRIERS inhibiting your personal success with the current project? If so, what are they?</p>	
--	--

Are there any ENABLERS that have helped you succeed with the current project? If so, what are they?	
---	--

How do you rank your over-all progress and success with the current project?	1=No Success/Progress 2=Some Success/Progress 3=Neutral/Don't know 4=Good Success/Progress 5=Great Success/Progress	RANK <input data-bbox="1192 464 1313 560" type="text"/>
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Self Assessment for Change Management - Small

<p>Are there any BARRIERS inhibiting your personal success with the current project? If so, what are they?</p>	
--	--

<p>Are there any ENABLERS that have helped you succeed with the current project? If so, what are they?</p>	
--	--

<p>How do you rank your over-all progress and success with the current project?</p>	<p>1=No Success/Progress 2=Some Success/Progress 3=Neutral/Don't know 4=Good Success/Progress 5=Great Success/Progress</p>	<p>RANK</p> <div data-bbox="1190 1698 1313 1797" style="border: 1px solid black; width: 76px; height: 47px; margin: 0 auto;"></div>
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Change Management Resistance Self Assessment

Self Assessment for Change Management - Resistance

<p>Do you feel that you have been presented with the correct information to understand the business reasons, benefits and risks of the current project change?</p>	<p>1=No Understanding 2=Little Understanding 3=Neutral/Don't know 4=Good Understanding 5=Great Understanding</p>	<p>RANK</p> <div style="border: 1px solid black; width: 60px; height: 60px; margin: 0 auto;"></div>
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<p>Do you have the motivation and desire to help bring the current project change to a successful implementation?</p>	<p>1=No Motivation 2=Little Motivation 3=Neutral/Don't know 4=Good Motivation 5=Great Motivation</p>	<p>RANK</p> <div style="border: 1px solid black; width: 60px; height: 60px; margin: 0 auto;"></div>
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<p>Do you have a clear understanding of the skills and knowledge necessary to be proficient with the current project change?</p>	<p>1=No Knowledge 2=Little Knowledge 3=Neutral/Don't know 4=Good Knowledge 5=Great Knowledge</p>	<p>RANK</p> <div style="border: 1px solid black; width: 60px; height: 60px; margin: 0 auto;"></div>
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<p>Do you have the ability to take the skills and knowledge you have acquired and turn them into action to succeed with the current project change?</p>	<p>1=No Ability 2=Little Ability 3=Neutral/Don't know 4=Good Ability 5=Great Ability</p>	<p>RANK</p> <div style="border: 1px solid black; width: 60px; height: 60px; margin: 0 auto;"></div>
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<p>Are there incentives in place to help sustain the current project change that is currently being implemented within your organization?</p>	<p>1=No Reinforcement 2=Little Reinforcement 3=Neutral/Don't know 4=Good Reinforcement 5=Great Reinforcement</p>	<p>RANK</p> <div style="border: 1px solid black; width: 60px; height: 60px; margin: 0 auto;"></div>
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Are there any BARRIERS inhibiting your personal success with the Project change? If so, what are they?	
--	--

Are there any ENABLERS that have helped you succeed with the Project change? If so, what are they?	
--	--

How do you rank your over-all progress and success with the current project change?	1=No Success/Progress 2=Little Success/Progress 3=Neutral/Don't know 4=Good Success/Progress 5=Great Success/Progress	RANK <div style="border: 1px solid black; width: 60px; height: 40px; margin: 0 auto;"></div>
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Prosci ©Change Management Top-Ten Methods to Manage Resistance

Method 1 - Listen and Understand Objections

A critical step any manager should take when creating desire to change is to listen. The power of true listening and empathy is often underestimated. In many cases employees simply want to be heard and to voice their objections. Understanding these objections can often provide a clear path toward resolution. Listening can also help managers identify misunderstandings about the change. Rumors and background conversation often produce incorrect messages and wrong perceptions. Only through listening can managers identify these wrong perceptions and provide a correct and clear story about the change.

Caution: When engaging in this process, managers should avoid debating or arguing with employees. The goal is to listen and understand, and provide clarity about the change.

Method 2 - Focus on the "what" and let go of the "how"

In some types of changes, it is effective for managers to let go of the "how" and simply communicate "what" needs to change. This process transfers ownership of the solution to employees. Managers can share a clear vision of the end state, along with specific goals and timelines with employees. Employees then take on the task of achieving that vision. Employee involvement and ownership naturally builds desire to support the change, and ensures that employee objections are addressed in their solution. This technique is especially useful in small groups or departments in which the change falls within the scope of that group, and has little or no impact on other groups or departments.

Caution: If any combination of the following characteristics is present, then this process is more difficult to implement:

- a change becomes significantly large such that cross-department coordination and design is required
- the total number of employees is sufficiently large that they all cannot reasonably be involved in and take ownership of the design
- the design of the future state is already pre-determined and cannot be changed
- the change is dramatic and is happening quickly

Attempts to simulate employee participation through interviews, focus groups and other channels of collecting input from large groups of employees can backfire. Employee input does not equal employee ownership of the change.

Input from employees is a good and necessary process, but will not necessarily create a desire to change when direct involvement and ownership are absent.

Method 3 - Remove Barriers

Desire to change can be inhibited by obstacles or barriers. These barriers may relate to family, personal issues, physical limitations or money. The first step when using this method is to have followed Method 1 so that you fully understand the individual situation with this employee. What may appear to be resistance or objections to the change may be disguised barriers that the employee cannot see past. Identify the barriers clearly. Determine ways that the business may be able to address these barriers.

For example, if a change involves assigning a manager to a new location that requires commuting 2-hours each way, then a barrier for this manager may be a son or daughter who does not want to leave their current school (nor does the parent wish to miss the activities of their child). By allowing this manager to arrange a home office for two or three days each week, then the barrier to change related to family impact may be removed.

Method 4 - Provide Simple, Clear Choices and Consequences

Building desire is ultimately about choice. Managers can facilitate this process by being clear about the choices employees have during change. In many cases, the actual change may be out of the control of front-line supervisors and managers. In these cases, it is very important that managers communicate in simple and clear terms what the choices and consequences are for each employee.

The City of Denver, Colorado, recently began one of the largest road construction projects in the state to widen the primary interstate highway that runs through the city. This project is called T-Rex. The design and building process were carefully planned many years before construction actually began. The construction crews on this project did not have control over the final design nor the construction sequence. Commuters certainly did not have control. However, this project was a role model for managing complex change. In this case the citizens of Denver and the surrounding areas were those impacted by the change. The project team created an ongoing communication campaign involving TV, radio and other media to:

- Let people know what would happen and when.
- Provide alternate routes and choices for commuting into Denver.
- Share the consequences of taking certain routes at certain times, including providing ongoing information about the expected delays along each route.

In this example, the change was going to happen no matter what. Yet, by communicating the choices to commuters and the potential consequences of each choice, some degree of control is given back to these commuters. That is also true of changes at work. Even when the change is defined and outside of local control, by providing simple and clear choices along with the consequences of those choices, you can put the ownership and control back into the hands of employees.

Method 5 - Create Hope

Many people will respond to the opportunity for a better future. They want to have hope. Managers can create desire to change by sharing their passion for change, creating excitement and enthusiasm, and creating hope in a better future for employees and for the organization. People will follow a leader that can create hope and whom they respect and trust. This method is the most effective when executive leadership, through visible and active participation with employees, creates hope and energy around the future state.

Caution: Creating hope takes a special kind of person. We have all known individuals in our lives and throughout history that have the traits of leadership that cause people to hope and to follow. They create a vision and build promise for a better future. Public figures include John F. Kennedy, Martin Luther King, and Gandhi. Leaders with these qualities are rare but not absent in both government and in business today. If your organization has this type of leadership, then building desire to change becomes much easier.

Method 6 - Show the Benefits in a Real and Tangible Way

For some employees seeing is believing. Demonstrating the benefits of change in a real and tangible way can create desire with employees. Examples could include:

- Sharing case studies of other companies who have successfully completed a similar change (and the results they achieved).
- Inviting guests to provide personal testimonials of how a similar type of change resulted in success for their organization.
- Visibly demonstrating the success of pilot programs or trials within your own organization (share small wins and celebrate success publicly).

Making the change real and demonstrating that success is possible can remove doubts and fears that some employees feel about change.

Method 7 - Make a Personal Appeal

When a manager has a close working relationship with an employee, using a personal appeal to support the change can create desire within an employee. A personal appeal works best with honest, open relationships where there is a high degree of trust and respect. A personal appeal may sound like:

"I believe in this change."

"It is important to me."

"I want your support."

"If you go with me on this, I will make sure this works out."

In a personal appeal, there is both an emotional component and an expectations component ("I'm counting on you"). The emotional component is part of each person's desire to support the people they are close to and whom they trust. The "I'm counting on you" component has built in a sense that the employee will be taken care of in the future, regardless of how things turn out with the change. Both of these elements can build desire to support change.

Method 8 - Convert the Strongest Dissenters

Within every organization there exist outspoken opinion leaders. When one or more of these strong and vocal employees are against change, they can negatively influence many other employees within the organization. By targeting these strongest dissenters, managers can use special tactics and interventions suggested here to convert these employees to support the change. By doing so, the strongest dissenters can become your strongest advocates. They are often equally vocal in their support as they were in their resistance.

By focusing your energy on a few strong resistors rather than on large groups of employees, two objectives are achieved for building desire to change. First, you regain some control over the powerful background conversation that takes place around the coffee pot and during breaks between employees. Second, you gain sponsors of change that are already influential with their peers. If you are not successful in converting these strongest dissenters, then Method 9 may be a viable option.

Method 9 - Create a Sacrifice

Often termed the "sacrificial lamb," removing a key manager that is demonstrating resistance to change sends a powerful signal to the organization as a whole. The message is:

- They are serious about this change.
- Resistance will not be tolerated.
- The consequences for not moving ahead with the organization are real and severe.

This method for creating desire to change is best used with a "Group 3" employee as discussed earlier. Often times these employees would be leaving the organization soon anyway. It is not necessary for this to be a negative experience for the employee that is leaving. Termination packages, early retirement offerings or a number of other programs can make this process good for the manager leaving, and at the same time send the right message to the

organization.

Does this always need to be perceived by other employees as a harsh course of action? A recent case study shows how this method was used in a way that was not hurtful to the organization or the person leaving. A senior level manager at a financial services firm was outspoken and critical of changes planned in both processes and systems. The resistance continued long enough that many employees came to the conclusion that this change would not happen after all. They had learned from past experience that if this key manager was opposed to the change, then it did not happen. The resistance was so plain that even an external consultant commented on the risk. Since the culture and values in this organization were very family-oriented (we take care of one another), imagine the surprise when the CEO announced that this resistant manager would be leaving the organization. What was notable in this case, however, was how the termination was presented in public. The manager was being given a celebration send-off and early retirement plan for his long-standing contribution to the company. The separation was positive for the manager, and, in his own way, the CEO sent a message to the organization. That message was that we can manage change and continue to live our values.

Caution: Organizations should not look for a sacrificial lamb as a standard practice. This tool should be used after other options have failed and the change is at risk. When fear is created in an organization, this fear can play out in both negative and positive ways. Once a decision like this has been made, the organization needs to carefully manage the fallout from this approach.

Method 10 - Use Money or Power

When mid-level or senior managers are resistant to change, yet are critical to the success of the change and the organization, two incentives may be required to secure their support. These incentives would be used when all other methods for building desire have failed.

- Increase their compensation or create a bonus program such that they are directly rewarded for the successful completion of the change.
- Offer a promotion to a position they desire.

In short, bargain. When a manager is necessary to ensure a smooth transition, and assuming that other barriers, obstacles or objections have been removed, then at some point you have to decide what you are willing to give up in order to gain their support. What is their contribution worth to the business, and how can the business negotiate for this endorsement and support. This negotiation should be specific on the actions and behaviors that are expected to support the change.

An example of the need for this negotiation is with mergers and acquisitions. In these types of changes, key managers are necessary for successful transition. However, some of these key managers may have opposed the buy-out or merger. These special circumstances require different methods for keeping these critical managers on-board. Money and position are two tools that may create a desire to support the change in these circumstances.

Section 3 Communication Plan

3.1 Document Control Information

Document Number	Munis - <<Client>> - 001
Document Title:	Financials Phase Communications Plan
Document File:	
Creation Date:	
Created By:	
Document Status:	INITIAL VERSION

3.2 Change Control History

Change Control Number	Change Date	Description

3.3 Project Communication Plan Overview

3.3.1 Description

The Project Communication Plan identifies and describes the formal and informal communications that are critical throughout the Munis project. The Plan includes specific information regarding the type of communication, purpose, scope, objectives, audience, responsibilities, format, and timings.

The formal committees, meetings, and communications identified in this plan will evolve as the project progresses through the various phases of testing and as the implementation of the system approaches. This plan should be updated by <<Client>> to reflect those changes.

3.3.2 Purpose

The purpose of the Project Communication Plan is to outline the specific project communications that are required in order to successfully execute and manage the implementation of the Munis product.

Communications are dependent on <<Client>> Management, <<Client>> Project Manager, Tyler Project Manager, Munis Business/Implementation Analysts, Munis Support, Team Leads, and Team Members to provide information and input regarding the need, opportunities, focus, target audience, content, and feedback related to communications throughout the Munis Implementation project lifecycle.

The Project Team will:

- Identify all internal/external stakeholders and stakeholders' need for project information
- Provide accessible documentation of project status, actions, issues, risks, and change management requests
- Communicate resource requirements to internal and external stakeholders

While Tyler recognizes that <<Client>> has its own resources for managing communications (i.e. networks, websites, etc), Tyler has a dedicated communication resource tool for the Project. All documents related to the Munis Implementation Phase of Project will be posted to the Tyler SharePoint site, under the <<Client>>.

An effective Project Communication Plan will be used to ensure that the project team is working together as a cohesive and unified group while creating a method to effectively and regularly deliver a status of the overall project to all stakeholders.

3.4 Summary of Communication Plan Elements

The following table summarizes the strategies used to meet the documented goals of the Communication Plan:

Vehicle of Communication	Audience	Frequency	Medium	Owner(s)	Date Delivered	Expected Result
Kick Off Meetings	Client Project Manager, Functional Leaders, Project Team	Start of Overall Project and each sub-project	Presentation	Tyler PM		Client will receive information from Tyler PM to assist in planning and executing project.
Executive Mandate	Organization	Start of Overall Project and each sub-project if necessary	Letter	Client Executive Officer		Organization will understand the purpose and importance of the project as well as the level of commitment required to make it successful.
Phase Planning Meetings	Functional Leaders, Project Team	Start of Overall Project and each sub-project	Planning Document	Tyler PM, Client PM		Roles and responsibilities will be outlined as well as Scope review, communication streams, Quality Assurance processes and initial schedule development.
Project Status Management Meetings	Client Management	Quarterly	Status Reports, Budget Reports	Client PM		Provide overall project direction, executive sponsorship, and support in the adoption of new technology and business processes.
Project Team Meetings	Functional Leaders, Project Team	Weekly	Status Reports	Client PM		Provide key project participants and client management with detailed information regarding project task status, schedules, progress, and budget.
Tyler Implementation Status Meetings	Tyler PM and Client PM	Bi-Weekly until 90 days from LIVE, then Weekly	Issues Lists, Schedules, Deliverables	Client PM		Establish an effective channel of communications with the Tyler project team to ensure coordination of all tasks and completion of all activities.
FAQ Document	Organization	Evolving	Hardcopy, SharePoint	Client PM		Answer frequently asked questions about the project and its benefits

Project Plan	Client Project Manager, Functional Leaders, Project Team	Evolving	Hardcopy, SharePoint	Tyler PM	Communicate clearly defined tasks, milestones, schedules and dependencies.
Project Status Reports	Client Project Manager, Functional Leaders, Project Team, Tyler PM	Bi-Weekly	Email	Tyler PM	Provide effective and timely communication to the key project stakeholders on the status of the Tyler Project at a detailed level. The goal is to keep the project stakeholders abreast of the current project status, project issues, upcoming events, and project milestones at a detailed level. Delivery point will be to Client PM for distribution.
Critical Stop Sign-Offs	Client Project Manager, Functional Leaders, Project Team, Tyler PM	Evolving	Hardcopy	Tyler PM	Provide clear acceptance and authorization to proceed.
Project Web Space or Shared Directory	Functional Leaders, Project Team, Organization, Community	Evolving	SharePoint	Client PM	Provide information and support for the project goals to the community and organization as well as providing access to key documents, schedules, etc.

3.5 Meetings

3.5.1 Kick-Off Meeting(s)

a) **Purpose:**

The purpose of the Kick-Off Meeting is to outline the project progression, review roles and responsibilities, and inform <<Client>> with enough detail to allow for adequate project planning. <<Client>> Management Team is ultimately responsible for creating a receptive environment and establishing standards for the acceptance of change, enhanced business processes and information availability.

b) **Objectives:**

The objectives of the Kick-Off Meeting(s) are to:

- Provide communications on the overall Munis Project to key stakeholders.
- Identify, discuss, and facilitate the timely assignment of roles and responsibilities related to the project.
- Determine target live dates and review associated project milestones, critical path activities, and project tasks.
- Begin the process of building a unified Project Team.

c) **Members and Attendees:**

The Kick-Off Meeting will be attended by the following members:

<<Client>> **Project Manager – Jason Mann**

<<Client>> **Project Sponsor –**

<<Client>> **IT Services Director – Jonathan Feldman**

<<Client>> **Finance Department Functional Leaders**

<<Client>> **Human Resources Department Functional Leaders**

<<Client>> **Business License Department Functional Leaders**

<<Client>> **Utility Billing Department Functional Leaders**

<<Client>> **Parking Tickets Department Functional Leaders**

Tyler Project Manager –

Tyler TCS Manager –

Tyler Financials Project Manager –

Tyler Sales Representative –

Tyler Regional Manager – Penny Parsons

Other members of the Project Team will attend on an as required basis.

d) **Responsibilities:**

<<Client>> Project Manager and Tyler Project Manager will:

- Schedule the Kick-Off meetings
- Publish a recommended agenda prepared by the Tyler Project Manager

- Approve the attendance of any subject matter experts required to discuss agenda topics
- Facilitate the meeting

e) Owner:

Tyler Project Manager

f) Format:

The Tyler Project Manager will prepare the agenda for the Kick-Off Meeting. <<Client>> Project Management Team will be responsible for organizing the appropriate attendees and publishing the agenda information at least 5 business days in advance of the meeting.

g) Timing:

When:

Location:

3.5.2 Project Status Management Meetings

a) Purpose:

The purpose of the Project Status Management Meetings is to demonstrate and encourage consistent and visible support for the Munis Project and to build and maintain momentum throughout. <<Client>> Management Team is ultimately responsible for creating a receptive environment and establishing standards for the acceptance of change, enhanced business processes and information availability.

b) Objectives:

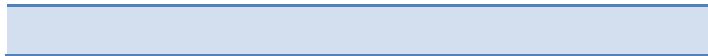
The objectives of the Project Status Management Meetings are to:

- Provide communications on the status of Munis Project to key stakeholders.
- Identify, discuss, and facilitate the timely resolution of issues and risk management related to the project.
- Review project milestones, critical path activities, and project tasks which must be completed to meet go-live dates.
- Receive input on project deployment, functions, and enhancements.

c) Members and Attendees:

<<Client>> Management Team will be comprised of the following members:

<<Client>> Executive Team



Other members of the Project Team will attend on an as required basis.

d) Responsibilities:

<<Client>> Project Manager will:

- Schedule the monthly meetings
- Schedule any special meetings
- Review and publish a recommended agenda prepared by <<Client>> Project Manager
- Approve the attendance of any subject matter experts required to discuss agenda topics
- Facilitate the meeting
- Approve the minutes of the meeting and publish them to all attendees

e) Owner:

<<Client>> Project Manager –

f) Format:

<<Client>> Project Manager will prepare the agenda for <<Client>> Project Management Team. <<Client>> Project Management Team will be responsible approving the agenda together with any supporting information and publish the information at least 5 business days in advance of the meeting.

<<Client>> Project Manager will be responsible for providing an overview of the status and budget of the overall Project as well as reviewing any remaining open items not resolved since the last meeting that may require <<Client>> Project Management Team action. <<Client>> Project Manager will provide a brief summary of the items completed within the past 3 months, tasks to be started in the next 3 months, and new issues that should be reviewed by <<Client>> Project Management Team. Throughout the meeting, action items will be identified and assigned.

g) Timing:

When: Monthly

Location: To be Determined

3.5.3 Project Team Meetings

a) Purpose:

The purpose of Project Team Meetings is to review the overall Munis Project status, including budget, schedule, critical tasks, and issues facing the project. Project Team Meetings will be used to communicate task status and identify issues to ensure appropriate actions are taken on a timely basis to resolve open issues and meet scheduled due dates.

b) Objectives:

The objectives of the Project Team Meetings are as follows:

- Document the status of the Munis Project to project team members and publish the results to the Project Team management.
- Identify, discuss, assign responsibility, and determine due dates for issues related to the project.
- Review the upcoming project milestones and associated project tasks to be completed to reach those milestones.

c) Members and Attendees:

The following project team members will be attending the Project Team Meetings. An alternate project team member must be identified to substitute where possible if the assigned team leader cannot attend:

Other project members will be invited to the Team Meetings by the related Project Managers or Team Leads to provide information deemed critical for the Project Team to review.

d) Responsibilities:

The Project Team Meetings are used to review the overall project progress and identify issues on a high level basis. <<Client>> Project Manager will be responsible for the following tasks:

- Prepare a report that show actual schedule status versus projected status
- Maintain an issue report with summary of issues, recommended actions, assignment of responsibility, and due date
- Take minutes at the Project Team Meeting and publish the results within 5 business days

<<Client>> Project Manager will use individual Project Team Meeting minutes to summarize all pertinent issues and create a consolidated version of project status to report to <<Client>> Management Team.

e) Owner:

<<Client>> Project Manager

f) Format:

<<Client>> Project Manager is responsible for the preparation of the agenda and conducting the meetings. <<Client>> Project Manager will be responsible for ensuring the creation and distribution of the agenda, together with supporting information, 24 hours in advance of the meeting.

<<Client>> Project Manager will provide an overview of the project status during the meeting (both oral and written status reports) per the status reports. A review of the existing project issues and risks will be conducted and new project issue and risk items will be identified, discussed, and logged. Throughout the meeting, action items will be identified and assigned. A review of the action items from the previous week's meeting will be conducted. <<Client>> Project Manager is responsible for documenting the outcomes of the meeting and publishing those outcomes to the Project Team.

g) Timing:

When:

Time:

h) Location:

To be Determined

3.5.4 Munis Implementation Status Meetings

a) Purpose:

The purpose of the Munis Implementation Status Meeting is to facilitate and manage the efficient and effective implementation of Munis.

b) Objectives:

The objectives of the Munis Implementation Status Meeting are:

- Manage and oversee the completion of the Implementation Plan.
- Review, recommend and decide the resolution of implementation systems issues.
- Review, recommend and decide the resolution of requested changes that affect the project.
- Review, recommend and decide the resolution of project risks.
- Recommend items to be escalated that need attention of management.

c) Members:

The Implementation Team will consist of the following project staff:

Tyler Project Manager

<<Client>> Project Manager

Tyler Project Manager(s)

Other business area leads may be invited to attend for specific topics, or as specific systems are being implemented during the life of the project. Where a member is unable to attend an appropriate substitute should be provided.

d) Responsibilities:

<<Client>> Project Manager will be responsible for leading the meeting. Specific responsibilities include the following.

- Facilitating the meeting
- Ensuring that the meeting remains on schedule and completes within the allocated time
- Presenting proper information in the meeting dialogue
- Documenting outcome, responsibilities, and issues identified within the meeting
- Distributing minutes summarizing the meeting outcomes

e) Owner:

<<Client>> Project Manager (Owns)

Tyler Project Manager (Participates)

f) Format:

<<Client>> Project Manager is responsible for preparing the agenda and providing overall meeting leadership. The project attendees will provide status of assigned tasks; schedule; possible delays and slippages; project related issues; and new and existing Change Requests in accordance with the Change Control System. Throughout the meeting, action items will be identified and assigned. A review of the action items from the previous week's meeting will be reviewed.

g) Timing:

When: Bi-Weekly until 90 days before Live Date, then Weekly

Time:

Location:

3.6 Reporting

3.6.1 Project Status Reports

a) Purpose:

The purpose of the Project Status Reports is to communicate a summary of the current project status, in writing, to <<Client>> Project Manager. The Project Status Reports present a view of an individual project based on schedule, task, and budget.

b) Objective:

The objective of the Project Status Reports is to provide effective and timely communication to the key project stakeholders on the status of the Munis Project at a detailed level. The goal is to keep the project stakeholders abreast of the current project status, project issues, upcoming events, and project milestones at a detailed level.

c) Audience:

The distribution list for the Project Status Report is as follows.

Distribution: <<Client>> Project Manager

d) Owner:

Tyler Project Manager

e) Responsibilities:

The Tyler Project Manager is responsible for developing and uploading the Project Status Report to the Tyler-Client Share Point site.

f) Format:

A sample format for the Detailed Project Status Report can be found on Page 74.

g) Timing:

The Detailed Project Status Report will be published on a bi-weekly basis following Implementation Team Meetings.

3.6.2 Client Project Share Point Site

a) Purpose:

The purpose of the <<Client>> Project Share Point Site is to keep stake holders aware of the status of the Munis implementation. Users will be directed to this area to review current project status as well as provide input to the project team.

b) Objective:

The objective of <<Client>> Project Share Point Site is to facilitate and encourage information sharing between the Project team and members of the Organization.

c) Audience :

<<Client>> Project Share Point Site is meant to be accessible to all internal and external users who are involved at any level of the Munis Project. A link will be easily accessible to retrieve project information from <<Client>> Project Share Point Site.

d) Owner:

<<Client>> Project Manager (Contributing Role)

Tyler Project Manager (Owner)

e) Responsibilities:

The Tyler Project Manager will have the primary responsibility of providing updated status for the Project Share Point Site on at least a monthly basis, or more often when critical systems are coming online.

f) Format:

The format of <<Client>> Project Share Point Site will be consistent from project phase to project phase. The following information will be required:

- Project name
- Project description
- Start and anticipated end date
- Anticipate users or group of users who will be impacted
- Schedule of main events

- Project Team Members with email and phone numbers

“Hot” news

- List of critical dates/tasks happening in the short term
- Information, warnings, requirements happening within a 2 week span of time

g) Timing:

<<Client>> Project Share Point Site will be updated on at least a monthly basis and could be updated daily based on the timing of critical applications.

3.6.3 Sample Status Report

<<NAME>>	Date of Submittal to <<Client>> Project Manager:
Project Manager:	Manager:
Tyler Project Manager:	For Project Period:
Planned Accomplishments This Period:	
Product Overview Demonstration - In Depth Analysis Options- Knowledge Transfer to Functional Leaders Part I	
Product Overview Demonstration - In Depth Analysis Options- Knowledge Transfer to Functional Leaders Part II	
Client Submits Chart of Accounts Spreadsheet to Munis Consultant	
Munis Consultant Reviews Chart of Accounts and Provides Feedback to Client	
Client Makes Changes to Chart of Accounts Conversion Spreadsheet if Necessary	
Munis Consultant Delivers Part I Best Business Practice Recommendations	
Client Submits Chart of Accounts to Tyler PM for Conversion	
Finalize Financials Verification Test	
Reschedule Payroll Verification Test	
Tyler Consultant Delivers Part II As Is Analysis Notes	
Actual Accomplishments This Period:	
Product Overview Demonstration - In Depth Analysis Options- Knowledge Transfer to Functional Leaders Part I	
Product Overview Demonstration - In Depth Analysis Options- Knowledge Transfer to Functional Leaders Part II	
Client Submits Chart of Accounts Spreadsheet to Tyler Consultant	
Tyler Consultant Reviews Chart of Accounts and Provides Feedback to Client	
Client Submits Chart of Accounts to Tyler PM for Conversion – Complete for the school only. See notes below for the <<Client>>.	
Finalize Financials Verification Test	

Reason for Variance (if any):

[Empty text box for Reason for Variance]

Planned Accomplishments Next Period -

[Empty text box for Planned Accomplishments Next Period]

Anticipated Delays

Responsible Party

[Empty text box for Anticipated Delays]

[Empty text box for Responsible Party]

Reason for Anticipated Delays

[Empty text box for Reason for Anticipated Delays]

Critical Issues:

Action Items:

Deadline:

[Empty text box for Critical Issues, Action Items, and Deadline]

Decisions Needed:

From Whom:

Deadline:

[Empty text box for Decisions Needed, From Whom, and Deadline]

Date

Days Purchased

Days Used

Days Remaining

Adequate to Complete Project (Y/N)

[Empty table row for Date, Days Purchased, Days Used, Days Remaining, Adequate to Complete Project]

[Empty table row for Date, Days Purchased, Days Used, Days Remaining, Adequate to Complete Project]

[Empty table row for Date, Days Purchased, Days Used, Days Remaining, Adequate to Complete Project]

3.7 Communication Paths

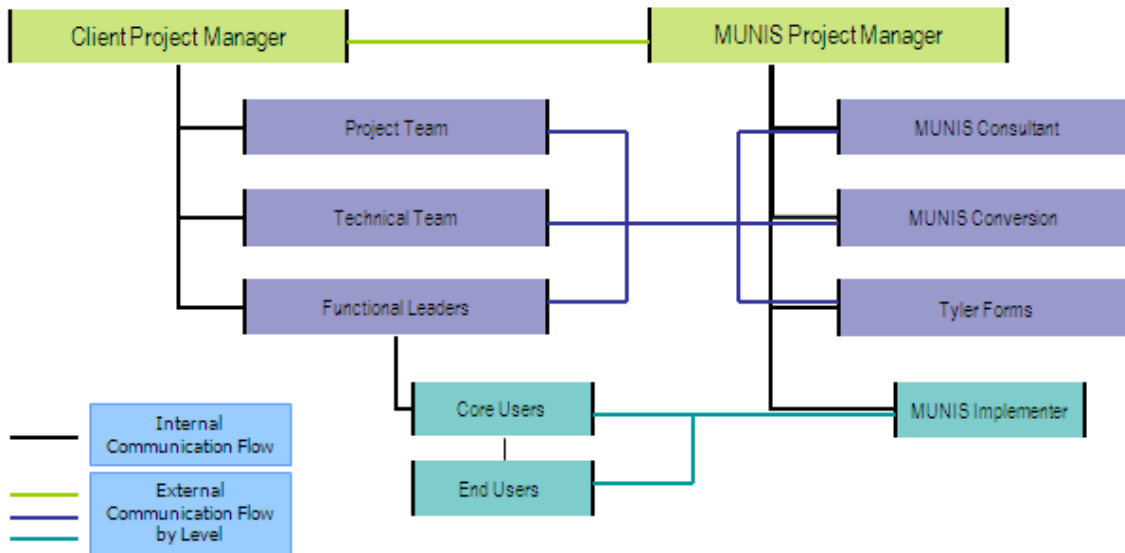
3.7.1 Role-Based Communications

In a complex project with cross-functional project needs, clearly identifying and supporting the proper communications paths are critical to success. Too often, communications take place at an inappropriate level, resulting in effort redundancy, unclear ownership identification and general confusion. Role-based communications planning can reduce the problems that result from unclear communications channels and provide a detailed reference guide for all levels of project participants.

3.7.2 Communications ORG Chart

The following chart details the typical communications hierarchy within a Tyler project implementation. Internal Communications are on a vertical path, starting from the Project Manager and moving through to other levels of project participants. External communications are horizontal and controlled within functional group.

