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Implementation Management Plan
Stafford County Public Schools
Sept 2015

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Introduction

The purpose of this document is to provide tools and useful information that will help contribute to the success of your project. It covers various areas of planning used throughout the implementation and will be used along with the project plan to manage the project. We will request sign-off on the initial delivery of the plans included in this document once they are completed. The document will then be updated throughout the life of the implementation as seen fit by the Stafford County Public Schools and the Tyler PM.

Document Change Control Information

Change Control Number	Change Date	Description
001	9/5/15	AP BPC added o scope

Scope Agreement

Product & Services Scope

Listed below are the contracted products and services included in the implementation. Services are billed per the contract terms.

Software and Associated Implementation Days

Tyler Software and Related Services

Description	License	Impl. Days	Impl. Cost	Data Conversion	Module Total	Year One Maintenance
Financials:						
Accounting/GL/BG/AP	$110,000.00	40 @ $1,275.00	$51,000.00	$17,000.00	$178,000.00	$19,800.00
Work Orders, Fleet & Facilities Management	$41,250.00	44 @ $1,275.00	$56,100.00	$11,000.00	$108,350.00	$7,425.00
Purchasing	$56,100.00	32 @ $1,275.00	$40,800.00	$4,000.00	$100,900.00	$10,098.00
Performance Based Budgeting	$40,000.00	26 @ $1,275.00	$33,150.00	$0.00	$73,150.00	$7,200.00
Fixed Assets	$33,000.00	14 @ $1,275.00	$17,850.00	$7,000.00	$57,850.00	$5,940.00
Inventory	$33,000.00	14 @ $1,275.00	$17,850.00	$6,200.00	$57,050.00	$5,940.00
Project & Grant Accounting	$24,200.00	11 @ $1,275.00	$14,025.00	$7,000.00	$45,225.00	$4,356.00
Student Activity Accounting	$32,000.00	11 @ $1,275.00	$14,025.00	$0.00	$46,025.00	$5,760.00
Contract Management	$14,300.00	7 @ $1,275.00	$8,925.00	$6,000.00	$29,225.00	$2,574.00
Bid Management	$14,300.00	7 @ $1,275.00	$8,925.00	$0.00	$23,225.00	$2,574.00
Employee Expense Reimbursement	$13,500.00	7 @ $1,275.00	$8,925.00	$0.00	$22,425.00	$2,430.00
Standard Fuel Interface - SeeComments	$5,500.00	3 @ $1,275.00	$3,825.00	$0.00	$9,325.00	$990.00
Payroll/HR:						
Payroll w/ESS	$110,500.00	46 @ $1,275.00	$58,650.00	$48,700.00	$217,850.00	$19,890.00
HR Management	$33,000.00	21 @ $1,275.00	$26,775.00	$0.00	$59,775.00	$5,940.00
Applicant Tracking	$16,500.00	11 @ $1,275.00	$14,025.00	$0.00	$30,525.00	$2,970.00
Professional Development	$14,300.00	5 @ $1,275.00	$6,375.00	$0.00	$20,675.00	$2,574.00
Revenue:						
Accounts Receivable	$30,000.00	21 @ $1,275.00	$26,775.00	$0.00	$56,775.00	$5,400.00
General Billing	$14,000.00	7 @ $1,275.00	$8,925.00	$0.00	$22,925.00	$2,520.00

Tyler Software and Related Services Cont

Description	License	Impl. Days	Impl. Cost	Data Conversion	Module Total	Year One Maintenance
Other:						
CAFR Statement Builder	$18,750.00	4 @ $1,275.00	$5,100.00	$0.00	$23,850.00	$3,375.00
MUNIS Disaster Recovery Service	$0.00	0 @ $1,275.00	$0.00	$0.00	$0.00	$30,000.00
OSDBA Contract Services	$0.00	0 @ $1,275.00	$0.00	$0.00	$0.00	$30,000.00
Payroll Tax Table Updates	$0.00	0 @ $1,275.00	$0.00	$0.00	$0.00	$1,000.00
Productivity:						
Munis Analytics & Reporting	$105,200.00	16 @ $1,275.00	$20,400.00	$0.00	$125,600.00	$18,936.00
Tyler Content Manager SE	$45,000.00	8 @ $1,275.00	$10,200.00	$0.00	$55,200.00	$8,100.00
eProcurement	$23,100.00	1 @ $1,275.00	$1,275.00	$0.00	$24,375.00	$4,158.00
Tyler Forms Processing	$19,500.00	0 @ $1,275.00	$0.00	$0.00	$19,500.00	$3,900.00

Other Services

Other Services

Description	Quantity	Unit Price	Unit Discount	Extended Price
25% of Dedicated Project Manager (Monthly)	18	$7,500.00	$0.00	$135,000.00
AP/PR Check Recon Import	1	$1,000.00	$0.00	$1,000.00
AP Positive Pay Export Format	1	$3,000.00	$0.00	$3,000.00
Business Process Consulting - Budget	1	$17,500.00	$0.00	$17,500.00
Business Process Consulting - General Ledger	1	$17,500.00	$0.00	$17,500.00
Business Process Consulting - HR Management	1	$33,250.00	$0.00	$33,250.00
Business Process Consulting - Project/Grant Accounting	1	$26,250.00	$0.00	$26,250.00
Business Process Consulting - Accounts Payable (added 9/4/15)				

Other Services Cont

Description	Quantity	Unit Price	Unit Discount	Extended Price
Business Process Consulting - Performance Based Budgeting	1	$33,250.00	$0.00	$33,250.00
Business Process Consulting - Purchasing & Requisitions	1	$17,500.00	$0.00	$17,500.00
Business Process Consulting - Payroll	1	$33,250.00	$0.00	$33,250.00
Business Process Consulting - Student Activity	1	$10,500.00	$0.00	$10,500.00
Estimated travel expenses	1	$155,625.00	$0.00	$155,625.00
Install Fee - New Server Install-WIN	1	$9,000.00	$0.00	$9,000.00
Munis Admin & Security	4	$1,275.00	$0.00	$5,100.00
P-Card Import Format W/Encumbrances	1	$15,000.00	$0.00	$15,000.00
Professional Service Days / Contigency	209	$1,275.00	$0.00	$266,475.00
PR Positive Pay Export Format	1	$3,000.00	$0.00	$3,000.00
Student Activity AP Check Library - Up to 20 Checks	1	$5,100.00	$0.00	$5,100.00
Student Activity AP Checks and Purchase Order Library - Up to 20 Forms Total	1	$5,600.00	$0.00	$5,600.00
Student Activity PO Library - Up to 20 Purchase Orders	1	$5,100.00	$0.00	$5,100.00
Tyler Forms Library - Financial	1	$2,800.00	$0.00	$2,800.00
Tyler Forms Library - Payroll	1	$2,500.00	$0.00	$2,500.00
Tyler Forms Library - Personnel Action	1	$2,000.00	$0.00	$2,000.00
Tyler Forms Processing Configuration	1	$3,000.00	$0.00	$3,000.00

Other Service Notes/Change Orders:

Conversions

Detailed Breakdown of Conversions (included in Contract Total)

