Tyler

Our implementation methodology is based on our years of experience implementing public sector software as well as the Project Management Institute's (PMI) guidelines for Project Management. Whether building a bridge or developing a new product, the PMI methodology contends that every project has four major phases. We have married over twenty-five years of implementing our public sector ERP solution with the PMI phases as follows:

- Phase 1 – Initiation
  - Project is authorized and launched.
- Phase 2 – Planning
  - Project Objectives are defined; best course of action is selected. We have a template that can be used as a starting point for the planning and includes all activities required to go-live on the products that are included in the track. The Project team will work with the State to customize the plan based on the specific needs of the State. Multiple plans are delivered in this phase of the project including: scope management plan, schedule management plan, quality management plan, communications plan, risk management plan, change management plan, resource management plan, conversion plan, forms plan, project management plan, detailed project management plan.
- Phase 3 – Executing
  - People and other resources are coordinated to implement the Project Plan.
- Phase 4 – Controlling
  - Project progress is monitored; deviations from Project Plan are addressed.
- Phase 5 – Closing
  - Formal Project completion is accepted; project is officially closed.

We believe a critical success factor of the project is the planning. If you do a great job planning, you know what needs to be done, by whom and when. You know your critical path and you know how to deal with any issues that arise as the controlling phase alerts you to any items that need to go back to planning. So, you stay in a cycle of planning, executing and controlling until you are ready to close.

Unless there is a compelling business reason why everything must go live at once, we recommend that the project be broken down into several tracks, or go-live events. These are really mini projects. They can run concurrently or sequentially, depending on your availability, schedule and business needs. Having small projects go-live on time and on budget provide several benefits including: reducing risk, improving confidence of the project team, providing tangible results for stakeholders sooner, building enthusiasm for remaining tracks.

A Work Breakdown Structure (WBS), or project roadmap, defines all key tasks for each track. The Work Breakdown Structure resembles a flowchart in which elements are logically connected. This ensures that redundancy is avoided and no critical elements are left out. It also includes control points where we stop and request sign off on certain milestones to make sure the State and the Vendor agree that we have completed the critical items that are required to move forward. A well developed WBS which has been used in hundreds of public sector ERP implementations will assist key personnel in the effective allocation of resources, project budgeting, procurement management, scheduling, quality assurance, quality control and risk management. The WBS can also help the project manager predict outcomes based on various scenarios, which can ensure that optimum decisions are made about whether or not to adopt suggested procedures or changes. The detailed project plan will further break down the tasks on the WBS and assign due dates, owners, contingencies, location, duration, etc...

Our primary mode of Project communication will be through the use of a vendor-hosted MS SharePoint project site. The custom client site contains all elements of the project necessary for success including Contacts, Issues and Actions, Project Task List with owners and due dates, Homework, Project Schedule, Shared Documents, Agendas, Trip Reports, etc. This site may be accessed by defined State project users (authorized by your Project Management) and will be available with read only or read/write capabilities.

Purple Tyler

As part of our proposal, we have included a dedicated operating system / database administrator. This technical resource will take the lead on all items related to the installation, operating system and database configuration that is needed to meet the State's needs. Our team will work side by side with the State's technical resources to ensure the system is installed and running in a manner that meets all of your technical, security and performance requirements. This resource would also be responsible for training the State's System Administrators on applicable activities such as backups, database refresh, loading programs or updates, etc. After the contract expires for the dedicated resource, our OS/DBA support team will assist with these activities with an active OS/DBA support agreement.

The Vendor Consulting Group will perform thorough discovery on current processes throughout the organization, provide the options for processing and set up within the system, and provide recommendations on the new To-Be processes to be used in the new system. Once the design decisions have been made, the Vendor Consulting Group will set up a subset of data and perform a Static Environment Test for the State to see major processes from start to finish. This is the final step of analysis and the State must sign off (control point) moving on with procedure documents, full system set up, conversion and training.

After the consulting and analysis is completed, the Vendor Project Team will complete setting up the parameters, codes and tables, converting data from legacy systems, testing, and training Functional and End Users. State Users will be involved in further decision making, as needed, providing conversion data files and layouts, providing codes, tables and data from the legacy system needed to set up the new system, and training and process testing.

Our current proposal includes six months planning , twenty-four months executing and six month post-live, on-site support. The Implementation Consultants will be dedicated to the State and will work side by side with the State to run parallels, monitor performance and manage risk. A successful project will be a successful partnership. Our proposal includes 14 full-time, dedicated resources who have a history of completing projects like this on time and within budget. Some critical success factors include:

- Thorough planning with frequent reviews
- Regular meetings with Project Team
- Monitoring task completion closely
- Controlling Change
- Monitoring Project Risks (weekly risk reporting)
- Open and honest communications between Project Managers

In a project of this size, we anticipate a large number of interfaces and custom reports. Our proposal includes dedicated, technical resources to deal exclusively with interfaces and reporting. Having dedicated resources focused on these specific items increases our ability to meet any and all needs in these areas. We have also proposed a dedicated team of conversion programmers. They will focus 100% on conversion related activities. The flat rate quoted includes unlimited passes and on-site conversion analysis. It is also important to note that we are not providing a tool for you team to create their own conversions. The State team just needs to give us the data and provide a file definition. We will work with the Project team to map the fields from the old system to the new system and run the conversions for you. Your dedicated Vendor operating system / database administrator will load the passes in the appropriate environment as determined by the project managers.