Communications ORG Chart



3.7.3 Sample Role-Based Communications Planning Grid

Communication Source	Appropriate Recipient	Communication	Subject Examples
Functional Leaders	Tyler Consultant		Munis setup, high-level questions for functional requirements, all determinations of processes within Munis
<<Client>> Project Manager	Tyler Project Manager		Change in schedules and scope, issue resolution, project planning, invoices
Tyler Project Manager	<<Client>> Project Manager		Incomplete homework assignments, change in schedules and scope, issue resolution, project planning, milestone review
Tyler Implementer	<<Client>> Core Users, End Users		Training materials, training classes
<<Client>> Core Users, End Users	Tyler Implementer		Requests for clarification of training materials, homework.
Tyler Consultant	Functional Leaders		Business Rules, Policy & Procedures, changes desired, Tyler Forms questionnaires & mock-ups, conversion specifications
<<Client>> Core Users, End Users	Functional Leaders		Blocked dates, training issues, questions regarding policy changes
Functional Leaders	<<Client>> Project Manager		Blocked dates, training issues, information for status meetings, homework status
Tyler Project Manager	Tyler Consultant, Tyler Implementer		Consulting & training schedules & agendas, specific contractual deliverables, issues

3.7.4 Sample Project Contact List

<<Client>>		
Project Team Role	Contact Information	Phone
<<Client>> Project Sponsor		
<<Client>> Project Manager		
Functional Leader		
Functional Leader		
Functional Leader		
Functional Leader		
Functional Leader		
Tyler Forms Lead		

Risk Management Lead		
Technical Lead		
Integration Lead		
Tyler		
Project Team Role	Contact Information	Phone
Tyler Project Manager		
Tyler Consulting Services Manager		
Tyler Change Management Consultant		
Financials Project Manager		
Payroll/HR Project Manager		
Revenue Project Manager		
Utility Billing Project Manager		
Regional Implementation Manager	Penny Parsons - penny.parsons@tylertech.com	800/772-2260, ext 5672
National Implementation Manager	Danelle Daley - danelle.daley@tylertech.com	800/772-2260, ext 4456
Vice President - Services	Chris Hepburn - chris.hepburn@tylertech.com	800/772-2260, ext 4138
Sales Representative		

Section 4 Quality Management / Testing

4.1 Document Control Information

Document Number	Munis - <<Client>> - 001
Document Title:	Financials Phase Project Quality Assurance Plan
Document File:	
Creation Date:	
Created By:	Tyler Project Management
Document Status:	INITIAL VERSION

4.2 Change Control History

Change Control Number	Change Date	Description

4.3 Description

A Quality Management/Testing Plan establishes processes and activities to ensure that project objectives outlined within the Scope Management Plan are successfully implemented. Any Quality Management/Testing Plan must work to address both the project and the product.

Quality Management includes:

- Quality Planning
- Quality Assurance
- Quality Control

4.4 Purpose

The purpose of the Quality Management/Testing Plan is to define and monitor critical milestones. Failure to meet critical milestones will negatively impact the project scope.

A Quality Management/Testing Plan will provide a controlled environment for high level product testing, taking into account full module integration, import and export interface integrity, functional flow and reliability.

4.5 Process

It is imperative that a Quality Management Plan and System Testing Plan be put into practice as part of the Project.

The plan should include all of the processes required to ensure that the goals for the project are fully satisfied. The overall plan will include the following:

4.5.1 Verification Testing

Baseline module test script completion, performed after installation (site optional).

4.5.2 Static Environment Test

Policies and Procedures; Conclusion of Analysis with Functional Leaders, Knowledge Transfer, Stakeholder acceptance is required to move forward.

4.5.3 Education

Policies and Procedures; Conclusion of End-User Training, User Sign Off and Stakeholder acceptance is required to move forward.

4.5.4 System Testing

Completion of scenario processing throughout individual Modules, interfaces, and modifications, monitoring data integrity, process flow and integration.

4.5.5 Repeat Testing (only if needed)

Performance of system testing once corrections to issues have been delivered.

4.5.6 Integration Testing

Observation of inter-module data flow and effect, especially as it relates to the General Ledger.

4.5.7 Interface Testing

Observation of interface data flow and effect, especially as it relates to the General Ledger.

4.5.8 Stress Testing

Testing the system under heavy user loads, repetition of heavy processing deliberate invalid data entry which should return error messages, and attempts by multiple users to edit the same record.

4.5.9 Pre-Live Verification

Incorporates Final Conversions and all Training.

4.6 The Benefits of Testing

As an expected benefit from the completion of these tests, the following will also be achieved.

- End-users will gain extensive product experience, develop a high-level of confidence in the Munis Product and understand their specific functions within the system.
- The infrastructure of hardware and network design will be thoroughly tested.
- Modifications and Interfaces are fully integrated into the Munis product.

- A managed Issues List will be fully quantified.

4.7 The Munis Testing Environment

Modifications, interfaces, conversions and other data and programmatic elements will be tested in the Training environment. This environment will also serve as the User Acceptance Test environment.

The testing environment will provide the structure and supporting programs for User Testing to be performed throughout the duration of the Project. The desired result of the User Testing process is Functional Goal Acceptance achieved through managed issue identification, resolution, and testing.

4.8 Existing Plan

Document <<Client>>'s existing Quality Management/Testing Plan in this space if there is one.

4.9 Action Plan

4.9.1 Plan Approach

The following outlines the Munis test planning approach:

- Work with <<Client>> Project Team to determine which processes, interfaces, and modifications need to be tested within the appropriate scenario processing.
- Work with <<Client>> Project Team to create a Testing Outline that details step by step procedures for testing data integrity across all application processes.
- Work with <<Client>> Project Team to identify Project Team members, and functional leaders, to define roles and responsibilities in performing scenario processing.
- Sample documents for tracking the detail and progress of the testing process are provided at the end of this section.. Both <<Client>> Project Team and Tyler Implementation Team will provide results of all testing to <<Client>> Project Manager. In addition, tracking of all issues and their resolution will be maintained in an Issues Tracking Register.
- <<Client>> Project Team, may choose, with the support of the Tyler Implementation Staff to develop written Test Cases for selected processes utilizing, as the starting point, <<Client>>'s Desktop Documents.
- <<Client>>'s Project Team will Identify and communicate to select Product Specialists the assigned testing scenarios to be executed with assistance from Tyler Implementation Staff.
- <<Client>>'s Staff and Tyler Project Team will review and assign priorities for response to identified program or procedural issues that result from completed testing scenarios.

<<Client>>'s Project Team may choose to assign a Test Coordinator to work with Tyler Project Team. The responsibilities include:

- Working with Tyler Project Team to oversee all functions of the testing process. Monitoring the quality and timeliness of the overall testing effort.
- Facilitating testing completion by maintaining momentum during process. Checking that tests are completed in the order necessary to thoroughly sign-off on process.
- Ensuring that all reports of issues are submitted to the Tyler and <<Client>> Project Manager in a complete and timely manner.
- Review scenario processes and modify as necessary to align with any changes to policies and procedures.
- Expectations of Tyler related to successful completion of Testing Phase are identified as follows:

- Provide training to <<Client>> staff.
- Develop baseline scenario processes

4.10 Measurement & Tracking

- Priority 0 Critical Issue - Cannot proceed without correction
- Priority 1 High Issue - Can proceed but needs correction before Live
- Priority 2 Medium Issue - Can proceed with Live Processing but fix needs to be delivered to comply with ERP goals
- Priority 3 Low Priority Issue - Can proceed with Live, new desired functionality.

Once corrections have been delivered, <<Client>>'s Project Team and Tyler Project Manager will determine if Repeat Testing can continue from stopped point or, if it must be restarted.

<<Client>>'s Project Team will schedule and outline Stress Testing scenarios.

Tyler will require a final sign-off prior to going live on any module. This sign-off document will outline the status of any remaining open issues related to the module, confirming the issue status and the associated Priority Code. <<Client>>'s Project Team and the Tyler Project Team will review all items and make a decision as to the ability to begin Live Processing in Munis. The sign off will signify the end of system test phase for the module. The decision to delay Live Processing should not be based on Issues whose status is a Priority 2 or 3.

4.11 The Munis Testing Conclusion

Clear communication, recordkeeping, and analysis between <<Client>>'s Project Team, Tyler Project Manager and Tyler Implementation Teams are critical in order to move through the Testing Phase both successfully and in a timely manner. A member of these teams will need to identify the issues and then determine what type of issue resolution is necessary. Most issues can be categorized as they relate to the following:

- Module Design or Setup
- Best Practice Re-engineering.
- Change in scope
- Software modification requests

Issue tracking, resolution accountability, timely testing, and completed issue resolution are absolutely necessary in successfully completing <<Client>>'s Project. The Testing Phase is a shared responsibility and must be recognized as such.

4.12 Sample Accounts Payable Static Environment Test Script

TO BE PERFORMED IN TRAINING DATABASE WITH FUNCTIONAL LEADER

- Create 5 complete vendor records from <<Client>> data (or use vendors created for purchase order testing)
- Add 3 new accounts payable invoices to Munis including:
 - 1 invoice with no purchase order
 - 1 invoices that partially liquidates a purchase order
 - 1 invoices that fully liquidates/closes a purchase order
- Post completed accounts payable invoices and review journal entries (both PO liquidation journal entries and AP journal entries)
- Run Select Items To Be Paid Report

- Spool checks
- Post cash disbursements journal and review journal entries
- Perform accounts payable invoices maintenance
 - Change GL Account on an invoice
 - Change dollar amounts on an invoices
 - Cancel/Close an invoice
 - Review any journal entries created as a result of accounts payable invoice maintenance

ACCOUNTS PAYABLE

ITEMS THAT WILL NOT BE TESTED DURING ANALYSIS

- Modifications (contractual or enhancements)
- Workflow
- Running reports
- Munis office functionality
- Tyler Forms Printing
- Check Reconciliation
- Imports/Exports
- Purging
- 1099 Processing
- Direct Deposit Processing

4.13 Sample Budget Processing Static Environment Test Script

TO BE PERFORMED IN TRAINING DATABASE WITH FUNCTIONAL LEADER

- Create budget labels in GL Parameters for at least two levels
- Create a budget projection for the fund/expense accounts created during General Ledger testing
- Enter budgets into level 1 for all expense accounts using:
 - Amounts
 - Detail
 - Quick entry
- Roll budget from level 1 to level 2
- Review changes in Next Year Budget Entry from roll
- Create a 1-sided budget amendment to assign budget figures to your expense accounts and post the entry
- Create a 2-sided budget amendment to increase the budget for one account and reduce the budget for another account and post the entry
- Review postings in Journal Inquiry
- Review postings in GL Account Inquiry

BUDGET PROCESSING

ITEMS THAT WILL NOT BE TESTED DURING ANALYSIS

- Modifications (contractual or enhancements)
- Workflow
- Running reports
- Munis office functionality
- Imports/Exports
- Purging
- Posting the Budget
- Year End/Open Budget Processing
- Budget Builder

4.14 Sample Contract Management Static Environment Test Script

TO BE PERFORMED IN TRAINING DATABASE WITH FUNCTIONAL LEADER

- Create 5 complete vendor records from <<Client>> data (or use vendor records created for purchasing and/or accounts payable testing).
- Create 1 complete requesting department record (or use department record created for purchasing testing).
- Create 1 complete bill to/ship to code (or use bill to/ship to code created for purchasing testing).
- Add 2 new contract records to Munis (encumbered and/or un-encumbered as per analysis decisions).
- Post completed contract and review journal entries (if applicable).
- Draw down from contracts using purchase order entry.
 - View updated contract values
- Enter accounts payable invoice to pay contract vendor from the purchase order created in step 5.
 - View updated contract values
- Maintain contract values and/or GL accounts

CONTRACT MANAGEMENT

ITEMS THAT WILL NOT BE TESTED DURING ANALYSIS

- Modifications (contractual or enhancements)
- Workflow
- Running reports
- Munis office functionality

4.15 Sample Fixed Assets Static Environment Test Script

TO BE PERFORMED IN TRAINING DATABASE WITH FUNCTIONAL LEADER

- Make sure purchasing accounts exist in your chart of accounts
 - Add them to the GL Master if necessary
- Make sure fixed asset accounts exist in your chart of accounts (asset, contra, depreciation, accumulated depreciation)
 - Add them to the GL Master if necessary

- Set depreciation method per analysis decisions
- Create at least 1 class code
- Create at least 3 sub-class codes
- Create at least 1 of each miscellaneous codes
- Create 2 custodian codes
- Create account relationships in fixed asset account maintenance (if applicable) between purchasing accounts and fixed asset accounts
- Create 5 complete fixed asset records from <<Client>> data
 - Import 3 from posted purchase orders or invoices as per analysis decisions
 - Create 2 manually in the fixed assets module
- Post the assets
- Review journal entries
- Improve an asset
- Review journal entries
- Retire an asset
- Review journal entries
- Depreciate all active assets
- Review journal entries

FIXED ASSETS

PROCESSING ITEMS THAT WILL NOT BE TESTED DURING ANALYSIS

- Modifications (contractual or enhancements)
- Workflow
- Running reports
- Munis office functionality
- Imports/Exports
- Purging

4.16 General Ledger Static Environment Test Script

TO BE PERFORMED IN TRAINING DATABASE WITH FUNCTIONAL LEADER

- Set GL Parameters (segment names/sizes) as per chart of accounts workbook
- Create 2 funds
- Create segments, objects, and Org codes for 5 expense accounts within each fund and all required control accounts
 - One of the funds should be the fund your AP checks are cut from
 - One of the funds should be a fund you purchase from
- Create complete GL accounts for the 5 expense accounts in each fund and all required control accounts
- Create Due To/Due From records for your two funds

- Create budget rollup codes if applicable for use in Purchase Order testing
- Create entries for current system year as set in GL Parameters in Journal Number Control Table
- Create and post a single fund journal entry
- Review posting in Journal Inquiry
- Reverse posting and review entries
- Create and post an journal entry between the two funds, using the “Gen DT/DF” option
- Review posting in Journal Inquiry
- Review accounts in GL Account Inquiry

GENERAL LEDGER

ITEMS THAT WILL NOT BE TESTED DURING ANALYSIS

- Modifications (contractual or enhancements)
- Workflow
- Running reports
- Munis office functionality
- Imports/Exports
- Purging
- Month End Processing
- Year End Processing
- Carry Forward Method

4.17 Sample Project & Grant Accounting Static Environment Test Script

TO BE PERFORMED IN TRAINING DATABASE WITH FUNCTIONAL LEADER

- Create 2 complete grant codes, including
 - Miscellaneous codes
 - Grantor type code
 - Customer ID code
 - All data tabs available
- Create projects from the 2 grants
- Create project accounts in GL Master using existing expense accounts from the General Ledger testing and the two new project codes
- Create and post a single fund journal entry using your project codes
- Review posting in Journal Inquiry
- Utilize project accounts during Purchase Order and Accounts Payable testing

PROJECT AND GRANT ACCOUNTING

ITEMS THAT WILL NOT BE TESTED DURING ANALYSIS

- Modifications (contractual or enhancements)

- Workflow
- Running reports
- Munis office functionality
- Imports/Exports
- Purging
- Reimbursement Processing

4.18 Sample Purchase Order Static Environment Test Script

TO BE PERFORMED IN TRAINING DATABASE WITH FUNCTIONAL LEADER

- Create 5 complete vendor records from <<Client>> data
- Create 1 complete requesting department record
- Create 1 complete bill to/ship to code
- Create 1 type 2 and 1 type 4 commodity code (if using per analysis decisions – skip if not using)
- Add 3 new purchase orders to Munis including:
 - Vendor
 - Commodity code (if using)
 - At least 2 line items
 - At least 2 GL Accounts
 - At least 1 project code
- Note budget checking, including any budget rollup code checking if applicable
- Post completed purchase orders and review journal entries
- Print generic Munis purchase order form (Tyler Forms will not be tested)
- Perform purchase order maintenance
 - Change GL Account on a purchase order
 - Change dollar amounts on a purchase order
 - Cancel/Close a purchase order
 - Review any journal entries created as a result of purchase order maintenance
- Perform PO Receiving (if applicable per analysis decisions)

PURCHASE ORDER PROCESSING

ITEMS THAT WILL NOT BE TESTED DURING ANALYSIS

- Modifications (contractual or enhancements)
- Workflow
- Running reports
- Munis office functionality
- Tyler Forms Printing
- Imports/Exports

- Purging

4.19 Sample Payroll & Human Resources Static Environment Test Script

TO BE PERFORMED IN TRAINING DATABASE WITH FUNCTIONAL LEADER

- Create 5 complete employee records from <<Client>> data, including the following for each of the 5 selected employees:
 - One fund on COA menu
 - Salary & benefit GL accounts on COA menu
 - Cash account on COA menu
 - Vendors for deductions & benefits on AP menu
 - One run type
 - Location/departments
 - B/u codes
 - Salary tables or ranges
 - Tax tables
 - One accrual table
 - Allocation codes (if applicable)
 - Deduction/Benefit master records for all codes employees currently utilize
 - Pay type master records for all codes employees currently utilize
 - Payroll exceptions/exemptions for processing
 - Job class codes
 - Position Control codes
 - Personnel Action Codes for New hire, Termination, Step Increase, COLA
- Adding new hires via Personnel Actions Entry
- Entering exceptions via EDFM
- Entering exceptions via Time & Attendance (if applicable)
- Garnishment calculation
- Earning accrual time
- Using accrual time
- Allocating on the fly
- Updating employee history
- Spooling Checks (<<Client>> check form will not be utilized)
- Posting to the GL
 - Pay posting appropriately
 - Benefits posting appropriately (i.e., following employee pay allocation)
- Processing payroll vendor payments

- Via AP or Payroll
- Apply COLA increase
- Change benefits/deductions for an employee
- Terminate/Inactivate an employee

PAYROLL & HUMAN RESOURCES

ITEMS THAT WILL NOT BE TESTED DURING ANALYSIS

- Modifications (contractual or enhancements)
- Direct Deposit File
- Workflow
- Munis Online
- Interfaces (including timekeeping interfaces)
- Payroll mag media files
- Check and Direct Deposit Form Printing
- Check Reconciliation (positive pay)
- Running reports (except where indicated)
- W2 processing
- 1099R processing
- Retro pay processing
- Retirement mag media testing with retirement vendor
- Munis office functionality
- Salary & benefit projections
- Personnel functions such as certifications, training, OSHA, etc.

Section 5 Risk Management

5.1 Risk Management Overview

5.1.1 Description

A Risk Management Plan involves defining methods and procedures for assessing and dealing with possible threats that could arise inside or outside the organization. Although the exact nature of potential disasters or their resulting consequences are sometimes difficult to determine, it is beneficial to perform a comprehensive risk assessment of all threats that can realistically occur to impact the organization.

5.1.2 Purpose

The Risk planning process should identify and measure the likelihood of all potential risks and the impact on the organization if that threat occurred. To do this, each department should be analyzed separately since there may be variances in levels of automation, recovery processes, etc. The ultimate goal of the Risk Management Plan is to protect the organization, its employees and infrastructure from liabilities. In this instance, the Risk Management planning focus has been more specifically pointed towards risks that may impact the Munis Implementation project.

The outcome of the Risk Assessment should be a clearly defined baseline of risks, how they will be dealt with, who will own them, the potential of occurrence, and any associated costs.

5.2 Key Processes

Regardless of whether the threat is internal or external, the Risk Assessment should include the following processes:

5.2.1 Risk Management Plan Definition

- Determine the approaches to risk
- Identify Methodology for dealing with risk
- Identify Stakeholders
- Finalize Risk Management Plan

5.2.2 Risk Management Planning Template

Project Name:

Prepared by:

Date:

Description of Risk Management Methodology to be Used:

Approaches

Tools

Data Sources

Roles and Responsibilities:

Risk Management Action #1:

Team Leader

Team Members

Support

Risk Management Action #2:

Team Leader

Team Members

Support

[Add sections as needed]

Budget:

Timing: (Describe how risk management will relate to the project life cycle, and at what points it will be reviewed during the execution of the project)

5.2.3 SWOT Analysis

A SWOT Analysis is a strategic planning tool used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture. Strengths and weaknesses are internal to an organization. Opportunities and threats originate from outside the organization.

A SWOT analysis, usually performed early in the project development process, helps organizations evaluate the environmental factors and internal situation facing a project. Strengths and weaknesses are attributes that measure your internal capability.

Opportunities and threats refer to how the external environment affects your team/business/group. Ideally a cross-functional team or a task force that represents a broad range of perspectives should carry out SWOT analyses.

5.2.4 SWOT Analysis Template

Project Name:

Prepared by:

Date:

Project Manager:

SWOT Analysis Facilitator:

SWOT Analysis Participants:

SWOT Analysis Recorder:

Date of SWOT Analysis:

Project Strengths: (What potential strengths exist about the project, the project team, the sponsor, the organization structure, the client, the project schedule, the project budget, the product of the project, etc.?)

- 1.
- 2.
- 3.
- 4.

Project Weaknesses: (What potential weaknesses exist about the project, the project team, the sponsor, the

organization structure, the client, the project schedule, the project budget, the product of the project, etc.?)

- 1.
- 2.
- 3.
- 4.

Project Opportunities: (What potential opportunities exist in regard to achieving the project requirements, the product requirements, the project schedule, the project resources, the project quality, etc.?)

- 1.
- 2.
- 3.
- 4.

Project Threats: (What potential threats exist in regard to achieving the project requirements, the product requirements, the project schedule, the project resources, the project quality, etc.?)

- 1.
 - 2.
 - 3.
 - 4.
-

5.2.5 Risk Identification

- Reviewing tools for identifying risks
- Defining risk categories
- Validating that identified risk is the root cause, not the symptom
- Completing Risk Register

5.2.6 Risk Analysis

- Analyzing impact
- Analyzing probability
- Analyzing budgetary impact
- Prioritizing risks

5.2.7 Risk Responses

- Avoiding
- Transferring
- Mitigating
- Accepting

5.2.8 Monitoring Risks

- Identifying risk triggers
- Continuing assessment and review
- Status Reporting

5.2.9 Lessons Learned

- Evaluate responses
- Modify plan

5.3 Sample Populated Risk Register

Id	Description of Risk	Likelihood	Grade	Mitigation Actions	Responsible Party
1	Commitment of key stakeholders to the project.	L	C	Keep open line of communications with key project stakeholders as identified in the communications management plan and monitor progress and activity.	
2	Vacation and conference schedules interfering with availability for training sessions.	L	D	<<Client>> to review all conference and vacation schedules and will provide back-up for key personnel for Munis training sessions and consider each request based on its impact to the overall project success.	
3	Incomplete homework assignments resulting in delays in training.	M	C	Functional owners will submit a homework status report to <<Client>> Project Manager every Friday. Tyler PM and <<Client>> PM will review the status and report to key stakeholders and project sponsor any slippage in tasks.	
4	Lack of clearly defined written School Business practices and procedures resulting in inefficient training of the TEMS modules. This includes last minute major policy changes that result in re-training, re-conversion of data, and changes in auxiliary tables.	H	A	All policies and procedures manuals will be completed by 5/31/09 by each Functional Leader	
5	Limited personnel resources and over-commitment of key personnel throughout the project	H	A	Review existing projects that impact key personnel and if necessary, bring in additional resources from other internal departments or temporary employees to minimize the impact to project success.	
6	Hurricane/Severe Weather that could impact training schedule and go-live.	H	A	Accept risk and reschedule training sessions as soon as it is feasible. This could include increasing concurrent training sessions. Accept that the go-live could be delayed.	
7	Project scope creep caused by expectations of stakeholders that extend beyond the scope of the project.	L	C	All requests for software modifications, additional training day requests, and activities that could delay the overall project must be approved by <<Client>> Project Team, <<Client>> Project Sponsor and Tyler Project Manager which will become the project change control board.	

8	Lack of resources to complete conversion verification.	H	B	Purchase additional Munis services to assist in conversion verification. Assign backup resources in advance of receipt of conversion data. Hire and train temporary help from external source to handle routine tasks to free up existing staff for verification of conversion.
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5.3.1 Likelihood of Each Risk

L	LOW	Probability of occurrence is minimal
M	MEDIUM	Potential of occurrence is increasing but not yet probable
H	HIGH	Occurrence is probable
E	EXTREME	Occurrence is imminent
N/A	NOT ASSESSED	Not assessed

5.3.2 Grade of Seriousness of Each Risk

1	Item poses an immediate risk. Risk mitigation actions must be put into effect immediately.
2	Item poses a potential risk. Risk mitigation actions warrant continual monitoring as its potential is increasingly likely and preparation for invoking mitigation needs to be made.
3	The risk item needs to be routine reassessed. No immediate action is required.

5.3.3 Status of Each Risk

OPEN	The risk item continues to pose a potential risk and therefore is being monitored.
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Section 6 Schedule Management

6.1 Document Control Information

Document Number	Munis - <<Client>> - 001
Document Title:	Financials Phase Schedule Management Plan
Document File:	
Creation Date:	January 26, 2009
Created By:	
Document Status:	INITIAL VERSION

6.2 Change Control History

Change Control Number	Change Date	Description

6.3 Schedule Management Plan Overview

6.3.1 Description

A Schedule Management Plan involves defining the processes of how the master project schedule will be established, managed and modified.

6.3.2 Purpose

The following are the major elements of Schedule Management:

- Tracking Schedule Progress
- Changing the Project Schedule
- Schedule Reporting
- Closing the Project Schedule

The Schedule Management Plan is a living, flexible plan that can be modified to accommodate efficient schedule management that will impact the Munis Implementation project. The Project Plan will be updated and maintained on a regular basis throughout the project in order to make sure the Schedule is on track.

The outcome of the Schedule Management Plan should be a clearly defined baseline of acceptable changes, how they will be dealt with, who will own them in order to ensure the timely accomplishments of the project objectives

as outlined in the Project Plan.

6.4 Key Processes

6.4.1 Description

Development of the Schedule Management Plan should include the following processes:

6.4.2 Schedule Management Plan Definition

- Identify acceptable reasons for change
- Evaluate how the change will affect the overall project – time, cost, scope and performance
- Identify Stakeholders authorized to request changes
- Identify how the schedule change request will be processed
- Assign the individuals that will be involved in the approval of the changes
- Update the Communication Plan to reflect how the schedule and any changes will be distributed.
- Finalize Schedule Management Plan

6.4.3 Acceptable Schedule Change Reasons

-
-
-

6.4.4 Schedule Analysis

- Impact on time
- Impact on cost
- Impact on scope
- Impact on performance
- Identify Milestones baseline from the other management plans

6.4.5 Schedule Responsibilities

- Tyler Project Manager
- <<Client>> Project Manager
- Functional Leaders

6.4.6 Monitoring Schedule

- Set up a time frame for regular meetings to discuss the project progression as well as any changes.
- Review Project plan and Milestones baseline
- Identify and assess the schedule change
- Complete a Schedule Change form and submit with required supporting documents

- Continuing assessment of the Project Plan
- Status Reporting

6.4.7 Lessons Learned

- Evaluate responses
- Modify plan

6.4.8 Schedule Management Planning Template

Project Name:

Prepared by:

Date:

Acceptable Reasons for Changes to Baseline Schedule:

Effect of Potential Acceptable Change:

Time – Will this affect the targeted go-live date for this module or other modules?

Cost – Can this change be accomplished without additional costs involved?

Scope - How will this change affect the implementation of other modules?

Performance – Will this change create an issue for internal or external resources?

Stakeholders Authorized to Request Changes to Schedule:

Client Project Manager:

Tyler Project Manager:

Schedule Change Request Process:

Stakeholders to Approve/Finalize Schedule Changes:

Process for distributing/communicating Schedule Changes:

[Add sections as needed]

Process for Tracking Schedule Progress during the duration of the Project:

6.5 Existing Plan

Insert Existing Schedule Plan

6.6 Schedule Control/Action Plan

In order for a Schedule Management Plan to be a successful tool in any project, the following processes must be identified:

- Performance reporting
- Measurement of the performance
- Progress reporting
- Variance analysis
- Schedule updates

Section 7 RESOURCE PLAN

7.1 Description

A Resource Plan establishes and includes the processes that organize and manage the project team and the necessary physical resources for the project tasks. The project team is comprised of the people who have assigned roles and responsibilities for completing the project. The physical resources are those tools needed to ensure the completion of all necessary tasks for the project.

Resource Management Includes:

- Resource Planning
- Acquiring Resource Team and Tools
- Develop the Project Resources
- Manage the Project Resources and Tools

7.2 Purpose

The purpose of the Resource Management Plan is to identify and document project roles, responsibilities, reporting relationships, as well as the allocation of resource tools for the project. The Resource Management Plan will also identify risks to the project due to resource turnover, resource availability, and resource conflicts.

The Resource Management Plan will outline the human resources identified as functional leaders for each module and the requisite time commitment required for each component of the project. For multiple phase projects the resource allocation for required training tools will be identified.

7.3 Process

The Resource Management Plan is a critical component for a successful project implementation. The plan should include the identification of all functional leaders, schedule or availability conflicts that will affect the project calendar and any resource allocations or restrictions that would impact the training schedule for the project.

7.4 Roles and Responsibilities Definition

7.4.1 Tyler Project Manager

- Providing an initial task list for the project
- Working with <<Client>> PM to coordinate an implementation schedule
- Scheduling Munis resources for training days
- Coordination of conversion services with appropriate departments within Munis.
- Oversee project and monitor progress with <<Client>> PM
- Hold regular conference calls with <<Client>> PM to review status and progress of project and to identify any outstanding issues.

7.4.2 <<Client>> Project Manager

- Identify and communicate to Tyler PM requirements for a successful implementation of Munis
- Coordinate with Tyler PM to develop and maintain implementation schedule which identifies specific

milestones and establishes accountability

- Scheduling <<Client>> resources for training days. This includes but is not limited to personnel, equipment and training rooms.
- Identify additional employee training needs and update schedule
- Ensure that employees accomplish tasks on time, including monitoring homework assignments
- Review invoices and approve payment in accordance with the contract and associated milestones
- Oversee Project and monitor progress with Tyler PM
- Develop conversion specifications with Tyler PM
- Analyze and prove conversion data
- Coordinate MIS functions such as system backups, loading releases and software updates, hardware installation and operating system setup
- Coordinate regular internal project meetings determining status of tasks and listing outstanding issues, refer to Munis Communication Management Plan for frequency and schedule. Communicate these to the Tyler PM at each project management meeting.
- Provide and facilitate 3rd Party Vendor Communication Plan and Escalation Process
- Initiate all Change Requests to project management plans as requested by <<Client>>

7.4.3 <<Client>> System Administrator

- Load Releases or coordinate with OSDBA if an OSDBA Contract has been purchased
- Copy LIVE database to Training database as needed for training days
- Create any necessary data tapes or conversion files to be transmitted to Munis or 3rd Party Vendors
- Add new users and printers
- Perform basic server system maintenance
- Ensure all users understand Munis log-on process and have necessary permission for all training sessions

7.4.4 <<Client>> Functional Leader

- Participate in appropriate analysis sessions and help determine and develop policy and procedures
- Complete security templates for all end users
- Attend all training sessions or appoint an appropriate management level designee
- Performance Tracking review with Tyler PM on end user competency on trained topics
- Provide end users with dedicated time to complete required homework tasks
- Act as supervisor/cheerleader for the new Munis process
- Identify and communicate to <<Client>> PM any additional training needs or scheduling conflicts
- Help document lessons learned at end of each phase and signoff on formal acceptance for phase close-out

7.4.5 Facilities Resource Requirements

- Training environment free of interruptions
- Space for trainees to take notes and organize documents

- Access to the Munis system
- A working networked Munis printer
- A telephone
- A whiteboard or easel with markers
- Ideally 1 PC per user being trained

7.4.6 End User Requirements

- Basic competency in computer skills
- Mandatory attendance at all applicable training sessions
- Practice and complete all homework on an acceptable time line
- Demonstrate competency with Munis processing prior to GO LIVE

7.4.7 Resource Risk Identification

To be identified and incorporated into Risk Management Plan as deemed appropriate

- Changes in the Work Breakdown Structure or duration of the project which may impact employee availability
- Employee competency
- Language issues
- Time Zones differentials and impacts on travel and web-ex sessions
- Departmental coverage or closure for employee training
- Political environment
- Multi-track implementations
 - Training rooms
 - Scheduling conflicts
 - Database environment issues – may require multiple training database installation
- Employee Turnover – Back up personnel identified
 - Pending retirements
 - Pending elections
 - Maternity/Sick Leave absences
- Understanding Scope Definition
- Buy-in at all levels for Munis Project

Section 8 EDUCATION PLAN

8.1 Document Control Information

Document Number	Munis - <<Client>> - 001
Document Title:	Financials Phase Project Quality Assurance Plan
Document File:	
Creation Date:	
Created By:	Tyler Project Management
Document Status:	INITIAL VERSION

8.2 Change Control History

Change Control Number	Change Date	Description

8.3 Description

An education plan lays out the process of transferring knowledge between Munis and <<Client>>. We refer to our plan as an education as opposed to a training plan for several reasons. First, the process of transferring knowledge is vital to the analysis phase of our project. During analysis we: review the “AS IS” environment, provide Munis demonstrations, review questionnaires and flow charts, and ultimately arrive at a “TO BE” model. The TO BE model becomes the foundation for user training. Second, training denotes a classroom setting with teacher and pupil. While training will occur, it is a piece of the overall education needed to be a proficient Munis user.

8.4 Purpose

The purpose of the Education Plan is to:

- Communicate the process to stakeholders and Munis functional leaders
- Answer specific questions (where will classrooms be established, what database environment will be utilized, etc.)
- Establish action items link project personnel as owners.
- Define measurement criteria to ensure the Education Plan has been successfully followed.