Description	Unit Price	Unit Discount	Extended Price
Accounting Opt 1 - Actuals - F	$2,000.00	$0.00	$2,000.00
Accounting Opt 2 - Budgets - F	$2,000.00	$0.00	$2,000.00
Accounting Standard COA - F	$3,000.00	$0.00	$3,000.00
Accounts Payable Opt 1 - Checks - F	$3,000.00	$0.00	$3,000.00
Accounts Payable Opt 2 - Invoice - F	$4,000.00	$0.00	$4,000.00
Accounts Payable Standard Master - F	$3,000.00	$0.00	$3,000.00
Contracts - F	$6,000.00	$0.00	$6,000.00
Fixed Assets Opt 1 - History - F	$2,500.00	$0.00	$2,500.00
Fixed Assets Std Master - F	$4,500.00	$0.00	$4,500.00
Inventory Opt 1 - Commodity Codes - F	$2,200.00	$0.00	$2,200.00
Inventory Std Master - F	$4,000.00	$0.00	$4,000.00
Payroll - Option 10 Certifications - F	$4,000.00	$0.00	$4,000.00
Payroll - Option 11 Education - F	$4,000.00	$0.00	$4,000.00
Payroll - Option 1 Deductions - F	$4,200.00	$0.00	$4,200.00
Payroll - Option 2 Accrual Balances - F	$3,500.00	$0.00	$3,500.00
Payroll - Option 3 Accumulators - F	$3,500.00	$0.00	$3,500.00
Payroll - Option 4 Check History - F	$3,800.00	$0.00	$3,800.00
Payroll - Option 5 Earning/Deduction Hist - F	$5,500.00	$0.00	$5,500.00
Payroll - Option 6 Applicant Tracking - F	$4,000.00	$0.00	$4,000.00
Payroll - Option 7 PM Action History - F	$4,000.00	$0.00	$4,000.00
Payroll - Option 8 Position Control - F	$4,000.00	$0.00	$4,000.00
Payroll - Option 9 State Retirement Tables - F	$4,000.00	$0.00	$4,000.00
Payroll - Standard - F	$4,200.00	$0.00	$4,200.00

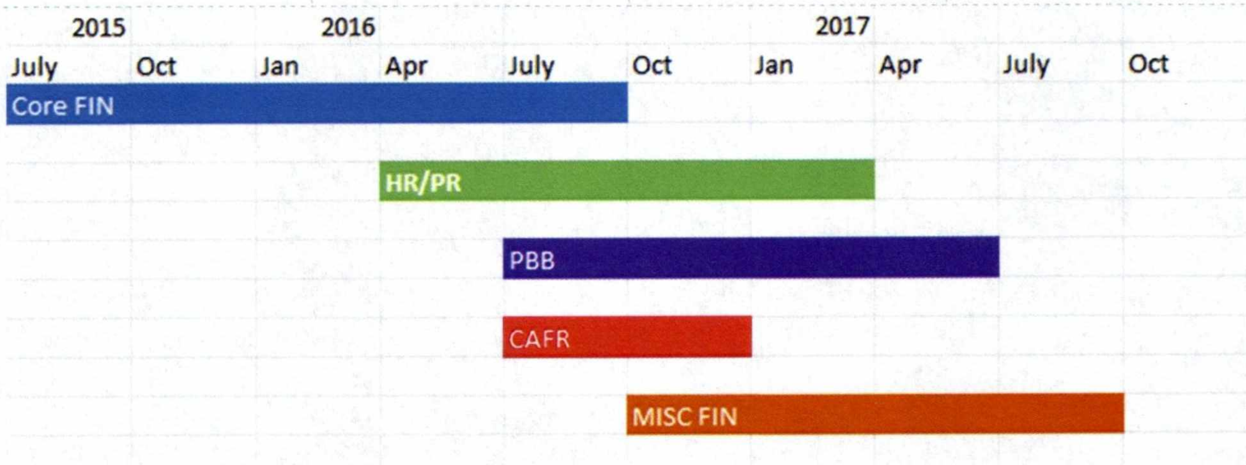
Detailed Breakdown of Conversions (included in Contract Total) Cont

Description	Unit Price	Unit Discount	Extended Price
Project Grant Accounting Opt 1 - Actuals - F	$2,000.00	$0.00	$2,000.00
Project Grant Accounting Opt 2 - Budgets - F	$2,000.00	$0.00	$2,000.00
Project Grant Accounting Standard - F	$3,000.00	$0.00	$3,000.00
Purchasing - Purchase Orders - Standard - F	$4,000.00	$0.00	$4,000.00
Work Order Opt 1 - Work Order Asset - F	$4,500.00	$0.00	$4,500.00
Work Order Opt 3 - Work Order History With Cost Data - F	$6,500.00	$0.00	$6,500.00

Project Structure

The Munis division of Tyler Technologies, Inc. conducts the overall project in several Phases. A phased approach helps to ensure that system prerequisites are completed and available for other applications and reduces stress on the organization.

Phase	Module(s)	Begin Date	Go-Live Date
Phase I	Core Financials	July 2015	July 1, 2016
Phase II	Payroll/HR	Apr 2016	April 1, 2017
Phase III	Perf. Based Budgeting	July 2016	July 1, 2017
Phase IV	CAFR	Aug 2016	Nov 2016
Phase V	Misc FIN	Oct 2016	Oct 2017



Project Phases Overview – Reviewed

Tyler, in partnership with Stafford County Public Schools, will place into production the Tyler software product suite and other contracted third-party supporting products, which includes, and is limited to, the following modules

Overall:

- System Administration
- Tyler Forms Processing
- Tyler Content Management
- Workflow
- Munis Analytics & Reporting

Phase I – Core Financials

- General Ledger
- Budgeting
- Accounts Payable
- Purchasing
- eProcurement
- Project & Grant Accounting
- AR/Cash Receipting
- General Billing
- Student Activity
- Fixed Assets
- Contract Management

Phase II - Payroll

- Payroll w/ ESS
- HR Management
- Applicant Tracking
- Professional Development
- Employee Expense Reinbursement

Phase III – CAFR

- CAFR

Phase IV – PBB

- Performance Based Budgeting

Phase V – Misc FIN

- Bid Management
- Inventory
- Std Fuel Interface
- Work Orders, Fleet & Facilities Management

Project Management Assumptions

The following assumptions apply for Project Planning purposes and for defining the Project.
At the initiation of the Project, the Stafford County Public Schools Executive Sponsors will confirm buy-in for this Project by issuing an executive mandate or mission statement to all departments stating the importance and priority of supporting this Project.
Any modifications or enhancement requests not expressly stated or noted in the contract will be deemed not within scope. Modifications or enhancements requested after contract signing have the potential to change cost, scope, schedule and live dates for project phases. Modification or enhancement requests not in scope must follow the Project Change Request process, as outlined in the Schedule Management Plan.
The Tyler Project Manager is responsible for the initial development and life-cycle maintenance of the Tyler Implementation Phase Project Plan (Plan). Stafford County Public Schools is responsible for participating in the development and definition of the Plan, schedule planning, resource assignments, and approval of the final baseline Plan.
Both Tyler and Stafford County Public Schools 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 the planned schedule may occur or is occurring, then both the Tyler and Stafford County Public Schools Project Managers are responsible for determining the necessary corrective actions and updating the Plan accordingly.
Microsoft® Project is the tool used to create and maintain the Plan. This Plan is uploaded to a Microsoft® Sharepoint site.Tyler assumes that Stafford County Public Schools, at a minimum, has the Internet tools necessary to read or view materials on the SharePoint site.
In the event Stafford County Public Schools may elect to add and/or modify business policies and/or procedures during the course of this Project, then such policy or procedural changes are solely Stafford County Public Schools' responsibility to define, document, communicate and implement.
In support of the overall project management activities, Stafford County Public Schools will:

- Appoint a Project Manager with overall responsibility for resources and with the authority to ensure decisions and commitments 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 internal deliverables and any deviation that would affect Tyler's ability to meet the Project schedule.
- Ensure that individuals with the authority to represent the division and to provide information needed by Tyler are available when necessary, attend meetings as required, and perform all activities assigned.
- Provide technical documentation and answer questions pertaining to systems with which Tyler is to interface (either through web services or import/export) and data that is to be converted into Tyler 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, both the Tyler Project Manager and Stafford County Public Schools Project Manager will review this log to ensure risks are being adequately addressed.