Prior to going live (target 60-90 days prior), the Vendor Project Manager will work with the State Project Team to develop a go-live checklist. This will include all tasks that must be completed prior to going live, all final conversion tasks, as well as key components for moving to the new system such as cutting off Purchase Orders on a specific date or entering time for the first live payroll prior to the actual live date.

Training occurs at many levels during and after the implementation. The Functional Leaders or Subject Matter Experts have the most exposure and begin training early in the project in order to understand the

system parameters, codes and tables, and their effects on the rest of the system. End, or Core, Users are the power users of the system: AP Clerks, Payroll Clerks, Finance, etc. These users begin training after the set up decisions are made and much of the set up and conversion is complete. They will learn to process in the system and may assist in process testing throughout the implementation. Decentralized Users will be trained just prior to, or just after, going live. These include Managers as well as department clerks and users. Topics for these users include time entry, budget projection entry, cash receipts entry, inquiries and reports.

RAVA PLAN

EXHIBIT C2: RISK ASSESSMENT

List and prioritize major risk items that are unique to this project, as well as your proposed mitigation strategies. This includes areas that may cause the service to not be completed within budget, schedule, or in accordance with the scope of work and conditions described in the RFP. The risks may include both internal and external factors. The risks should be non-technical, but should also contain enough information to describe to an evaluator why the risk is valid. Explain, also in non-technical terms, how best to mitigate or avoid the risks, highlighting your unique methods or approaches.

The risk assessment plan must include the risks and mitigation for both the Software Product and System Implementer Offerors in the same response form.

Please note that your Risk Assessment cannot exceed three pages (excluding these instructions).

As part of every implementation, we perform an in-depth Risk Assessment with the State's project team. We start with the risks that we know are common to the projects we have done in the Public Sector and then add any that are specific to the State. This will result in a custom risk register, where risks will be prioritized based on likelihood and impact on the project. Mitigation actions for each risk and owners for the risks will be included. Since new risks arise and likelihood and impact change as the project progresses, the risk register will be monitored and updated throughout the project. Changes will be reported in the weekly risk reporting that is part of our weekly status report

Some risks that we anticipate include:
Risk 1: Resistance to Change.
Solution: Resistance to change by some users is highly likely and may have a high impact in the success of the project. The project team must accept the fact that some users, by nature, will resist the changes being administered. In order to reduce the impact of this resistance, Change Management (CM) Consulting services will be delivered by the Vendor. The CM portion of the project will occur concurrently with the implementation of the software in order to assist the State Project Management team and coaches to prepare for the change, manage the change and reinforce the change throughout the implementation through the use of Change Management principles defined by Prosci®*.
*According to [redacted] Prosci® [redacted] "Prosci's change management methodology has become one of the most widely used approaches for managing the people side of change in corporations and government agencies."

Risk 2: Limited STATE resources and over-commitment of key personnel throughout the project
Solution: Anyone who has been through a major implementation will tell you they are not easy. Our goal is to bring the lessons we have learned from implementing our software to the Public Sector to ensure the least amount of disruption for your team. One exercise if resource are stretched too thin is to 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 on the project's success. We can also help escalate these issues to the executive sponsors.

Risk 3: The objectives of the project are not communicated and understood by all stakeholders
Solution: All project stakeholders should attend the project kick-off meeting, if possible. This meeting is designed to set initial project expectations and objectives. The project mission statement should be developed and distributed to all stakeholders. The project communication management plan, developed by the vendor and State project teams will contain specific communication tools (meetings, newsletters, project SharePoint site, etc) that will be used to communicate to all project team members throughout the project.

Risk 4: Changes to user requirements are made after the analysis
Solution: Changes that affect scope, schedule, cost or quality of the project must be approved by the

Project Managers and other people identified in the Project Management Plan developed at the onset of the project by the project team. We understand that some changes will occur. The key to success is to manage these changes following a pre-defined procedure that includes review and approval by a control board. The exact procedure will be defined in the Project Management Plan.

Risk 5: Project scope creep caused by expectations of stakeholders that extend beyond the scope of the project.
Solution: The Project Management team will clearly define the scope of the project in the Project Management Plan and will publish the plan on the project SharePoint site for stakeholders to access. Plans for all project changes that will impact scope, cost, schedule, or quality of the project will be created. All changes affecting these areas must be approved the identified project change control board. The change control board will also be identified in the Project Management Plan, developed at the onset of the project. Its members may include the State Project Sponsor and Project Manager and the Vendor Project Manager.

Risk 6: Inability to make decisions in a timely manner.
Solution: All tasks and decisions to be made will be listed on the project SharePoint site along with due dates and owners. The Project Management Team will review upcoming tasks and follow-up as necessary on incomplete items. Overdue items will be highlighted on the weekly status reports and will be reviewed as part of the risk review.

Risk 7: The location of the project is remote causing travel problems and delays.
Solution: We have proposed a large full-time on-site vendor project team to eliminate the need for constant travel and time zone differences. Resources not on-site will be scheduled in advance in order to make appropriate travel plans. Problems and delays, particularly associated with airlines, is inevitable when business travel is frequent. Contingency plans will be made for each scheduled task where travel is involved. This may include conducting a session or performing work via Internet, rescheduling to the following day or week, or adjusting resources to cover the work to be done in a timely manner.