8.5 Process

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

8.5.1 Demonstration, Analysis, and Knowledge Transfer

Tyler employees will perform the following tasks:

- As Is review
- Product overview demonstration
- In depth analysis of Munis options
- Flow chart review
- Questionnaire review

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

8.5.2 Prerequisites

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

Training Database- All users must have access to the Munis training environment. The users must have logins established and know how to access the training environment.

Navigational Videos- Tyler will provide Munis navigational videos to <<Client>>. The videos can be stored on a network folder for broad access. The videos demonstrate basic Munis functions including: menu navigation, table/screen navigation, add/update/output, search, browse data records and the Munis toolbar.

How To Manuals- In addition to Munis on-line help, Tyler offers a variety of How To manuals depicting baseline Munis functionality and the steps required to process records. For example, the How to Enter a Requisition manual shows a beginning Munis user the steps necessary to create a requisition. The How To manuals can be found online at <http://support.munis.com> (under Customer Tools, Knowledge Base).

We have found that users who utilize the prerequisites learn Munis at a faster pace and retain more classroom discussion than their peers whose first exposure to Munis is their first training day.

8.5.3 TO BE Demonstration

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

8.5.4 Munis Application Training

In this phase we are conducting classroom training.

8.5.5 Pre-Live Training

These repeated classes provide end users the opportunity to review Munis functionality in a classroom environment.

8.5.6 Post Live Reconciliation Training

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

8.5.7 Post Live Output and Inquiry Training

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

8.6 Logistics

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

8.6.1 Software/Hardware

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

8.6.2 Facilities

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

8.6.3 Staff

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

8.6.4 Schedule

- Who will determine the exact days for training?
- Who will notify staff members?

- How far in advance will the training schedule be built?

8.7 Action Plan

The final logistics table will be placed into the following table format which will become the Action Plan

Logistic Item	Owner	Date Needed	Date Completed

8.8 Measurement & Tracking

Tyler and <<Client>> will develop a mutually agreed upon training survey which users will complete at the conclusion of each session. Surveys will be reviewed by: <<Client>> PM, Tyler PM, and <<Client>> Functional Leader. The intent of the survey is to validate knowledge transfer and alert management to the need for additional training or new approaches desired by staff. Sample survey questions follow:

- Did you review the prerequisite materials prior to training?
- Did you watch the Munis Navigation Video?
- Did you review the How To documentation?
- Did you understand the training scripts?
- What would you change about the class?

Section 9 Conversion

The conversion process is the most time critical element of the project plan. It is your responsibility to provide Tyler with readable conversion data with file layouts and control totals where applicable by the deadlines set forth in the project plan. Failure to meet conversion deadlines can directly impact your live date(s). The following five pages provide you with detailed information concerning the Data Conversion process.

9.1 Data Delivery Process

The conversion process begins with the following steps:

- The conversion department at Tyler reviews the contract to determine which conversions were purchased and determine whether additional tasks will be required and/or desired.
- The Tyler Project Manager develops the schedule for sending initial data and supporting documentation and set timelines for return of the converted data. Timing is critical to meeting your dates for going LIVE.
- The customer delivers the data files to the conversion department along with the name(s) and phone numbers of user and technical contacts who can answer questions regarding details of the conversion data and the file layouts and those who will be responsible for installing the converted data.

Timely transfer of data can be facilitated by any of the following methods. At least one of these facilities must be available with staff trained to use them:

- Internet Access (to our web site: www.tylertech.com)
- FTP file transfer
- Email with WinZip (Windows NT) or tar (UNIX) capabilities
- Tapes, diskettes or other compatible media

When creating files for conversion, you must include the following:

- Report with control totals
 - Total records
 - Total dollars by category (interest, consumption, billed, paid, outstanding, etc.)
- File Layout/File Definition
- Sample Output
 - Sample Tax Bill showing Billing/Payment/Interest/Amount Due
 - Sample UB Bill showing readings/Consumption/Billing/Payments/Prior Due/Current Due

Tyler has a dedicated Internet Server used for downloading conversion files. We encourage <<Client>>s to utilize this server to download converted files; the alternative is mailing tapes, which can take days. <<Client>>s can access the Tyler server via an Internet connection. To ensure efficient downloading of files, we recommend a minimum connection of 56K to the Internet; otherwise data transfer will be extremely slow. <<Client>>s will need FTP knowledge to download off the Munis® server.

9.2 Conversion Technical Assistance

If you have any questions about the following information that we are requesting, or about the Data Conversion process in general, please feel free to call Robyn Smart - Oliver at (800)772-2260 extension 4158. If you have additional information about your system that you feel is important, but we have not asked about, we'd appreciate hearing about it. You can also call us if you need assistance in collecting the requested information. We may not have specific answers for all computer systems, but we may be able to find someone who can help you.

- Address all packages to:
 Tyler Technologies
 Munis Data Conversion Department
 370 U.S. Route 1
 Falmouth, ME 04105
 Telephone No. 207-781-2260 (required on some Air Bills)
- Pack diskettes and tapes in sturdy containers or envelopes, reinforced with stiff cardboard, to prevent damage.
- Unless specifically instructed, all materials should be sent via an air express carrier (Federal Express, Airborne, UPS, Express Mail, etc.) overnight or 2nd day (when available). It is a good idea to go with a service that lets you track your packages.
- PLEASE DO NOT SHIP MATERIALS VIA U.S. Postal Service

9.3 Data Conversion Information

9.3.1 Overview

The first step in the conversion process, from the standpoint of the Conversion Department, is getting the following from you:

- data file(s) ,
- data layout(s),
- supporting documentation
- (optional) screen prints or other specific examples.

9.3.2 Definitions

- Data files are the actual information from your current (old) system. If your current system consists of spreadsheets or other simple databases, you may send these. If your current system is already set up in more sophisticated data files, you may have parameter files, code table files, master data files, temporary and work files, and transaction files. You will want most of the master data and some transaction data converted, depending upon your contract, but not parameters or code tables. So examine those files that have the module ID as part of their key (for instance, employee number in payroll), and send those that seem appropriate for the conversions purchased. (For more on the format and transfer of data files, see below.)
- A data layout is a document that details how the data is arranged into records and fields within the data file. It includes record lengths (if fixed) and field names, fields sizes (if fixed) or delimiters, field types (character, number, date, Boolean, etc...), and field positions (either absolute or relative) within the data record. Two common examples are the COBOL “fd” and the Informix 4gl “schema”. For spreadsheet data, the layout is implied from column headings and sizes. Without some type of data layout, the data file is useless.

9.3.3 Supporting Material

Supporting material is often necessary for decoding and converting the data. First, field names may need further description. For example, will the programmer know that ‘MAST-TITLE’ means ‘payroll position’ in your old system? Or perhaps you need to tell the programmer to use ‘FTE-HOW-MANY’ as the number of active FTE array elements. Second, codes may need translation (e.g., in the field ‘MAST-DED-TYPE’, 1 might stand for Dollar

Amount, 2 for Percentage). Finally, and most important, data may need a crosswalk that shows the translation of old system codes to new Munis® codes. The most common application of a code crosswalk is when payroll deduction codes are being converted, and the old system's codes do not fit into the Munis® scheme. Other common crosswalks include 1099 box codes, parcels, departments, employee numbers, locations, and GL accounts. These crosswalks are typically entered into a spreadsheet, but the Conversion Department can open and use any document that is supported by Microsoft Word or Microsoft Excel.

The conversion programmer will examine your data files and layouts, and use the supporting materials to interpret, crosswalk, and generally re-arrange the data from your old system into Munis® format. If you have sent some specific examples to check, the programmer will look closely at the converted data for a few of these people or items before sending the data to you for intensive proofing.

9.3.4 Data Formats

Data Files may be submitted in a variety of formats including:

- ASCII (Line Sequential) – types include:
 - Fixed Length (preferred)
 - Delimited
- BINARY - Data must be in fixed length records, but may include:
 - Zoned and packed decimal, floating point, and binary numbers
 - ASCII or EBCDIC character sets
- SPREADSHEETS, DATABASES AND OTHER APPLICATIONS

We can convert data directly from a number of applications, as opposed to having you export data to a generic format. Please do not export files to another format unless specifically requested.

You may wish to look at Munis® file layouts to help you decide what to send, but do not go to a great deal of trouble to match your data format to ours. The conversion department will do the matching.

9.3.5 Timing and Reports

In addition to sending data, you should run a number of reports that you will later use to proof the conversion. You and your Munis® Project Manager will decide which reports are required. FOR VERIFICATION PURPOSES IT IS IMPERATIVE THAT REPORTS FOR PROOFING BE RUN AT THE SAME TIME THAT DATA IS CREATED FOR TRANSFER TO Munis®. THERE SHOULD BE NO INTERVENING TRANSACTIONS POSTED BETWEEN THE DATA TRANSFER AND THE REPORTING. We emphasize this point because we have had conversions in which <<Client>> transferred data to tape, posted transactions then ran the reports. Under these conditions, it is difficult to match the data to the output on the report. Do not send these proofing reports to the Conversion department. You will want to hold on to them until you get the converted data back from us, at which time you will use them to verify the integrity of the conversion.

9.3.6 Submission Methods

9.3.6.1 Electronic Transfers

Speed, simplicity and reliability make this the preferred method of submitting data and supporting materials. Conversion Department Staff will work with you to identify the best method of Electronic Transfers for your conversion. Methods include:

9.3.6.2 FTP

Requires direct Internet connection or access to an Internet Service Provider. Direct Internet Connection is preferable, as very large files can then be transferred efficiently. Access through an Internet Service Provider generally means that one hop will require a modem transfer, which is relatively slow.

9.3.6.3 E-mail

Systems supporting binary attachments provide an excellent method of transferring System Information and small data files. Attachment size is currently limited to 12 MBs, which accommodates most <<Client>> data files as long as they are compressed.

9.3.6.4 Modem

Only feasible for extremely small <<Client>>s. This method is more costly than the Internet (due to toll phone calls) and not nearly as reliable. May be adequate for transferring System Information Files. <<Client>> must have communications software installed, preferably one that includes the ZMODEM transfer protocol. The XMODEM or Kermit protocol is acceptable, but generally less reliable and a little slower than ZMODEM.

In many cases, initial data transfers to and from Munis® may be performed on physical media due to the volume of data being transferred. However, towards the end of the conversion/ implementation process, there is often a need to transfer smaller files (e.g., corrections, amendments, additions). Having an electronic transfer option available at this stage of the implementation is invaluable to the success of the implementation.

9.3.7 Munis® Conversion Verification Cover Page

General notes and suggestions for easing the conversion process:

- Remember to get from your original system, each time data is sent to the conversion department, any reports and/or screen prints that will later help you to verify the converted data.
- At each conversion step, you will be sent one or more Error Report(s), text file(s) containing “err” somewhere in the name, xx_err.txt. Be sure to read carefully through the warning messages, as they indicate problems encountered when converting your data, and often hold the explanation for discrepancies in the verification process. In addition, many of the messages indicate a situation that will require manual maintenance later, when you go live with the converted data. If you also receive a Readme text file, it may include further explanations of error messages and conversion decisions.
- Converted data is generally loaded to a Training database first, and not loaded to the Live database until you verify and accept it. However, because parameters (control data) and code tables are entered on-site, it is important to handle this in such a way that manual data entry is mostly done in only one database. Discuss this with your Project Manager, and be sure that those responsible know where to load conversion data at each step and have the ability to copy live to test.
- Important! Conversion of the same data over again with requested changes (repeated conversion steps) will completely overwrite the files/tables involved, in whatever database(s) they are loaded, so do not begin your own maintenance of any data until you are satisfied that the corresponding conversion step is done. If you want to begin data entry, and are not sure whether this area of data will be affected by further conversions, ask the conversion programmer.
- Please notify the conversion programmer if you take over maintenance of a converted master table before all conversion steps for that module are done, since the programmer then needs to consider how adds, drops, and changes in the master will affect the other conversion steps. (Employee Master, for instance, is often taken over by <<Client>> before many other payroll tables are converted, but this requires program changes and additional information sent by <<Client>>.)
- Processes and reports recommended by the conversion department for each module are only the minimum; in all cases, additional verification is needed. This may include spot-checking several individual IDs through all screens; browsing through a single screen for a selected group of IDs; verifying various data

fields, counts, and amounts for selected groups, through screens and/or reports; and processing additional transactions. All data and processes critical to your organization should be checked carefully.

9.3.8 Sign-Off Sheet

<<Client>> SIGN-OFF SHEET

Please sign and date the following statement of minimum verification and acceptance and send it to the conversion department manager:

I, _____, affirm that the reports and processes recommended
(printed name of person responsible)

by Tyler Conversion Department, have been run and as authorized representative for

_____ am satisfied with individual conversion data fields
(printed customer name)

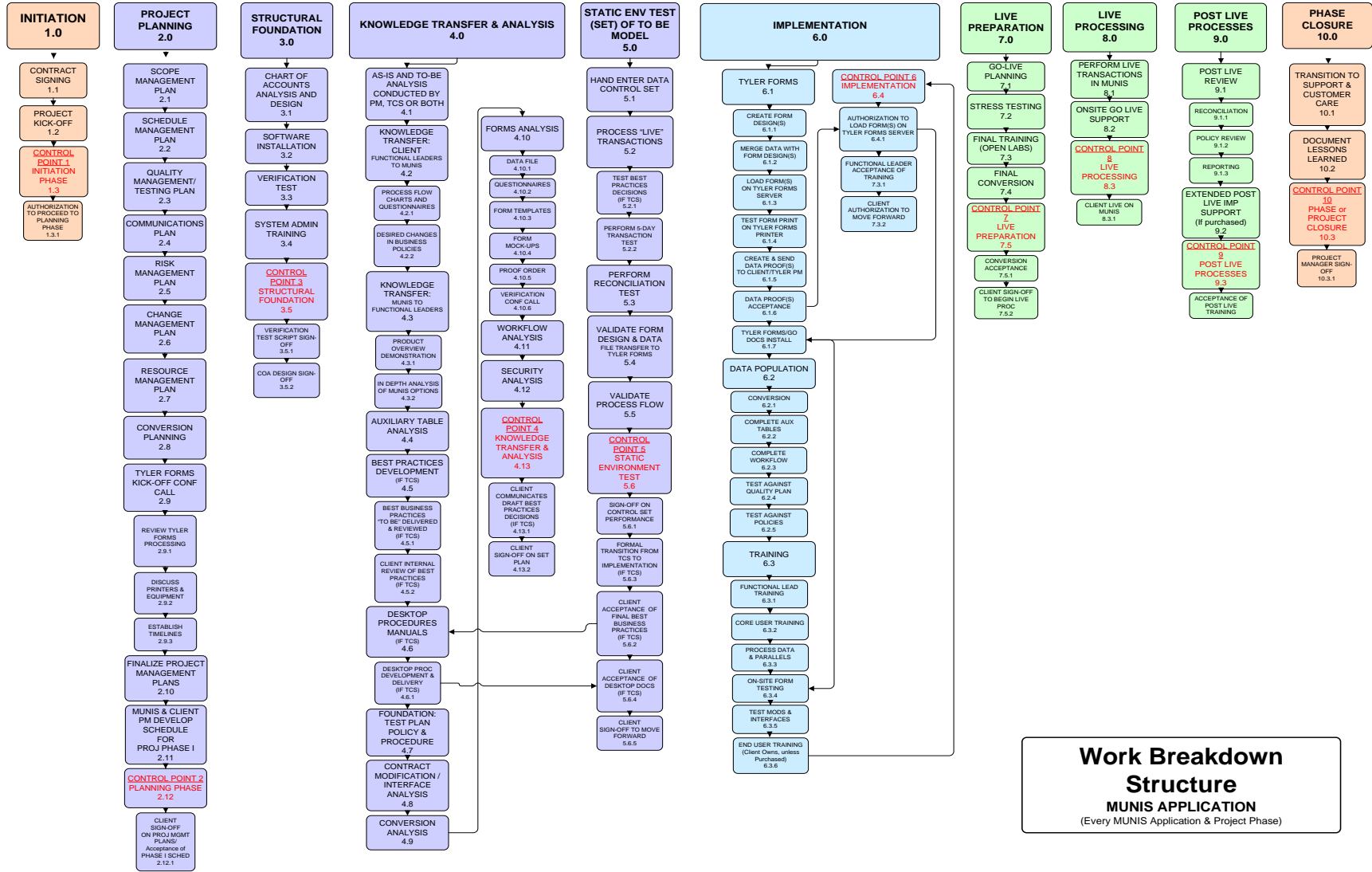
and amount totals, and have seen that converted records will process correctly through appropriate transactions.

(module)

(signature of person responsible)

(date)

Section 10 Work Breakdown Structure



Work Breakdown Structure
MUNIS APPLICATION
 (Every MUNIS Application & Project Phase)

EFFECTIVE DATE: Sept. 29, 2008

MASTER DEPOSIT ACCOUNT NUMBER: 34953

THREE-PARTY MASTER DEPOSITOR
ESCROW SERVICE AGREEMENT

1. Introduction.

This Three-Party Master Depositor Escrow Service Agreement (the "Agreement") is entered into by and between Tyler Technologies, Inc., ("Depositor"), and by any additional party enrolling as a "Beneficiary" upon execution of the Beneficiary Enrollment Form attached as Exhibit E to this Agreement and by Iron Mountain Intellectual Property Management, Inc. ("Iron Mountain"). Beneficiary, Depositor, and Iron Mountain may be referred to individually as a "Party" or collectively as the "Parties" throughout this Agreement.

(a) The use of the term "services" in this Agreement shall refer to Iron Mountain services that facilitate the creation, management, and enforcement of software or other technology escrow accounts as described in Exhibit A attached hereto ("Services"). A Party shall request Services under this Agreement by submitting a work request for certain Iron Mountain Services ("Work Request") via written instruction or the online portal maintained at the website located at www.ironmountainconnect.com or other websites owned or controlled by Iron Mountain that are linked to that website (collectively the "Iron Mountain Website").

(b) The Beneficiary and Depositor have, or will have, entered into a license agreement or other agreement conveying intellectual property rights to the Beneficiary ("License Agreement"), and the Parties intend this Agreement to be considered as supplementary to the License Agreement, pursuant to Title 11 United States [Bankruptcy] Code, Section 365(n).

2. Depositor Responsibilities and Representations.

- (a) Depositor shall make an initial deposit that is complete and functional of all proprietary technology and other materials covered under this Agreement ("Deposit Material") to Iron Mountain within thirty (30) days of the Effective Date. Depositor may also update Deposit Material from time to time during the Term of this Agreement provided a minimum of one (1) complete and functional copy of Deposit Material is deposited with Iron Mountain at all times. At the time of each deposit or update, Depositor will provide an accurate and complete description of all Deposit Material sent to Iron Mountain via the Iron Mountain Website or using the form attached hereto as Exhibit B.
- (b) Depositor represents that it lawfully possesses all Deposit Material provided to Iron Mountain under this Agreement free of any liens or encumbrances as of the date of their deposit. Any Deposit Material liens or encumbrances made after their deposit will not prohibit, limit, or alter the rights and obligations of Iron Mountain under this Agreement. Depositor warrants that with respect to the Deposit Material, Iron Mountain's proper administration of this Agreement will not violate the rights of any third parties.
- (c) Depositor represents that all Deposit Material is readable and useable in its then current form; if any portion of such Deposit Material is encrypted the necessary decryption tools and keys to read such material are deposited contemporaneously.
- (d) Depositor agrees, upon request by Iron Mountain, in support of Beneficiary's request for verification Services, to promptly complete and return the Escrow Deposit Questionnaire attached hereto as Exhibit Q. Depositor consents to Iron Mountain's performance of any level(s) of verification Services described in Exhibit A attached hereto and Depositor further consents to Iron Mountain's use of a subcontractor to perform verification Services. Any such subcontractor shall be bound by the same confidentiality obligations as Iron Mountain and shall not be a direct competitor to either Depositor or Beneficiary. Iron Mountain shall be responsible for the delivery of Services of any such subcontractor as if Iron Mountain had performed the Services. Depositor represents that all Deposit Material is provided with all rights necessary for Iron Mountain to verify such proprietary technology and materials upon receipt of a Work Request for such Services or agrees to use commercially reasonable efforts to provide Iron Mountain with any necessary use rights or permissions to use materials necessary to perform verification of the Deposit Material. Depositor agrees to reasonably cooperate with Iron Mountain by providing reasonable access to its technical personnel for verification Services whenever reasonably necessary.

3. Beneficiary Responsibilities and Representations.

- (a) Beneficiary acknowledges that, as between Iron Mountain and Beneficiary, Beneficiary assumes all responsibility for the completeness and functionality of all Deposit Material.
- (b) Beneficiary may submit a verification Work Request to Iron Mountain for one or more of the Services defined in Exhibit A attached hereto and further consents to Iron Mountain's use of a subcontractor if needed to provide such

Services. Beneficiary warrants that Iron Mountain's use of any materials supplied by Beneficiary to perform the verification Services described in Exhibit A is lawful and does not violate the rights of any third parties.

4. Iron Mountain Responsibilities and Representations.

- (a) Iron Mountain agrees to use commercially reasonable efforts to provide the Services requested by Authorized Person(s) (as identified in the "Authorized Person(s)/Notices Table" below) representing the Depositor and Beneficiary in a Work Request. Iron Mountain may reject a Work Request (in whole or in part) that does not contain all required information at any time upon notification to the Party originating the Work Request.
- (b) Iron Mountain will conduct a visual inspection upon receipt of any Deposit Material and associated Exhibit B. If Iron Mountain determines that the Deposit Material does not match the description provided by Depositor represented in Exhibit B attached hereto, Iron Mountain will notify Depositor of such discrepancies and notate such discrepancy on the Exhibit B.
- (c) Iron Mountain will provide notice to the Beneficiary of all Deposit Material that is accepted and deposited into the escrow account under this Agreement.
- (d) Iron Mountain will work with a Party who submits any verification Work Request for Deposit Material covered under this Agreement to either fulfill any standard verification Services Work Request or develop a custom Statement of Work ("SOW"). Iron Mountain and the requesting Party will mutually agree in writing to a SOW on the following terms and conditions that include but are not limited to: description of Deposit Material to be tested; description of verification testing; requesting Party responsibilities; Iron Mountain responsibilities; Service Fees; invoice payment instructions; designation of the paying Party; designation of authorized SOW representatives for both the requesting Party and Iron Mountain with name and contact information; and description of any final deliverables, prior to the start of any fulfillment activity. After the start of fulfillment activity, each SOW may only be amended or modified in writing with the mutual agreement of both Parties, in accordance with the change control procedures set forth therein.
- (e) Iron Mountain will hold and protect all Deposit Material in physical or electronic vaults that are either owned or under the control of Iron Mountain, unless otherwise agreed to by the Parties.
- (f) Upon receipt of written instructions by Depositor, Iron Mountain will permit the replacement or removal of previously submitted Deposit Material.
- (g) Iron Mountain will return the Deposit Material to Depositor upon termination of this Agreement. If reasonable attempts to return the Deposit Material to Depositor are unsuccessful, Iron Mountain shall destroy the Deposit Material.

5. Payment.

The Party responsible for payment designated in Exhibit A ("Paying Party") shall pay to Iron Mountain all fees as set forth in the Work Request ("Service Fees"). Except as set forth below, all Service Fees are due to Iron Mountain within forty-five (45) calendar days from the date of invoice in U.S. currency and are non-refundable. Iron Mountain may update Service Fees with a ninety (90) calendar day written notice to the Paying Party during the Term of this Agreement. Iron Mountain shall not increase Service Fees by more than eight percent (8%) per year. The Paying Party is liable for any taxes related to Services purchased under this Agreement or shall present to Iron Mountain an exemption certificate reasonably acceptable to the taxing authorities. Applicable taxes shall be billed as a separate item on the invoice, to the extent possible. Any undisputed Service Fees not collected by Iron Mountain when due shall bear interest until paid at a rate of one percent (1%) per month (12% per annum) or the maximum rate permitted by law, whichever is less. Notwithstanding, the non-performance of any obligations of Depositor to deliver Deposit Material under the License Agreement or this Agreement, Iron Mountain is entitled to be paid all Service Fees that accrue during the Term of this Agreement.

6. Term and Termination.

- (a) The initial "Term" of this Agreement is for a period of one (1) year from the Effective Date ("Initial Term") and will automatically renew for additional one (1) year terms (each a "Renewal Term") and continue in full force and effect until one of the following events occur: (i) Depositor provides Iron Mountain with sixty (60) days' prior written notice of its intent to cancel this Agreement; (ii) Beneficiary provides Iron Mountain and Depositor with sixty (60) days' prior written notice of their intent to terminate this Agreement; (iii) the Agreement terminates under another provision of this Agreement; or (iv) any time after the Initial Term, Iron Mountain provides one hundred eighty (180) days prior written notice to the Depositor and Beneficiary of Iron Mountain's intent to terminate this Agreement. During this notice period, Iron Mountain's Service Fees shall be paid by the Paying Party. If the Effective Date is not specified above, then the last date noted on the signature blocks of this Agreement shall be the Effective Date.
- (b) Unless the express terms of this Agreement provide otherwise, upon termination of this Agreement, Iron Mountain shall return the Deposit Material to the Depositor. If reasonable attempts to return the Deposit Material to Depositor are unsuccessful, Iron Mountain shall destroy the Deposit Material.

- (c) In the event of the nonpayment of undisputed Service Fees owed to Iron Mountain, Iron Mountain shall provide all Parties to this Agreement with written notice of Iron Mountain's intent to terminate this Agreement. Any Party to this Agreement shall have the right to make the payment to Iron Mountain to cure the default. If the past due payment is not received in full by Iron Mountain within forty-five (45) calendar days of the date of such notice, then Iron Mountain shall have the right to terminate this Agreement at any time thereafter by sending written notice to all Parties. Iron Mountain shall have no obligation to take any action under this Agreement (except to those obligations that survive termination of this Agreement) so long as any undisputed Service Fees due Iron Mountain under this Agreement remain unpaid.

7. General Indemnity.

Subject to Section 10 and 11, each Party shall defend, indemnify and hold harmless the others, their corporate affiliates and their respective officers, directors, employees, and agents and their respective successors and assigns from and against any and all claims, losses, liabilities, damages, and expenses (including, without limitation, reasonable attorneys' fees), arising under this Agreement from the negligent or intentional acts or omissions of the indemnifying Party or its subcontractors, or the officers, directors, employees, agents, successors and assigns of any of them.

8. Warranties.

- (a) IRON MOUNTAIN WARRANTS ANY AND ALL SERVICES PROVIDED HEREUNDER SHALL BE PERFORMED IN A WORKMANLIKE MANNER. EXCEPT AS SPECIFIED IN THIS SECTION, ALL EXPRESS OR IMPLIED CONDITIONS, REPRESENTATIONS, AND WARRANTIES INCLUDING, WITHOUT LIMITATION, ANY IMPLIED WARRANTIES OR CONDITIONS OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE, SATISFACTORY QUALITY, AGAINST INFRINGEMENT OR ARISING FROM A COURSE OF DEALING, USAGE, OR TRADE PRACTICE, ARE HEREBY EXCLUDED TO THE EXTENT ALLOWED BY APPLICABLE LAW. AN AGGRIEVED PARTY MUST NOTIFY IRON MOUNTAIN PROMPTLY OF ANY CLAIMED BREACH OF ANY WARRANTIES AND SUCH PARTY'S SOLE AND EXCLUSIVE REMEDY FOR BREACH OF WARRANTY SHALL BE RETURN OF THE PORTION OF THE FEES PAID TO IRON MOUNTAIN BY PAYING PARTY FOR SUCH NON-CONFORMING SERVICES. THIS DISCLAIMER AND EXCLUSION SHALL APPLY EVEN IF THE EXPRESS WARRANTY AND LIMITED REMEDY SET FORTH ABOVE FAILS OF ITS ESSENTIAL PURPOSE. THE WARRANTY PROVIDED IS SUBJECT TO THE LIMITATION OF LIABILITY SET FORTH IN THIS AGREEMENT.
- (b) Depositor warrants that all Depositor Information provided hereunder is accurate and reliable and undertakes to promptly correct and update such Depositor Information during the Term of this Agreement.
- (c) Beneficiary warrants that all Beneficiary information provided hereunder is accurate and reliable and undertakes to promptly correct and update such Beneficiary Information during the Term of this Agreement.
- (d) Ownership Warranty. Depositor warrants that it is the owner or legal custodian of the Deposit Material and has full authority to store the Deposit Material and direct their disposition in accordance with the terms of this Agreement. Depositor shall reimburse Iron Mountain for any expenses reasonably incurred by Iron Mountain (including reasonable legal fees) by reason of Iron Mountain's compliance with the instructions of Depositor in the event of a dispute concerning the ownership, custody or disposition of Deposit Material stored by Depositor with Iron Mountain.

9. Confidential Information.

Iron Mountain shall have the obligation to reasonably protect the confidentiality of the Deposit Material. Except as provided in this Agreement Iron Mountain shall not use or disclose the Deposit Material. Iron Mountain shall not disclose the terms of this Agreement to any third party. If Iron Mountain receives a subpoena or any other order from a court or other judicial tribunal pertaining to the disclosure or release of the Deposit Material, Iron Mountain will immediately notify the Parties to this Agreement unless prohibited by law. After notifying the Parties, Iron Mountain may comply in good faith with such order. It shall be the responsibility of Depositor or Beneficiary to challenge any such order; provided, however, that Iron Mountain does not waive its rights to present its position with respect to any such order. Iron Mountain will cooperate with the Depositor or Beneficiary, as applicable, to support efforts to quash or limit any subpoena, at such party's expense. Any Party requesting additional assistance shall pay Iron Mountain's standard charges or as quoted upon submission of a detailed request.

10. Limitation of Liability.

NOTWITHSTANDING ANYTHING ELSE IN THIS AGREEMENT, ALL LIABILITY, IF ANY, WHETHER ARISING IN CONTRACT, TORT (INCLUDING NEGLIGENCE) OR OTHERWISE, OF ANY PARTY TO THIS AGREEMENT SHALL BE LIMITED TO THE AMOUNT EQUAL TO ONE YEAR OF FEES PAID OR OWED TO IRON MOUNTAIN UNDER THIS AGREEMENT. IF CLAIM OR LOSS IS MADE IN RELATION TO A SPECIFIC DEPOSIT OR DEPOSITS, SUCH LIABILITY SHALL BE LIMITED TO THE FEES RELATED SPECIFICALLY TO SUCH DEPOSITS. THIS LIMIT SHALL NOT APPLY TO ANY PARTY FOR: (I) ANY CLAIMS OF

INFRINGEMENT OF ANY PATENT, COPYRIGHT, OR TRADEMARK; (II) LIABILITY FOR DEATH OR BODILY INJURY; (III) PROVEN THEFT; OR (IV) PROVEN GROSS NEGLIGENCE OR WILLFUL MISCONDUCT.

11. Consequential Damages Waiver.

IN NO EVENT SHALL ANY PARTY TO THIS AGREEMENT BE LIABLE TO ANOTHER PARTY FOR ANY INCIDENTAL, SPECIAL, PUNITIVE OR CONSEQUENTIAL DAMAGES, LOST PROFITS OR LOST DATA OR INFORMATION, ANY COSTS OR EXPENSES FOR THE PROCUREMENT OF SUBSTITUTE SERVICES, OR ANY OTHER INDIRECT DAMAGES, WHETHER ARISING IN CONTRACT, TORT (INCLUDING NEGLIGENCE) OR OTHERWISE EVEN IF THE POSSIBILITY THEREOF MAY BE KNOWN IN ADVANCE TO ONE OR MORE PARTIES.