In the event the Tyler Project Manager and Stafford County Public Schools Project Manager are unable to reach a mutually agreeable resolution to project issues or concerns, then the following escalation process will be followed:

- Stafford County Public Schools will advise the Tyler Project Manager of the need for escalation, then contact the Tyler Regional Manager, Cheryl Polymeros, to present concerns and solicit resolution.
- If resolution is not reached at this level, escalation may continue to Chris Webster, Tyler Vice President of Implementation

Working together, both the Tyler and Stafford County Public Schools project teams will:

- Place all purchased Tyler modules in a Verification/Test, Train and Live environment.
- Refine business policies and procedures in accordance with the features and functionality of the Tyler software.
- Define requirements for Tyler customization for purchased functional modifications, imports, exports, and interfaces with third-party systems.
- Identify contracted customized reporting needs and requirements.
- Coordinate the definition and verification of the purchased Tyler Forms libraries.
- Convert the HTE legacy system data into Tyler (Financial & Payroll).
- Perform system integration and acceptance testing according to the Tyler Quality/Test Plan as detailed in the Quality/Test Management Plan.
- Transition all business operations into the live environment.
- Support post-implementation operations. Identify and document any potential modifications that need to be executed on a post-implementation basis.

Implementation Assumptions for all Tyler modules

- Installation is handled by the Tyler Installation Team and Stafford County Public Schools IT project team representatives.
- Tyler will assist in the selection and definition of functional configuration options.
- Stafford County Public Schools, with Tyler support, is responsible for the testing of selected configuration options.
- Stafford County Public Schools, through data testing, will approve the functional configuration options and setup.
- Stafford County Public Schools, with Tyler support, will conduct configuration testing and approval using sample data prior to conversion data loading or verification.
- Tyler will advise Stafford County Public Schools on Tyler Workflow setup applicable to the Tyler applications deliverables (for example, approvers, business rules, and other setups).
- Tyler will provide conversion specifications and will review instructions for its completion.
- Stafford County Public Schools will import, verify and approve the converted data.
- Stafford County Public Schools will be trained on interface options throughout the system.
- Stafford County Public Schools once trained will work with third party systems to obtain interface testing data in a Tyler approved format.
- Stafford County Public Schools is responsible for testing and validating all interfaces.

No functional development modifications are included within the Project scope.

Business Process Consulting Assumptions
The following outlines major assumptions and activities surrounding the Business Process Consulting Phase of the Project:

- Tyler Consulting will conduct Best Process Improvement ("As-Is") interviews with functional leads in order to understand current practices, procedures and policies.
- Tyler Consulting will conduct As-Is brainstorm sessions and analyze how to improve business processes utilizing Tyler software.
- Tyler Consulting will conduct Business Solution Design ("To Be") through an in-depth review of Tyler 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 will review any policy and procedural areas that may impact Stafford County Public Schools and require action and/or revision to work best with MUNIS.
- Tyler Consulting will deliver a Microsoft® Excel spreadsheet with line item recommendations, decisions required, decision status and deadline.
- Tyler Consulting will provide Core User Desktop Procedures documents outlining the major steps for the modules identified below, following policy decisions.
- Stafford County Public Schools will provide policy and procedure documentation.
- Stafford County Public Schools will appoint functional leaders for each module.
- Stafford County Public Schools will update the MicroSoft ® Excel spreadsheet with Stafford County Public Schools' decision made for each line item recommendation by deadlines.

Modules included in this process are:

- General Ledger
- Project Accounting
- Budget
- Purchasing/Requisitions
- Accounts Payable
- Payroll
- HR Management
- Performance Base Budgeting
- Student Activity

Client Project Plan Assumptions
Throughout the course of the Project, Tyler will identify and communicate task assignments for Stafford County Public Schools to perform. Task assignments may include such activities as data entry, practicing training exercises, functional testing, conversion validation, etc. The following outlines major assumptions regarding these activities:

- Each task assignment will be identified and scheduled within the Project Plan and available in a Task view on the SharePoint site.
- Tyler will clearly define each task assignment, the project team member responsible, and the assignment due date.
- Stafford County Public Schools Project Manager is responsible for ensuring the task assignments are accomplished in accordance with the timeline defined within in the Project Plan.

Client Project Team Personnel Assumptions

- Identified project team resources will be available for project work in accordance with the schedule defined within the Plan.
- Project team members should not spend time on other company business in lieu of or to the detriment of their project assignments and responsibilities.
- Project team members will be knowledgeable and experienced within their assigned functional area.
- Additional subject matter experts will be made available, as necessary, to address specific functional and procedural issues that might arise and require expertise beyond that of the immediate project team.
- To ensure knowledge and performance continuity, project team will be assigned to the Project for the entire duration of the Project Phase.
- The project team and their executive sponsors are authorized to address and resolve business issues on behalf of Stafford County Public Schools.

Technical Support Assumptions

Technical preparations and deliverables have crucial ramifications for the Tyler Implementation project. Therefore, it is important that the following assumptions be satisfied:

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

OSDBA Assumptions

- OSDBA will support server maintenance, loading releases and refreshing databases as requested by Stafford County Public Schools.

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

- Tyler will advise Stafford County Public Schools on all MUNIS security and user setup features.
- Stafford County Public Schools will define and setup the MUNIS menu and end-user security options.
- Stafford County Public Schools through data testing will approve the functional configuration options and setup.
- Stafford County Public Schools will run the Munis Internet Updater (MIU) on a weekly basis and load updates from the Check/Install Updates menu.

Conversion Assumptions
The following outlines the major assumptions and activities surrounding the conversion processes.

- 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 sets timelines for the return of the converted data. Timing is critical to meeting scheduled deadlines for going live.
- Stafford County Public Schools delivers the data files to the conversion department via an Secure File Transfer Protocol (SFTP) site and notifies the Tyler Project Manager of the name(s) and phone numbers of the user and technical contacts who can answer questions regarding conversion data details.
- Tyler will provide error reports with explanation of discrepancies which may create a situation that will require maintenance and other efforts.
- The first pass of the COA conversion will be returned to the client within 2 weeks. All other conversions will have a first pass returned to the client within 6 weeks. Subsequent passes of all conversion will be returned to the client within 2 weeks. Go-live passes will be returned to the client within 2 days.
- Stafford County Public Schools will load the data with instructions from Tyler and validate the data is accurate.
- Tyler will provide definitions for the standard conversion file formats to be used by Stafford County Public Schools.
- Stafford County Public Schools will provide all legacy data in Tyler standard conversion file formats.
- Stafford County Public Schools and Tyler will determine critical legacy sources for validation, for example, reports and selected records.
- Stafford County Public Schools will generate required reports for validation in conjunction with data extraction.
- Stafford County Public Schools will load data into Training database and all verification will occur in the Training database.
- Prior to the final conversion process, Stafford County Public Schools will suspend activity in their legacy system in accordance with the Project Plan. Tyler and Stafford County Public Schools will mutually agree as to when this suspension period should begin.