Risk 9 – Finding Vendor Staff with Product and Public Sector expertise.
Solution: As part of the Proposal process we sent out a request for interest in the positions proposed for this project. We received over 60 applicants for 14 positions!

Risk 10 – Qualified Project Manager for a project of this scope
Solution: We are pleased that our top large account Project Manager has applied for this postion. She has has managed other Alaska Public Sector accounts as well as worked with other state agencies during her Project Management career.

Risk 11 – Specific State reporting needs not met.
Solution: Our proposal includes dedicated developers to meet all State reporting needs.

EXHIBIT C3: VALUE ADDED OPTIONS

Identify any associated value added options that may benefit the State of Alaska. Outline additional product features and/or implementation services you may provide. All value added options must include an associated cost. **DO NOT** include value added options in your cost proposal. Prior to award, the State of Alaska will determine if the value added items will be accepted or rejected. Add additional items as necessary.

The value added options must include those for both the Software Product and System Implementer Offerors in the same response form.

Please note that your value added options response cannot exceed two pages (excluding these instructions).

ATTACHMENT D
STRATEGIC FIT CONSIDERATIONS

TABLE OF CONTENTS

EXHIBIT D1: IMPLEMENTATION TEAM AND KEY STAFF

Complete this form to identify proposed project staff, including subcontractor(s) and joint venture staff that will be assigned to the Offeror's implementation team. Include additional lines as necessary. Indicate the time each staff member will be dedicated to the project and each member's years of implementing the proposed software. Also, identify key staff members, including – at a minimum – the proposed project manager, technical lead, functional leads, process reengineering lead, as well as other staff members with substantial hours on the project. For each key staff member, complete the table "Key Staff Background and Information" on the following page.

We understand it can be difficult to accurately predict project staffing at this stage. However, we expect Offerors to commit staff designated as "key staff" to the project.

PROPOSED IMPLEMENTATION TEAM

Name	Employer	Current role/ title	Proposed role/ title	Hours on project	Hours on project	Number of years with proposed product	Key staff? (Y/N)
Engagement Manager	Sue Sturgis	Project Manager	Project Manager	5520	5520		Y
Project Manager – Financials	Patricia Britt-Roberson	Project Manager	Project Manager	3680	3680	5	Y
Project Manager – Payroll/HR	Rob Schmid	Project Manager	Project Manager	3680	3680	11	Y
Subject Matter Expert – Financials	John Carolan	Project Manager	Process Reengineering Lead – Financials	3680	3680	14	Y
Subject Matter Expert – PR/HR	Keirsten Taylor	Implementation Consultant	Process Reengineering Lead – PR/HR	3680	3680	6	Y
Financial Implementation Specialist - GL	Carole Agard	Consulting Manager	Financial Implementation Specialist - GL	3680	3680	15 yrs exp implementing Fin and PR systems for Tyler Technologies	Y
Financial Implementation Specialis t - GL	Brian Bailey	Senior Support Analyst / Trainer	Financial Implementation Specialis t - GL	3680	3680	9 yrs exp training and support on Fin products for Tyler Technologies	Y
Financial Implementation Specialist –	Linda Mercer	Principal Implementation Consultant	Financial Implementation Specialist – Purchase	3680	3680	7 yrs exp leading Fin and Pr/HR projects for Tyler	Y

time @ Company
time in position

PM + 13 13
BPR + 12 3
FIN LEAD + 15 3

4048 3680 9.2 11.4 7.2

Purchase to Pay			to Pay			Technololgies	
Financial Implementation Specialist – Purchase to Pay	Steven Bertolini	Sr. Implementation Consultant	PR/HR Implementation Specialist	3680	3680	5 yrs exp with PR/HR products with Tyler Technologies	Y
Financial Implementation Misc	Mary Rudolf	Customer Support Rep	Financial Implementation Misc	3680	3680	12 yrs exp with Fin and PR/HR products with Tyler Technologies	Y
PR/HR Implementation Specialist	Nicolle Hubred	Implementation Programmer (previously Implementation Consultant)	PR/HR Implementation Specialist	3680	3680	3	Y
PR/HR Implementation Specialist	Venetia Magnuson	Program Support Specialist	PR/HR Implementation Specialist	3680	3680	4 yrs exp with PR/HR products with Tyler Technologies	Y
PR/HR Implementation Specialist	Jacob Waters	Customer Support – PR/HR	Implementation Consultant	3680	3680	5 yrs exp with PR/HR products with Tyler Technologies	Y
OSDBA Technician - Dedicated	Tom Lowrie	OS / DBA					Y
Interface Development Lead	Curtis Hall	BI Technical Manager	Interface Development Lead	3680	1840	10 years exp leading development projects for Tyler Technologies	Y
Interface Programmer	James Kiker	QA Specialist	Interface Programmer	3680	1840	2 yrs exp with API and integration testing with Tyler Technologies	Y
Interface Programmer				3680	1840		Y
Enhancement Analyst / QA / Testing	Lawrin Bartsch	Conversion and Standards Manager	Enhancement Analyst / QA / Testing	3680	1840	7 years exp as analyst / QA for Tyler	Y