12. General.

- (a) Incorporation of Work Requests. All valid Depositor and Beneficiary Work Requests are incorporated into this Agreement.
- (b) Purchase Orders. In the event that the Paying Party issues a purchase order or other instrument used to pay Service Fees to Iron Mountain, any terms and conditions set forth in the purchase order which constitute terms and conditions which are in addition to those set forth in this Agreement or which establish conflicting terms and conditions to those set forth in this Agreement are expressly rejected by Iron Mountain.
- (c) Right to Make Copies. Iron Mountain shall have the right to make copies of all Deposit Material as reasonably necessary to perform the Services. Iron Mountain shall copy all copyright, nondisclosure, and other proprietary notices and titles contained on Deposit Material onto any copies made by Iron Mountain. Any copying expenses incurred by Iron Mountain as a result of a Work Request to copy will be borne by the Party requesting the copies. Iron Mountain may request Depositor's reasonable cooperation in promptly copying Deposit Material in order for Iron Mountain to perform Services.
- (d) Choice of Law. The validity, interpretation, and performance of this Agreement shall be controlled by and construed under the laws of the State of Texas, United States of America, as if performed wholly within the state and without giving effect to the principles of conflicts of laws.
- (e) Authorized Person(s). Depositor and Beneficiary must each authorize and designate one person whose actions will legally bind such party ("Authorized Person(s)" who shall be identified in the Authorized Person(s) Notices Table of this Agreement) and who may manage the Iron Mountain escrow account through the Iron Mountain Website or written instruction. The Authorized Person(s) for each the Depositor and Beneficiary will maintain the accuracy of their name and contact information provided to Iron Mountain during the term of this Agreement.
- (f) Right to Rely on Instructions. Iron Mountain may act in reliance upon any instruction, instrument, or signature reasonably believed by Iron Mountain to be genuine and from an Authorized Person(s), officer, or other employee of a Party. Iron Mountain may assume that such representative of a Party to this Agreement who gives any written notice, request, or instruction has the authority to do so. Iron Mountain will not be required to inquire into the truth or evaluate the merit of any statement or representation contained in any notice or document reasonably believed to be from such representative. With respect to Release and Destruction of Deposit Materials, Iron Mountain shall rely on an Authorized Person(s).
- (g) Force Majeure. No Party shall be liable for any delay or failure in performance due to events outside the defaulting Party's reasonable control, including without limitation acts of God, earthquake, labor disputes, shortages of supplies, riots, war, acts of terrorism, fire, epidemics, or delays of common carriers or other circumstances beyond its reasonable control. The obligations and rights of the excused Party shall be extended on a day-to-day basis for the time period equal to the period of the excusable delay.
- (h) Notices. All notices regarding Exhibit C (release) shall be sent by commercial express mail or other commercially appropriate means that provide prompt delivery and require proof of delivery. All other correspondence, including invoices, payments, and other documents and communications, may be sent electronically or via regular mail. The Parties shall have the right to rely on the last known address of the other Parties. Any correctly addressed notice to last known address of the other Parties that is relied on herein that is refused, unclaimed, or undeliverable because of an act or omission of the Party to be notified as provided herein shall be deemed effective as of the first date that said notice was refused, unclaimed, or deemed undeliverable by electronic mail, the postal authorities by mail, through messenger or commercial express delivery services.
- (i) No Waiver. No waiver of rights under this Agreement by any Party shall constitute a subsequent waiver of this or any other right under this Agreement.
- (j) Assignment. No assignment of this Agreement by Depositor or Beneficiary or any rights or obligations of Depositor or Beneficiary under this Agreement is permitted without the written consent of Iron Mountain, which shall not be

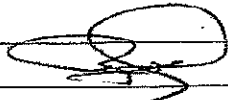
unreasonably withheld or delayed, provided, however, Depositor may, without the prior written consent of Iron Mountain, assign this Agreement in its entirety to the surviving entity of any merger or consolidation or to any purchaser of substantially all of the Depositor's assets. Iron Mountain shall have no obligation in performing this Agreement to recognize any successor or assign of Depositor or Beneficiary unless Iron Mountain receives clear, authoritative and conclusive written evidence of the change of parties. No assignment of this Agreement by Iron Mountain or any rights or obligation of Iron Mountain under this Agreement is permitted without the written consent of Depositor, which shall not be unreasonably withheld or delayed, provided, however, that Depositor's consent shall not be required for any assignment of this Agreement to an Iron Mountain subsidiary or other Iron Mountain entity.

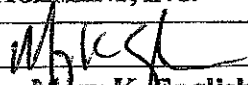
- (k) Severability. In the event any of the terms of this Agreement become or are declared to be illegal or otherwise unenforceable by any court of competent jurisdiction, such term(s) shall be null and void and shall be deemed deleted from this Agreement. All remaining terms of this Agreement shall remain in full force and effect. If this paragraph becomes applicable and, as a result, the value of this Agreement is materially impaired for any Party, as determined by such Party in its sole discretion, then the affected Party may terminate this Agreement by written notice to the others.
- (l) Independent Contractor Relationship. Depositor and Beneficiary understand, acknowledge, and agree that Iron Mountain's relationship with Depositor and Beneficiary will be that of an independent contractor and that nothing in this Agreement is intended to or should be construed to create a partnership, joint venture, or employment relationship.
- (m) Attorneys' Fees. In any suit or proceeding between the Parties relating to this Agreement, the prevailing Party will have the right to recover from the other(s) its costs and reasonable fees and expenses of attorneys, accountants, and other professionals incurred in connection with the suit or proceeding, including costs, fees and expenses upon appeal, separately from and in addition to any other amount included in such judgment. This provision is intended to be severable from the other provisions of this Agreement, and shall survive and not be merged into any such judgment.
- (n) No Agency. No Party has the right or authority to, and shall not, assume or create any obligation of any nature whatsoever on behalf of the other Parties or bind the other Parties in any respect whatsoever.
- (o) Disputes. Any dispute, difference or question relating to or arising among any of the Parties concerning the construction, meaning, effect or implementation of this Agreement or the rights or obligations of any Party hereof will be submitted to, and settled by arbitration by a single arbitrator chosen by the corresponding Regional Office of the American Arbitration Association in accordance with the Commercial Rules of the American Arbitration Association. The Parties in dispute shall submit briefs of no more than ten (10) pages and the arbitration hearing shall be limited to two (2) days maximum. The arbitrator shall apply Texas law. Unless otherwise agreed by the Parties, with agreement by Iron Mountain not to be unreasonably withheld, arbitration will take place in Dallas, Texas, U.S.A. Any court having jurisdiction over the matter may enter judgment on the award of the arbitrator. Service of a petition to confirm the arbitration award may be made by regular mail or by commercial express mail, to the attorney for the Party or, if unrepresented, to the Party at the last known business address. If however, Depositor and/or Beneficiary refuse to submit to arbitration, the matter shall not be submitted to arbitration and Iron Mountain may submit the matter to any court of competent jurisdiction for an interpleader or similar action. Unless adjudged otherwise, any costs of arbitration incurred by Iron Mountain, including reasonable attorney's fees and costs, shall be divided equally and paid by Depositor and Beneficiary.
- (p) Regulations. All Parties are responsible for and warrant, to the extent of their individual actions or omissions, compliance with all applicable laws, rules and regulations, including but not limited to: customs laws; import; export and re-export laws; and government regulations of any country from or to which the Deposit Material may be delivered in accordance with the provisions of this Agreement.
- (q) No Third Party Rights. This Agreement is made solely for the benefits of the Parties to this Agreement and their respective permitted successors and assigns, and no other person or entity shall have or acquire any right by virtue of this Agreement unless otherwise agreed to by all the parties hereto.
- (r) Entire Agreement. The Parties agree that this Agreement, which includes all the Exhibits attached hereto and all valid Work Requests submitted by the Parties, is the complete agreement between the Parties hereto concerning the subject matter of this Agreement and replaces any prior or contemporaneous oral or written communications between the Parties. There are no conditions, understandings, agreements, representations, or warranties, expressed or implied, which are not specified herein. Each of the parties herein represents and warrants that the execution, delivery, and performance of this Agreement has been duly authorized and signed by a person who meets statutory or other binding approval to sign on behalf of its business organization as named in this Agreement. This Agreement may only be modified by mutual written agreement of the Parties.
- (s) Counterparts. This Agreement may be executed in any number of counterparts, each of which shall be an original, but all of which together shall constitute one instrument.

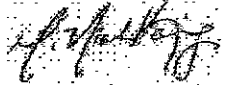
- (t) **Survival.** Sections 6 (Term and Termination), 7 (General Indemnity), 8 (Warranties), 9 (Confidential Information), 10 (Limitation of Liability), 11 (Consequential Damages Waiver), and 12 (General) of this Agreement shall survive termination of this Agreement or any Exhibit attached hereto.

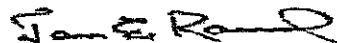
DEPOSITOR: TYLER TECHNOLOGIES, INC.

**IRON MOUNTAIN INTELLECTUAL
PROPERTY MANAGEMENT, INC.**

SIGNATURE:	
PRINT NAME:	Richard E. Peterson, Jr.
TITLE:	President - FMS Division
DATE:	September 25, 2008
EMAIL ADDRESS:	

SIGNATURE:	
PRINT NAME:	Mary K. English
TITLE:	Director of Operations
DATE:	9/29/08
EMAIL ADDRESS:	ipmclientservices@ironmountain.com

<p>Approved as to Operational Content: Iron Mountain Operations</p>  <p>I. Nicole King, Contracts Specialist Date: September 19, 2008</p>
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<p>Approved as to Form and Content: Iron Mountain Legal Department</p>  <p>James E. Raymond, Contracts Specialist Date: Sept. 8, 2008</p>

NOTE: AUTHORIZED PERSONS/NOTICES TABLE, BILLING CONTACT INFORMATION TABLE AND EXHIBITS FOLLOW

DEPOSITOR AUTHORIZED PERSON(S)/NOTICES TABLE

Please provide the name(s) and contact information of the Authorized Person(s) under this Agreement. All notices will be sent electronically and/or through regular mail to the appropriate address set forth below.

PRINT NAME:	Stacey M. Gerard
TITLE:	Contracts Manager
EMAIL ADDRESS:	stacey.gerard@tylertech.com
STREET ADDRESS:	370 US Route 1
PROVINCE/CITY/STATE:	Falmouth, ME
POSTAL/ZIP CODE:	04105
PHONE NUMBER:	800-772-2260
FAX NUMBER:	207-781-2459

BILLING CONTACT INFORMATION TABLE

Please provide the name and contact information of the Billing Contact under this Agreement. All invoices will be sent electronically and/or through regular mail to the appropriate address set forth below.

PRINT NAME:	Lisa Carpenter
TITLE:	Senior A/P Specialist
EMAIL ADDRESS:	lisa.carpenter@tylertech.com
STREET ADDRESS:	370 US Route 1
PROVINCE/CITY/STATE:	Falmouth, ME
POSTAL/ZIP CODE:	04105
PHONE NUMBER:	800-772-2260
FAX NUMBER:	207-781-2459

IRON MOUNTAIN INTELLECTUAL PROPERTY MANAGEMENT, INC.

All notices should be sent to ipmclientservices@ironmountain.com OR Iron Mountain Intellectual Property Management, Inc., Attn: Client Services, 2100 Norcross Parkway, Suite 150, Norcross, Georgia, 30071, USA.

MUST BE COMPLETED

EXHIBIT A - Escrow Service Work Request - Deposit Account Number: 34953

SERVICE Check box(es) to order service	SERVICE DESCRIPTION-MASTER THREE PARTY ESCROW AGREEMENT - DEPOSITOR All services are listed below. Services in shaded tables are required for every new escrow account set up. Some services may not be available under the Agreement.	ONE-TIME FEES	ANNUAL FEES	PAYING PARTY Check to identify Paying Party
<input checked="" type="checkbox"/> Setup Fee <input checked="" type="checkbox"/> Deposit Account Fee, including Escrow Management Center Access <input checked="" type="checkbox"/> Beneficiary Fee including Escrow Management Center Access	Iron Mountain will setup a new escrow deposit account using a standard escrow agreement. Custom contracts are subject to the Custom Contract Fee noted below. Iron Mountain will set up one deposit account to manage and administrate access to Deposit Material that will be secured in a controlled storage environment. Furthermore, Iron Mountain will provide account services that include unlimited deposits, electronic vaulting, access to Iron Mountain Connect™ Escrow Management Center for secure online account management, submission of electronic Work Requests, and communication of status. A Client Manager will be assigned to each deposit account and provide training upon request to facilitate secure internet access to the account and ensure fulfillment of Work Requests. An oversize fee may apply. Iron Mountain will fulfill a Work Request to add a Beneficiary to any number of escrow deposit accounts under this Agreement and manage access rights associated with the account(s), where possible, Beneficiary will have access to Iron Mountain Connect™ Escrow Management Center for secure online account management, submission of electronic Work Requests, and communication of status. A Client Manager will be assigned to each deposit account and provide training upon request to facilitate secure internet access to the account and ensure fulfillment of Work Requests.	\$1,912.50	\$1,000 \$700	<input type="checkbox"/> Depositor - OR - <input type="checkbox"/> Beneficiary <input type="checkbox"/> Depositor - OR - <input type="checkbox"/> Beneficiary <input type="checkbox"/> Depositor - OR - <input type="checkbox"/> Beneficiary
<input type="checkbox"/> Add Additional Deposit Account	Iron Mountain will set up one additional deposit account to manage and administrate access to new Deposit Material that will be securely stored in controlled media vaults in accordance with the service description above and the Agreement that governs the Initial Deposit Account.		\$1,000	<input type="checkbox"/> Depositor - OR - <input type="checkbox"/> Beneficiary
<input type="checkbox"/> Add Additional Beneficiary	Iron Mountain will fulfill a Work Request to add a new Beneficiary to an escrow deposit account in accordance with the service description above and the Agreement.		\$700	<input type="checkbox"/> Depositor - OR - <input type="checkbox"/> Beneficiary
<input type="checkbox"/> Add Deposit Tracking Notification	At least semi-annually, Iron Mountain will send an update reminder to Depositor. Thereafter, Beneficiary will be notified of last deposit.	N/A	\$375	<input type="checkbox"/> Depositor - OR - <input type="checkbox"/> Beneficiary
<input type="checkbox"/> Add File List Report	Iron Mountain will fulfill a Work Request to provide a File List Test, which includes a deposit media readability analysis, a file listing, a file classification table, virus scan outputs, and assurance of completed deposit questionnaire. A final report will be sent to the Paying Party regarding the Deposit Material to ensure consistency between Depositor's representations (i.e., Exhibit B and Deposit Questionnaire) and stored Deposit Material. Deposit must be provided on CD, DVD-R, or deposited by sFTP.	\$2,500	N/A	<input type="checkbox"/> Depositor - OR - <input type="checkbox"/> Beneficiary
<input type="checkbox"/> Add Level 1 - Inventory and Analysis Test	Iron Mountain will perform an Inventory Test on the initial deposit, which includes Analyzing deposit media readability, virus scanning, developing file classification tables, identifying the presence/absence of build instructions, and identifying materials required to recreate the Depositor's software development environment. Output includes a report which will include build instructions, file classification tables and listings. In addition, the report will list required software development materials, including, without limitation, required source code languages and compilers, third-party software, libraries, operating systems, and hardware, as well as Iron Mountain's analysis of the deposit.	\$5,000 or based on SOW if custom work required	N/A	<input type="checkbox"/> Depositor - OR - <input type="checkbox"/> Beneficiary
<input type="checkbox"/> Add Level 2 - Deposit Compile Test	Iron Mountain will fulfill a Work Request to perform a Deposit Compile Test, which includes the outputs of the File Listing Report and the Level 1 - Inventory Test as described above plus recreating the Depositor's software development environment, compiling source files and modules, linking libraries and recreating executable code, pass/fail determination, creation of comprehensive build instructions with a final report sent to the Paying Party regarding the Deposit Material. The Paying Party and Iron Mountain will agree on a custom Statement of Work ("SOW") prior to the start of fulfillment.	Based on SOW	N/A	<input type="checkbox"/> Depositor - OR - <input type="checkbox"/> Beneficiary
<input type="checkbox"/> Add Level 3 - Binary Comparison	Iron Mountain will fulfill a Work Request to perform one Deposit Usability Test - Binary Comparison which includes a comparison of the files built from the Deposit Compile Test to the actual licensed technology on the Beneficiary's site to ensure a full match in file size, with a final report sent to the Requesting Party regarding the Deposit Material. The Paying Party and Iron Mountain will agree on a custom Statement of Work ("SOW") prior to the start of fulfillment.	Based on SOW	N/A	<input type="checkbox"/> Depositor - OR - <input type="checkbox"/> Beneficiary
<input type="checkbox"/> Add Level 4 - Full Usability	Iron Mountain will fulfill a Work Request to perform one Deposit Usability Test - Full Usability which includes a confirmation that the built applications work properly when installed, based on pre-determined test scripts provided by the Parties. A final report will be sent to the Paying Party regarding the Deposit Material. The Paying Party and Iron Mountain will agree on a custom Statement of Work ("SOW") prior to the start of fulfillment.	Based on SOW	N/A	<input type="checkbox"/> Depositor - OR - <input type="checkbox"/> Beneficiary
<input type="checkbox"/> Add Dual/Remote Vaulting	Iron Mountain will fulfill a Work Request to store and manage the deposit materials in a remote location, designated by the client, outside of Iron Mountain's primary escrow vaulting location or to store and manage a redundant copy of the deposit materials in one (1) additional location. All Deposit Materials (original and copy) must be provided by the Depositor.	N/A	\$500	<input type="checkbox"/> Depositor - OR - <input type="checkbox"/> Beneficiary
<input type="checkbox"/> Release Deposit Material	Iron Mountain will process a Work Request to release Deposit Material by following the specific procedures defined in Exhibit C "Release of Deposit Materials" the Escrow Service Agreement.	\$500	N/A	<input type="checkbox"/> Depositor - OR - <input type="checkbox"/> Beneficiary
<input type="checkbox"/> Add Custom Services	Iron Mountain will provide its Escrow Expert consulting based on a custom SOW mutually agreed to by all Parties.	\$175/hour	N/A	<input type="checkbox"/> Depositor - OR - <input type="checkbox"/> Beneficiary
<input type="checkbox"/> Custom Contract Fee	Custom contracts are subject to the Custom Contract Fee, which covers the review and processing of custom or modified contracts.	\$500	N/A	<input type="checkbox"/> Depositor - OR - <input type="checkbox"/> Beneficiary

Note: Parties may submit Work Requests via written instruction or electronically through the online portal.

*15% Setup Fee discount applies to the first year only.

EXHIBIT B DEPOSIT MATERIAL DESCRIPTION

COMPANY NAME: _____ DEPOSIT ACCOUNT NUMBER: 34953

DEPOSIT NAME _____ AND DEPOSIT VERSION _____

(Deposit Name will appear in account history reports)

DEPOSIT MEDIA (PLEASE LABEL ALL MEDIA WITH THE DEPOSIT NAME PROVIDED ABOVE)

MEDIA TYPE	QUANTITY	MEDIA TYPE	QUANTITY
<input type="checkbox"/> CD-ROM / DVD		<input type="checkbox"/> 3.5" Floppy Disk	
<input type="checkbox"/> DLT Tape		<input type="checkbox"/> Documentation	
<input type="checkbox"/> DAT Tape		<input type="checkbox"/> Hard Drive / CPU	
		<input type="checkbox"/> Circuit Board	

	TOTAL SIZE OF TRANSMISSION (SPECIFY IN BYTES)	# OF FILES	# OF FOLDERS
<input type="checkbox"/> Internet File Transfer			
<input type="checkbox"/> Other (please describe below):			

DEPOSIT ENCRYPTION (Please check either "Yes" or "No" below and complete as appropriate)

Is the media or are any of the files encrypted? Yes or No

If yes, please include any passwords and decryption tools description below. Please also deposit all necessary encryption software with this deposit.

Encryption tool name _____ Version _____

Hardware required _____

Software required _____

Other required information _____

DEPOSIT CERTIFICATION (Please check the box below to Certify and Provide your Contact Information)

<input type="checkbox"/> I certify for Depositor that the above described Deposit Material has been transmitted electronically or sent via commercial express mail carrier to Iron Mountain at the address below.	<input type="checkbox"/> Iron Mountain has inspected and accepted the above described Deposit Material either electronically or physically. Iron Mountain will notify Depositor of any discrepancies.
NAME:	NAME:
DATE:	DATE:
EMAIL ADDRESS:	
TELEPHONE NUMBER:	
FAX NUMBER:	

Note: If Depositor is physically sending Deposit Material to Iron Mountain, please label all media and mail all Deposit Material with the appropriate Exhibit B via commercial express carrier to the following address:

Iron Mountain Intellectual Property Management, Inc.
Attn: Vault Administration
2100 Norcross Parkway, Suite 150
Norcross, GA 30071
Telephone: 800-875-5669
Facsimile: 770-239-9201

FOR IRON MOUNTAIN USE ONLY (NOTED IN CREW CHECK-SONG VISUAL INSPECTION)	

EXHIBIT C

RELEASE OF DEPOSIT MATERIAL

Deposit Account Number: 34953

Iron Mountain will use the following procedures to process any Beneficiary Work Request to release Deposit Material. All notices under this Exhibit C shall be sent pursuant to the terms of Section 12(h) Notices.

1. **Release Conditions.** Depositor and Beneficiary agree that a Work Request for the release of the Deposit Material shall be based solely on one or more of the following conditions (defined as "Release Conditions"):
 - (i) Depositor's failure to cure a material breach of the License Agreement or other agreement between the Depositor and Beneficiary regulating the use of the Deposit Material covered under this Agreement; or
 - (ii) Joint written instructions from Depositor and Beneficiary; or
 - (iii) Depositor is subject to voluntary or involuntary bankruptcy.
2. **Release Work Request.** A Beneficiary may submit a Work Request to Iron Mountain to release the Deposit Material covered under this Agreement. Iron Mountain will send a written notice of this Beneficiary Work Request within five (5) business days to the Depositor's Authorized Person.
3. **Contrary Instructions.** From the date Iron Mountain mails written notice of the Beneficiary Work Request to release Deposit Material covered under this Agreement, Depositor representative(s) shall have ten (10) business days to deliver to Iron Mountain contrary instructions. Contrary Instructions shall mean the written representation by Depositor that a Release Condition has not occurred or has been cured ("Contrary Instructions"). Contrary Instructions shall be on company letterhead and signed by an authorized Depositor representative. Upon receipt of Contrary Instructions, Iron Mountain shall promptly send a copy to Beneficiary's Authorized Person(s). Additionally, Iron Mountain shall notify both Depositor and Beneficiary Authorized Person(s) that there is a dispute to be resolved pursuant to the disputes provisions of this Agreement. Iron Mountain will continue to store Deposit Material without release pending (i) joint instructions from Depositor and Beneficiary with instructions to release the Deposit Material; or (ii) dispute resolution pursuant to the disputes provisions of this Agreement; or (iii) receipt of an order from a court of competent jurisdiction.
4. **Release of Deposit Material.** If Iron Mountain does not receive Contrary Instructions from an authorized Depositor representative, Iron Mountain is authorized to release Deposit Material to the Beneficiary or, if more than one Beneficiary is registered to the deposit, to release a copy of Deposit Material to that particular Beneficiary only. Iron Mountain is entitled to receive any undisputed, unpaid Service Fees due Iron Mountain from the Parties before fulfilling the Work Request to release Deposit Material covered under this Agreement. Any Party may cure a default of payment of Service Fees.
5. **Termination of Agreement.** This Agreement will terminate upon the release of Deposit Material held by Iron Mountain with regards to that particular Beneficiary only.
6. **Right to Use Following Release.** Beneficiary has the right under this Agreement to use the Deposit Material for the sole purpose of continuing the benefits afforded to Beneficiary by the License Agreement. Notwithstanding, the Beneficiary shall not have access to the Deposit Material unless there is a release of the Deposit Material in accordance with this Agreement. Beneficiary shall be obligated to maintain the confidentiality of the released Deposit Material.

EXHIBIT D

AUXILIARY DEPOSIT ACCOUNT TO ESCROW AGREEMENT

Deposit Account Number: 34953

Auxiliary Account Number _____

_____ (“**Depositor**”), and Iron Mountain Intellectual Property Management, Inc. (“**Iron Mountain**”) have entered into the above referenced Escrow Agreement (“**Agreement**”). Pursuant to that Agreement Depositor may create additional deposit accounts (“**Auxiliary Deposit Account**”) for the purpose of holding additional Deposit Material in a separate account which Iron Mountain will maintain separately from other deposit accounts under this Agreement. The new account will be referenced by the following name: _____ (“**Deposit Account Name**”).

Pursuant to the Agreement, Depositor may submit material to be held in this Auxiliary Deposit Account by submitting a properly filled out Exhibit B with the Deposit Material to Iron Mountain. For avoidance of doubt, Beneficiary's rights and obligations relative to the Deposit Material held in any deposit account under this Agreement are governed by the express terms of the Agreement; this form does not provide any additional rights in the Deposit Material.

The undersigned hereby agrees that all terms and conditions of the above referenced Escrow Agreement will govern this Auxiliary Deposit Account. The termination or expiration of any other deposit account will not affect this account.

DEPOSITOR

SIGNATURE:	
PRINT NAME:	
TITLE:	
DATE:	
EMAIL ADDRESS	

IRON MOUNTAIN INTELLECTUAL PROPERTY MANAGEMENT, INC.

SIGNATURE:	
PRINT NAME:	
TITLE:	
DATE:	
EMAIL ADDRESS:	ipmclientservices@ironmountain.com

IRON MOUNTAIN INTELLECTUAL PROPERTY MANAGEMENT, INC.

All notices should be sent to ipmclientservices@ironmountain.com OR Iron Mountain Intellectual Property Management, Inc., Attn: Client Services, 2100 Norcross Parkway, Suite 150, Norcross, Georgia, 30071, USA.

EXHIBIT E ACCEPTANCE FORM

Depositor and Iron Mountain Intellectual Property Management, Inc. ("Iron Mountain"), hereby acknowledge that

BENEFICIARY COMPANY NAME: _____ is the **Beneficiary** referred to in the Escrow Agreement that supports
Deposit Account Number: _____ with Iron Mountain as the escrow agent. **Beneficiary** hereby agrees to be bound by all provisions of such Agreement.

SERVICE Check box(es) to order service	SERVICE DESCRIPTION-MASTER THREE PARTY ESCROW AGREEMENT - DEPOSITOR All services are listed below. Services in shaded tables are required for every new escrow account set up. Some services may not be available under the Agreement.	ONE-TIME FEES	ANNUAL FEES	PAYING PARTY Check box to identify the Paying Party
<input checked="" type="checkbox"/> Add Additional Beneficiary	Iron Mountain will fulfill a Work Request to add a new Beneficiary to an escrow deposit account in accordance with the service description above and the Agreement		\$700	<input type="checkbox"/> Depositor - OR - <input type="checkbox"/> Beneficiary
<input type="checkbox"/> Add Additional Deposit Account	Iron Mountain will set up one additional deposit account to manage and administrate access to new Deposit Material that will be securely stored in controlled media vaults in accordance with the service description above and the Agreement that governs the Initial Deposit Account.		\$1,000	<input type="checkbox"/> Depositor - OR - <input type="checkbox"/> Beneficiary
<input type="checkbox"/> File List Test	Iron Mountain will fulfill a Work Request to perform a File List Test, which includes analyzing deposit media readability, file listing, creation of file classification table, virus scan, and assurance of completed deposit questionnaire. A final report will be sent to the Paying Party regarding the Deposit Material to ensure consistency between Depositor's representations (i.e., Exhibit B and Supplementary Questionnaire) and stored Deposit Material. Deposit must be provided on CD, DVD-R, or deposited by FTP.	\$2,500	N/A	<input type="checkbox"/> Depositor - OR - <input type="checkbox"/> Beneficiary
<input type="checkbox"/> Add Level 1 - Inventory and Analysis Test	Iron Mountain will perform an Inventory Test on the initial deposit, which includes Analyzing deposit media readability, virus scanning, developing file classification tables, identifying the presence/absence of build instructions, and identifying materials required to recreate the Depositor's software development environment. Output includes a report which will include build instructions, file classification tables and listings. In addition, the report will list required software development materials, including, without limitation, required source code languages and compilers, third-party software, libraries, operating systems, and hardware, as well as Iron Mountain's analysis of the deposit.	\$5,000 or based on SOW if custom work required	N/A	<input type="checkbox"/> Depositor - OR - <input type="checkbox"/> Beneficiary
<input type="checkbox"/> Add Deposit Tracking Notification	At least semi-annually, Iron Mountain will send an update reminder to Depositor. Thereafter, Beneficiary will be notified of last deposit.	N/A	\$375	<input type="checkbox"/> Depositor - OR - <input type="checkbox"/> Beneficiary

BENEFICIARY AUTHORIZED PERSON(S)/NOTICES TABLE

Please provide the name(s) and contact information of the Authorized Person(s) under this Agreement. All Notices will be sent electronically or through regular mail to the appropriate address set forth below. Please complete all information as applicable. Incomplete information may result in a delay of processing.

PRINT NAME:	
TITLE:	
EMAIL ADDRESS	
STREET ADDRESS	
PROVINCE/CITY/STATE	
POSTAL/ZIP CODE	
PHONE NUMBER	
FAX NUMBER	

PAYING PARTY COMPANY NAME: _____

BILLING CONTACT INFORMATION TABLE

Please provide the name and contact information of the Billing Contact under this Agreement. All Invoices will be sent to this individual at the address set forth below.

PRINT NAME:	
TITLE:	
EMAIL ADDRESS	
STREET ADDRESS	
PROVINCE/CITY/STATE	
POSTAL/ZIP CODE	
PHONE NUMBER	
FAX NUMBER	
PURCHASE ORDER #	

DEPOSITOR

SIGNATURE:	
PRINT NAME:	
TITLE:	
DATE:	
EMAIL ADDRESS	

BENEFICIARY

SIGNATURE:	
PRINT NAME:	
TITLE:	
DATE:	
EMAIL ADDRESS:	

IRON MOUNTAIN INTELLECTUAL PROPERTY MANAGEMENT, INC.

SIGNATURE:	
PRINT NAME:	
TITLE:	
DATE:	
EMAIL ADDRESS:	ipmclientservices@ironmountain.com

All notices to Iron Mountain Intellectual Property Management, Inc. should be sent to ipmclientservices@ironmountain.com OR Iron Mountain Intellectual Property Management, Inc., Attn: Client Services, 2100 Norcross Parkway, Suite 150, Norcross, Georgia, 30071, USA.

EXHIBIT Q
ESCROW DEPOSIT QUESTIONNAIRE

Introduction

From time to time, Beneficiaries may exercise their right to perform verification Services. This is a Service that Iron Mountain provides for the purpose of validating relevance, completeness, currency, accuracy and functionality of Deposit Materials.

Purpose of Questionnaire

In order for Iron Mountain to determine the Deposit Material requirements and to quote Fees associated with verification Services, a completed deposit questionnaire is requested. It is the responsibility of the Depositor to complete the questionnaire.

Instructions

Please complete the questionnaire in its entirety by answering every question with accurate data. Upon completion, please return the completed questionnaire to the Beneficiary asking for its completion, or e-mail it to Iron Mountain to the attention of verification@ironmountain.com

Escrow Deposit Questionnaire

General Description

1. What is the general function of the software to be placed into escrow?
2. On what media will the source code be delivered?
3. What is the size of the deposit in megabytes?

Requirements for the Execution of the Software Protected by the Deposit

1. What are the system hardware requirements to successfully execute the software? (memory, disk space, etc.)
2. How many machines are required to completely set up the software?
3. What are the software and system software requirements, to execute the software and verify correct operation?

Requirements for the Assembly of the Deposit

1. Describe the nature of the source code in the deposit. (Does the deposit include interpreted code, compiled source, or a mixture? How do the different parts of the deposit relate to each other?)
2. How many build processes are there?
3. How many unique build environments are required to assemble the material in the escrow deposit into the deliverables?
4. What hardware is required for each build environment to compile the software? (including memory, disk space, etc.)
5. What operating systems (including versions) are used during compilation? Is the software executed on any other operating systems/version?
6. How many separate deliverable components (executables, share libraries, etc.) are built?
7. What compilers/linkers/other tools (brand and version) are necessary to build the application?
8. What, if any, third-party libraries are used to build the software?
9. How long does a complete build of the software take? How much of that time requires some form of human interaction and how much is automated?
10. Do you have a formal build document describing the necessary steps for system configuration and compilation?
11. Do you have an internal QA process? If so, please give a brief description of the testing process.
12. Please list the appropriate technical person(s) Iron Mountain may contact regarding this set of escrow deposit materials.