- A sign-off will be required from Stafford County Public Schools prior to loading any conversion in the Live database. Stafford County Public Schools will ensure that data is not loaded into the Live database until approval of the conversion has been received and verification has been performed within the Training database.
- Due to data integrity verification throughout the Munis programs, Stafford County Public Schools will not load, modify or delete data via scripting in lieu of a conversion or manual entry. However, scripted queries that do not change the data are acceptable.

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

- Tyler will implement Tyler Forms, as applicable.
- The Tyler Project Manager coordinates Tyler Forms Implementation to insure Stafford County Public Schools' requirements and schedule are communicated in a timely manner.
- Stafford County Public Schools is responsible for responding to Tyler Forms information requests in a comprehensive and timely manner.
- Stafford County Public Schools agrees to sign-off on form designs no later than sixty (60) days before go-live.
- Stafford County Public Schools will approve the print solution options selected.
- Tyler will support Stafford County Public Schools' verification and test of the delivered print solutions.
- Stafford County Public Schools will provide final approval of the print solutions.
- Tyler Project Manager, with the assistance of the Stafford County Public Schools Project Manager, will monitor the progress of the Tyler Forms deliverables to ensure compliance with the needs of the division and it's banking institutions.

Communication Plan

A Communication Management plan outlines the information and communication needs of the project stakeholders.

The goal of the Communications Management Plan is to document the following:

- Stakeholder communication requirements.
- Type and extent of information to be communicated.
- Vehicles and venues for communication.
- Frequency of communication.
- Owner of the communication.
- Intended audience for communication.
- Purpose of communication.

Stakeholder Communication Requirements

Steering Committee
The Steering Committee requires communication on matters which will change the scope and timing of the project and all deliverables.
The Stafford County Public Schools Steering Committee is responsible for all "division-wide' communicatiosn throughout the organization.

Information Needed by Client Steering Committee	Input Needed from client Steering Committee
Project plan	
Project schedule/timeline	
Project status updates	
Project Budget	
Project change requests	
Project change orders	

Client Project Managers
Project Managers are the primary communicator for the project, distributing information according to this Communications Management Plan.

Information Needed by Client Project Manager	Input Needed from Client Project Manager
Status of tasks/progress to date/% completion	Agenda input for Status Meetings
Project plan	Schedules for internal resources
Project schedule/timeline	Blackout dates
Site reports	Client task assignments
Status of change requests	Change requests

Functional Leaders
The Functional Leaders require communication on the project schedule and tasks. Functional leaders will communicate policy and procedure decisions to core and end users.

Information Needed by Functional Leaders	Input Needed from Functional Leaders
Project schedule/timeline	Status of assigned tasks
Project plan	Risks
Project status	Functional requirements
Tasks	Functional issues
	Lessons learned

Change Management Leaders
The Change Management Functional Leaders are responsible for the people side of preparing them for change in both software and new business processes. They will support the change management communications of the organization.
This role will be filled by the Stafford County Public Schools Steering Committee.

Information Needed by Change Management Leaders (Steering Committee)	Input Needed from Change Management Leaders (Steering Committee)
Project schedule/timeline	Department specific change management communication
Project status and progress to date	Organization wide change management communication
Project vision	Feedback from departments to provide to the project team
Knowledge of all impacted parties (groups)	
Feedback from departments	

Project Team
The Project Team is comprised of all persons who have a role performing work on the project. The project team needs to have a clear understanding of the work to be completed and the framework in which the project is to be executed.

Information Needed by Project Team	Input Needed from Project Team
Project schedule/timeline	Status of project tasks
Project status and progress to date	Risks
Project tasks	Resources applied to tasks

All Stakeholders
Stakeholders include all individuals and organizations that are impacted by the project. These are the stakeholders with whom we need to communicate with and are not included in the other roles defined in this section.

Information Needed by Stakeholders	Input Needed from Stakeholders
Executive Mandate	Dept Heads issues of requirements. What's coming.
Target Live Dates	
Project Updates	
What's in it for me	

Tyler Project Manager
As the person responsible for the execution of the project, the Project Manager is the primary communicator for the project distributing information according to this Communications Management Plan.

Information Needed by Tyler Project Manager	Input Needed from Tyler Project Manager
Conflict dates	Project plans
Status of tasks	Schedules
Change requests	Status reports
Risk changes	Tyler and client task assignments

Tyler Implementation Consultant
Consultants will be the primary Tyler contact for Functional Leaders and End Users during analysis and training. They will distribute information on the training and status of tasks via site reports posted to the share point site.

Information Needed by Tyler Implementation Consultant	Input Needed from Tyler Implementation Consultant
Project schedule	Client task assignments
Project plan	Site reports
Project Status	Training agendas

Communication Plan Matrix

Vehicle of Communication	Audience	Frequency	Medium	Owner(s)	Date Delivered	Change Mgmt. Message	Expected Result
Kickoff Meetings	Client Project Manager, Functional Leaders, Project Team, Stakeholders	Start of overall project and each sub-project	Presentation	Tyler PM	7/14/15	How the change will be implemented	Client will receive high level information from Tyler PM to assist in planning and executing project.
Phase Planning Meetings	Client Project Manager, Phase Functional Leaders,	Start of overall project and each sub-project	PP Presentation and Planning Document	Tyler PM, Client PM	7/16/16		Roles and responsibilities will be outlined as well as Scope review, communication streams, Quality Assurance processes and initial schedule development.
Executive Mandate	Organization	Start of overall project and each sub-project, if necessary	Letter/Memo	Client Executive Officer		Develop a brand; what, why, and how the change is happening; who will be affected by the change	Organization will understand the purpose and importance of the project as well as the level of commitment required to make it successful.
Executive Project Status Management Meetings	Client Management/Superintendant	Quarterly	Status Reports, Budget Reports	Client PM			Provide overall project direction, executive sponsorship, and support in the adoption of new technology and business processes. Review project status.
Client 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	Weekly	SharePoint, Status Report Agenda, Issues Lists, Schedules, Deliverables	Tyler PM			Provide effective and timely communication to the Client PM and Functional Leaders on the status of the Tyler Project at a detailed level. The goal is to keep the project team 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 to the Project Team.
FAQ Document	Organization	Evolving. Posted to SCPS site	Hardcopy, SharePoint	Client PM		Provide a feedback mechanism	Answer frequently asked questions about the project and its benefits
Project Plan	Client Project Manager, Functional Leaders, Project Team	Evolving	SharePoint	Tyler PM			Communicate clearly defined tasks, milestones, schedules and dependencies.
Project Sign-Offs	Client Project Manager, Functional Leaders, Project Team, Tyler PM	Evolving	Hardcopy, or SharePoint Electronic Approval	Tyler PM			Provide clear acceptance and authorization to proceed to next step in implementation.
Project Web Space or Shared Directory	Functional Leaders, Project Team, Organization, Community	Evolving	SharePoint	Client PM		Project branding; what, why, and how the is change happening; when training will begin, who will be trained; where to find information	Provide information and support for the project goals to the community and organization as well as providing access to key documents, schedules, and so on.