TRAIN 4

12 12

Enhancement Analyst / QA / Testing	Edward Casebier	Lead Business Analyst	Enhancement Analyst / QA / Testing	3680	1840	Technologies 15 years exp as analyst / QA / programmer at Tyler Technologies	Y
Enh/Mod Development Lead	Cedar Cranson	Technical Lead	Enh/Mod Development Lead	3680	1840	5 yrs exp in lead development roles with Tyler Technologies	Y
Enhancement Programmer	TBA			3680	1840		No
Enhancement Programmer	TBA			3680	1840		No
Enhancement Programmer	TBA						No
Enhancement Programmer	TBA			3680	1840		No

TECH LEAD +

55

*** Information contained in these columns will not be provided to the PEC during evaluation.**

EXHIBIT D1: IMPLEMENTATION TEAM AND KEY STAFF

Complete this form to identify proposed project staff, including subcontractor(s) and joint venture staff that will be assigned to the Offeror's implementation team. Include additional lines as necessary. Indicate the time each staff member will be dedicated to the project and each member's years of implementing the proposed software. Also, identify key staff members, including – at a minimum – the proposed project manager, technical lead, functional leads, process reengineering lead, as well as other staff members with substantial hours on the project. For each key staff member, complete the table "Key Staff Background and Information" on the following page.

We understand it can be difficult to accurately predict project staffing at this stage. However, we expect Offerors to commit staff designated as "key staff" to the project.

PROPOSED IMPLEMENTATION TEAM

Name	Employer	Current job title	Proposed project role	Total project hours	Total hours on site	Number of years with proposed product	Key staff? (Y/N)
[redacted]	[redacted]	Project Manager	Project Manager	5520	5520		Y
		Project Manager	Project Manager	3680	3680	5	Y
		Project Manager	Project Manager	3680	3680	11	Y
		Project Manager	Process Reengineering Lead – Financials	3680	3680	14	Y
		Implementation Consultant	Process Reengineering Lead – PR/HR	3680	3680	6	Y
		Consulting Manager	Financial Implementation Specialist - GL	3680	3680	15 yrs exp implementing Fin and PR systems [redacted]	Y
		Senior Support Analyst / Trainer	Financial Implementation Specialis t - GL	3680	3680	9 yrs exp training and support on Fin products [redacted]	Y
		Principal Implementation Consultant	Financial Implementation Specialist – Purchase	3680	3680	7 yrs exp leading Fin and Pr/HR [redacted]	Y

[redacted]			to Pay			[redacted]	
		Sr. Implementation Consultant	PR/HR Implementation Specialist	3680	3680	5 yrs exp with PR/HR products [redacted]	Y
		Customer Support Rep	Financial Implementation Misc	3680	3680	12 yrs exp with Fin and PR/HR products [redacted]	Y
		Implementation Programmer (previously Implementation Consultant)	PR/HR Implementation Specialist	3680	3680	3	Y
		Program Support Specialist	PR/HR Implementation Specialist	3680	3680	4 yrs exp with PR/HR products [redacted]	Y
	s	Customer Support – PR/HR	Implementation Consultant	3680	3680	5 yrs exp with PR/HR products [redacted]	Y
		OS / DBA					Y
		BI Technical Manager	Interface Development Lead	3680	1840	10 years exp leading development projects [redacted]	Y
		QA Specialist	Interface Programmer	3680	1840	2 yrs exp with API and integration testing [redacted]	Y
				3680	1840		Y
		Conversion and Standards Manager	Enhancement Analyst / QA / Testing	3680	1840	7 years exp as analyst / QA for [redacted]	Y

[redacted]		Lead Business Analyst	Enhancement Analyst / QA / Testing	3680	1840	15 years exp as analyst / QA / programme[redacted]	Y
		Technical Lead	Enh/Mod Development Lead	3680	1840	5 yrs exp in lead development roles [redacted]	Y
				3680	1840		No
				3680	1840		No
							No
				3680	1840		No

*** Information contained in these columns will not be provided to the PEC during evaluation.**

KEY STAFF BACKGROUND INFORMATION

Complete the following table for each of the key proposed staff identified in the previous table. The individuals listed below shall be the individuals assigned to this project for the total duration of the project. These individuals cannot be replaced unless the State of Alaska provides approval. Create additional copies of this table as necessary. There is no page limit for completing these tables. This form must be completed as-is – standard resumes are not acceptable – however resumes for specific staff may be requested as a part of contract negotiations. At a minimum, you should provide information for the proposed project manager, technical lead, functional leads, process reengineering lead, as well as other staff members with substantial hours on the project

*** Staff member name**	[redacted]
*** Employer name**	[redacted]
Position in the company	Project Manager
Length of time in position	13 Years
Length of time at company	13 Years
Project position and responsibilities	Overall management / oversight on [redacted] ERP implementations.
Education and certifications	Clark University: Philosophy. Certified Project Management Professional (PMP).
Technical skills and qualifications for the project position	[redacted] has implemented dozens of prior [redacted] ERP projects. She has also lived and implemented projects in Alaska. [redacted] also has experience with the [redacted] in which she assisted customers in redefining the business practices.