Please provide your technical verification contact information below:

COMPANY:	
SIGNATURE:	
PRINT NAME:	
ADDRESS 1:	
ADDRESS 2:	
CITY, STATE, ZIP	
TELEPHONE:	
EMAIL ADDRESS:	

For additional information about Iron Mountain Technical Verification Services, please contact Manager of Verification Services at 978-667-3601 ext. 100 or by e-mail at <mailto:verification@ironmountain.com>



CERTIFICATE OF LIABILITY INSURANCE

OP ID: D7

DATE (MM/DD/YYYY)

02/29/12

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Hays Companies 133 Federal Street, 2nd Floor Boston, MA 02110 Tom Honan		617-723-7775 617-723-5155	CONTACT NAME: PHONE (A/C, No. Ext): FAX (A/C, No): E-MAIL ADDRESS: PRODUCER CUSTOMER ID #: TYLER-2												
INSURED Tyler Technologies, Inc. Attn: Brian Miller 5949 Sherry Lane Dallas, TX 75225		INSURER(S) AFFORDING COVERAGE <table border="1"> <tr> <td>INSURER A: Charter Oak Fire Insurance Co.</td> <td>25615</td> </tr> <tr> <td>INSURER B: Travelers P & C Ins. Co.</td> <td>36161</td> </tr> <tr> <td>INSURER C: The Standard Fire Ins. Co.</td> <td>19070</td> </tr> <tr> <td>INSURER D: National Union Fire Ins. Co.</td> <td>19445</td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </table>		INSURER A: Charter Oak Fire Insurance Co.	25615	INSURER B: Travelers P & C Ins. Co.	36161	INSURER C: The Standard Fire Ins. Co.	19070	INSURER D: National Union Fire Ins. Co.	19445	INSURER E:		INSURER F:	
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INSURER B: Travelers P & C Ins. Co.	36161														
INSURER C: The Standard Fire Ins. Co.	19070														
INSURER D: National Union Fire Ins. Co.	19445														
INSURER E:															
INSURER F:															

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

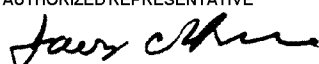
INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY			6302299N830	03/01/12	03/01/13	EACH OCCURRENCE \$ 1,000,000
	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY						DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR						MED EXP (Any one person) \$ 10,000
							PERSONAL & ADV INJURY \$ 1,000,000
							GENERAL AGGREGATE \$ 2,000,000
							PRODUCTS - COM/OP AGG \$ 2,000,000
							\$
A	AUTOMOBILE LIABILITY			BA2299N830	03/01/12	03/01/13	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000
	<input checked="" type="checkbox"/> ANY AUTO						BODILY INJURY (Per person) \$
	<input type="checkbox"/> ALL OWNED AUTOS						BODILY INJURY (Per accident) \$
	<input type="checkbox"/> SCHEDULED AUTOS						PROPERTY DAMAGE (Per accident) \$
	<input checked="" type="checkbox"/> HIRED AUTOS						Comp. \$ 1,000
	<input checked="" type="checkbox"/> NON-OWNED AUTOS						Coll. \$ 1,000
	<input checked="" type="checkbox"/> Deductibles						
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR			CUP2298N830	03/01/12	03/01/13	EACH OCCURRENCE \$ 15,000,000
	<input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE						AGGREGATE \$ 15,000,000
	<input type="checkbox"/> DEDUCTIBLE						\$
	<input checked="" type="checkbox"/> RETENTION \$ 10,000						\$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY			UB2298N83012	03/01/12	03/01/13	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	Y/N <input checked="" type="checkbox"/> N	N/A				E.L. EACH ACCIDENT \$ 1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE \$ 1,000,000
							E.L. DISEASE - POLICY LIMIT \$ 1,000,000
D	PROFESSIONAL LIAB			013404138	11/17/11	11/17/12	AGGREGATE 10,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

Evidence of Insurance

CERTIFICATE HOLDER

CANCELLATION

EVIDENC Evidence of Insurance	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 
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**CERTIFICATE OF SECRETARY OF
TYLER TECHNOLOGIES, INC.**

The undersigned, being the duly elected and qualified Secretary of Tyler Technologies, Inc., a Delaware corporation ("Tyler"), hereby certifies on behalf of Tyler that:

1. Attached hereto is a true, correct, and complete copy of resolutions duly adopted by the Executive Committee of the Board of Directors of Tyler.

IN WITNESS WHEREOF, the undersigned has executed this Certificate of Secretary on behalf of Tyler to be effective as of the date set forth below.

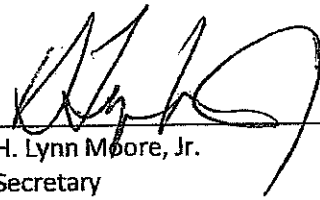
TYLER TECHNOLOGIES, INC.,
a Delaware corporation

By: _____

Name: H. Lynn Moore, Jr.

Title: Secretary

Date: October 1, 2009

A handwritten signature in black ink, appearing to read 'H. Lynn Moore, Jr.', is written over a horizontal line. The signature is stylized and cursive.

**RESOLUTIONS OF THE BOARD OF DIRECTORS OF
TYLER TECHNOLOGIES, INC.**

WHEREAS, the Executive Committee of the Board of Directors of Tyler Technologies, Inc., a Delaware corporation ("Tyler"), deems it to be in the best interests of Tyler's ERP and School Division (the "Tyler Division") to authorize certain individuals to enter into contracts on behalf of the Tyler Division and Tyler;

RESOLVED, that the following persons are hereby authorized to enter into contract(s) in the name and on behalf of the Tyler Division and Tyler (including, without limitation, contract(s) for the license, lease, sale, and provision of goods and services) without regard to the dollar value of such contract(s):

Stacey M. Gerard

RESOLVED, that foregoing authorization will automatically terminate with respect to each named person on such date as such person is no longer employed by Tyler;

RESOLVED, that each officer of Tyler is hereby authorized and directed, in the name and on behalf of Tyler, to do or cause to be done any and all things, and to execute, deliver, and file and all such other agreements, amendments, instruments, certificates, waivers, documents, and papers that any of them deem necessary or advisable to carry into effect the purposes and intent of the foregoing resolutions and to consummate the transactions contemplated thereby.

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- An Overview of the Release Life-Cycle for Product Releases1-2
- What are the Various Release Types and Policies? 2
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Munis Internet Update..... 3
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- What are the Munis Releases and their Release Life-Cycle? 5
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- Release, Development, and the Tools you can use 5
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Your time is a precious commodity. You need to evaluate complex options, determine their benefits, and manage multi-faceted transactions—several times a day. Your information needs to be quickly accessible and concise.

That’s why we’ve created this guide to outline the essential components of our systems. We will focus on specific functionality, explain their importance and the realized benefits, outline any prerequisites you should have, and suggest optimal deployment steps.

In this guide:

You will be introduced to the Munis Release Life-Cycle policy as it pertains to the Munis Financial Management Solution, and learn how to create a practical strategy and a plan for your Munis upgrades. At Tyler, we understand your needs, and that ensures your time is well spent.

A Brief Description

We’ve found as our applications became more complex, there are often differing ideas about how to maintain and update your Munis software. In fact, each upgrade is important—and senior management needs to be informed of both the timing and the decision to update based on Munis’s release schedule.

This guide offers advice on how to develop a practical upgrade strategy and then build an effective process for maintaining your Munis software assets.

An Overview of the Release Life-Cycle for Product Releases

The Munis Release Life-Cycle Policy is designed to balance each of our client’s needs for flexibility and stability, while meeting the demands for strategic product and technological enhancements. To that end, Tyler provides development, support, and services for two years following each product’s release. This policy benefits our clients by providing:

1. Consistent and predictable product release timelines and maturity levels, available on the Tyler Web site under Customer Tools.
2. The ability to accurately budget, plan, and schedule upgrades around major processing events.
3. The assurance of continually operating on a fully-supported release.

Continued on next page



The Release Life-Cycle phases are:

1. Early Adoption (EA)

This phase takes place 2-3 months prior to GA. It represents a timeframe when select clients participate in an intense testing program to ensure release quality.

2. General Availability (GA)

This phase lasts 12 months and represents the timeframe that a product release is available for installation at client sites.

3. Feature Complete (FC)

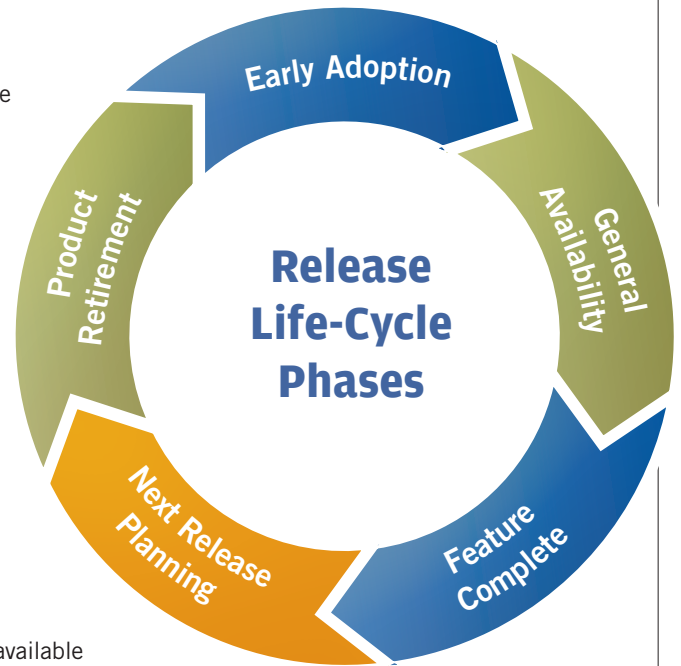
This is a 3- to 6-month phase and represents the timeframe in which a product release has matured through EA and GA phases, and minimal development efforts are needed for the remainder of the product life. At this point, clients are encouraged to consider moving to a more current release.

4. Next Release Planning (NRP)

This phase represents a timeframe in which the given release has been available for up to 18 months and is at least two product releases behind the latest available Munis release. The final Year-End release is provided. Clients are strongly encouraged to move from this stage to a more current release.

5. Product Retirement (PR)

This represents a release that receives minimal support services and no development activity. Clients must move to a more current release in order to receive a Year-End release.



What are the Various Release Types, Processes, and Policies?

TECHNOLOGY UPGRADES (e.g., Version 9.0, 10.0)

Deployed: Once every 1 to 2 years.

Policy: This upgrade represents the baseline for product release, integrating technological advances, and system-wide user-interface improvements. The life-cycle is condensed to Early Adoption, Next Release Planning, and Product Retirement. Only one Year-End release is provided.

PRODUCT RELEASES (e.g., Version 8.3, 9.1, 9.2)

Deployed: 1 to 2 times per year for two years after the initial technology upgrade.

Policy: Enhancements and defect fixes (priorities 0, 1, 2, 3) are included, as well as table alters. The full life-cycle applies to each release. Two Year-End releases are provided. The product release retires approximately one-and-a-half (Fall) to two years (Spring) after General Availability.

YEAR-END PACKAGE

Deployed: For the initial year and the subsequent year for each product release, and for the initial year only for technology upgrades.

Policy: Only enhancement and table alters specific to year-end W2 and 1099 processes are included. These will be made available via the Munis Internet Update (MIU) for versions not in Product Retirement. (NOTE: TylerForms requires a separate installation download from our Website)

SOFTWARE CORRECTIONS

Available: For 15 months after a product release.

Policy: For all versions not in Product Retirement, the Munis Internet Update (MIU) utility will provide the release of any Priority 0 and 1 defect fixes on a daily basis. Through this method, each client will have the ability to manage which software corrections to install at their site.

Early Adoption (EA) Program

Deployed: 45 to 90 days prior to a technology upgrade or product release.

Policy: Tyler works with a group of selected Munis clients to perform quality assurance checks, regression testing, or other client-specific product review situations on a pre-release version.

Significant research went into Tyler's Munis EA program: what it is, what it sets out to accomplish, and what makes some EA programs work better than others. Tyler developed its EA program based on the principles of communications expert Everett M. Rogers, who describes EA in the following way: An early adopter is a user of a given company, product, or technology who provides considerable and candid feedback to help the vendor refine its future product releases, service, and support. The relationship is synergistic, with the client having access to a new product or technology (Everett M. Rogers, Diffusion of Innovations). In a nutshell, that's why Tyler's Munis EA program differs from other software vendors' programs—it is designed with a tight level of teamwork and commitment between Tyler employees and clients.

Munis Internet Update (MIU)

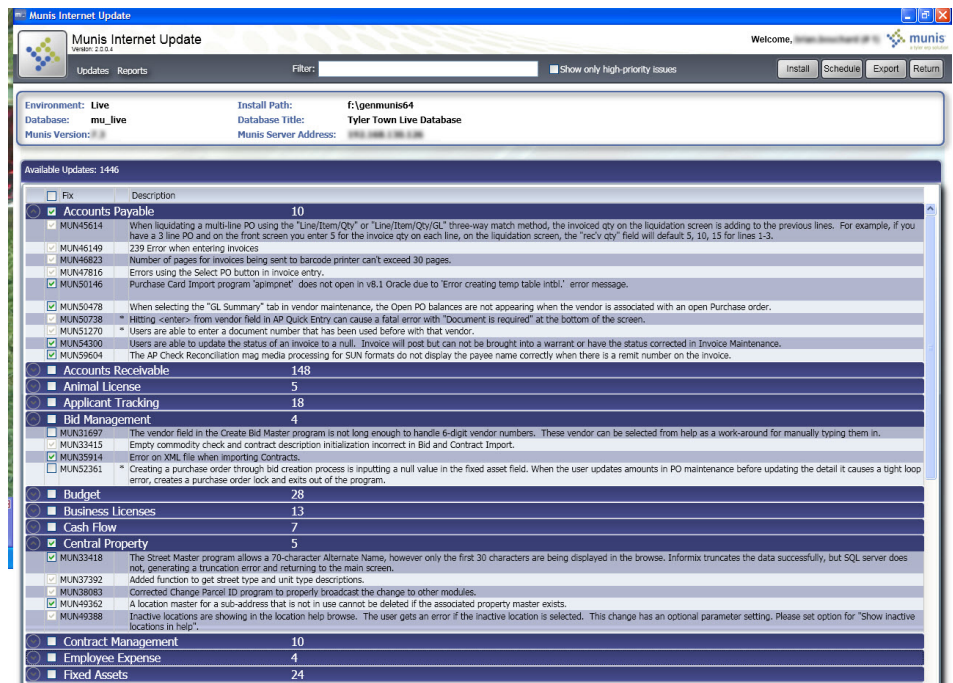
Deployed: With every upgrade or product release. Available on the Customer Tools section of the Web site under Releases.

Policy: The MIU is an Internet update utility that facilitates the downloading of software corrections and custom packages (including Year-End releases). These updates are available on a daily basis as needed, enabling every client to choose which packages to apply.

The MIU utility allows a System Administrator to periodically check for, and download, updated Munis product. This robust process performs a series of comprehensive validation tests behind-the-scenes. Such tests help to protect your server's current files from erroneous or redundant overwrites. When complete, the utility displays a screen containing all of the available updates that may benefit your selected environment. In fact, with the MIU you can view installed programs, check for and update custom code, review your installation history, restore updates, and install client-specific "custom" packages. Additionally, the MIU has the ability to be scheduled as well as apply updates to multiple application servers.

Prerequisites: The utility is to be installed on Windows®-based computers that have Internet connectivity and the ability to communicate with external services via FTP.

- Operating System: Windows XP or higher
- Microsoft® .NET Framework 3.5 SP 1
- Internet access
- Windows Firewall disabled
- Reverse DNS-Lookup enabled
- Munis Application Server: All supported Munis Versions
- To communicate with Munis, port 22 (SSH) must be open for "edelivery.tylertech.com" and "ftp.munis.com"



Continued on next page

What are the Munis Upgrade Choices?

Clients have the choice between two upgrade options: Upgrade Every Year or Every Other Year. The Every Year plan allows clients to upgrade to a mature product (FC phase or late GA phase). The Every Other Year plan requires clients to upgrade to the latest product release (GA phase).

Q1 & Q2 2012

Current Release Version	Every Year (FC phase or late GA phase)	Every Other Year (GA phase)
Versions Retired	Version 8.3, 9.1, 9.2	Version 9.3
Version 7.5	Version 8.3, 9.1, 9.2	Version 9.3
Version 8.1	Version 8.3, 9.1, 9.2	Version 9.3
Version 8.2	Version 8.3, 9.1, 9.2	Version 9.3
Version 8.3	Version 9.3	Version 9.3
Version 9.1	Version 9.3	Version 9.3
Version 9.2	Version 9.3	Version 9.3

2012 Release Schedule

Release Version	EarlyAdoption (EA)	General Availability (GA)	Feature Complete (FC)	Next Release Planning (NRP)	Product Retired (PR)
Version 7.5					April
Version 8.1					April
Version 8.2					April
Version 8.3			March	September	
Version 9.1			March	September	
Version 9.2			September	December	
Version 9.3	February	March			
Version 9.4	August	September			
Year End (all Non-Retired)		December			

What are the Munis Releases and their Release Life-Cycles?

Active Product Releases

Munis Release	Current Phase	Next Phase Planned Date	Last W-2 and 1099 Year End	Planned Retire Date
Version 7.5	NRP - July 2011		2011	April 2012
Version 8.1	NRP - September 2011		2011	April 2012
Version 8.2	NRP - December 2011		2011	April 2012
Version 8.3	GA - April 2011	FC - March 2012	2012	April 2013
Version 9.1	GA - April 2011	FC - March 2012	2012	April 2013
Version 9.2	GA - September 2011	FC - September 2012	2012	April 2013

Future Product Releases

Munis Release	Current Phase	Next Phase Planned Date	Last W-2 and 1099 Year End	Planned Retire Date
Version 9.3	EA - February 2012	GA - March 2012	2013	April 2014
Version 9.4	N/A	EA - August 2012	2013	April 2014

Release Deployment

A Munis Release is deployed initially during Early Adoption (EA). This phase lasts 45 to 90 days prior to GA. A group of selected clients collaborate with Tyler to perform quality assurance checks, regression testing, or other client-specific product review situations on a pre-release version.

After Early Adoption is complete, a Munis release is made Generally Available (GA). For the first two weeks, the release is only available via Pilot Installations. After that period, the release is available for download from the Munis Client Tools Web site.

Release, Development, and Tools You Can Use

The Munis Internet Update provides:

- Real-time automatic updates of high priority software corrections
- Auto-detection features of the clients, Munis environment, server platform, installed Munis product suite, and prevention of duplicate downloads or custom code overwrites
- Intelligent rollback features

The Munis Customer Tools Web site offers:

- Release information, including Release Life-Cycle, Release Schedules, installation instructions, and pre-install considerations
- KnowledgeBase, which includes Release Notes, a Major Enhancement document, and many materials about the Munis product
- Tyler Client Portal, which lists all incidents reported by a client and links to outstanding issues with projected delivery dates or releases

Conclusion

Each Munis software upgrade provides new functionality to improve business processes and extend the life-cycle of your investment. That's why it's vital to develop a sound software update strategy. When your Munis upgrade is used to implement new capabilities and related improvements, you'll see best practices evolve. These best practices are intended to minimize your risk, and reduce the burden on your personnel. The Munis Release Life-Cycle Policy is a key component of Tyler's best business process improvement—because Tyler understands what our clients need.

Estimated Government Implementation Staffing Levels

Resource/Position	Month																							
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
CROSS-PHASE Implementation (Project Management)																								
Client Project Manager	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17
System Administrator	11	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8
Total Cross-Phase Hours	28	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25
PHASE 1																								
Functional Leaders/SMEs	60	60	60	17	17	17	17	17	17	17	10	10												
Core Users	4	4	4	24	24	24	24	24	24	24	23	23	4	4										
Conversion Specialist	5	5	5	11	11	11	11	11	11	11	8	8												
Internal Training Specialist(s)																								
Total for Phase 1 Implementation Hours	69	69	69	52	52	52	52	52	52	52	41	41	4	4	0	0	0	0	0	0	0	0	0	0
PHASE 2																								
Functional Leaders/SMEs											13	13	13	10	10	10	10	10	8					
Core Users											1	1	1	14	14	14	14	14	18	4				
Conversion Specialist											3	3	3	7	7	7	7	7	8					
Internal Training Specialist(s)																								
Total for Phase 2 Implementation Hours	0	0	0	0	0	0	0	0	0	17	17	17	31	31	31	31	31	34	4	0	0	0	0	0
PHASE 3																								
Functional Leaders/SMEs																		20	20	11	11	11	11	7
Core Users																		2	2	15	15	15	15	16
Conversion Specialist																			3	3	7	7	7	6
Internal Training Specialist(s)																								
Total for Phase 3 Implementation Hours	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	25	25	33	33	33	33	29	3
Total Government Implementation Hours By Month	97	94	94	77	77	77	77	77	77	94	83	83	60	60	56	56	81	84	62	58	58	58	54	28

Estimated Vendor Implementation Staffing Levels

Resource/Position	Month																							
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
CROSS-PHASE Implementation (Project Management)																								
Project Manager	12	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Installers/OSDBA Technicians	3																							
Total Cross-Phase Hours	15	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
PHASE 1																								
Implementation Consultant(s)	27	27	27	20	20	20	20	20	20	20	16	16	10	10										
Conversion Programmer	3	3	3	5	5	5	5	5	5	5	4	4												
Forms Designer																								
TCS Consultant	21	21	21	2	2	2	2	2	2	2														
Total for Phase 1 Implementation Hours	51	51	51	27	27	27	27	27	27	27	20	20	10	10	0	0	0	0	0	0	0	0	0	0
PHASE 2																								
Implementation Consultant(s)										8	8	8	11	11	11	11	11	13	9					
Conversion Programmer										1	1	1	4	4	4	4	4	4						
Forms Designer																								
TCS Consultant										11	11	11	2	2	2	2	2							
Total for Phase 2 Implementation Hours	0	0	0	0	0	0	0	0	0	20	20	20	17	17	17	17	17	17	9	0	0	0	0	0
PHASE 3																								
Implementation Consultant(s)																	12	12	13	13	13	13	11	8
Conversion Programmer																	2	2	4	4	4	4	3	
Forms Designer																								
TCS Consultant																	16	16	2	2	2	2		
Total for Phase 3 Implementation Hours	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	30	30	19	19	19	19	14	8
Total Government Implementation Hours By Month	66	53	53	29	29	29	29	29	29	49	42	42	29	29	19	19	49	49	30	21	21	21	16	10

Exhibit A – Functional Requirements

Functional Requirements are listed on the following pages. The table below indicates the appropriate code to be used in the “Response Code” field. To submit a question regarding any Functional Requirement, see Section 2.4 - Proposers' Questions, reference Functional Requirement, i.e., General System Requirement, with appropriate line number.

Exhibit A – Functional Requirements will also be available as a link on our website to download and fill-in on-line on before April 12, 2012.

<http://edcapps.edcgov.us/contracts/invite.asp>

Code Table		
F	Fully Provided "Out-of-the-Box"	
CO	Configuration (no changes to underlying source code)	
R	Provided with Reporting Tool	
TP	Third Party Software Required	If used, indicate Cost or No-Cost to County in Comments area
CU	Custom Development Required (requiring changes to underlying source code)	If used, indicate cost or no-cost to County in Comments area
NV	Provided in the Very Next Version	
NA	Not Available	

General System Requirements			
Line #	Functional Requirements	Response	Comments
	Integration and Architecture	Code	
1	System has fully integrated suites/modules/applications (if not integrated, please specify which modules are not integrated).		
2	Software uses workflow to electronically route documents (and route/store approvals) across all:		
3	Suites		
4	Modules		
5	Applications		
6	System toolsets are available for the following:		
7	Workflow		
8	System Security Administration		
9	Report writing		
10	Query builder		
11	Add fields		
12	Rename fields		
13	Form or option designer		
14	System allows users to drill down into more detailed information.		
15	System is HIPAA compliant.		
16	System allows for digital signature technology and proper authentication procedure. Must include audit trail in accordance with current Federal and State Law and GAAP.		
17	System integrates with Microsoft ADS.		
18	System supports RFID tagging.		
	Attachment of Documents and Notes		
19	System allows attachment of documents (i.e., pdf, Excel, Word, jpeg).		
20	System allows users to attach documents to:		
21	Pages		
22	Fields		
23	Transactions		
24	System allows attachment of documents in all modules.		
25	Attachment of documents and notes has security capabilities (i.e., person B cannot delete an attachment that person A added).		

General System Requirements			
Line #	Functional Requirements	Response	Comments
	Data Entry		
26	Allows complete validation and editing of data at the point of entry (online or batch).		
27	Allows data to be uploaded from Microsoft Excel or other applications (i.e., Access, Word).		
28	Context-sensitive data entry and display (i.e., masking fields or screens for security purposes) (SSN, credit card number).		
	Security Capabilities		
29	The following sensitive/private data can be masked (hidden from user) during data entry:		
30	Tax numbers/ID		
31	Passwords		
32	Bank account information		
33	Credit card number		
34	Social Security number		
35	Drivers license number		
36	Email		
37	Medical information		
38	Other data specified by State, Federal statutes		
39	System will mask sensitive information in self service modules (customer PIN numbers, etc.).		
40	All suites/modules/applications can be accessed with one universal sign-in or log-in.		
41	System supports Active Directory single sign-on.		
42	All data is encrypted when accessed via:		
43	Internet		
44	Intranet		
45	Disconnects or locks out user session during designated periods of inactivity.		
46	Supports multiple sessions within a given login ID.		
47	Provides security at the following levels:		
48	Enterprise		
49	Department/Agency		
50	Division		
51	Group		
52	Role		
53	Position		

General System Requirements			
Line #	Functional Requirements	Response	Comments
54	Job function		
55	Person		
56	Security settings can be set for:		
57	Global		
58	Module		
59	Screen and menu		
60	Query builder		
61	Report		
62	Record		
63	Field		
64	Element in chart of accounts (i.e., fund, projects, etc.)		
65	Attachment		
66	System administrator can set a user security profile to define a user's authorization to:		
67	Log on		
68	Add data		
69	Delete data		
70	Change data		
71	View data		
	Workflow		
72	Workflow is available in the following modules:		
73	General Ledger		
74	Budget		
75	Accounts Payable		
76	Accounts Receivable		
77	Project Accounting		
78	Grant Accounting		
79	Purchasing		
80	Fixed Assets		
81	Human Resources		
82	Applicant Tracking		
83	Benefits Administration		
84	Payroll		
85	Employee Self Service		
86	Timecard		
87	Cashiering		

General System Requirements			
Line #	Functional Requirements	Response	Comments
88	Cash Management		
89	Security Set-up/New User Addition		
90	Workflow rules can be set by:		
91	User		
92	Role		
93	Department		
94	Thresholds (above or below certain number, example: above 5,000)		
95	Percentage argument (% above or below, example: more than 5% more than PO amount)		
96	Account code		
97	Workflow assignments can be re-routed to different authorized approvers based upon availability.		
98	Workflow approvals can be re-routed to secondary approver if:		
99	Primary approver is out (example: on vacation)		
100	Primary approver does not respond in pre-defined period of time		
101	Event driven notification of process events, including email and/or other web-based notification.		
102	Field driven notification of process events, including email and/or other web-based notification (example: evaluations due in 30 days).		
103	Approve at a batch level but look at the detail for approval rules (example: approve a JE batch but look at the to/from accounts to route for approval).		
104	If multiple approvals are need at the same approval, level all must approve in order for the approval process to continue (example: PR coded with two different department numbers will require both dept heads approval) .		
105	If user is in two roles or levels in the approval process they only need to approve once.		
106	Workflow approval processes for:		
107	Purchasing process		
108	Time entry approval (i.e., sick leave request, vacation request)		
109	Accounts payable		
110	Budget review		

General System Requirements			
Line #	Functional Requirements	Response	Comments
111	Grant approval		
112	Fixed asset disposal		
113	Inventory processing		
114	Hire process		
115	Permit approval		
116	Changes to data via self service		
117	Salary changes		
118	Benefits enrollment		
119	Workflow notification for:		
120	Warn users of upcoming expiration		
121	Notify managers of employee actions or transactions		
122	Status change (employee's position, etc.)		
123	Overdue work (purchase order not approved)		
	Audit Trail		
124	Provide an automated audit trail of system transactions.		
125	Record the following minimum data on all transactions:		
126	Type of change		
127	Operator ID		
128	Effective date of change		
129	Date		
130	Time		
131	Old value		
132	New value		
133	Transaction type		
134	Transaction ID		
135	Allow for free form text to be added.		
136	Ability to allow authorized users to define record retention periods, specific to individual record categories.		
137	Ability to ensure that all data is archived before being purged.		
	Dashboard		
138	Available upon log in (home-screen).		
139	Custom to role or user.		
140	Custom widgets (Favorites/Graphs/Lists) for:		
141	Budget		
142	Accounts Payable		
143	Human Resources		

General System Requirements			
Line #	Functional Requirements	Response	Comments
144	Payroll		

General Ledger			
Line #	Functional Requirements	Response Code	Comments
	General Requirements	Code	
1	Provides all procedural functions of a fund accounting system in conformity with GAAP and GASB accounting standards.		
2	System supports encumbrance accounting.		
3	All subsidiary systems/ledgers (i.e., purchasing, A/P, A/R) integrate and post to the general ledger in real time.		
4	Supports the following basis of accounting:		
5	Cash		
6	Modified accrual		
7	Full accrual		
8	Transfers-out must be a unique expenditure type and transfers-in must be a unique revenue type.		
9	Stores the following non-financial data for each unique fund:		
10	Date established		
11	Source of revenue		
12	Acceptable uses		
13	Vendor name		
14	PO number		
15	Check number		
16	Description		
17	Date of last activity		
18	System allows transactions in multiple fiscal years (please define any limitations in the comments field).		
19	When working in multiple fiscal years the detail transactions are maintained for each year.		
20	System maintains detailed financial records for ten years.		
21	Provides warnings or alerts for available funds checking for non-budgeted accounts.		
22	System has the ability to assign transaction codes.		
23	Transaction code set up allows:		
24	Assignments of debits and credits to		
25	Chart of accounts		
26	General ledger/treasury accounts		

General Ledger			
Line #	Functional Requirements	Response	Comments
	Chart of Accounts Design		
27	Chart of accounts supports multiple reporting entities (i.e., primary government, component unit).		
28	Provides unlimited levels of structure for each segment of the chart of accounts. Please indicate any limits in the comments field.		
29	System permits the length of each chart of accounts segment data field to be at least 10 characters. Please list/indicate any limits in the comments field.		
30	Provide for chart of account segments to have a short description of at least 50 alphanumeric characters. Please list any limitations in the comments field.		
31	Designates each general ledger account by the following account types:		
32	Asset		
33	Liability		
34	Fund equity		
35	Revenue		
36	Expenditure		
37	Statistical (non-financial)		
38	System contains the following indicators for accounts:		
39	Active (available for posting)		
40	Active (available for budget)		
41	Inactive (not available for posting)		
42	Inactive (not available for budget entry)		
43	Effective date (not available for posting until the effective date)		
44	Supports chart of account changes and maintains records of historical chart of accounts.		
45	Effective dating on active/inactive accounts that maintains all historical information for reporting purposes.		
46	System prevents accounts from being deleted if any activity is posted to them without proper security.		
47	Segments of the chart of accounts can be grouped on a user-defined basis into multiple reporting hierarchies.		

General Ledger			
Line #	Functional Requirements	Response	Comments
	Organizational Design		
48	Organizational elements within the chart of accounts supports the following organizational structures:		
49	Primary government (highest level of reporting)		
50	Component units		
51	Cost centers		
52	Departments		
53	Division		
54	Programs (cross-units)		
55	Activities		
56	System supports reorganizations:		
57	Restate or not restate history after a re-organization (as of date reporting)		
58	Supports multiple organizational structures concurrently for reporting purposes		
59	Organizational units can be grouped or ungrouped for reporting purposes		
	Journal Entry		
60	System assigns journal entry numbers:		
61	Automatically		
62	Manually		
63	System supports multiple line items for journal entries. Please indicate any limitations in the comments field.		
64	System shows the source of the transaction (i.e., manual entry or automated entry from another module).		
65	System shows the source of the transaction (i.e., manual entry or automated entry from an ancillary/outside system).		
66	Journal transactions can be entered and scheduled using effective dates (i.e., posting does not occur until effective date).		
67	Users can look up the following information on the screen as a reference during journal entry:		
68	General ledger accounts		
69	Budgetary accounts		
70	Project accounts		
71	Grant accounts		
72	Journal entries are posted:		
73	In real-time		

General Ledger			
Line #	Functional Requirements	Response	Comments
74	Batch		
75	Journal entries are validated against:		
76	Chart of account structure		
77	Pre-defined acceptable values for each field		
78	Users can import journal entries from desktop applications (i.e., Microsoft Excel).		
79	Users can enter journal entries as of a certain date (i.e., to allow back-dating).		
80	Imported transactions from desktop applications are validated using the same business rules as transactions made in the system.		
81	System allows creation of a journal entry from previously entered journal entry format (copy journal) by:		
82	Line item		
83	Entire journal entry		
84	System allows users to reverse journal entry with proper security and approvals.		
85	System supports auto reversals for accruals.		
86	Journal entries support "required" data fields and prevents transaction from posting until all "required" fields are completed.		
87	Supports recurring journal entries:		
88	With the same dollar value		
89	With varying dollar amounts		
90	Supports line item descriptions with unlimited text. Please list any limitations in the comments field.		
91	Users can create and process transactions against statistical and memo accounts in addition to financial accounts.		
92	Users can save journal entries that have not yet been posted or cleared for all validation errors online		
93	All journal entries balance prior to posting (hard error if entries not balanced, manual override of error with proper security authorization).		
Interfund and Interdepartmental Vouchers			
94	Transfers within and between funds are balanced.		
95	Processes interfund transfers without having to generate a check.		