SCPS SharePoint Site	Tyler PM, Tyler Resources, Client Project Team	Evolving	SharePoint	Tyler PM, Client PM			Provide project information including agendas, status reports, site reports, project tasks and schedule
Newsletter	Organization	Quarterly	Email	Client PM		Project branding; what, why, and how is the change happening; who will be affected by the change; when training will begin, who will be trained; where to find information	Provide project updates and news
Training Notifications	Functional Leaders, Organization, Department Heads, Super Users, End Users	Ongoing	Email	Client PM		When training will begin, who will be trained	Notifies Department Heads and End Users of upcoming training sessions
Agendas	Functional Leaders, Organization, Department Heads, Super Users, End Users	At least two weeks prior to any session	SharePoint	Client PM			Notification of specific agenda for any analysis session, training session or meeting.

Quality Management Plan

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.

The goal of the Quality Management Plan is to document the following:

- Specific tests to be used on Stafford County Public Schools Project.
- Critical testing milestones.
- Testing roles and responsibilities.
- Testing measurement and tracking.

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 may include the following elements:

Verification Testing
Test performed after installation in the verification database. Intended to verify installation of the software.

Static Environment Testing
Tests policy and procedure decisions made during knowledge transfer. Conducted with functional leaders using sample client data and customized scripts. Acceptance is required to move to the implementation phase.

Policy Testing
Performed to validate and accept all decisions based on To-Be model policies and procedures to ensure that they are accurately represented in Best Business Practice recommendations. Policy Testing may be done in conjunction with Static Testing.

Integration/Unit Testing
Observation of inter-module data flow and effect, especially as it relates to the General Ledger. Integration testing occurs throughout the implementation via standard training unless testing days are contracted and specifically allocated for that purpose.

Parallel Testing (Payroll and Utility Billing)
Replicates live processes in a training environment and results are compared with live results to determine discrepancies. Parallel testing will be scheduled as part of PR/HR and Utility Billing Implementations. It is recommended that Stafford County Public Schools conducts it's own additional parallel processing.

Interface Testing
Standard Munis import and export programs will be covered during Implementation. Testing of third-party data flow and effect will be Stafford County Public Schools' responsibility unless testing days are contracted and specifically allocated for that purpose.

User Acceptance Testing
User Acceptance testing occurs throughout the implementation via standard training unless testing days are contracted and specifically allocated for that purpose.

User Competency Testing
Optional test conducted at the conclusion of Core User and/or End-User Training to validate that users can successfully run key processes. Competency Testing is the Stafford County Public Schools' responsibility unless testing days are contracted and specifically allocated for that purpose.

Modification Testing
Performed to verify that contracted custom modifications delivered from Tyler work as specified by Client. Stafford County Public Schools has no modifications identified at this time.

Conversions Proofing
Validating that converted data is complete and accurate and meets the needs of the client.

Forms Proofing
Validating form design and distribution.

Stress Testing
Testing the system under heavy user loads trying to mirror a live environment where many users will be performing many different functions at the same time. Stress Testing is the client's responsibility unless testing days are contracted and specifically allocated for that purpose.

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 outstanding issues list will be fully quantified.

The Munis Testing Environment

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 Training 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.

Type of Testing	Audience	Timing	Method	Owner(s)	Guidance/ Support	Dates to be Delivered	Expected Result
Static Environment Test	Client Project Manager, Functional Leads	During each phase after As Is and To Be analysis has been completed	Training Database using scripts	Tyler Consultant	Client Functional Leads, Client PM		Client will be able to validate analysis decisions by seeing processes performed using their own data.
Conversion Proofing	Client Project Manager, Functional Leads, Technical Lead	After each pass of data is returned	Error reports delivered via email; proofing via reports run on Training database	Client Functional Leads, Technical Lead	Tyler Implementation Consultant, Tyler PM	Ongoing, please refer to Project Plan	Data will be validated and additional correcting passes made as needed until data is approved by client. Processes will be tested using converted data to ensure accuracy.
Modification Testing	Client Project Manager, Functional Leads, Technical Lead	As delivered by development	Testing Database using scripts	Tyler Development, Tyler PM, Tyler Implementation Consultant	Client Functional Leads	SCPS has no modification planned at this time	Modifications are tested and issues reported to development. This process will continue until the desired result is achieved and Stafford County Public Schools signs-off on the delivery of the modification.
Forms Proofing	Client Project Manager, Functional Leads	As forms are approved and loaded on forms server	Form output from Training Database	Client Functional Leads, Technical Lead	Tyler Implementation Consultant, Tyler Forms	Please refer to Project Plan	Form design and distribution are validated. Checks are sent to bank for validation. Design options are tested and finalized.
Integration/Unit Testing	Client Project Manager, Functional Leads, Technical Lead	Occurs throughout all process training. Specific days scheduled for third-party integrations	Standard training sessions in the Training Database	Client PM, Client Functional Leads	Tyler PM, Tyler Implementation Consultant	Ongoing, please refer to Project Plan	Validation of module integration as well as validation that third-party integrations are operational and returning the expected result.

User Acceptance Testing	Client Project Manager, Functional Leads, End Users	Occurs throughout all process training.	Standard training sessions in the Training Database	Client PM, Client Functional Leads	Tyler PM, Tyler Implementation Consultant	Ongoing throughout project	Functional Leads and End Users validate process flow.
Parallel/Trial Run Testing	Client Project Manager, Functional Leads	90-days prior to go-live	Tyler lead sessions in the Training Database.	Tyler Implementation Consultant, Client Functional Leads			Validation that there are no discrepancies between Munis and the legacy system before live processing.
User Competency Testing	Client Core Users, End Users	At the end of each training phase	City conducted sessions in the Training Database sessions using scripts	Client PM, Client Functional Leads	Tyler PM		Functional Leads and End Users validate that they can run key processes
Stress Testing	Organization	60-days prior to go-live	City conducted sessions in the Training Database using scripts	Client PM	Tyler PM		Validation that the system is capable of running under heavy user load as predicted on the network architecture design

Action Plan

Plan Approach

The following outlines the Munis test planning approach:

- Work with Stafford County Public Schools Project Team to determine which processes, interfaces, and modifications need to be tested within the appropriate scenario processing.
- Work with Stafford County Public Schools Project Team to identify Project Team members, and functional leaders, to define roles and responsibilities in performing scenario processing.
- Stafford County Schools' Project Team will identify and communicate testing scenarios to be executed with assistance from Tyler Implementation Staff.
- Stafford County Schools' Staff and Tyler Project Team will review and assign priorities for response to identified program or procedural issues that result from completed testing scenarios.

Stafford County Schools' Project Team may choose to assign an ERP Systems Analyst 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 Stafford County Public Schools Project Manager in a thorough 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 the Testing Phase are identified as follows:
    - Provide training to Stafford County Public Schools staff.
    - Develop baseline scenario processes.
    - Support the Stafford County Public Schools testing plan.

Measurement & Tracking

- Priority 1 Mission Critical Issue - Cannot proceed without correction.
- Priority 2 High Priority Issue - Can proceed but needs correction before Live.
- Priority 3 Medium Priority Issue - Can proceed with Live Processing but a fix needs to be delivered to comply with ERP goals.
- Priority 4 Low Priority Issue - Can proceed with Live, new desired functionality.

Once corrections have been delivered, Stafford County Schools' Project Team and Tyler Project Manager will determine if Repeat Testing can continue from stopped point or, if it must be restarted.

Stafford County Schools' Project Team will schedule and outline Stress Testing scenarios.

Tyler will require a final sign-off/approval prior to going live on any module. This sign-off will outline the status of any remaining open issues related to the module, confirming the issue status and the associated priority code. The Stafford County Schools' 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 3 or 4.

Sample Test Tracking Grid.