*** Staff member name**	[redacted]
*** Employer name**	[redacted]
Position in the company	Project Manager
Length of time in position	
Length of time at company	

Project position and responsibilities	[redacted]
Education and certifications	
Technical skills and qualifications for the project position	

*** Staff member name**	[redacted]
*** Employer name**	[redacted]
Position in the company	Project Manager – Payroll & HR
Length of time in position	6 Years
Length of time at company	11 Years
Project position and responsibilities	[redacted] will oversee the implementation of the [redacted] Payroll & HR applications.
Education and certifications	[redacted] auw University: History / Communications.
Technical skills and qualifications for the project position	Has implemented more than 120 [redacted] customers including some of [redacted] largest [redacted] users. Has worked as a trainer / IT manager.

*** Staff member name**	[redacted]
*** Employer name**	[redacted]
Position in the company	Project Manager

Length of time in position	3 Years
Length of time at company	12 Years
Project position and responsibilities	Subject Matter Expert – Financials
Education and certifications	
Technical skills and qualifications for the project position	

*** Staff member name**	[redacted]
*** Employer name**	[redacted]
Position in the company	Implementation Consultant
Length of time in position	6 Years
Length of time at company	6 Years
Project position and responsibilities	Subject Matter Expert – Payroll & Human Resources
Education and certifications	St. Michael's College: Business Administration
Technical skills and qualifications for the project position	Implemented dozens of customers. Experience with SQL, Query Analyzer, MS Access, Crystal

*** Staff member name**	[redacted]
*** Employer name**	[redacted]
Position in the company	Consulting Manager
Length of time in position	3 Years
Length of time at company	15 Years
Project position and responsibilities	Financial Implementation Specialist – GL
Education and certifications	
Technical skills and qualifications for the project position	

Staff member name	[redacted]
*** Employer name**	[redacted]
Position in the company	Senior Support Analyst / Trainer
Length of time in position	9 Years
Length of time at company	9 Years
Project position and responsibilities	Financial Implementation Specialist – General Ledger
Education and certifications	
Technical skills and	

Project position and responsibilities	[redacted]
Education and certifications	
Technical skills and qualifications for the project position	[redacted] has 7 years experience has an analyst / QA with [redacted]

Staff member name	[redacted]
*** Employer name**	[redacted]
Position in the company	Lead Business Analyst
Length of time in position	15 Years
Length of time at company	15 Years
Project position and responsibilities	Enhancement Analyst / QA / Testing
Education and certifications	
Technical skills and qualifications for the project position	[redacted] has 15 years experience as an analyst / QA programmer at [redacted]

*** Staff member name**	[redacted]
*** Employer name**	[redacted]
Position in the company	Technical Lead
Length of time in position	5 Years

Length of time at company	5 Years
Project position and responsibilities	Enhancement / Modification Lead
Education and certifications	
Technical skills and qualifications for the project position	[redacted] has five years experience in lead development roles with [redacted]

[redacted] member name	TBD
*** Employer name**	
Position in the company	
Length of time in position	
Length of time at company	
Project position and responsibilities	Enhancement Programmer (Quantity [redacted])
Education and certifications	
Technical skills and qualifications for the project position	

*** Information contained in these fields will not be provided to the PEC during evaluation.**

Per Addendum #3 Question 14, please reference the Subcontractor's evidence of holding a valid Alaska Business License on the following pages.

EXHIBIT D2: SAMPLE SYSTEM CONFIGURATION DOCUMENT

Attach a sample system configuration document, which will demonstrate your approach to business process analysis, configuration design, and system configuration/tailoring. The sample does not have to be a complete document. An excerpt sufficient to demonstrate the typical contents, quality, and detail of your proposed deliverable will suffice. Note that simply reproducing the table of contents will not be considered an acceptable sample document.

In order to minimize any bias, this document **must NOT** contain any names that can be used to identify the Offeror (company name, personnel names, past project names, product names or any other identifying information).

Please note that your Sample System Configuration Document cannot exceed three pages (excluding these instructions).

Please reference the Sample System Configuration Document on the following pages.

City of XXX
Best Business Practice Recommendations & Design- Accounts Payabale
1st Draft

Reference Codes:
AVL - The City of XXX
VCM - Vendor Content Manager
ASM - Accounting Services Manager

Item #	Field Topic	Decision Needed	Description	Decision / Change	Approve Y or N?	Deadline date for decision
1	**Batch Numbering**	**What will be the numbering scheme for AP Batch numbers?**	The AP Batch numbers will start at one and will be automatically (sequentially) increased by one for every new batch. The batch numbers will not reset.		Y	5/22/09
2	**EFT Numbering**	**What will be the numbering scheme for EFT transactions?**	EFT transactions will start at one and will be automatically (sequentially) increased by one for every new EFT entered into an AP batch. EFT's are currently not being used by AVL but may be used in the future for vendor payments.		Y	5/22/09
3	**Check Numbering**	**What will be the starting check number in XXX?**	AVL will start check numbers with 1000000. This numbering will be effective as their existing check numbers are only 6 digits long. When referencing check numbers, any check with 7 digits or more will be a check written out of XXX and any check with 6 digits or less will be a check written out of XXX. Any payment numbers less than 7 digits within XXX will be referenced as an EFT payment. The check numbers are not setup in the parameters table. The first check number is defined when the first batch of checks is printed. XXX will distinguish check numbers by bank account and check number therefore avoiding duplicates in the XXX check register.		Y	5/22/09
4	**Duplicate Invoice Numbers**	**Will duplicate invoice numbers be allowed for each vendor?**	Duplicate invoice numbers will not be allowed for each vendor.		Y	5/22/09
5	**Blank Invoice Numbers**	**Will blank invoice numbers be allowed for each vendor?**	Blank invoice numbers will not be allowed for each vendor. If a vendor invoice does not have an invoice number, a reference to the month and year of service (i.e. 07/2008 Services, July 2008 Services, etc...) will be used.		Y	5/22/09
6	**Check Sequence during printing**	**In what order should checks be printed? Alpha sort, Vendor number, Voucher Number, or Vendor Type?**	All checks will be printed in Vendor Alpha Sort order.		Y	5/22/09