General Ledger			
Line #	Functional Requirements	Response	Comments
96	Tracks interfund transactions through "due to" and "due from" entries.		
97	Tracks interfund transactions through cash entries.		
98	Tracks interfund transactions through multi-year funds.		
99	Restricts inter-fund postings based upon security.		
	Interest Distribution		
100	System will allow for the distribution on interest income on pooled investments to each fund based on each fund's share of the total pooled cash balance.		
101	Subsidiary G/L Account to represent interest to be distributed.		
102	Method to accumulate a daily total for the pooled cash balance for each fund. At the end of the month, the accumulated daily total is used to calculate an average daily cash balance for the fund for the month.		
103	The interest will be distributed based on each fund's pro rata share of the total pooled cash balance.		
	Closing		
104	System accommodates a minimum of 13 periods. List limitations in the comments fields.		
105	Additional closing periods are available for year-end adjustments (i.e., 13th, 14th period). Please specify limitations in comments field.		
106	Supports year-end processing at any point in time, as well as multiple times, after the end of the fiscal year (i.e., doesn't have to occur on last day or on any particular day).		
107	Closes encumbrances by:		
108	All encumbrances		
109	Individual encumbrances		
110	Groups of encumbrances		
111	Parameters to close all selected open purchase orders/encumbrances, and requisitions/pre-encumbrances, include:		
112	Dollar amount		
113	Age of encumbrance		
114	Purchase order type (example: blanket PO, purchase by item, etc.)		
115	Department		

General Ledger			
Line #	Functional Requirements	Response	Comments
116	Vendor		
117	System closes at end of period by:		
118	Fund		
119	Account		
120	Project		
121	Grant		
122	Organization (i.e., department)		
123	Accommodates soft and hard close.		
124	Maintains multiple fiscal years concurrently, which allows users to post transactions for a new fiscal year prior to closing the previous year.		
	Reports/Queries		
125	System allows department users to see available budget.		
126	System supports "as-of date" reporting.		
127	Produce the following financial reports:		
128	Budget variance report		
129	Detail or summary level		
130	Trial balance		
131	Budget vs. actual on a user defined time frame		
132	Fund balance report		
133	Balance sheet		
134	Income statement		
135	General ledger detail report		
136	System produces the following CAFR reports:		
137	Government-Wide Statements:		
138	Statement of net assets		
139	Statement of activities		
140	Fund Financial Statements:		
141	Balance Sheet - Governmental Funds		
142	Reconciliation of balance sheet - Governmental Funds to statement of net assets		
143	Statement of revenues, expenditures, and changes in fund balances - Governmental Funds		
144	Reconciliation of the Statement of Revenue, Expenditures, and Changes in Fund Balances of Governmental Funds to the Statement of Activities		

General Ledger			
Line #	Functional Requirements	Response	Comments
145	Statement of Revenues, Expenditures, and Changes in Fund Balances - Budget to Actual - General Fund		
146	Statement of Net Assets - Proprietary Funds		
147	Statement of Revenues, Expenses, and changes in net assets - proprietary funds		
148	Statement of cash flows - proprietary funds		
149	Daily Cash Balance of Funds for Interest Distribution		

Budgeting			
Line #	Functional Requirements	Response	Comments
	General Requirements	Code	
1	Budget system uses the primary system's chart of accounts.		
2	Supports multi-year budgeting.		
3	System maintains the following budget and actuals data by period by:		
4	Current year		
5	Prior ten years		
6	Departments have the capability to develop:		
7	Summary budgets		
8	Detailed budgets		
9	Departments throughout the organization can access budget information with proper security to:		
10	View data		
11	Change data		
12	System supports import/export of budget data to/from external applications (i.e., Excel).		
13	Free form user defined text fields for budget justification.		
14	System allows budgeting for non-financial accounts (setting goals and targets for performance measures).		
	Budget Control		
15	System provides multiple levels of controls for the following types of budgets:		
16	Fund		
17	Department		
18	Division (should mirror the organizational structure in the G/L).		
19	Program		
20	Project		
21	Grant		
22	Account		
23	System provides the ability to allot each appropriation budget by the following periods (with flexibility based on account):		
24	Semi-Annual		
25	Quarter		
26	Month		

Budgeting			
Line #	Functional Requirements	Response	Comments
27	Percentage		
28	Allocation based on seasonal trend		
29	System provides the ability to carry forward appropriation allotments to the next allotment period based on the funding source. Clarify within the current budget year.		
30	Individual appropriation budgetary control options in the system include:		
31	Hard - prevents transaction from processing without override approval		
32	Soft - provides warning message but allows transaction to process with override		
33	No control - allows transaction to process without warning		
Budget Preparation			
34	Online budget request worksheet contains (used for budget prep):		
35	Current year budget		
36	Current year actuals projected		
37	Up to ten years actuals projected		
38	Historical previous budget data (original, amended, etc.)		
39	Online budget request worksheets contain dollar amounts and non financial statistics (performance goals and results).		
40	Budget preparation system accommodates the following:		
41	Fund budget		
42	Line item budget		
43	Program budget		
44	Project budget (multi-year)		
45	Grant budget		
46	Sponsor fiscal year		
47	Organization's fiscal year		
48	Department worksheets are automatically rolled into organization-wide master budget.		
49	Users can view prior year's line-item budget while entering new budget.		
50	Users can view prior 2 years line-item budget while entering new budget.		
51	Users can view actuals at detail and/or summary level while entering the new budget.		

Budgeting			
Line #	Functional Requirements	Response	Comments
52	Supports entering and viewing the following versions of the budget:		
53	Original request		
54	Department manager request		
55	Budget office request		
56	Executive level request		
57	Commission request		
58	Supports multiple versions of the budget with a final control version.		
59	System stores reason for budget version.		
60	System creates an initial version of the budget using the following:		
61	Zero balances in all accounts		
62	Text or any attachment (copy) from previous budget to any other budget version		
63	Current year's original budget		
64	Last year's budgeted total		
65	Last year's actuals		
66	Last year's amended		
67	Current year's actuals plus/minus a percentage		
68	Current year's budget plus/minus a percentage		
69	Projection based on percentage of last year's actual		
70	Projection based on estimated actuals from current year		
71	Users can flag one-time budget events.		
72	Forecasts can be saved.		
73	System allows users to adjust the base budget line items or summary totals by:		
74	Percentage		
75	Dollar amount		
76	System allows attaching non-financial data; for example: mission statements, performance measure (operational data), org charts, etc.		
77	System allows the user to copy formulas from one field to many cells.		
78	System compares budget versions to demonstrate changes that have been made between versions.		
79	Locks budget changes after specified date.		

Budgeting			
Line #	Functional Requirements	Response	Comments
80	System stores budget data for a minimum of ten years.		
Salary Positions and Budgeting			
81	Provide the ability to track positions at multiple levels of authorization:		
82	Ordinance		
83	Budgeted		
84	Authorized		
85	Filled		
86	Vacant		
87	Identifies funding sources for positions (multiple funding sources).		
88	Provide the ability to track positions by different status:		
89	Active		
90	Frozen		
91	Held		
92	Unfunded		
93	System provides multiple types of positions, including but not limited to:		
94	Full-time		
95	Part-time		
96	Hourly		
97	Temporary (project/grant funded positions)		
98	Seasonal		
99	Contractual/At-Will		
100	Volunteer		
101	System allows for the cost of a position to be allocated to multiple segments of the Chart of Accounts (i.e., organizational codes, programs, projects, grants, etc.).		
102	System provides the ability to perform the following operations (for projection purposes) online with the proper security authorization:		
103	Add or delete the number of authorized, or budgeted positions		
104	Modify filled/vacant status (for projection purposes)		

Budgeting			
Line #	Functional Requirements	Response	Comments
Analysis and Forecasting			
105	Forecast current year budget and actual (either on a line-by-line basis or on an entire budget) by multiple budget elements including:		
106	Straight line projection		
107	Percentage based on last year actual		
108	Last year actual or budget for the remainder of the current fiscal year		
109	Units (positions) or staffing levels		
110	Employee groups		
111	Characteristics of positions (i.e., longevity increases, step and grade increases, etc.)		
112	Personnel Costs		
113	Revenue		
114	Calculate position costs based on incumbent for the following assumptions:		
115	Service increment (by anniversary date)		
116	Full-time vs. part time		
117	Certifications (when certifications to be earned would be effective)		
118	Shift pay		
119	Health insurance		
120	Other benefits including unemployment, deferred comp match, FICA, Medicare, life and disability insurance, retirement (based on years of service), etc.		
121	Other earnings including longevity pay, education and post pay, bilingual pay, hazard duty pay, housing incentive, holiday pay, location differential, uniform allowance), etc.		
122	Calculates available dollars to forecast budget.		
123	Calculate position vacancy costs.		
124	System provides multiple calculation methodologies for salaries and benefits budget monitoring.		
125	System can accommodate "what if" forecasting.		
126	System can accommodate "what if" forecasting for mass salary changes that includes all benefit calculations.		
127	System allows users to save multiple budget scenarios.		
128	System calculates long-term budget forecasts for 10 years		

Budgeting			
Line #	Functional Requirements	Response	Comments
Budget Maintenance and Monitoring			
129	Users can view the amount of funds remaining in the budget (i.e., amount budgeted, amount encumbered, amount spent, etc.).		
130	System stores narrative justification for budget adjustments at the departmental level.		
131	System track all budget changes including:		
132	Type of change		
133	Reason for change		
134	Who requested the change		
135	Approval date		
136	The original change request		
137	Amended vs. original		
Budget Adjustments			
138	System allows transfers:		
139	Within a division		
140	Within a department		
141	Between divisions		
142	Between departments		
143	Between funds		
144	Lock out budget changes after specified date, but maintain ability to view those in progress.		
145	System supplies a method to load budget adjustments to multiple budgets (adopted budget, current budget w/transfers, etc.).		
146	Tracks all budget changes (transfers/amendments), type of change, and reason for change.		
Reports/Queries			
147	Allows user to create footnotes and comments for budget publications.		
148	System provides the following reports with the ability to filter by fund/division/department:		
149	Original expenditure balance		
150	Beginning budget balance		
151	Beginning budget		
152	Amended budget		
153	County approved budget		

Budgeting			
Line #	Functional Requirements	Response	Comments
154	Encumbrances/pre-encumbrances		
155	Actuals expenditures		
156	Actuals revenues		
157	Transfers (in and out)		
158	Available expenditure budget balance		
159	Revenue surplus/deficit		
160	Monthly analysis report		
161	Year to date report		
162	Quarterly analysis report		
163	Generates a standard, configurable budget variance report (budget to amended to actuals).		
164	Provides reports/inquiries to review multiple versions of budget.		
165	Ability to report on financial and non-financial budget data.		

Cash Receipts			
Line #	Functional Requirements	Response	Comments
	General Requirements	Code	
1	Interface cashiering module with the general ledger.		
2	The system downloads (by batch) automated cash receipts and collections data from remote sites.		
3	Ability to print receipts on multiple printers (one at POS and one in the kitchen, etc.).		
4	Allows to operate multiple cash drawers on a single register.		
5	The cash register operator must be validated by cash register and as an employee.		
6	A full audit trail will be provided for each cash register.		
7	Allows multiple cash register batches to be created or closed at any point in day.		
8	Automatically updates both the appropriate customer master file and the G/L posting file with a single cash receipt or batch with the following information detailed:		
9	Reference ID or number		
10	Transaction types (sale, refund, account adjustment, etc.) (identify any limitations in the comments field)		
11	Payment type (cash, credit, etc.) (identify any limitations in the comments field)		
12	Date		
13	Payor		
14	Description		
15	Invoice number		
16	Amount detailed by cash, cashier's check, money order, credit card, debit card, electronic transfer or check		
17	Credit card number or debit card number, if applicable		
18	G/L organization		
19	Credit account(s) and amount(s) including project and sub-project accounts		
20	Debit account(s) and amount(s)		
21	Batch ID		
22	Accounts where billing occurred		
23	User defined receipt field (identify any character limitations in the comments field)		

Cash Receipts			
24	Ability to re-post cash receipts set that may have been interrupted or posted in error.		
25	The system shall receive the following payment types:		
26	Cash		
27	Lock Box		
28	Check (personal, travelers, cashiers)		
29	Money orders		
30	Gift certificates		
31	Gift cards		
32	Check (personal, travelers, cashiers)		
33	Electronic transfers (EFTS), indicating destination		
34	Credit card		
35	Combination of above		
36	Direct debit (debit card)		
37	Other payment types (define limitations in the comments field)		
38	System accommodates user defined length of characters for storing check number. Please list maximum number of characters.		
39	The system shall inquire against pending transactions.		
40	Apply payments according to the following:		
41	Accept third-party billing		
42	Partial payments against individual line items on a receivable		
43	Partial payments against funds and/or accounts		
44	Overpayments against individual line items on a receivable		
45	Maintain open receivable until all items are satisfied.		
46	Provides the ability to handle short or overpayments.		
47	Maintains a user-definable table of revenue codes to facilitate uniform data entry and classify the transaction for posting.		
48	Find permit, business registrations, taxes, and license fees using bar code scanner.		
49	Ability to enter receipts in mass.		
	Point of Sale		
50	Provide the following cashiering functions:		
51	Generate receipt to payee		
52	Provide a deposit slip		
53	Generate electronic form of reporting		
54	Balance daily cash receipts to bank deposit		

Cash Receipts			
55	Balance daily cash receipts by:		
56	Cashier		
57	Drawer		
58	General ledger code		
59	Automatically generate general ledger distribution entries needed to record receipts.		
60	Interface this module with the General Ledger.		
61	Interface to other administrative systems that collect (bill) revenue.		
62	System flags cash-only accounts at the point of sale.		
63	Look up the customer master file by:		
64	Customer name		
65	Customer number		
66	Invoice number		
67	Partial customer name		
68	Telephone number		
69	Physical/mailling address		
70	Email address		
71	Partial address		
72	Any other field in customer account		
73	Allows cashiers to view all outstanding payments on customer account.		
74	Allows cashiers to apply payments to more than one outstanding payment.		
75	Allows cashiers to collect partial payment.		
76	Allows cashiers to collect payment in multiple forms of payment (cash, check, credit, etc.).		
77	Check scanning capabilities.		
	Reports/Queries		
78	Produces report listing total of all transactions processed by cashier during shift.		
79	Produce an invoice listing based on posted and unposted data.		
80	Report by product code(s) and discount code(s).		
81	Report on unbilled charges.		
82	Provide a report by account of open receivables and account balances.		
83	Produce detailed and summary audit trails.		
84	Produce a report of detailed customer account information.		

Cash Receipts			
85	Produce a receivable report by type.		
86	Flag payments received for which no match to an invoice has been determined (pre-payments, duplicates).		
87	Provide a cash receipts report by customer and account.		
88	Provide a cash receipts report by type of transaction.		
89	Generate a variance report for:		
90	Lists of receipts for daily cash deposits		
91	Cash receipts registers		
92	Cash journals		
93	Customer account adjustments		
94	Daily bank deposits		
95	Produce a daily, weekly and monthly report of revenues by type.		
96	Produce a revenue by customer report, on a user defined basis.		
97	List receivables written off.		
98	Account and report for cash receipts revenue.		
99	Prepare an aging report according to user defined categories (i.e., 30, 60, 90 days).		
100	Sort and display accounts receivable in a prescribed aging format.		
101	Produce a report of transactions by cashier:		
102	Cashier		
103	Drawer		
104	Date		
105	User defined time period		
106	Type of transaction		
107	Total dollar amount		
108	Dollar amount by payment type		
109	System provides ad hoc reporting capabilities.		
110	Provides reconciliation reports including a detailed receipt listing, receipt summary by revenue code, and receipt summary by account to provide totals to assist in cash and check balancing.		

Purchasing			
Line #	Functional Requirements	Response Code	Comments
	General Requirements		
1	System to maintain history and relationships for all bid, requisition, invoice, check, POs, and receiving documents.		
2	System can accommodate emergency purchases.		
3	Allow vendor numbers, purchase requisition numbers, contract numbers, bid numbers, and purchase order numbers to be assigned:		
4	Manually		
5	Automatically		
6	Modify some fields on requisitions with appropriate security and/or workflow (some changes may not require workflow approval).		
7	System to classify one-time vendors with limited required data entry.		
8	Deactivate vendor separately from purchasing process and A/P process (i.e., don't want to buy from vendor again, but still have outstanding invoice to be paid).		
9	Warning or block if over budget.		
	Requisitions		
10	Capability to store multiple shipping address locations (drop down menu or coding for shipping address).		
11	System allows user to copy existing PR to create a new one.		
12	Split items on a requisition in multiple bids or POs.		
13	Combine multiple requisitions into one PO.		
14	Maintain the following data elements in respect to procurement transactions:		
15	Requested by		
16	Date		
17	Scheduled delivery dates		
18	Shipping address		
19	Delivery instructions (i.e., pick-up, ship to, other)		
20	Vendor contact person		
21	Requisition number		
22	Vendor name & address		
23	Ability to perform vendor roll-up (i.e., affiliates, brother-sister)		
24	Vendor number		

Purchasing			
Line #	Functional Requirements	Response	Comments
25	Vendor history (i.e., name change, acquisitions, mergers)		
26	Vendor Quote #		
27	Comment (text) field (please identify character limitations in the comments field)		
28	Expiration date of PO (deliver by date)		
29	Maintain the following "line item" data elements in respect to procurement transactions:		
30	Commodity information		
31	Quantity requested		
32	Unit of measure		
33	Unit price		
34	Tax rate		
35	Extended price		
36	Description with free form text		
37	Account code		
38	Freight/shipping charges		
39	Stores #		
40	Fixed asset #		
41	Specifications/terms		
42	Users can effective date purchase requests to start in next FY and impact next year's budget.		
43	Calculate discounts by item or by total order on the requisition.		
44	Enter zero amounts (no charge items).		
45	Enter negative amounts (credits).		
46	Create requisition templates for frequently-ordered items.		
47	Capture multiple ship-to addresses on one requisition.		
48	System to flag/alert if non-sufficient funds.		
49	System will support a hard stop of any purchasing transaction with non sufficient funds (with override).		
50	System will support a soft stop of any purchasing transaction with non sufficient funds.		
51	Create a bid from a requisition.		
52	Track vendors in the bid or quote process without establishing them as vendors in the vendor file.		
53	Track bid/RFP by:		
54	Dollar amount		
55	Vendors requesting copy of RFP/bid		

Purchasing			
Line #	Functional Requirements	Response	Comments
56	Vendor response (submitted proposals)		
57	Attachment of files for vendor response		
58	Date		
59	Bid number		
60	RFP number		
61	Project title		
	Vendor File		
62	Purchasing and A/P share same vendor file.		
63	Store the following vendor information:		
64	Vendor name		
65	Vendor type		
66	Vendor category (i.e., attorneys, plumbers, etc.)		
67	Individual name (first, middle, last)		
68	Corporation/company name		
69	"Doing Business As" name		
70	Vendor number		
71	Multiple addresses (i.e., bid, orders, remit to, etc.)		
72	Vendor email and web site information		
73	Contact person(s)		
74	Federal Tax Identification Number (TIN)		
75	Tax ID status/W-9 information		
76	Phone and fax number(s)		
77	Preferred contact method		
78	Minority status/type business indicators:		
79	Minority		
80	Woman		
81	Small Business Enterprise (SBE)		
82	Disadvantaged		
83	Certification status of minority type		
84	Other user-defined categories		
85	Last date vendor utilized		
86	Active/Inactive status (based on date last utilized)		
87	Parent/child relationships		
88	Payment methods		
89	Type of company (i.e., corporation, partnership, etc.)		
90	Business license #		

Purchasing			
Line #	Functional Requirements	Response	Comments
91	Commodities/services offered (per user defined list)		
92	Standard payment terms		
93	Problem vendor flag		
94	Associated memo field with the problem vendor indicator		
95	Preferred vendor flag		
96	Associated memo field with the preferred vendor Indicator		
97	Vendor-on-hold flag (i.e., litigation, payment dispute, etc.)		
98	Free form comments (Please identify any character limitations in the comment field)		
99	Local vendor program flag		
100	Search the vendor file by any vendor data field (i.e., vendor name, address, phone number, etc.) and by 'wildcard' terms.		
101	Maintain pricing information, quantity breaks, freight terms and shipping information for each vendor.		
102	Track the details of vendor performance including complaints and resolution.		
103	System allows users to merge two vendors and maintain history (i.e., duplicate vendor, one vendor buys another).		
Bid and Quote Processing			
104	Ability to support the following types of bids: advertised sealed bids, phone and fax quotes and written requests for proposals (information) and quotations.		
105	Ability to access and update the vendor tables from within the bid/quote process with proper security.		
106	Ability to develop bid/quote documents directly out of requisitions.		
107	Ability to create bid mailing lists of vendors by specific commodities/services.		
108	Ability to use system tools to analyze bids by price, quantity and availability by entire bid or single line item.		
109	Ability to copy information from one bid transaction to another with property security.		
110	Ability to provide a facility for standard and prototype bids with any number of associated vendors.		
111	Ability to track Bid/RFP by awards, dollar amounts, vendor responses, buyer, and commodity.		
112	Ability to track bid list / file by commodity code.		

Purchasing			
Line #	Functional Requirements	Response	Comments
113	Ability to track vendor bid list by vendor history, past awards, bid responses, and new vendors.		
114	Ability to maintain an accumulated bid history (including both bids awarded and not awarded) for each vendor in the system.		
115	Ability to tie all bids (even those not awarded) to an associated project budget.		
116	Ability to enter budgeted amount for a bid.		
117	Ability to track bid addenda (before opening and award).		
118	Ability to post award information on our website.		
119	Ability to produce documents for mailing to potential vendors/bidders (i.e., bid documents, addenda).		
	Contract Administration		
120	System validates purchase orders against contract for appropriate:		
121	Date		
122	Dollar amount		
123	Chart of account structure		
124	Track multiple contracts per vendor.		
125	Track milestones and/or deliverables for contract.		
126	Record and calculate retention amounts by:		
127	Deliverable/task		
128	% Amount		
129	Dollar amount		
130	System allows existing contracts to be modified by changing:		
131	Increase contract value		
132	Decrease contract value		
133	End date		
134	Contract milestones		
135	Vendor contact information		
136	System tracks change orders to contract.		
137	System allows for user defined percentage variance of originally approved contract.		
138	System will generate workflow notification when defined variance threshold is reached.		
139	Search for a contract by account, vendor, and/or description.		
140	Support various contract periods, including multiple year contracts (i.e., those that span fiscal and/or calendar years).		

Purchasing			
Line #	Functional Requirements	Response	Comments
141	Encumber only a portion of a contract or purchase order based on fiscal year.		
142	Create a workflow notification for contract expiration dates.		
143	Encumber entire value of contract.		
144	Store and maintain contract historical information, including but not limited, to the following details:		
145	Vendor information		
146	Commodity information		
147	Bid number		
148	Contract number		
149	Contract administrator's name, phone, fax numbers and email		
150	Component unit		
151	Milestones		
152	Start/end and extension dates		
153	Expiration dates		
154	Multiple approval dates (commission approval)		
155	Status (text reference field)		
156	Payment schedule & adjustments		
157	Retainage		
158	Insurance information		
159	Contingency amounts by % of contract or flat dollar amount		
160	Other user defined items		
161	Retainage calculations can be defined by:		
162	Date (age of contract)		
163	Percent complete		
Purchase Orders			
164	Original requisitioner stored on PO.		
165	Allow any field associated with PO to be printed on PO (user defined based on user and type of purchase).		
166	System allows creation of purchase order:		
167	Directly (with proper security)		
168	From an existing bid or requisition		
169	Unit price field can accommodate \$99,999,999.9999 (including 4 to right of the decimal). Please list limitations in comments field.		
170	Carry over open purchase orders to the following fiscal year.		

Purchasing			
Line #	Functional Requirements	Response	Comments
171	Closes purchase orders by either closing:		
172	All purchase orders		
173	Select purchase orders		
174	Criteria to select open purchase orders for close at end of year includes:		
175	Dollar amount		
176	Age of encumbrance		
177	Purchase order type (i.e., blanket PO, purchase by item, etc.)		
178	Date		
179	Vendor		
180	G/L acct # number range		
181	Ability to roll encumbrances at year end.		
182	Accommodate blanket purchase orders.		
183	Reprint hard copy of purchase orders and change orders when required.		
184	Identify hard copy reprints as duplicates.		
185	Accommodate change orders to existing POs.		
186	Accommodate tolerances of either percentages or dollar amounts (if PO value is exceeded).		
187	Require approval for change orders over a user-defined percentage of the original amount.		
	Receiving		
188	Identify orders that have not been received after a user-specified period of time.		
189	Record receiving document to include:		
190	Receiving staff		
191	Date and time		
192	Complete		
193	Partial		
194	Damaged		
195	Supports 2 way matching (purchase order, invoice).		
196	Supports 3 way matching (purchase order, packing slip, invoice) with override.		
197	Will support 2, 3 way matching for user defined PO categories.		
198	System to track and identify any under/over shipments.		
199	System to accommodate partial receipts.		

Purchasing			
Line #	Functional Requirements	Response	Comments
	Reports/Queries		
200	Produce report summarizing contract activity (present and past) by vendor.		
201	Report on dollars spent per contract.		
202	Report by active and inactive vendors.		
203	Open requisition/PO report by: date, range of dates, vendor, account, commodity code, department.		
204	Bid report by: date, range of dates, vendor, account, commodity code, department.		
205	Produce a receipt/invoice variance report.		
206	Produce a report of outstanding encumbrances for an effective date that reconciles to general ledger.		
207	Report listing all MBE/WBE/DBE/SBE activity.		
208	Track or report on unreceived merchandise.		
209	Track or report on damaged merchandise.		
210	Exception report of insufficient funds.		
211	Commodity utilization.		

Accounts Receivable			
Line #	Functional Requirements	Response	Comments
	General Requirements	Code	
1	Assign invoice numbers:		
2	Manually		
3	Automatically		
4	System allows invoices to be categorized by type (i.e., rentals, etc.).		
5	Establishes default account distributions for each type of receivable.		
6	Supports electronic fund transfer from bank for customer payments.		
7	System automatically applies penalties based upon system-defined rules or criteria.		
8	System automatically calculates interest based upon system-defined rules or criteria.		
9	Ability to handle credits across receivable types.		
	Customer File		
10	Customer file is linked with A/P vendor file.		
11	Customer file is linked with purchasing vendor file.		
12	Record the following customer information:		
13	Last account activity		
14	Multiple contact names		
15	Contact email address		
16	Social Security number or tax ID number		
17	Multiple phone number (i.e., office, cell, fax, etc.)		
18	Multiple addresses		
19	Balance due		
20	Last payment amount		
21	Payment history		
22	Payment arrangements		
23	Average number of days to pay		
24	Customer type		
25	Notes/comments (miscellaneous additional information)		
26	Date customer was added		

Accounts Receivable			
Line #	Functional Requirements	Response	Comments
27	Deposit Requirements (system deposit information must include type deposit, date of deposit, amount, receipt number, check number, and refund date)		
28	Other user defined fields		
29	Audit trail of all changes to customer file (changed from, date/time stamp, user that changed record).		
30	System masks sensitive customer information i.e., Social Security Number information, credit card information, etc.).		
Invoices			
31	Accommodates:		
32	One-time invoices		
33	Recurring invoices		
34	System saves templates for generating invoices.		
35	General invoices for internal customers (departments).		
36	System allows users to adjust penalties and fees applied to invoices with proper security authorization.		
37	Generate account statements for the following:		
38	Organizational/summary detail		
39	Specific account types		
40	Range of accounts within a department		
41	Range of customers or individual customers		
42	Delinquent accounts		
43	Customers with debit/credit balances		
44	Other user defined criteria		
45	Generate consolidated statements for customers with multiple accounts.		
46	System maintains detail of unbilled charges.		
47	Reprints a duplicate invoice.		
48	Reprints invoices and statements after corrections are made.		
49	Stores multiple dunning messages templates.		
50	Automatically generate dunning letters based on passage of time (i.e., 30, 60, 90 days).		
51	Users can write off small discrepancies between the amount due and the amount received with proper security.		

Accounts Receivable			
Line #	Functional Requirements	Response	Comments
52	Generates an invoice with sufficient and flexible text area to adequately describe services provided-customized invoice process. Please provide any character limitations in the comments field.		
Receipts/Point of Sale (POS)			
53	Apply customer payments to multiple charges.		
54	Accommodate the following transactions for payment:		
55	Cash		
56	Lock box		
57	Gift certificates		
58	Gift cards		
59	Credit card		
60	Direct debit (debit card)		
61	Check (personal, travelers, cashiers)		
62	Electronic transfers (EFTS), indicating destination		
63	Combination of above		
64	Other payment types (define limitations in the comments field)		
65	Provide the following cashiering functions:		
66	Generate receipt to payee		
67	Provide a deposit slip		
68	Balance daily cash receipts to bank deposit		
69	Option to print a receipt without the balance (mask)		
70	Balance daily cash receipts by:		
71	Drawer		
72	Cashier		
73	General ledger code		
74	Ability to search daily transactions by dollar amount.		
75	Automatically generate general ledger distribution entries needed to record receipts.		
76	Interface to other administrative systems that create receivables.		
77	Look up the customer master file by:		
78	Customer name		
79	Customer number		
80	Invoice number		
81	Customer Social Security number (last 4 digits)		

Accounts Receivable			
Line #	Functional Requirements	Response	Comments
82	Partial customer name		
83	Telephone number		
84	Physical/mailling Address		
85	Email address		
86	Payment history (30/60/90 aging, etc.)		
87	Allows cashiers to view all outstanding payments on customer account.		
88	Allows cashiers to apply payments to more than one outstanding payment.		
89	Allows cashiers to apply credits on customer accounts (over tender payment).		
90	Allows cashiers to collect partial payment.		
91	Identify partial payments made on customer accounts (i.e., initial balance, amounts paid, remaining balance).		
92	Allows cashiers to collect payment in multiple forms of payment (cash, check, credit, etc.).		
Collections			
93	System can accommodate collection fees.		
94	System can consolidate multiple receivables into one collection action.		
Reports/Queries			
95	Generate a report by user/department/category for:		
96	Aging reports with user-defined aging categories		
97	Cash register journals		
98	Provide a cash receipts report by customer and account.		
99	Provide a cash receipts report by type of transaction.		

Accounts Payable			
Line #	Functional Requirements	Response Code	Comments
	General Requirements		
1	Schedule invoices for payment based on invoice date.		
2	Supports partial payments.		
3	Supports purchasing card transactions.		
	Vendor Data		
4	A/P shares vendor file with purchasing.		
5	A/P vendors are linked to A/R customers.		
6	Supports parent/child relationships for vendor records.		
7	Deactivate vendor separately from purchasing process and A/P process (i.e., don't want to buy from vendor again, but still have outstanding invoice to be paid).		
8	Maintains multiple location addresses for each vendor.		
9	Contains field for "country" (i.e., Canadian vendors).		
10	Flags vendor records as "one-time" vendors.		
11	Customer file is linked with A/P vendor file.		
12	System generates alerts when the following is entered:		
13	Duplicate names		
14	Duplicate tax IDs (with override capabilities with reason)		
15	Duplicate addresses		
16	Duplicate invoices (with override capabilities with reason)		
17	Flags vendors that are 1099 eligible.		
18	Accommodates user defined vendor categories (i.e., minority business enterprises, small business enterprise, problem vendors, etc.).		
19	System allows vendors to set up alternate vendor for payment (example: payment received by bank rather than vendor).		
	Invoice Processing		
20	System allows notes or comments to be posted to an invoice.		
21	Uses two-way matching process before processing invoice with override.		
22	Uses three-way matching process (purchase order/receiving document/invoice) before processing invoice with override.		