Type of Testing	Owner(s)	Date Delivered	Issues Encountered	Priority	Resolution
Static Environment Test	Tyler Implementation Consultant				
Conversion Validation & Testing	Business Leads, Technical Lead	Ongoing, please refer to Project Plan			
Modification Testing	Tyler Development, Tyler PM, Tyler Implementation Consultants	Ongoing, please refer to Project Plan			
Forms Testing	Client Functional Leads	Please refer to Project Plan			
Integration/Unit Testing	Client PM, Functional Leads	Ongoing, please refer to Project Plan			
User Acceptance Testing	Client Project Manager, Functional Leads	Ongoing throughout project, pilot training scheduled for initial end user exposure			
Stress Testing	Client PM	Client scheduled			
Pre-Live verification	Tyler PM				

The Munis Testing Conclusion

Clear communication, recordkeeping, and analysis between Stafford County Schools' 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 Stafford County Schools' Project. The Testing Phase is a shared responsibility and must be recognized as such.

Risk Management Plan

The following tables should be customized for this project, based on the decisions made from reading the Risk Management Planning document.

Risk Identification Procedures

What	Owner	Time Estimate
A meeting with all team members and subject matter experts (SME) will be held to identify risks using the Prompt List technique. The Tyler PM or Client PM will update the Risk Register with the identified risks, causes and effects.	Tyler PM Client PM	1-2 hour session 4 hours documentation
Delphi Technique: We will query each of the Board Members and Department Heads to identify risks associated with this project. They will be given a week to respond. After they return all submissions, we will send the total risk list to them for a one-time only review. They will be given an additional week for review and response. The Tyler PM or Client PM will update the Risk Register with the identified risks, causes and effects.	Client PM sends communications; Tyler PM compiles results in Risk Register	2 hours management & documentation 1 hour effort per Board Member or Dept. Head 2 weeks lag
E-mail: At the end of each of the above activities, everyone will be asked to e-mail the PM with any additional opportunities or risks that occur to them after the session. The Tyler PM or Client PM will update the Risk Register with the identified risks, causes and effects.	Stakeholders Tyler PM Client PM	1 hour for responses 1 hour documentation

Risk Analysis Procedures

What	Owner	Time Estimate
Review: The Client PM will ask the core team to review the risks to determine if they understand the risks enough to score. The team should notify the PM of any risk they are unsure of and the PM can clarify or get more information from the originator. The team should enter the probability and impact scores on separate spreadsheets in preparation for the risk meeting. The team will have 3 days to perform the review.	Client PM	2 hours to review 2 hours management 3 day lag
Scoring: The project team will determine the average of all impact and probability scores for each risk and use these to calculate the risk score and document them on the risk register.	Project Team	2 hours
Anything with a probability of "very likely" (5) will be considered a fact and managed in the Project Plan. Threshold 2: Anything with a risk score lower than 10 will be included on the risk register with a status of "watch list".	PM	1 hour

Risk Response Planning Procedures

What	Owner	Time Estimate
Risks with scores higher than 14 will be assigned to the core project team, SMEs, and management if necessary. Each risk owner will be assigned to develop strategies avoid, if possible, or mitigate/transfer the risk, or to increase the chance for an opportunity. Risk owners are given 1 week to complete.	Team SMEs Management (if needed)	4 hours 5 day lag
The project team will discuss the risk response strategies and agree on the response to be taken should a risk trigger occur, or if it's about to occur. These responses should be documented in the risk register.	Team	2 hours

Risk Monitoring and Control Procedures

What	Owner	Time Estimate
Monitoring: Risk owners are responsible for monitoring their risks and notifying the PM via e-mail when a trigger occurs and that the response plan has been initiated.	Risk Owners	4 hours
New Risk Identification: Any stakeholder can	Stakeholders	1 hour

identify additional risks. The stakeholder should notify the PM of the new risk (or possible risk) via e-mail.		
Audits: The PM will be responsible for overseeing risk activities and ensuring the risk register is updated.	Client PM Tyler PM	2 hours per month
Review: The project team will review the project's high priority risks biweekly and all risks monthly.	Project Team Tyler PM Client PM	1 hour per month
Reporting: Risks will be reported in two ways. First, the Tyler PM and Client PM maintain a Risk Register on the project SharePoint site. The Risk Register will contain a list of risks identified for the project, the priority of the risk, the risk owner, and a current status of any active risks. Second, the biweekly status report will contain a summary of the high priority risks and any new risks identified and added to the Risk Register.	Tyler PM	1 hour per month

Stafford County Public Schools Risk Register on SharePoint site:
https://clientsharepoint.tylertech.com/erp/51/Lists/Master%20Issues%20%20Actions/Risk%20Register.aspx?ShowInGrid=True&View=%7BCF947C1C%2D34D9%2D4932%2D806B%2DE2796EF5334C%7D&InitialTabId=Ribbon%2EList&VisibilityContext=WSSTabPersistence

Schedule Management Plan

A Schedule Management Plan involves defining the processes of how the master project schedule will be established, controlled and updated.

The goal of the Schedule Management Plan is to document the following:

- Roles and responsibilities.
- Schedule development.
- Schedule control.
- Schedule change review and approval.

Schedule Roles and Responsibilities

Task	Owner
Provide Conflict Dates to Tyler PM	SCPS PM
Create initial Project Plan w/ specific dates and attendees for each session, as well as due dates for each assigned task	Tyler PM
Review and approve schedule	SCPS PM
Notify SCPS and Tyler PM of task progress	SCPS Functional Leaders/Tyler Implementation Consultants
Monitor schedule for potential issues	SCPS Project Team/Tyler Project Team
Submit schedule change requests	SCPS PM/Tyler PM
Review schedule changes for impact on time, scope cost, and performance	SCPS PM/Tyler PM
Approve changes to schedule with no impact on target live date, costs of project, or scope of products/services being implemented	SCPS PM/Tyler PM
Approve changes to schedule where there is an impact on the target live date, costs of project, or scope of products/services being implemented	SCPS PM/Tyler PM

Schedule Development

Project schedules will be created by the Tyler Project Manager and sent to Stafford County Public Schools Project Manager for review and approval. Once approved the Project Plan will be developed using Excel and loaded onto the Stafford County Public Schools SharePoint website. Stafford County Public Schools project team and resources must agree to the proposed work package assignments, durations, and schedule. The schedule should be approved as a whole and both project teams committed to following the schedule.

The following will be designated as milestones for the project schedule:

Session	Target Development Date	Target Approval Date
Schedule Project Kick-off	Complete	Complete
Schedule Planning and COA Sessions	Complete	Complete
Schedule Analysis and Configuration	Complete	Complete
Schedule Education Sessions (includes) • System Administration Training • Setup Training • Processing Training • Train the Trainer Training • End User Training	7/24/15	9/4/15
Schedule Go Live Planning Sessions	4/16/16	4/30/16
Schedule Post Live Training	5/6/16	5/13/16
Acceptance of final deliverables	5/10/16	7/1/16
Transition to support	6/2016	6/2016

Schedule Control

It is important that the implementation schedule be closely monitored and controlled throughout the project. Project progression as well as necessary changes will be discussed during regular status meetings.

Possible schedule control tasks are listed below:

Schedule Control Tasks	Meetings
Review Project Plan tasks and milestones	Milestone meeting or Implementaton status meetings
Discuss overall project progression	Implementation Status Meetings
Assess need for schedule changes	As required.

Schedule Change Process

Requests for schedule changes should follow a formal process so they can be reviewed for impact on time, cost, scope and performance.