Reference Codes:
AVL - The City of XXX
VCM - Vendor Content Manager
ASM - Accounting Services Manager

Item #	Field	Topic	Question	Decision / Change	Approve Y or N?	Deadline date for decision
7	**Default Invoice Status**	**What will be the default invoice status during entry?**	All invoices will have "None-Workflow" as a default status as there will be AP Invoice approvals sent to the department directors for invoices greater than $1,000. ~~someone in each department to let them know that the invoice has been entered and posted~~. Please refer to the Grant Management and CIP BBP's for invoice workflow approvals required for those modules.		Y	5/22/09
8	**Warn when liquidating and closing PO's**		Accounts Payable will receive a warning notification when liquidating and closing PO's within the AP invoice entry		Y	5/22/09
9	**Three-way match enforced**	**Will three-way match be enforced?**	Three-way match will be enforced at AVL. This will verify that there has been receiving records entered against a purchase order before an AP invoice can be entered and liquidated against that PO.		Y	5/22/09
10	**Warn if W-9 form has not been received**		Yes, there will be a warning when an AP invoice has been entered and the Vendor's W-9 has not been received. This will require that the vendor file be kept up-to-date for each vendor as W-9's are received.		Y	5/22/09
11	**Liquidate PO's by account or PO line**		AVL will have the ability to liquidated Purchase Orders by PO Line or by GL Account. The default and most common method will be to liquidate PO's by PO line. This will allow for liquidation by each item on the purchase order.		Y	5/22/09
12	**PO invoice max variance percent and/or amount**	**Will there be an allowable variance between PO's and AP Invoices?**	AVL will accept all AP Invoices and will allow a variance of up to $99.99 between invoices and the total amount of the Purchase Order.		Y	5/22/09
13	**Invoice/Check grouping label**	**What will be the label that will be assigned to each group of invoices/checks?**	AVL will use "CHECK RUN" as the invoice/check grouping label. XXX uses "Warrant" throughout the system but when the value of this field is changed, the value will change throughout the system.		Y	5/22/09
14	**Re-encumber liquidated PO's upon cancelation of an invoice**		AVL will re-encumber the liquidated PO's upon cancelation of an AP invoice.		Y	5/22/09
15	**Include remits on help**		Remit addresses will be included on the vendor help screen.		Y	5/22/09
16	**Update cash during cash disbursement journal**		The A/P cash account will be updated in the General Ledger during the posting of the cash disbursement journal.		Y	5/22/09

City of XXX
Best Business Practice Recommendations & Design- Accounts Payabale
1st Draft

Reference Codes:
AVL - The City of XXX
VCM - Vendor Content Manager
ASM - Accounting Services Manager

Item #	Field Topic	Process	Recommended Design Process	Decision Change	Approve Y or N?	Deadline date for decision
17	**Enforce 1099 retainage**	**Will 1099 Retainage be used?**	1009 Retainage will be used by AVL for the following vendor payments: 1. Out of State Entertainers with individual invoices, with a total of $500 or more.		Y	5/22/09
18	**General retainage**	**Will General AP Retainage be used?**	General AP retainage will not be used by AVL.		Y	5/22/09
19	**Certification Text**	**Will there be any certification text printed on the Check Run Report?**	The will not need to be a sign off on the Check Run Report.		Y	5/22/09
20	**Sales Tax**	**Will sales tax be used?**	AVL will be using the NC sales tax function.		Y	5/22/09
21	**Bank Codes**	**What bank codes will be setup?**	Bank codes will be setup for all of the bank accounts that will be reconciled in XXX. This includes bank/check reconciliations, check printing, etc... Refer to the Treasury Management BBP's for additional information. All vendors will have a bank code setup to use for EFT processing, if applicable.		Y	5/22/09
22	**User-defined fields**	**How will user-defined fields be used on Invoice Entry?**	User-defined fields will be setup to describe certain information on the AP Invoice that are related to travel expenses. Examples: Event Registration Number, Hotel Registration Number, Travel Dates, Airline Confirmation Number, etc....		Y	5/22/09

EXHIBIT D3: EXCEPTIONS TO TERMS AND CONDITIONS

Describe any specific exceptions to the terms and conditions set forth in the Standard Implementation Services Agreement (Attachment G) or the Standard Licensing and Maintenance Agreement (Attachment H) included in the RFP. Identify the section where the applicable terms and/or conditions are located and provide proposed alternative language. The State's standard agreements will be used for the resulting contract from this RFP and objections to these terms will be evaluated and scored. Wholesale repudiation of the State's terms and conditions will result in an Offeror's proposal being deemed non-responsive under Section 1.11 Right of Rejection.