Accounts Payable			
Line #	Functional Requirements	Response	Comments
23	Two and three-way matching process based on system defined thresholds by:		
24	Percentage (i.e.,- don't allow if invoice is over 10% of PO) with override		
25	Dollar		
26	User, with proper security, can override the three-way match.		
27	System supports account distribution by line item.		
28	System allows prepayment of invoices.		
29	System allows for grouping of vendors for payments on specified dates (i.e., employee reimbursements).		
30	System supports:		
31	Credit memos		
32	Debit memos		
33	System applies credit and debit memo amounts before producing payment.		
34	Applies credit memos only to the extent that they do not produce a negative payment.		
35	Users are notified when a credit memo exceeds the payment voucher amount.		
36	System tracks balance remaining on credit memo.		
37	System supports net payments (balance between a receivable and a payable for a vendor).		
38	System allows users to place a payment on hold.		
39	System records reason for placement of hold.		
40	System allows zero balance transactions or negative balance transactions (apply coupons, free merchandise).		
IRS Reporting Requirements Processing			
41	Monitors cumulative payments to 1099 vendors.		
42	Provides on-demand 1099 form generation (example: real estate acquisitions).		
43	Collects necessary information for generation of Federal 1099s at year-end (both manually and per IRS approved file).		
44	System automatically recognizes/flags missing tax ID numbers.		
45	System produces a trial 1099 report before final run.		
46	System prints collected 1099 payments into appropriate reporting boxes (i.e., rent, non-employee compensation, etc.).		

Accounts Payable			
Line #	Functional Requirements	Response	Comments
47	Generates a trial 1099 system for verification before actually generating the forms.		
48	Corrects 1099 information in the system, reprints the 1099 form(s), and produces a correction file for the IRS.		
49	System can produce electronic file to send 1099-related forms to IRS.		
	Check Processing		
50	Accommodates the following:		
51	Printing on blank check stock		
52	MICR encoding		
53	Bank approved bar codes		
54	Electronic signatures		
55	Prints checks according to the following timeframes:		
56	Scheduled		
57	On-demand		
58	Accommodates retainage.		
59	Allows user to enter a message for one specific vendor which appears on that specific check stub. Please enter any character limitations in the comments field.		
60	Supports the use of multiple banks with multiple accounts for both checks and EFTs.		
61	Consolidates multiple invoices for the same vendor on one check.		
62	Itemizes the invoices (including the vendor invoice number) on the remittance advice.		
63	Sorts checks and prints according to user defined criteria (i.e., petty cash requires that separate checks be created even if they are part of the same check run).		
64	Designate specific items to be held from check run.		
65	Designate checks for special handling and specify priority in printing cycle.		
66	System accommodates escheatment process.		
67	Prevents the printing or producing of blank, negative, or zero amount issuances on a regular check run.		
68	Prevents the printing of issuances with no payee specified, with override.		

Accounts Payable			
Line #	Functional Requirements	Response	Comments
69	Issue/print a blank check on demand, with proper security rights.		
70	Generate a replacement check within the same payment cycle.		
71	Reprint checks in case of a printer jam or when check stock runs out.		
Bank Reconciliation			
72	Produce electronic files containing:		
73	Detail of checks		
74	Automated Clearing House (ACH) items		
75	Produce a file containing all rejected:		
76	Checks		
77	ACH items		
78	Deposit reconciliation transactions		
79	System will flag outstanding checks that are stale, based on user defined time frame (180 days, 280 days, etc.).		
80	Deletes selected check, ACH items, and deposits the following information on the error suspense file using appropriate security controls:		
81	Check		
82	ACH items		
83	Deposit information		
84	When payment is cancelled, the system automatically generates general ledger transactions to reverse all associated accounting distributions in the appropriate accounting period.		
85	Perform on-line bank reconciliation based upon electronic file (daily or monthly data) sent by various banks.		
86	System supports positive pay.		
Reports/Queries			
87	Track and analyze anticipated cash requirements for disbursements.		
88	Produce the following reports and sort by department/division:		
89	Summary payment report by vendor (for a user determined time period)		
90	List of 1099 vendors and reports by tax category		
91	Check register		
92	Check register of checks above a user defined dollar amount		

Accounts Payable			
Line #	Functional Requirements	Response	Comments
93	Invoices outstanding by department, project, or work order (expensed but not paid)		
94	Track electronic payments by vendor and product type/commodity code (i.e., p-card, credit card)		
95	Vendor history by account number		
96	Vendor history by user-defined criteria		
97	A/P transaction history by vendor category		
98	Monthly expenditures report by fund		
99	Monthly check reconciliation reports of manual transaction by fund and check type		
100	Monthly report that show the total amount as well as the number of outstanding checks by fund		
101	Reconciliation activity report showing all the daily on-line update activity in the system		
102	Status of a check (i.e., outstanding, voided, cancelled, stale-dated, paid, etc.)		
103	Aging Reports		

Inventory Management			
Item #	Functional Requirements	Response	Comments
	General Requirements	Code	
1	Accommodates multiple warehouses.		
2	Generates and print labels with bar coding.		
3	Maintains and tracks the following information for inventory items:		
4	By organizational unit (department/office)		
5	By warehouse for multiple warehousing		
6	Item description (short)		
7	Text description (long)		
8	Multiple alias names		
9	Unit of measure for:		
10	Purchase		
11	Issue		
12	Unit cost		
13	Actual price		
14	Bulk cost		
15	Average price (calculated value)		
16	Vendor number		
17	Primary vendors		
18	Min-max points		
19	Quantity on hand		
20	Quantity on order		
21	Quantity received on orders		
22	Quantity on back-order		
23	Ordered year-to-date		
24	Received year-to-date		
25	Issued current period		
26	Issued year-to-date		
27	Item number		
28	Warranty term		
29	Location		
30	Component items list (i.e., subtitles of a series of books)		
31	Text field for miscellaneous entry		
32	Hazardous materials		

Inventory Management			
Item #	Functional Requirements	Response	Comments
33	Updates stock item data and maintains all the specific data for:		
34	Purchases		
35	Returns to stock		
36	Returns to supplier		
37	Adjustments (credits, etc.)		
38	Transfers		
39	Receipts		
40	Requisitions		
41	Employee number (of requestor)		
42	Backorders		
43	Defective or damaged parts returned to vendor		
44	Issuance of inventory		
45	Surplus / junk / spoiled items		
46	Recalls		
47	Other user defined items		
48	System must review returns or adjustments documents in real-time.		
49	System must review, in real-time, inventory after returns or adjustments.		
50	Provides on-line stock catalogs.		
51	Reads catalog data from the following sources:		
52	Online catalogs		
53	Electronic files		
54	Automatically assigns stock requisition numbers.		
55	System allows users to merge multiple inventory items to a new or existing inventory item with an audit trail.		
56	Images can be attached to inventory items in the system.		
57	System can accommodate items with zero dollar value and/or zero quantity.		
58	System must provide a multi-level location structure including:		
59	Building		
60	Room		
61	Desk		
62	Warehouse (multiple warehouses)		
63	Storage area (i.e., 2nd floor NW quadrant)		
64	Aisle		

Inventory Management			
Item #	Functional Requirements	Response	Comments
65	Bin		
66	Shelf		
67	Rack		
68	Cart		
69	Vehicle (i.e., van, etc.)		
70	Required environmental conditions for the specific location		
71	Other fields as defined by users		
72	System allocates purchases and stock to the following:		
73	Departments		
74	Warehouses		
75	Section of warehouse		
76	Cost center		
77	User-defined category		
78	System indicates stock on hand for each location.		
79	System indicates stock on hand for multiple locations.		
80	System records transfer of inventory stock among locations.		
81	System must allow users to specify uniform mark-up or overhead costs for inventory item.		
82	System allows users to specify and/or override a mark-up or overhead cost for an item.		
83	System provides the following inventory costing methods:		
84	Actual cost		
85	Moving average		
86	Last in first out (LIFO)		
87	First in first out (FIFO)		
88	Replacement		
89	User-defined costing methods		
90	System creates issue tickets automatically with appropriate approval, based on electronic supply requisitions.		
91	System reserves stock items for specific projects or work orders.		
92	System processes partial pick/issue tickets of reserved items while keeping the remaining balance of items on reserve.		
93	System generates trip/delivery tickets.		
94	System can place a cap on the quantity of an item that can be issued to a requestor during a specified time period.		

Inventory Management			
Item #	Functional Requirements	Response	Comments
95	System can place a cap on the dollar amount of an item that can be issued to a requestor during a specified time period.		
96	System compares stock items received to open requests for stock items to determine which requests (i.e., backorders) may be filled.		
97	System provides an automatic reorder process for all or selected stock items, including electronic request and approval (integration with Purchasing module).		
98	System tracks item usage.		
99	User can define, by item, the variables used in determining reorder points and reorder quantities.		
100	System allows manual overrides of reorder points and reorder quantities.		
101	System automatically updates inventory on order information at the time that a requisition is created.		
Physical Inventory			
102	System can freeze inventory to prevent inventory action within the building.		
103	System provides cycle count scheduling.		
104	Inventory counts from the worksheets are entered into the system by:		
105	Manually		
106	Bar code		
107	System automatically interfaces with the general ledger for physical inventory adjustments with appropriate workflow approval and security.		
Reports/Queries			
108	System produces the following reports by user selected criteria:		
109	Inventory stock catalog by criteria (i.e., office supplies)		
110	Inventory count report		
111	Inventory status report		
112	Usage year-to-date		
113	Receiving activity by receiver		
114	Inventory history by usage/date range		
115	Backorders		

Inventory Management			
Item #	Functional Requirements	Response	Comments
116	System can create physical inventory reports, including the following:		
117	Exception report of quantity variances		
118	Physical inventory discrepancy report		
119	System can create report detailing inventory use by department.		

Fixed Assets			
Line #	Functional Requirements	Response	Comments
	General Requirements	Code	
1	System tracks:		
2	Capitalized items		
3	Non-capitalized items		
4	System tracks donated assets (i.e., developer donated land and infrastructure).		
5	System must identify fixed asset, based upon:		
6	G/L, account code		
7	Serial number		
8	Unique ID #		
9	Fund		
10	Class		
11	Type		
12	Project / Program		
13	Department / Division / Section		
14	Building / Facility		
15	Cost		
16	Funding Source:		
17	Grant		
18	Bond		
19	Lease		
20	Other user defined		
21	Primary contact person (custodian of the asset)		
22	System can attach electronic documents (including photos, CAD, etc.) to an asset record. Please identify any file format limitations in the comments field.		
23	Tracks information for assets with shared ownership (shared with other agencies).		
24	Track percentage of asset owned for shared assets that can be different for each asset (i.e., 35%/65%).		
25	System supports identification of equipment with:		
26	Asset ID tag		
27	Date driven workflow notification upon a specific expiration date (leases, grants, warranties, etc.).		

Fixed Assets			
Line #	Functional Requirements	Response	Comments
	Asset Additions and Maintenance		
28	System tracks the following categories of assets:		
29	Land		
30	Buildings		
31	Improvements		
32	Equipment		
33	Furniture and fixtures		
34	Vehicles		
35	Capitalized leases		
36	Non-capital leases		
37	Easement/ROW		
38	Building components (paint/doors/windows, etc.)		
39	Infrastructure		
40	Software licenses		
41	Other user defined asset types (please identify any limitations in the comments field)		
42	Addition of asset units (i.e., feet of pipe)		
43	System specify the location of an asset by:		
44	Building and room number		
45	Address		
46	Parcel number		
47	Legal description		
48	Warehouse		
49	Contact information for asset custodian		
50	System assigns asset number(s):		
51	Automatically		
52	Manually		
53	System maintains detailed property information required to identify and track assets, including:		
54	Project number		
55	Asset number		
56	User defined fields		
57	Chart of account distribution		
58	Organization		
59	Department		
60	Asset acquisition date		

Fixed Assets			
Line #	Functional Requirements	Response	Comments
61	In-service date		
62	Asset condition		
63	Asset status (i.e., inactive)		
64	Asset status (i.e., fully depreciated)		
65	Unit cost/value		
66	Value basis		
67	Trade-in credit		
68	Vendor number, name		
69	Asset descriptive information		
70	Manufacturer number, name		
71	Model year		
72	Model number		
73	Serial number		
74	Employee name for employee to whom asset is assigned (if applicable)		
75	Employee number for employee to whom asset is assigned (if applicable)		
76	Hazardous materials		
77	Warranty/maintenance information		
78	Maintenance company		
79	Disposal information		
80	Lease asset information (if applicable)		
81	Estimated useful life		
82	Replacement cost (this field can be updated, as needed, by users)		
83	Depreciation schedule (method and life)		
84	Depreciation convention (beginning of month, half-year, mid-month, etc.)		
85	Disposal limitations (grant prohibits sale or sale proceeds go to funding agency)		
86	Free-form notes field (identify any character limitations)		
87	Asset can have multiple account distributions.		
88	System must link component units (parent/child relationship) whereby each component maintains its own financial and historical information.		

Fixed Assets			
Line #	Functional Requirements	Response	Comments
89	System allows addition and maintenance of assets obtained through non-expenditure transactions (i.e., gifts, donations, eminent domain).		
90	System is able to copy an asset record to create a similar asset record.		
91	System records insurance information including:		
92	Insurance company name		
93	Insurance company address		
94	Insurable value		
95	Policy number		
96	Insurance segment number		
97	Policy period (term)		
98	Type(s) of coverage		
99	Amount of coverage		
100	Liability limits		
101	Contents description		
102	Premium		
103	Other user-defined fields		
104	System allows transfer of fixed assets, including partial transfers, within or between locations/organizations at the individual asset level.		
105	System allows assets to be transferred from one fund to another.		
106	Ability to select individual "child" assets to transfer.		
107	Assets that have been transferred maintain detailed history.		
	Asset Disposition, Retirement, and Theft		
108	System records the following information related to disposals, partial disposals, trade-ins, missing, lost, or stolen assets:		
109	Asset number		
110	Reporting individual		
111	Date of occurrence or date first noticed missing		
112	Description of circumstances surrounding the disappearance/disposition		
113	Steps taken to locate item		
114	Disposal date		
115	Disposal amount		
116	Disposal method		

Fixed Assets			
Line #	Functional Requirements	Response	Comments
117	Original cost		
118	Accumulated depreciation		
119	Book value		
120	Disposal type:		
121	Surplus		
122	Unusable		
123	Sold		
124	Other (user defined field)		
125	Proceeds, if any		
126	Like-kind exchange		
127	Tracks estimated useful life for asset.		
128	Ability to dispose asset by asset component.		
129	Ability to dispose asset by individual "child".		
130	Attach grant expiration date to asset and notify users when expiration date is imminent.		
131	System can flag assets with disposal restrictions and display the restriction message for user handling (i.e., federal grant items that must be returned to the federal government).		
132	System flags donated items during disposal. (Donated items may need to go back to grantor.)		
	Depreciation		
133	System provides the following depreciation functionality:		
134	Provides depreciation schedules on fixed assets		
135	Automatically calculates depreciation in accordance with the depreciation method and convention designated for an asset		
136	Maintains multiple asset basis values for each asset if desired, utilizing industry-standard depreciation methods		
137	Automatically charges depreciation to multiple chart of accounts for split-ownership assets		
138	System allows for changing the following and will automatically recalculate depreciation expense in accordance with such changes (with proper authorization):		
139	Asset useful life		
140	Value basis		
141	Salvage value		
142	Depreciation method		
143	Disposal (retroactive date)		

Fixed Assets			
Line #	Functional Requirements	Response	Comments
144	System can simulate depreciation calculations for user defined time periods for the following without being required to post the results (please explain any time period limitations):		
145	Individual assets		
146	Groups of assets		
147	System supports multiple depreciation methods including:		
148	Straight line		
149	Declining balance		
150	System prevents the depreciating of an asset's value below zero.		
151	Depreciation calculated at:		
152	Beginning of month		
153	Half-year		
154	Mid-month		
155	Other user defined criteria		
156	Depreciation methods can be changed for an asset or group of assets, to depreciate the assets for the balance of the asset's useful life.		
157	System can designate some assets as non-depreciable (i.e., land).		
	Capital Projects		
158	System is able to identify/record all capitalizable costs associated with the construction or purchase/acquisition of an asset.		
159	System captures activity/costs incrementally resulting from several government departments working concurrently on a project.		
160	System can recognize fixed/capital assets when they are completed, regardless of whether the project has been completed.		
161	Integration with Purchasing and Project/Grant Accounting module to capture costs for constructed assets.		
162	Asset Warranties and Service		
163	System maintains online maintenance history and warranty/service agreement information for assets.		
164	System records and tracks regular/preventive maintenance performed on selected assets.		

Fixed Assets			
Line #	Functional Requirements	Response	Comments
	Reports/Queries		
165	Ability to search asset record by alpha or 'wildcard' criteria.		
166	System produces a physical inventory report.		

Grants Management			
Line #	Functional Requirements	Response	Comments
	General Requirements	Code	
1	Tracks and reports grant activity by:		
2	Active fiscal year and all years within the grant contract		
3	Life of grant (over multiple fiscal years)		
4	Sponsor's/Grantor fiscal year		
5	Type of grant (State, Federal, Private, etc.)		
6	Grantor		
7	Supports multi-year funding allocation process that allows for expenditures or carry-over of prior year budget.		
8	Duplicates pre-existing grants to establish templates for new grants.		
9	Ability to establish multiple sub-grants under a grant and track associated transactions.		
10	Ability to establish grant liquidation date.		
	Grant Ledgers		
11	Calculates indirect costs associated with any grant and to provide system generated entries:		
12	Per grant		
13	Per type of grant		
14	Tracks the following grant information:		
15	Grant budget(s) (original and amended)		
16	Current year-to-date fiscal budget, revenues and expenditures		
17	Grant-to-date revenues		
18	Grant-to-date expenditures		
19	Unexpended balance		
20	In-kind products/services		
21	Special budget appropriations		
22	Carryover amounts from previous years		
23	Encumbrances		
24	Draw-down amounts		
25	% complete on grant		
26	Advances		
27	Match for grants (in-kind and \$\$)		
28	Grant transaction detail		

Grants Management			
Line #	Functional Requirements	Response	Comments
	Grant Applications		
29	Tracks the following grant application information:		
30	Grant number		
31	Grant name		
32	Catalog for Federal Domestic Assistance (CFDA)		
33	Grant description (free form text)		
34	Inactive (not available for budget entry)		
35	Grantor		
36	Grantor contact name		
37	Grantor's email address and website, if applicable		
38	Grantor's mailing address		
39	Grantor's phone number		
40	Date application submitted		
41	Date application approved or denied		
42	Original grant approval amount		
43	Grant budget		
44	Grant amendments		
45	Grant carryovers		
46	Grant fiscal calendar		
47	Grant beginning date		
48	Grant expiration date		
49	Letter of credit/draw-down		
50	Amounts of matching funds		
51	Responsible department (multiple)		
52	Department contract (multiple)		
53	Reimbursement schedule		
54	Award date		
55	Letter of intent to award date		
56	Contract number		
57	Contract award number		
58	Approved contract date		
59	Original request amount		
60	Award amount		
61	Grant application declined flag		
62	Reason grant application declined		
63	Converts grant application information into new grant.		

Grants Management			
Line #	Functional Requirements	Response	Comments
64	Ability to attach grant documentation (application, board approval, etc.).		
	Grant Transactions		
65	Captures all financial grant activity through the general ledger.		
66	Tracks program compliance and financial compliance of the grant.		
67	Captures grant expenditures and revenues by:		
68	Funding source		
69	Multiple funding sources		
70	Grant project name		
71	Activity		
72	Program number		
73	General ledger account numbers		
74	Grant purchase orders and encumbrances		
75	Grant status codes		
76	Job		
77	Project		
78	Grantor		
79	Invoice		
80	Type of work (grant only applies to select activities that are part of project)		
81	CFDA number		
82	Supports unique match rates for grants (i.e., Personnel at 80% and Supplies at 25% for Grant 1, Personnel at 90% and Supplies at 40% for Grant 2):		
83	Grant		
84	Grant phase		
85	Individual object		
86	Group of objects		
87	Supports unique matching rates for grants		
88	Prohibits processing of grant-related expenditure transactions not within grant service dates (with soft or hard stops/override capability based on security).		
89	Allows processing of grant-related revenue transactions outside of the grant service dates (with override capability based on security).		

Grants Management			
Line #	Functional Requirements	Response	Comments
90	Accesses details of salary costs associated with a specific grant, on an hourly or partial hour basis.		
91	System has ability to break out salaries vs. benefits for grant reimbursement.		
92	Produce a reimbursement check for unexpended grant funds.		
93	Generates hard-copy reimbursement requests to sponsor agencies from expenditure data.		
94	Generates revenue/receivable transactions from grants expenditure data.		
95	Records as a memo entry the 'in-kind' value (i.e., non-cash match) as part of grant activity.		
96	Prompts or alerts users to recognize (realize) grant revenues after grant expenditures have been recorded for a user-specified period of time (weekly, monthly, etc.).		
97	Links receipt of revenue to grant.		
98	Allows distributed users the ability to enter grant expenditures on line.		
99	Establish liquidation date controls.		
100	System allows carryover funding to be set up as a new grant.		
101	Monitors progress of grant expenditures/revenues against original grant contract information.		
	Grant Reimbursements		
102	Establish reimbursable budgets for:		
103	Total grant		
104	Grant phase		
105	Monthly / Quarterly		
106	Reimbursable budgets control expenditures that are available for grant billing, with override with proper security.		
107	Provides a real-time edit to ensure that grant billings do not exceed the reimbursable budget.		
108	Integration with A/R to provide all billing, aging, and tracking capabilities.		
109	Produces an invoice based on the direct and indirect costs.		
110	Calculates the percentage of outstanding revenue due for an expense incurred through a grant.		
111	Links revenue to associated expenditure amounts.		

Grants Management			
Line #	Functional Requirements	Response	Comments
112	Reports different types costs for providing a service against revenue for that service such as:		
113	Actual costs		
114	Billable costs		
115	Invoiced costs		
116	Accumulates total costs without regard to the funding source and then bills each funding source according to the user defined percentage.		
	Reports/Queries		
117	Maintains and provides report for history for all grants.		
118	Provides notification for grant reporting dates.		
119	Provides notification for upcoming grant due dates.		
120	Provides the following reports:		
121	Expenditures and revenues		
122	Sources of revenues		
123	Reimbursed costs		
124	Budget vs. actual costs		
125	Grant budget vs. actual report		
126	Encumbrance report		
127	Supports financial report preparation for grants (i.e., monthly, quarterly, and annual federal reporting requirements, state reporting requirements, calendar year, seasonal, multi-year).		
128	Roll-up grant to higher levels for internal and external reporting.		

Project Accounting			
Line #	Functional Requirements	Response Code	Comments
	General Requirements		
1	Supports multiple-year projects.		
2	Supports parent/child relations for projects and sub-projects. List any limitations in the comments field.		
3	Projects can be established across funds and departments.		
4	Allocates direct and indirect costs to projects.		
5	Projects are linked to:		
6	Purchase orders		
7	Fixed assets		
8	Grants		
9	Work orders		
10	Contracts		
11	Other sources of revenue		
12	Ensures that project billings do not exceed the reimbursable budget with an override capability based on security.		
13	System contains project budget forecasting capabilities.		
14	Projects and project phases have the following status:		
15	Active		
16	Inactive		
17	Pending (cannot post financial transactions)		
18	Closed (cannot post financial transactions)		
19	Construction in Progress (CIP)		
20	Projects can track the following:		
21	Expenditures (from purchasing module)		
22	Hours for project (direct hours) - from time and attendance module		
23	Salary costs (direct costs)		
24	Overhead costs		
25	Donated items		
26	In kind matches		
27	Revenues		
28	Equipment costs		
29	Material costs and quantities		
30	Supplies from inventory		
31	Contractor costs/professional services		

Project Accounting			
Line #	Functional Requirements	Response	Comments
32	FEMA requirements		
33	Expenditures for project can be identified as capitalized expenses.		
34	System can generate invoice to bill for any project costs (i.e., bill to contractor, citizen, or grant).		
	Project Ledgers		
35	Maintains the following general financial project information:		
36	Budgets		
37	Encumbrances		
38	Expenditures		
39	Receivables		
40	Revenues		
41	Penalties		
42	Retention		
43	Amendments/change orders		
44	Project budgets can be controlled by the following elements:		
45	Fiscal year		
46	Sponsor fiscal year		
47	Funding source budget year		
48	Department		
49	Phase		
50	Tracks the following dates:		
51	Planned start date		
52	Actual start date		
53	Phase		
54	Planned completion date		
55	Actual completion date		
	Project Close		
56	Users can carry forward or not carry forward fiscal year appropriations at year-end for multi-year projects.		
57	Prevents deletion of a project account which still has an available balance for spending until the project is closed out.		
58	Allows for multiple user defined closure dates.		
59	Partially close a project (capitalize portion of closed project).		
60	System provides ability to attach project close-out form.		

Project Accounting			
Line #	Functional Requirements	Response	Comments
61	System provides an automated procedure to purge and archive data for closed projects.		
62	Closes project using effective dating.		
63	Updates the following types of accounts during a close:		
64	Assets		
65	Capital assets (depreciable assets)		
66	Expenditures		
67	Automatically transfers construction-in-progress accounts to fixed asset accounts at project close or completion.		
	Reports/Queries		
68	Produce variance reports by project.		
69	Provide report for any current or completed project listing expenditures by:		
70	Funding source (bond, grant, etc.)		
71	Funding source by department/division		
72	Type (fixed asset, component, construction, design, etc.)		
73	Vendor/contractor		
74	Month		
75	Year-to-date		
76	Inception to date		
77	Fiscal year		
78	Multiple fiscal years		
79	Project close report		

Payroll			
Line #	Functional Requirements	Response	Comments
	General Requirements	Code	
1	System will handle all aspects of Fair Labor Standards Act (FLSA).		
2	System will prevent exempt employees from being paid overtime with exceptions:		
3	Exempt pay codes		
4	Non-exempt pay codes		
5	System will accept and process multiple Standard Hours (average annual hours per pay period). This must be 5-7 minimum.		
6	The system will calculate normal shift regular time, holiday & leave hourly pay rates.		
7	System allows multiple overtime types.		
8	System will store payroll history for a minimum of three years.		
9	System will maintain recurring pay types including:		
10	Set a fixed and calculated amount (allowances)		
11	Set start/stop dates for multiple funding sources		
12	System will support generating additional pay based on circumstances as follows:		
13	Duties performed (i.e., "acting director" pay, temporary assignment pay)		
14	Skills, certificates		
15	System will calculate differential pay rates (i.e., hazardous duty, disasters) and shift differentials.		
16	System will maintain multiple pay groups.		
17	System will handle multiple pay calculations: (Please provide how many types of pay calculations the system will handle in the comment field.)		
18	Regular		
19	OT		
20	Comp. time		
21	Straight time		
22	Part time holiday		
23	System will handle different work schedules (i.e., administrative staff, temporary help).		

Payroll			
Line #	Functional Requirements	Response	Comments
24	System will track extra help and part time work hours and notify departments when limits are approached.		
25	System allows flexible work schedules, such as 8, 10, 12, 24 hour work days.		
26	System will maintain multiple earnings types.		
27	System will accommodate flexible overtime rates (straight time versus a user-defined factor).		
28	System will accommodate multiple accrual leave schedules/balances per employee.		
29	System will handle the payout for accumulated balances at retirement based on user-defined formula and different classifications.		
30	System will handle the payout for accumulated balances at separation based on user-defined formula and different classifications.		
31	System will handle miscellaneous incentive and award programs (flat amount, percentage, amount).		
32	System will automatically apply retroactive pay calculation.		
33	Retro pay will automatically correct:		
34	Salaries		
35	Tax deductions		
36	Benefit deductions		
37	Garnishments		
38	System will handle different payroll cycles:		
39	Monthly		
40	Semi-monthly		
41	Bi-weekly		
42	Off cycle (on demand)		
43	System will process all types of wage and pending wage attachments including liens, levies, garnishments, child support, etc., from any State and all Federal wage attachments with automatic calculation of disposable earnings.		
44	System will calculate and record military supplements (difference between military pay and regular pay) for up to 24 months.		
45	System will track flexible spending accounts (FSA) for multiple years and plans and permit overlaps.		

Payroll			
Line #	Functional Requirements	Response	Comments
46	System will track HSA (Health Savings Accounts) and provide the taxable/non-taxable information.		
47	System will post current pay period wages to year-to-date and fiscal-to-date file.		
48	System will set any pay code and any deduction code to be a specific tax inclusive or specific tax exclusive.		
49	Ability to freeze leave based on user request (FMLA/Probationary).		
50	System will have the ability to interface with the California Public Employees' Retirement System (CalPERS).		
	Salary Administration		
51	Tracks the following data within each salary schedule:		
52	Step		
53	Grade		
54	Percent of base		
55	Schedule type (fixed, range, etc.)		
56	Minimum		
57	Maximum		
58	Midpoint		
59	Provides the following data for additional pay items:		
60	Pay code		
61	Calculation method (% , flat rate, etc.)		
62	Amount (fixed amount, %, etc.)		
63	Calculation frequency (every pay period, monthly, on anniversary date, or user-specified date etc.)		
64	Taxable (Federal, State, FICA, and retirement according to multiple plans etc.)		
65	Allows multiple separate salary schedules to be maintained.		
66	System will track pre-determined salary ranges by position.		
67	Maintains effective dates for salary data to allow for future pay adjustments.		
68	System will retain previous salary and hours and days worked data and effective dates for use when calculating retroactive pay adjustments.		
69	Provides salary data for user defined employee groups.		
70	Automatically recalculates salary due to personnel actions such as promotions, demotions, etc.		

Payroll			
Line #	Functional Requirements	Response	Comments
71	Supports mass pay transactions based on any field held within the database (i.e., travel allowances).		
72	System will perform mass salary changes to:		
73	All employees		
74	Group of employees		
75	Salary schedules		
76	Mass salary changes validated against maximum salary for position.		
77	System will allow pay rate changes based on different user-defined criteria (i.e., service years, longevity, etc.).		
78	System will record historical information for all changes.		
	Deductions, Garnishments, and Special Pays		
79	Allow one-time deduction and earnings overrides.		
80	System will maintain multiple deduction types.		
81	Automatic calculations of retroactive deductions.		
82	System will pay Benefit providers for which deductions are taken through Accounts Payable (i.e., paying benefit providers).		
83	Additional lump sum withholding (W-4).		
84	System will alert and track for employees with net pay less than benefit deductions.		
85	System will process multiple garnishments per employee and assign pre-defined priorities.		
86	System will apply garnishments to multiple vendors.		
87	System will accommodate up to ten garnishments and automatically calculate that maximum percentage of total pay is not exceeded.		
88	System will set cap for garnishments and voluntary deductions so that a certain total amount is not exceeded.		
89	System will create a special deduction and apply to a single group of employees.		
90	System can exclude certain employees from Medicare deduction.		
91	System can exclude certain employees from Social Security deduction.		
92	System accommodates deductions either on a pre-tax or post-tax basis defined per deduction.		
93	System will prioritize garnishments/deductions.		

Payroll			
Line #	Functional Requirements	Response	Comments
	Payroll Processing		
94	System will process pay for one employee with multiple jobs and employee will receive one paycheck.		
95	System will run pay, deduction, withheld taxes, and net pay calculations as a "proof" run for review prior to final pay run.		
96	System will cut special or immediate (on-demand) checks.		
97	System will allow individuals to forward Direct Deposit (to multiple accounts).		
98	System will print leave taken in hours or days and leave remaining on paychecks and advices on all leave categories.		
	Reports/Queries		
99	System will produce earnings and withholding earnings, Medicare, and FICA total reports, including associates taxes, for the following periods:		
100	Fiscal year		
101	Calendar year		
102	Policy year (i.e., worker's compensation)		
103	User-defined		
104	Produce edit reports of all payroll adjustments.		
105	System will produce W-2s (and to reprint single W-2).		
106	System will store W-2s for a minimum of five years.		
107	System will produce quarterly Form 941 report (IRS).		
108	System will produce a report showing FICA wages, by individual and in total.		
109	System will create reports sorted by user-defined criteria.		
110	System will comply with Federal and Sate payroll tax reporting requirements.		
111	System will create a payroll accrual report.		
112	Provides Worker's Compensation Reporting: by Department, total payroll compensation, rate, premium pay and overtime pay.		
113	System will allow for date range queries by employee.		
114	System will produce a payroll variance report.		
115	System will produce a sick and vacation leave benefit cost report by hours and value.		