Schedule Change Process

Step	Resource	Specifics
Change Request	Any SCPS stakeholder	Identify reason for change on Change Request Form and submit to the SCPS PM
Change Request Review	SCPS PM Tyler PM	Review change request for impact on time, cost, scope, and performance
Change Requests Approval	SCPS PM Tyler PM Steering Committee	1. If impact on project is under the predetermined threshold, the change can be approved by the SCPS and Tyler PM's 2. If impact on project is over the predetermined threshold, the change should be submitted to the Steering Committee for approval
Change Order	SCPS PM Tyler PM	If a change requires a contract change order, the Tyler PM will request that one be sent to the SCPS PM for review and signature.
Change Implementation	SCPS PM Tyler PM	Update Project Plans and schedules – Tyler PM Communicate changes to the team – Tyler and SCPS PM. Record completion of Change Request – Tyler PM

Resource Plan

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 comprised of the facilities needed to ensure the completion of all necessary tasks for the project.

The goal of the Resource Management Plan is to document the following:

- Roles and responsibilities.
- Physical resource requirements.
- Project Team members.
- Facilities and tools to be used throughout the Project.
- Miscellaneous resource items.

Tyler Project Team Roles and Responsibilities

Tyler Project Manager

- Provide a Project Plan for each phase.
- Work with Stafford County Public Schools PM to coordinate an implementation schedule.
- Schedule Tyler resources for each phase.
- Coordinate conversion services with appropriate Tyler departments.
- Coordinate services with Tyler Forms.
- Oversee project and monitor progress with Stafford County Public Schools PM.
- Hold regular conference calls with the Stafford County Public Schools PM to review status and progress of project and to identify any outstanding issues.
- Process and manage change orders.
- Initiate change requests to project management plans, as requested, by Stafford County Public Schools.

Tyler Implementation Consultant

- Perform verification testing.
- Deliver System Administration Training.
- Conduct Knowledge Transfer Analysis.
- Perform system design and set up table analysis.
- Participate or conduct Static Environment Testing.
- Assist with Tyler Forms design.
- Assist with data conversion analysis.
- Train Stafford County Public Schools in data conversion validation process.
- Assist in testing and parallel process.

- Conduct Super User training (SCPS may refer to them as "Power-users").
- Deliver pre-live services.
- Provide go live assistance.
- Provide post go live reconciliation and reporting training.

Tyler Business Process Consultant

- Deliver As-Is Knowledge Transfer Analysis.
- Deliver To-Be Knowledge Transfer Analysis.
- Develop Best Business Practices Recommendations and deliver to the Stafford County Public Schools PM.
- Participate in Static Environment Testing (SET) Best Business Practice Recommendations
- Deliver Core User Desktop Documents.
- Conduct knowledge transfer of Best Business Practice Recommendations to implementation team.

SCPS Roles and Responsibilities

Stafford County Public Schools Project Managers

- 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.
- Manage completion of Project Planning Documents.
- Schedule Stafford County Public Schools resources, including but not limited to personnel, equipment and training rooms.
- Identify additional employee training needs and request necessary schedule changes.
- Ensure that employees accomplish tasks on time, including monitoring homework assignments.
- Coordinate conversion file submission and proofing.
- Coordinate Tyler Forms submission and proofing.
- Review invoices and approve payment in accordance with the contract and associated milestones.
- Oversee project and monitor progress with Tyler PM.
- Coordinate IT/MIS functions, such as: system backups, loading releases and software updates, hardware installation and operating system setup.
- Coordinate regular internal project meetings to determine status and progress on tasks as well as identify outstanding issues. Refer to the Tyler Communication Management Plan for frequency and schedule. Communicate updates to the Tyler PM at each project status meeting.
- Provide and facilitate 3rd party vendor communication plan and escalation process.
- Initiate change orders to project management plans and provide to Tyler PM as required.

Stafford County Public Schools ERP System Analyst

- Load Releases or coordinate with OSDBA if an OSDBA Contract has been purchased.

- Copy Live database to Training/Test databases, as needed, for training days.
- Create any necessary conversion files to be transmitted to Tyler or 3rd Party Vendors.
- Add new end users and printers, as needed.
- Run the Munis Internet Updater (MIU) on a weekly basis and load updates from the Check/Install Updates menu.
- Perform basic server system maintenance.
- Ensure all end users understand Tyler log-on process and have necessary permission for all training sessions.
- Ensure network and infrastructure is sound.
- Become familiar with the upgrade process and required steps.
- Become familiar with Tyler's Release Life-cycle policy.
- Utilize Tyler Community to stay abreast of the latest Tyler Release Life Cycle updates as well as the latest helpful tools to manage your upgrade process.
- Assist with the upgrade process, if required, during implementation.
- Manage upgrade activities post-implementation.
- Manage upgrade plan activities.
- Coordinate upgrade plan activities with Tyler and Client resources.
- Communicate changes that will affect end users and all stakeholders.
- Obtain department stakeholder sign-offs to upgrade Live/Production environment.
- Create and publish your site's multi-year forward projection upgrade plan.

Stafford County Public Schools Tyler U Manager

- Work with the Tyler PM to map out standard curricula for end users.
- Communicate registration and enrollment requirements to end users.
- Monitor the progress of end users' eLearning courses.
- Act as a Tyler U resource for users.
- Create and enroll end users in custom education plans (optional).
- Work with Tyler ERP Admin to import end users (optional).
- Delete end users as necessary.

Stafford County Public Schools Functional Leaders

- Participate in appropriate analysis sessions by providing detailed policy and procedural information.
- Act as subject matter expert on selected modules.
- Review analysis deliverables.
- Sign off on system design and conversion files.
- Actively participate in Tyler Forms design process.
- Actively participate in conversion mapping and validation process.
- Actively participate in all testing and parallels.
- Complete all required set up tables.
- Complete workflow and security templates for all end users.

- Attend all training sessions or appoint an appropriate management level designee.
- Practice processes learned outside of training sessions.
- Conduct performance tracking and review with Tyler PM on end user Tyler competency.
- Assign department resources for training and internal tasks.
- Act as cheerleaders/change managers for the new Tyler process.
- Identify and communicate to Stafford County Public Schools 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.

Stafford County Public Schools Core Users

- Attend and participate in analysis sessions, as necessary.
- Attend all applicable training sessions.
- Participate in data conversion mapping and validation, as necessary.
- Test system setup.
- Work to actively identify and solve problems and communicate changes that impact other users.
- Complete project tasks in a timely manner.
- Become an expert Munis resource for end users.

Stafford County Public Schools End Users

- Have basic competency in computer skills.
- Attend all applicable training sessions.
- Practice tasks.
- Demonstrate competency with Tyler processing prior to go live date.

Other Tyler Resources

Tyler Implementation Analysts

- Provide immediate direct support for Implementation Staff on site.
- Assist in all Implementation Consultant's duties.

Tyler Conversions

- Validate data files are readable.
- Provide definition of the standard file formats and database schemas to aid in the conversion data mapping process.
- Provide converted data with instructions for loading.
- Revise results as data anomalies and exception conditions are discovered.
- Add, as needed, based on contracts.

Tyler Forms

- Provide forms kits 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 form templates.
- Quote custom design work and deliver as agreed upon.

Tyler 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.
- Provide software application support through annual maintainence and support contract.