Location of Work (Section 1.05); Contract Type (Section 3.01); Considerations (Standard Agreement Form for Services Appendix A Article 4): [redacted] proposal contains estimates of the amount of services and associated expenses needed, based on the size and scope of the State's project. The actual amount of services and expenses depends on such factors as the State's level of involvement in the project and the speed of knowledge transfer. If required, [redacted] will provide a not-to-exceed quote once the scope of services has been finalized.

Location of Work (Section 1.05); Travel Costs (Standard Agreement Form for Services Appendix D Article A): [redacted] anticipates incurring and being reimbursed for travel outside of Juneau, Alaska in accordance with [redacted] then-current business travel policy.

Joint Ventures (Section 1.15): [redacted] is opposed to submitting its joint venture agreements, as [redacted] deems such documents confidential. [redacted] will warrant it is authorized to sublicense the third party products purchased through [redacted] and [redacted] will be ultimately responsible for the services provided by such third parties.

Assignment (Section 1.21); No Assignment or Delegation (Standard Agreement Form for Services Appendix A Article 6); No Assignment or Delegation (Software License and Maintenance Agreement Form Appendix A Article 6): Neither party may assign the contract without the prior written consent of the other party, except that [redacted] may, without the prior written consent of the State, assign the contract in its entirety to the surviving entity of any merger or consolidation or to any purchaser of substantially all of [redacted] assets.

Supplemental Terms and Conditions (Section 2.05); Proposal as a Part of the Contract (Section 3.04); Conflicting Provisions (Standard Agreement Form for Services Appendix A Article 12); Conflicting Provisions (Software License and Maintenance Agreement Form Appendix A Article 12): [redacted] prefers for the order of precedence to be determined during contract negotiations.

Contract Type (Section 3.01); Consideration and Payment Schedule – Annual Support and Maintenance Fees (Software License and Maintenance Agreement Form Appendix D): [redacted] reserves the right to increase annual maintenance fees once per twelve-month period. [redacted] will limit such increases to 5% per year in years 2 through 5 and 8% per year in years 6 through 10.

Standard Contract Provisions (Section 3.03); Exceptions to Terms and Conditions (Exhibit D3): [redacted] prefers to use the standard [redacted] contract as the basis for beginning contract negotiations because contains language specific to the software industry, such as license grant and intellectual property infringement. [redacted] recognizes that there may be clauses of particular importance to the State that are not included in the [redacted] contract. [redacted] is amenable to accommodating the State's contract requests by incorporating mutually agreed clauses into the contract.

Payment Procedures (Section 3.08); Consideration and Payment Schedule (Standard Agreement Form for Services Appendix D Article A); Consideration and Payment Schedule – License Fees (Software License and Maintenance Agreement Form Appendix D): [redacted] standard payment terms provide for payment of license fees on the milestones of contract signing, software delivery, and software verification. Service fees and associated expenses are billed as provided/incurred and are due thirty

days from receipt of invoice. [redacted] expects to reconcile the State's proposed payment terms and [redacted] standard payment terms during contract negotiations.

Withholding (Section 3.09); Withholding Payment (Standard Agreement Form for Services Appendix D Article B): The State may withhold a mutually agreed amount of fees until a mutually agreed milestone is achieved.

A malfunction that occurs in the last ninety days will not extend the warranty period, but will be covered under the maintenance agreement.

Contractor Personnel (Section 3.12); Implementation Team and Key Staff (Exhibit D1); Key Consultant Staff; Subcontracting (Standard Agreement Form for Services Appendix C Article D): [redacted] will make best efforts not to remove [redacted] personnel during the State's implementation.

Inspection & Modification – Reimbursement for Unacceptable Deliverables (Section 3.13): The State's remedies in the event of [redacted] default will be determined through the mutually agreed dispute resolution process.

Maintenance and Support (Section 5.03); Malfunction Classification (Software License and Maintenance Agreement Form Appendix C Article 3.3): [redacted] will respond to and resolve issues with the [redacted] software in accordance with [redacted] then-current support call process.

Interviews (Section 7.08): The State may reduce video-recorded interviews to writing for inclusion in the final contract.

Confidential Proposal Contents (Exhibit A4): The State may disclose the summary information in [redacted] cost proposal. [redacted] deems the line item detail in its cost proposal proprietary and thus exempt from disclosure.

Ownership of Documents (Standard Agreement Form for Services Appendix A Article 10); Ownership of Documents (Software License and Maintenance Agreement Form Appendix A Article 10): [redacted] must retain all ownership rights, including intellectual property rights, in and to all deliverables produced or developed by [redacted] under any agreement.

Indemnification (Standard Agreement Form for Services Appendix B Article 1); Indemnification (Software License and Maintenance Agreement Form Appendix B Article 1): [redacted] shall indemnify, hold harmless, and defend the State from and against any claim of, or liability for, personal injury or property damage arising from [redacted] negligence or willful misconduct.

Insurance (Standard Agreement Form for Services Appendix B Article 2); Insurance (Software License and Maintenance Agreement Form Appendix B Article 2): [redacted] will comply with the State's minimum acceptable limits, but the State shall not be entitled to coverage to the extent of such higher limits.