Human Resources			
Line #	Functional Requirements	Response	Comments
	General Requirements	Code	
1	System will maintain employee number from applicant through retirement.		
2	System will provide functionality to store employee pictures attached to employee file.		
3	Effective dating employee transactions (i.e., add employee, remove employee, promote, etc.).		
4	Interface with applicant tracking module to facilitate the full hire to termination process.		
	Employee Data		
5	The system should have the ability to maintain at least the following minimum information on the Employee's Master File:		
6	Employee name		
7	Maiden/former name/aliases/nicknames		
8	Employee number		
9	Social Security number		
10	Birth date		
11	Seniority date (tied to benefit rules)		
12	Multiple addresses		
13	Multiple telephone numbers		
14	Multiple email address		
15	Ethnicity		
16	Emergency contact information		
17	Original service/hire date		
18	Date in current position		
19	Rehire date(s)		
20	Retirement date		
21	Spouse and dependent information:		
22	Date of birth		
23	Social Security number		
24	Employee status (active, inactive, retired, laid off, FMLA status, terminated) using predefined codes		
25	Current service/hire date		
26	Anniversary date		
27	Marital status		

Human Resources			
Line #	Functional Requirements	Response	Comments
28	Promotion dates		
29	Date for next performance evaluation		
30	Termination date		
31	Immigration status (form I-9)		
32	Termination reason		
33	Termination code		
34	Drivers license type		
35	Drivers license number		
36	Insurance certificate		
37	Certifications/qualifications/skills		
38	User defined employee group		
39	System tracks information on non-employees:		
40	Volunteers		
41	Other groups		
42	System will allow for probationary status types.		
	Position Control		
43	System provides ability to create and maintain job descriptions.		
44	All personnel transactions will be linked to position control such that position data is verified/updated at the completion of each transaction (new hire, termination, transfer, etc.).		
45	Position control database shall track all positions whether filled or vacant and be able to describe the positions as part-time, full-time, etc.		
46	System fully integrates with personnel actions (i.e., a new employee could not be hired until system verifies that an authorized position is, or will be, vacant at effective date of hire).		
47	System integrates with budget process to provide costs including benefits of current and proposed positions, including vacancies.		
48	System will "freeze" positions (revoke authorization to hire) at different levels based on user definable parameters.		
49	System allows the assignment of an employee to multiple positions across organizational boundaries.		
50	Allows overfilling of a position with appropriate authorization (i.e., provide overlap between employee leaving and coming).		

Human Resources			
Line #	Functional Requirements	Response	Comments
51	System allows under filling of a position with appropriate authorization (i.e., filling with a lower pay grade or title).		
52	System tracks a position based on authorization for creating position.		
53	System identifies the following position status (by total, employee group classification, department or facility location):		
54	Budgeted		
55	Allocated		
56	Encumbered		
57	Vacant		
58	Position information stores "reports to" information.		
59	Supports organizational hierarchy.		
	Position Data		
60	Tracks the following date on the position:		
61	Position number		
62	Position name		
63	Position classification (exempt, non-exempt)		
64	EEO class and function		
65	Position description		
66	Salary schedules step, grade		
67	FTE		
68	Job class (for workers comp)		
69	Required certifications		
70	Work schedule		
71	User defined		
	Performance Evaluations		
72	Ability to attach unlimited performance evaluations to the employee record.		
73	Ability to accommodate various performance evaluation schedules (i.e., every 6 months, annual, etc.).		
74	Ability to track evaluation completions and overdue status.		
75	Ability to create evaluations and modify fields and scoring as necessary to meet County and MOU mandates.		
76	Ability to track performance appraisal scores.		
77	Ability to integrate with NeoGov.		
	Personnel Action		
78	Sort personnel action forms by type of action.		

Human Resources			
Line #	Functional Requirements	Response	Comments
79	Support the following Personnel Action types:		
80	New hire		
81	Authorization to hire		
82	Separation		
83	Re-hire		
84	Change of address/phone		
85	Promotion		
86	Demotion		
87	Transfer		
88	Re-classification		
89	Salary/rate change		
90	Status change		
91	Position title change (non-promotion)		
92	User defined personnel action types		
	Disciplinary Action		
92	System accommodates and tracks multiple grievance procedures based upon type of employee (i.e., administration, firefighter, police officer, management).		
93	System records historical disciplinary action by:		
94	Employee		
95	Date		
96	Type of incident		
97	Type of follow-up action taken		
98	System tracks all disciplinary complaints, investigations, and actions:		
99	Letters of reprimand		
100	Warnings		
101	Suspensions with pay		
102	Suspensions without pay		
103	Discharge		
104	User defined disciplinary action types		
105	The system must track the following information for all disciplinary actions:		
106	Employee name		
107	Employee number		
108	Budget unit (department, division, section)		

Human Resources			
Line #	Functional Requirements	Response	Comments
109	Issue (i.e., insubordination)		
110	Proposed discipline (i.e., letter of reprimand, suspension, demotion and termination)		
111	Date discipline was received		
112	Date the final discipline will take place		
113	Classification name and number		
114	Person who administered the discipline		
115	Work location		
116	Supervisor's name		
117	Appealed		
118	User defined disciplinary action		
119	System will provide historical information for all disciplinary actions.		
120	System will track litigation details related to a disciplinary action.		
121	System will flag an employee record, once terminated, preventing them from reapplying.		
	Training		
122	Track training courses and certifications for each employee.		
	Workers Compensation		
123	System will maintain and track information on each filed claim:		
124	Claimants name and information		
125	Employee department/division		
126	Date claim received		
127	Police and/or incident report number		
128	Location of incident/accident		
129	Injury		
130	Date of injury		
131	Physician of choice		
132	Date employee received claim form		
133	Date supervisor received claim form from employee		
134	Open and close dates		
135	Return to duty date		
136	System tracks costs of workers compensation benefits paid to and on behalf of an employee.		
137	System will track loss time hours by employee.		

Human Resources			
Line #	Functional Requirements	Response	Comments
138	System will flag if claim is eligible for OSHA Log 300 filing.		
139	System will track different types of claims including: incident only, medical only claim, loss time claim.		
140	System will keep a record of change to type of claims.		
141	System will track claim status, including number and types of claims.		
142	System maintains employee injury information such as physician's name.		
143	System tracks TORT for non employees (i.e., customers, volunteers, etc).		
144	4850 tracking.		
	Drug and Alcohol Testing		
145	System will maintain and track test dates and results on:		
146	Pre-employment testing		
147	Random testing		
148	Reasonable suspicion/cause		
149	Post accident		
150	Return to duty		
151	Follow-up		
152	Other user defined fields		
	Reports/Queries		
153	System produces the following reports:		
154	Employee certifications		
155	Workers compensation claims		
156	System allows users to query employees using any field in employee record.		

Time and Attendance			
Line #	Functional Requirements	Response	Comments
	General Requirements	Code	
1	System allows employees to enter time in any of the following methods:		
2	Enter detail of hours worked with proper account, grant, project, or activity code		
3	Exception based time entry - employee has default entry and only enters if different than default		
4	Employees can enter time against:		
5	Accounts		
6	Projects		
7	Grants		
8	System allows employees to enter leave at remote locations.		
9	Accommodates the following leave types:		
10	Sick		
11	Annual		
12	Comp		
13	Holiday		
14	Personal		
15	Bereavement		
16	Military		
17	Jury duty		
18	Open holidays		
19	Floating holidays		
20	Leave without pay (LWOP)		
21	Family and Medical Leave Act (FMLA)		
22	Sick leave pool		
23	Workers comp		
24	Workers comp subsidy		
25	Injury leave		
26	Admin leave		
27	Training leave		
28	Ability to add other user-defined leave types		
29	System allows employees to "bank" holidays.		
30	System allows employees to donate leave to another employee (converted to value of recipient).		

Time and Attendance			
Line #	Functional Requirements	Response	Comments
31	System must have ability to enter hours worked for some positions and to automatically pay salaried employees.		
32	System can record time to reflect different work assignments (multiple funds).		
33	Allows limits to be set for certain types of leave, and will not allow transaction entry if limits are exceeded.		
34	System allows employees to record time in two different years at the same time (i.e., pay period that crosses over calendar or fiscal year-end).		
35	System must have the ability to generate overtime for all types of thresholds, such as above 40 hours, as outlined by Fair Labors Standards Act (FLSA).		
36	System must have ability to generate holiday schedules and automatically updates eligible employee time and attendance records.		
37	System prohibits the request of leave that is in excess of leave balance (with override capability).		
38	System must have ability to specify when each type of leave is calculated (by pay period, by month, or other user defined interval.)		
39	System must have ability to validate against leave accrued prior to usage and payment to ensure appropriate balance is available.		
40	System must have ability to provide flexible workflow for review and approval of timesheets.		
	Time Entry		
41	Employees can enter time by:		
42	Hours worked		
43	Start time, end time		
44	Account - Filtered list (general ledger, job ledger, grant, project, or activity code)		
45	System allows employees to enter time at remote locations using a web browser.		
46	Allows employees with multiple positions to specify which position to charge for time.		
47	System allows supervisors to edit project, grant, or activity codes entered on employee's timesheets.		

Time and Attendance			
Line #	Functional Requirements	Response	Comments
48	Audit trail on changes to timesheet.		
49	Accumulate time for entered projects.		
50	Allows for entry of time by day and shift, and also has the capability to enter at the summary level (i.e., pay period totals).		
	Reports/Queries		
51	System can view and print a summary of employees' hours worked for the pay period by the following criteria:		
52	Department		
53	Job code		

Applicant Tracking			
Line #	Functional Requirements	Response Code	Comments
	General Requirements		
1	System allows applicants to complete and submit forms via the Internet.		
2	Open positions or job announcements can be posted to the website.		
3	System provides the applicant the ability to view application status (i.e., application received, interview pending, application being reviewed by department, etc.).		
4	System allows applicant to upload electronic files (resume, certifications, etc.).		
5	Integration with NeoGov.		
6	If not compatible with NeoGov, product must offer the same or greater level of functionality.		
	Applicant File		
7	System must have ability to maintain the following information about job applicants with history:		
8	Date of application		
9	Date of updates		
10	Status (complete or incomplete)		
11	Name		
12	Primary address		
13	Home phone		
14	Work or other phone number		
15	Email address		
16	Position(s) applied/referred for		
17	Social Security number		
18	Date of birth		
19	Gender		
20	File attachments (i.e., resumes)		
21	Education including:		
22	Degree(s) earned - data for each degree		
23	Year of graduation		
24	School		
25	Criminal background information		
26	Preferred location		

Applicant Tracking			
Line #	Functional Requirements	Response	Comments
27	Work schedule		
28	Certifications/Licenses, including:		
29	Type		
30	Validity period		
31	License/certification number		
32	Results of required tests		
33	Date(s) and results of drug and alcohol screening		
34	Previous employment with the municipality		
35	Results of sexual predator/criminal background checks		
36	Applicants can register and maintain profile in system.		
37	System allows internal and external applicants.		
38	System will notify application reviewer if applicant is internal or external.		
	Applicant Qualifications		
39	System allows staff to analyze minimum qualifications against the job classification characteristics and qualifications.		
40	System can match current employees based upon:		
41	Skills		
42	Certifications		
43	Education		
44	Other user defined qualifications		
45	Training		
46	Age (minimum age requirement)		
47	System must have ability to query applicant pool for certain characteristics (i.e., course certification).		
	Hiring		
48	System must have ability to have applicant information automatically moved to employee record if hired.		
	Reports/Queries		
49	System must have the ability to search for applicant information by:		
50	Name		
51	Applicant ID		
52	Recruitment (examination) number		
53	Job classification		
54	Education		

Applicant Tracking

Line #	Functional Requirements	Response	Comments
55	Experience		
56	EEO Reports:		
57	Aggregate		
58	Number of jobs applied for		

Benefit Administration			
Line #	Functional Requirements	Response	Comments
	Benefit Plan Administration	Code	
1	System supports various types of benefit plans, including, but not limited to the following:		
2	Deferred compensation		
3	Cafeteria plan		
4	Pre-tax and after-tax plans		
5	System will enroll various levels (i.e., Single, Employee and Children, Employee and Spouse, or Family).		
6	Medical with:		
7	PPO (multiple)		
8	HMO		
9	Waived participation		
10	Opt out (employee paid not to take insurance)		
11	Life Insurance:		
12	Accidental death and dismemberment		
13	Supplemental life		
14	Dependent and spouse life		
15	Dental.		
16	Vision.		
17	Flexible spending accounts including Premium Only Plan (POP), Dependent Spending Account and Health Care Savings Account		
18	Health spending accounts.		
19	Long term disability.		
20	Short term disability.		
21	Retirement:		
22	State retirement plan(s)		
23	Deferred comp plan(s)		
24	Tax sheltered annuity		
25	Employee matching programs		
26	COBRA.		
27	Employee Assistance Program.		
28	Wellness.		
29	FMLA.		
30	Tuition reimbursement.		

Benefit Administration			
Line #	Functional Requirements	Response	Comments
31	Relocation allowance.		
32	Uniform allowance.		
33	System supports multiple versions of benefit plans.		
34	System supports multiple State of CA retirement plans (please identify any limitations in the comments field).		
35	System supports multiple deferred comp plans. Please identify any limitations in the comments field.		
36	Plan versions are processed based on effective date.		
37	System stores benefit plan rules.		
38	System tracks dependent and beneficiary information, including:		
39	Name		
40	Date of birth		
41	Effective date		
42	Address (if different than employee/retiree)		
43	Social Security number		
44	Relation (child, spouse, etc)		
45	Medicare eligible		
46	Student status		
	Benefit Plan Eligibility		
47	System maintains multiple eligibility dates for different benefit plans based on different rules.		
48	System supports different enrollment periods for union versus non-union staff and overlap in plan years.		
49	System should provide for processing the following benefits eligibility events:		
50	Establishment and maintenance of participant information		
51	Activation of coverage for participant, spouse, and non-spouse dependents		
52	Activation of coverage for survivors (former dependents of participants that are allowed to continue their benefits coverage)		
53	Maintenance of beneficiary information.		
54	Initiation of COBRA processing when an individual's coverage is terminated due to a COBRA qualifying event (system must be able to handle various reasons)		
55	Evidence of insurability		

Benefit Administration			
Line #	Functional Requirements	Response	Comments
56	Initiation of and return from leave without pay (LWOP, including military leave and FMLA) coordinated with sick leave balances		
57	New hires, re-hires, and transfers		
58	Terminating/retiring employees (permanent and temporary employees)		
59	Termination of coverage for participant, spouse and non-spouse dependents		
60	Participant transfers		
61	Medicare eligible		
62	System provides a chronological history of benefits elections.		
63	System will prepare benefit billings online and create a receivable that integrates with the A/R module.		
64	System will track initial COBRA payments.		
65	System will track COBRA duration.		
66	System will track reason for employee termination.		
67	System will track COBRA justification.		
	Benefit Plan Costs		
68	System will provide for the following financial processes associated with group benefits administration, including:		
69	Billing of departments and direct premium payers for costs of group benefits		
70	Refunds and adjustments of insurance premiums to employees taking into consideration pre- and after-tax contributions and retirement		
71	If a premium is refunded and it is pre-tax, then employer and employee taxes contribution are deducted from the refund		
72	If a premium is adjusted, employer and employee taxes and retirement contribution are deducted/added to the adjustment		
73	Receive manual payments for cost-share and/or COBRA for benefit plan members who do not receive a paycheck		
74	System will determine premium amount based on category of employment (i.e., administrative, police or firefighter)		
75	System will track 457, 401(k), Roth 401(k) participation and show percentage of gross income contributed		

Benefit Administration			
Line #	Functional Requirements	Response	Comments
76	Track multiple 457, 401(k), Roth 401(k) providers and allow elections		
77	Allow employees to split Employer retirement contribution between retirement and defined contribution plans based on IRS requirements, not to exceed the Federal 25% of total compensation cap		
78	System maintains premium or contribution rate history (employee and employer costs) on-line by:		
79	Plan		
80	Employee		
81	Provider		
82	Post retiree		
83	System tracks current and historical benefit costs including:		
84	Employer cost		
85	Employee cost		
86	Post employee		
87	Total premiums/contributions		
	Data Requirements		
88	System tracks the following key data on providers:		
89	Provider ID (vendor code)		
90	Full name		
91	Short name		
92	Address		
93	Primary contact name, job title, fax, and phone		
94	Service contact name, job title, fax, and phone		
95	Billing contact name, job title, fax, and phone		
96	Subscriber contact name, job title, fax, and phone		
97	Direct deposit banking data		
98	Tax ID and Social Security number		
99	History of changes (dates)		
100	Master group number and name		
101	System tracks the following data for benefit plans:		
102	Plan type		
103	Plan name/number		
104	Option code (i.e., retiree rehire)		
105	Retirement contribution rate		

Benefit Administration			
Line #	Functional Requirements	Response	Comments
106	Effective date		
107	Termination date of coverage		
108	Cafeteria deduction code		
109	Level of coverage (i.e., life insurance)		
110	Option semi-monthly amount		
111	Option bi-weekly amount		
112	System tracks the following key data for benefit packages:		
113	Deduction code		
114	Description		
115	Effective date		
116	Provider ID (vendor code)		
117	Plan code		
118	Calculation method (fixed, % gross, based on age, etc.)		
119	Frequency of deduction allowed		
120	Total plan cost		
121	Administration fee		
122	Standard vs. optional		
123	Other (user-defined)		
124	System tracks the beneficiary for each benefit:		
125	Name		
126	Relationship		
127	Date assigned		
128	Address (if different than employee/retiree)		
129	Social Security number		
130	Birth date		
131	Medicare eligible		
132	Allocation date		
133	Deferred compensation		
134	Section 457, 401 (k), Roth 401 (k)		
135	Section 125 plan (flexible benefit plans, deferred health insurance premiums)		
136	Retirement		
137	Life and supplemental life		
138	User-defined		

Self-Service Systems			
Line #	Functional Requirements	Response	Comments
	General Requirements	Code	
1	Changes through self-service can be approved by staff via workflow.		
2	Audit trail of changes through self-service.		
	Employee Self-Service		
3	Employees can access self-service page to:		
4	View paycheck		
5	Change address		
6	Change emergency contact information		
7	Benefit open enrollment		
8	Timecard		
9	Change benefits for major life event (marriage, child birth)		
10	Accrual balances		
11	Download W-2		
	Applicant Self-Service		
12	Applicant self-service allows users to create profile and apply for multiple positions.		
13	Self-service profile can be saved.		
	Vendor Self-Service		
14	Vendors can access vendor self-service to:		
15	Register for vendor list		

Exhibit C – Reference Form

Exhibit C – Reference Form will also be available as a link on our website to download and fill-in on-line on before April 12, 2012.

Reference # 1:

Company Name: _____

Address: _____

City, State, Zip: _____

Contact Name: _____

Title: _____

Telephone: _____

Email: _____

Reference # 2:

Company Name: _____

Address: _____

City, State, Zip: _____

Contact Name: _____

Title: _____

Telephone: _____

Email: _____

Reference # 3:

Company Name: _____

Address: _____

City, State, Zip: _____

Contact Name: _____

Title: _____

Telephone: _____

Email: _____

Reference # 4:

Company Name: _____
Address: _____
City, State, Zip: _____
Contact Name: _____
Title: _____
Telephone: _____
Email: _____

Reference # 5:

Company Name: _____
Address: _____
City, State, Zip: _____
Contact Name: _____
Title: _____
Telephone: _____
Email: _____

Schedule 1: Summary

Summary of Total Software, Professional Services, and Maintenance /Support Costs

Cost Categories	Proposed Cost		Explanation/Notes
Munis Software License Fees	\$ 993,950		
Third Party Software	\$ 58,900		
Optional Software	\$ 161,300		
Professional Services:			
Data Conversion	\$ 127,800		Includes a 20% Not-To-Exceed Data Conversion Fee
Munis Standard Consulting	\$ 108,630		Includes a 20% Not-To-Exceed Standard Consulting Fee
Munis Consulting Group	\$ 379,000		Advanced Consulting Services & Change Management Program
Training	\$ 456,860		Includes a 20% Not-To-Exceed Training Fee
Travel and Other Costs	\$ 243,119		Includes 3rd Party Hardware costs
Hardware Costs (if any)	N/A		
Total Cost During Project Period	\$ 2,529,559		

Software Maintenance & Support (Years 1-5)

Period	Munis	3rd Party	Explanation/Notes
Year One*	\$ -	\$ 9,250	
Year Two	\$ 183,835	\$ 9,713	
Year Three	\$ 193,027	\$ 10,198	
Year Four	\$ 202,678	\$ 10,708	
Year Five	\$ 212,812	\$ 11,243	

Assumptions/Additional Comments

First year Munis maintenance is waived. Each year (2 through 5) is calculated on a 5% increase (not including Unlimited Client Access License). Actual increases may vary.

Munis Disaster Recovery, proposed as optional would be an additional \$30,000 per year in Maintenance (not included above)

Tyler Operating System and Database Support, proposed as optional would be an additional \$30,000 per year in Maintenance (not included above)

Schedule 2: Licensing Fees
Detailed Licensing Fees By Module

Module	Proposed Cost	Number of Users/Employees	Explanation/Notes
Accounting General Ledger/ Budgeting/ Accounts Payable	\$ 176,000	Site License	Core Financial Module Suite
Accounts Receivable	\$ 40,500	Site License	
Bid Management	\$ 22,000	Site License	
Business & Vendor Self-Service (City Hosted)	\$ 35,000	Site License	Internet Vendor and Business Functionality
Contract Management	\$ 22,000	Site License	
Employee Expense Reimbursement	\$ 18,000	Site License	
Fixed Assets	\$ 44,000	Site License	
GASB 34 Reporter	\$ 20,000	Site License	
General Billing	\$ 19,250	Site License	
Human Resource Management	\$ 20,000	Site License	Includes Benefit Administration, Grievance Tracking, & Time & Attendance
Inventory Control	\$ 44,000	Site License	
Munis Office	\$ 33,000	Site License	
Payroll w/ Employee Self-Service	\$ 45,500	Site License	Payroll and Employee Self Service
Professional Development	\$ 7,700	Site License	
Project/ Grant Accounting	\$ 30,000	Site License	
Purchase Orders	\$ 47,000	Site License	Performance Based Budgeting
Requisitioning	\$ 35,000	Site License	
Risk Management	\$ 30,000	Site License	
Role Tailored Dashboard	\$ 33,000	Site License	User-customizable dashboard / launch for Munis applications
Tyler Content Manager Advanced OCR	\$ 5,000	Site License	
Tyler Content Manager Standard Edition	\$ 60,000	Site License	Tyler Content Manager solution
Treasury (Cash) Management	\$ 35,000	Site License	Bank Reconciliation, Interest Allocation, and Daily Treasurer's Functionality
Tyler Cashiering	\$ 60,000	Site License	Point of sale Cashiering (Hardware in additional)
Tyler Forms Processing	\$ 12,000	Site License	Tyler's forms mgmt. system
Tyler Go-Docs	\$ 8,000	Site License	Distribution of forms via e-mail and/ or fax
Tyler Reporting Services	\$ 37,000	Site License	Ad-hoc Report Writer
Work Orders, Fleet, Facilities	\$ 55,000	Site License	
Subtotal	\$ 993,950		
Third-Party Software (Listed Individually)			
Tyler/ Munis Unlimited Access License	\$ 46,250		Server based - unlimited users (Site License)
BMI Asset Track Interface	\$ 5,500		Interface to BMI Fixed Asset bar coding system
BMI CollectIT Interface	\$ 5,500		Interface to BMI Inventory Control bar coding system
Tyler Secure Signature System	\$ 1,500		\$ 500 per additional signature
Tyler Secure Signature Key - Additional	\$ 150		\$ 150 per additional key
Subtotal	\$ 58,900		
Optional Software			
Performance Based Budgeting	\$ 60,000	Site License	KPI's Metrics
Applicant Tracking	\$ 8,800	Site License	
Tyler Pulse	\$ 67,500	Site License	

Module	Proposed Cost	Number of Users/Employees	Explanation/Notes
Tyler Pulse Connector (Tyler Applications)	\$ -		
Tyler Pulse Connector (3rd Party Applications)	\$ 25,000	Site License	
Subtotal	\$ 161,300		
List Price	\$ 1,214,150		
Discountable Software			
Less Discount			
Total License Fees	\$ 1,214,150		

Schedule 3: Professional Services
Estimated Professional Services By Activity

1. Estimated Vendor Days/ Costs

	Data Conversion		MUNIS Standard Consulting			MUNIS Consulting Group			Total
	Rate*	Cost	Days	Rate*	Cost	Days	Rate*	Cost	Cost
Accounting General Ledger/ Budgeting/ Accounts Payable	Fixed	\$ 20,200	7.00	\$1,275	\$8,925	30.86	\$1,750	\$54,000	\$ 83,125
Accounts Receivable			4.00	\$1,275	\$5,100	8.00	\$1,750	\$14,000	\$ 19,100
BMI Asset Track Interface			2.00	\$1,275	\$2,550				\$ 2,550
BMI CollectIT Interface			2.00	\$1,275	\$2,550				\$ 2,550
Bid Management			2.00	\$1,275	\$2,550	6.86	\$1,750	\$12,000	\$ 14,550
Contract Management			2.00	\$1,275	\$2,550	6.86	\$1,750	\$12,000	\$ 14,550
Employee Expense Reimbursement			3.00	\$1,275	\$3,825	6.86	\$1,750	\$12,000	\$ 15,825
Fixed Assets	Fixed	\$ 7,500	4.00	\$1,275	\$5,100	10.29	\$1,750	\$18,000	\$ 30,600
General Billing	Fixed	\$ 12,500	2.00	\$1,275	\$2,550	8.00	\$1,750	\$14,000	\$ 29,050
Human Resource Management			1.00	\$1,275	\$1,275	11.43	\$1,750	\$20,000	\$ 21,275
Inventory Control	Fixed	\$ 7,000	4.00	\$1,275	\$5,100	10.29	\$1,750	\$18,000	\$ 30,100
Payroll w/ Employee Self-Service	Fixed	\$ 25,800	3.00	\$1,275	\$3,825	16.00	\$1,750	\$28,000	\$ 57,625
Professional Development			1.00	\$1,275	\$1,275	8.00	\$1,750	\$14,000	\$ 15,275
Project/ Grant Accounting	Fixed	\$ 9,500	4.00	\$1,275	\$5,100	10.29	\$1,750	\$18,000	\$ 32,600
Purchase Orders	Fixed	\$ 4,000	4.00	\$1,275	\$5,100	5.14	\$1,750	\$9,000	\$ 18,100
Requisitioning			4.00	\$1,275	\$5,100	5.14	\$1,750	\$9,000	\$ 14,100
Risk Management			4.00	\$1,275	\$5,100				\$ 5,100
Role Tailored Dashboard			1.00	\$1,275	\$1,275				\$ 1,275
Treasury Management			4.00	\$1,275	\$5,100	10.29	\$1,750	\$18,000	\$ 23,100
Work Orders, Fleet, Facilities	Fixed	\$ 20,000	13.00	\$1,275	\$16,575	19.43	\$1,750	\$34,000	\$ 70,575
Change Management Program						33.00	\$2,275	\$75,000	\$ 75,000
*Not-To-Exceed Implementation / Consulting Fees		\$ 21,300			\$18,105				\$ 39,405
Total	0	\$ 127,800	71		\$ 108,630	207		\$ 379,000	\$ 615,430

*Not-To-Exceed Implementation / Consulting fees equal 20% of the implementation and Training costs proposed in the Investment Summary

Schedule 4: Training Costs
Estimated Cost of Training by Phase

1. Training Hours and Costs By Trainee

Trainee Type	Number of		Training Costs		Total
	Students	Days	Rate*	Cost	Cost
Accounting General Ledger/ Budgeting/ Accounts Payable	20	23	\$1,175	\$27,025	\$27,025
Accounts Receivable	20	11	\$1,175	\$12,925	\$12,925
BMI Asset Track Interface	20	4	\$1,175	\$4,700	\$4,700
BMI CollectIT Interface	20	3	\$1,175	\$3,525	\$3,525
Bid Management	20	5	\$1,175	\$5,875	\$5,875
Business & Vendor Self-Service (City Hosted)	20	1	\$1,175	\$1,175	\$1,175
Contract Management	20	5	\$1,175	\$5,875	\$5,875
Employee Expense Reimbursement	20	6	\$1,175	\$7,050	\$7,050
Fixed Assets	20	11	\$1,175	\$12,925	\$12,925
GASB 34 Reporter	20	4	\$1,175	\$4,700	\$4,700
General Billing	20	11	\$1,175	\$12,925	\$12,925
Human Resource Management	20	7	\$1,175	\$8,225	\$8,225
Inventory Control	20	11	\$1,175	\$12,925	\$12,925
Munis Office	20	3	\$1,175	\$3,525	\$3,525
Payroll w/ Employee Self-Service	20	14	\$1,175	\$16,450	\$16,450
Professional Development	20	2	\$1,175	\$2,350	\$2,350
Project/ Grant Accounting	20	7	\$1,175	\$8,225	\$8,225
Purchase Orders	20	11	\$1,175	\$12,925	\$12,925
Requisitioning	20	14	\$1,175	\$16,450	\$16,450
Risk Management	20	7	\$1,175	\$8,225	\$8,225
Role Tailored Dashboard	20	2	\$1,175	\$2,350	\$2,350
System Administration and Security	20	6	\$1,175	\$7,050	\$7,050
Tyler Content Manager Advanced OCR	20	2	\$1,175	\$2,350	\$2,350
Tyler Content Manager Standard Edition	20	8	\$1,175	\$9,400	\$9,400
Treasury Management	20	5	\$1,175	\$5,875	\$5,875
Tyler Cashiering	20	7	\$1,175	\$8,225	\$8,225
Tyler Reporting Services	20	3	\$1,175	\$3,525	\$3,525
Work Orders, Fleet, Facilities	20	32	\$1,175	\$37,600	\$37,600
Munis Workflow (Finance, HR, Revenue)	20	21	\$1,175	\$24,675	\$24,675
Post GoLive Training	20	25	\$1,175	\$29,375	\$29,375
*Not-To-Exceed Implementation / Consulting Fees					\$63,685
Total		271			\$382,110

2. Additional Implementation Costs

Type	Quantity	Cost Per Unit	Cost	Total
Custom Report Development	30	\$1,100	\$33,000	\$33,000
Install Fee - New Server Install Fee	1	\$12,000	\$12,000	\$12,000
Project Planning Services	1	\$13,000	\$13,000	\$13,000
Tyler Forms Processing - Configuration	3	\$1,000	\$3,000	\$3,000
Tyler Graphing Agent - Addl Cost	1	\$500	\$500	\$500
Tyler Graphing Agent - Flat Fee	1	\$3,500	\$3,500	\$3,500
Tyler PO Distribution - Level 4	1	\$2,500	\$2,500	\$2,500
Tyler Signature Application	1	\$250	\$250	\$250
Tyler Forms Financial Library	1	\$3,000	\$3,000	\$3,000
Tyler Forms General Billing Library	1	\$2,500	\$2,500	\$2,500
Tyler Forms Human Resources Library	1	\$1,500	\$1,500	\$1,500
Total			\$74,750	74,750

3. Total Training Costs

Total Cost	Quantity	Cost	Total
Total Cost	271	\$74,750	\$456,860

*Not-To-Exceed Implementation / Consulting fees equal 20% of the implementation and Training costs proposed in the Investment Summary

Schedule 5: Travel & Other Costs

Travel & Other Costs	Quantity	Cost	Total Cost
Travel & Expense	1	\$212,899.00	\$212,899
3rd party Hardware, Software and Services			
Dell Cash Station - Complete excluding scanner	1	\$ 4,300	\$4,300
Hand-Held Scanner-Model 4600G	1	\$ 415	\$415
BMI CollectIT Additional Portable Data Terminal	1	\$ 3,495	\$3,495
BMI CollectIT Barcode Printer Kit	1	\$ 1,295	\$1,295
BMI CollectIT Inventory Scanning System	1	\$ 6,490	\$6,490
BMI-ASSETTRACK-PPC for MUNIS (Incl. Install Fee)	1	\$ 6,490	\$6,490
BMI PA600 Pocket TransTrak	1	\$ 2,195	\$2,195
BMI PA600 Pocket TransTrak (additional Data Terminal)	1	\$ 2,195	\$2,195
BMI Transtrak Fixed Asset Receiving System	1	\$ 3,345	\$3,345
Total		\$243,119.00	\$243,119

Assumptions/Additional Comments

Travel and Expense costs are estimated; actual travel and expense are based on time and material.

Assumptions/Additional Comments

Tyler Technologies does not generally quote pricing for database software or other ancillary hardware. We decisions are best left up to our clients, so rather than enforce a particular platform or database on you, w support three industry-leading databases and numerous server platforms, as well as support for all the lat of cases, our customers in the Government and Educational industries can purchase the necessary hardw Contracts. While working with several of our customers in California we have found it is far less expensive State Contract then from any third party supplier. We will, however, provide system requirement recommen with your staff to purchase any additional required equipment. We are amenable to further discussing tech

we feel that information technology
we'll adapt to your environment. We
latest versions of Windows. In the majority
of our system software from State
we do purchase these items directly from the
vendors and are happy to work/consult
with you on technology needs.