[redacted] will provide thirty days' notice prior to cancellation, nonrenewal or material change of conditions. [redacted] Insurance Agent will endeavor to provide thirty days' prior notice of cancellation.

Definition of Terms (Standard Agreement Form for Services Appendix C Article B.10); Malfunction Classification (Software License and Maintenance Agreement Form Appendix C Article 3.3): [redacted] will respond to and resolve issues with the [redacted] software in accordance with [redacted] then-current support call process.

Right of State to Reject Employees or Subcontractors (Standard Agreement Form for Services Appendix C Article D): In the event [redacted] personnel provide services deemed unsatisfactory by the State, [redacted] will be given an opportunity to correct the deficiency. In the event the deficiency persists, the State may require the removal of personnel in question.

Configured and Licensed Software in Productive Use (Standard Agreement Form for Services Appendix C Article E Deliverable 26); Operating Environment (Software License and Maintenance Agreement Form Appendix C Article 3.4): [redacted] reserves the right to negotiate the acceptance parameters.

Stabilization Services (Standard Agreement Form for Services Appendix C Article E Deliverable 27): [redacted] has quoted onsite resources to provide post go-live support services. [redacted] reserves the right to negotiate the Stabilization Services acceptance parameters.

Consideration and Payment Schedule (Standard Agreement Form for Services Appendix D Article A): [redacted] will hold rates for additional services in place for a mutually agreed period of time.

Termination (Software License and Maintenance Agreement Form Appendix A Article 5): The State shall pay [redacted] for all services and expenses not in dispute and non-defective [redacted] software products which were delivered or incurred prior to the date [redacted] received the State's notice of termination. Payment for services and expenses in dispute will be determined in accordance with the dispute resolution process.

Merchantability and Fitness Warranties (Software License and Maintenance Agreement Form Appendix C Article 2.2.6): [redacted] provides a comprehensive warranty tied to the [redacted] user guides and the functional descriptions of the [redacted] software in [redacted] written proposal to the State. [redacted] disclaims the warranties of merchantability and fitness for a particular purpose.

Malfunction Classification (Software License and Maintenance Agreement Form Appendix C Article 3.3): [redacted] is willing to consider the possibility of expanding its standard support hours. [redacted] resolves malfunctions Monday through Friday, excluding [redacted] holidays, during the following hours:

Financials	8:00am-8:00pm EST
Payroll/HR/Pension	8:00am-8:00pm EST
Tax/Other Revenue & Collections	8:00am-6:00pm EST
Utility Billing & Collections	8:00am-8:00pm EST
OS/DBA	8:00am-6:00pm EST
[redacted] & Reporting Services	8:00am-5:00pm EST

Term and Renewal (Software License and Maintenance Agreement Form Appendix C Article 3.5); Consideration and Payment Schedule – Annual Support and Maintenance Fees (Software License and Maintenance Agreement Form Appendix D): The initial maintenance term starts on installation of the un-configured [redacted] software.

State Remedies (Software License and Maintenance Agreement Form Appendix C Article 4.5.1): If the [redacted] Software does not perform as warranted, [redacted] will use reasonable efforts, consistent with industry standards, to cure the defect in accordance with [redacted] then-current support call process. Should [redacted] be unable to cure the defect or provide a replacement product, the State will be entitled to a refund of the license fee paid for the defective [redacted] software, as depreciated on a straight-line basis over a seven-year period commencing on contract signing.

Contractor Remedies (Software License and Maintenance Agreement Form Appendix C Article 4.5.2): [redacted] reserves the right to pursue remedies other than suspending or terminating the contract.

Effective Date (Software License and Maintenance Agreement Form Appendix C Article 4.9): The Software License and Maintenance Agreement commences on contract signing.

EXHIBIT D.3 IMPLEMENTATION ROLES AND RESPONSIBILITIES

Complete the table below by estimating both the State's and Offeror's labor effort for each required deliverable described in Section 5.04 of the RFP. This information will clarify the expected roles, responsibilities and time required for implementing the proposed solution and help the State more accurately evaluate the Offeror's proposal. The cost of the estimated State labor effort will be included in the Total Cost of Ownership for evaluation.

Deliverable	Estimated State labor effort (hours)	Proposed Offeror labor effort (hours)
1. Baseline detailed project work plan	1288	1288
2. Project status reports	1288	1288
3. Weekly risk reports	1288	1288
4. Satisfaction surveys	Unknown	Unknown
5. System configuration reports	2944	2944
6. Business process modification recommendations	9104	4552
7. Configured software ready for test	39744	19872
8. Accepted workflows	5888	5888
9. Hardware specification (applicable to licensed solution)	552	552
10. Application architecture documentation	1380	1380
11. Installation certification document	1713	1713
12. Data conversion plan	1288	1288
13. Validated migrated data	1667	1667
14. Reports	8832	8832
15. Interface specifications	4600	4600
16. Tested interfaces	6440	6440
17. Test plan	4968	4968
18. Volume/stress testing report	9027	9027
19. Training plan	1288	1288
20. Training materials	736	736
21. Training	40280	8056
22. Knowledge transfer plan and activity	1288	1288
23. Go-live and stabilization plan	1288	1288
24. Technical operations manual	1656	1656
25. Business user manual	736	736
26. Configured and licensed software in productive use	1288	1288
27. Stabilization services	7728	7728
	158,299	101,651