Transition Services Assumptions

- A Technical Support Manager will provide an introduction to the Tyler Support process.
- Introduce the various service tools available to Stafford County Public Schools, including Online Support Incidents and Community.
- Assign a Support Account Manager to work with the client on their key processes coming in the next 12 months (post go-live).
- Proactively work with new clients on their upcoming key processes and provide insight and advice for success.
- Assist in securing additional Tyler resources, if needed.
- Assist in navigating the internal departments at Tyler to help accomplish goals.

Tyler OSDBA

- Provide server maintenance support.
- Provide training on loading software, release updates, and code enhancements.
- Provide assistance with ongoing system maintenance.
- Provide server replacement support.

Physical Resource Requirements

Analysis Facility

- Conference Room or open meeting space free of interruptions to accommodate all users comfortably.
- Space for attendees to take notes and organize documents.

- Internet connection.
- Projector and screen.
- White board/smart board or flip chart.
- Speaker phone.

Training Facility – Core Users and End Users

- Training environment free of interruptions.
- Space for trainees to take notes and organize documents.
- Internet connection.
- Access to the Tyler MUNIS system.
- Projector and screen.
- A working networked Tyler printer.
- Speakerphone.
- White board/smart board or flip chart.
- Ideally one computer per user being trained and a trainer computer.

Facility Resource Matrix

Room name/number	CO Traiining room			
Exact location	37 Stafford Ave			
Purpose (analysis, training, decentralized training, backup)	Training			
Number of computers	18			
Is there a separate station for the instructor?	No			
Total capacity	18			
Networked printer available?	Yes			
Is there access to the Tyler system? Or estimated date for access.	tbd			
Number of internet connections (or note if wireless)				
Speakerphone?				
Whiteboard or flipchart?	Yes			
First date available	7/2015			
	7/2016			

End date available				
Is room dedicated to project? If not, who reserves it?	No			
Is there a permanent projector & screen? If not, who reserves them?				
Is the room locked? If so, who will have access?				
Other room considerations				

Stafford County Public Schools Project Team Members

Role(s)	Company (Tyler or Client)	First Name	Last Name	Telephone Number	Email

Miscellaneous

Note any additional resource details specific to the site

Parking	None
Hotels	None identified
Special Passes	Buzz in for access
Other	

Education Plan

An Education Plan outlines the process of transferring knowledge to and from stakeholders. For the Tyler Implementation, this includes the analysis and knowledge transfer process, as well as training sessions for Core Users.

The goal of the Education Plan is to document the following:

- The high level education process and various types of educational sessions included in the Tyler Implementation.
- Prerequisites for each educational session.
- Answers to specific logistical questions (how many classrooms be established, what database environment will be utilized, etc...)
- Action items to link project personnel as owners for logistical items.
- Measurement criteria to be used to ensure the Education Plan has been successful.

Types of Educational Sessions

Analysis
Tyler employees will perform the following tasks during the Analysis sessions:

- As Is/To Be Questionnaire review.
- In depth analysis of Tyler options.
- Product overview demonstration.

This phase will involve the Functional Leaders, Subject Matter Experts, & Key Decision Makers. 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 Tyler. 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 Tyler Purchasing, then the training outlines for Purchasing should remove the discussion of commodity codes.

Prerequisites:

- Questionnaires may be provided prior to analysis so that processes may be reviewed internally prior to the educational session.
- Internal policy documents should be reviewed and accessible during the educational sessions.
- Required reports should be reviewed and printed for respective educational session.
- Samples of any applicable outputs (AP or payroll checks, general bills, purchase orders, etc.).

Static Environment Test
The SET allows the Functional Leaders to see a working Tyler MUNIS system with their own sample data before moving forward with training. Data is processed according to defined/recommended policies and procedures so that Functional Leaders can confirm assumptions and gain an overall understanding of the Tyler software applications.

Prerequisites:

- Final test scripts – templates provided by Tyler Project Manager.
- Sample client data for each test (10 vendors, 10 AP invoices and sample accounts for AP SET, etc.).

Education - Munis System Administration Training
This session covers the System Administration menu options in Munis, Tyler Content Manager configuration (if purchased), Munis Self Service configuration, etc. This is intended for the staff that will be responsible for system administration. Training is conducted by the Implementation Consultant.

Education - Set-up Training
This consists of training on table and code set-up to be completed prior to processing training. The Implementation Consultant will train client on completion of set up tables and codes according to decisions made in analysis sessions. These sessions typically include Functional Leaders and Subject Matter Experts (SMEs). All core users who will assist in the set up of tables and codes should attend.

Education - Processing Training
Process training conducted after analysis decisions have been made and set up is complete, or in progress. This covers the process flow from start to finish. These sessions typically includes Functional Leaders, SME's, and staff from the central departments (for the SCPS department or financial Office this includes: Purchasing, Finance & Accounting, Payroll & Benefits, Budget & Planning and Accounts Payable) and do not include decentralized departmental users. These sessions may be conducted multiple times during a phase.

Education - Train-the-Trainer Training
Process training conducted to train the Stafford County Public Schools trainers on how to conduct End-User Training. The items covered are inquiries, reports, approvals, and general entry. The specific topics are to be determined in project planning and analysis, and refined prior to training the Stafford County Public Schools trainer(s). If desired 8-10 end users can be invited to this one time session to provide feedback prior to training the rest of the organization. Details of this training will be agreed upon and documented in the project plan for each project phase.

Education - End User Training
Process training for all decentralized or departmental users. This is Stafford County Schools' responsibility unless specifically contracted for additional days to accommodate end user training. An agenda of topics that will be decentralized will be developed by the Stafford County Public Schools PM and Tyler PM prior to the session. Stafford County Public Schools is responsible for providing documentation for these sessions.

Prerequisites for the Education sessions are:

- Users must have basic computer skills, including but not limited to: using a mouse, clicking on an icon to open a new window, minimizing and switching between windows, printing screens, and using the desktop.
- All end users must have user logins to the Tyler Training database, or other database (if determined necessary by the Tyler and the Stafford County Public Schools project teams) and know how to access the environment.

- All end users must have access in both the training lab and their personal workspace to the Tyler Training database, or other database (if determined necessary by the Tyler and the Stafford County Public Schools project teams) and know how to access the environment.
- Users who will be assigned tasks to be completed in the Tyler Live database must have appropriate access to the Tyler Live database and know how to access the environment.

Reconciliation and Reporting Training
Reconciliation and Reporting training is provided 30 to 60 days after go live. Many of these programs are covered during application training but it is Tyler's practice to review these processes again once live, real-time data is available in the system. The timing also ensures the training is occurring around the time a client would first need to close a period in the live database.

Other Tyler Education Resources

KnowledgeBase
The Munis KnowledgeBase is a searchable database of MUNIS product information. The KnowledgeBase contains procedural documents, file layouts, release notes, user conference documents, videos, and other information related to the use of MUNIS products. Information on the KB can help to complement user training, as well as be used as a baseline for clients to create their own custom documentation. Users must register on the Tyler Tech site in order to access the KnowledgeBase.

http://www.tylertech.com/client-support/munis-support

Logistics

Tyler and Stafford County Public Schools will work together to define all the educational logistics. The following table should be used as a starting point for defining the educational logistics. The final logistics table will become part of the Education Plan.

Software/Hardware	
How many databases will be utilized?	LIVE, TRAIN & TEST
Will we establish a Financials Training environment separate from Payroll and/or Revenue?	Not at this time
Who will refresh the Training databases?	Stafford County Public Schools IT
Will a second server be utilized?	Yes
Availability	
What are your standard working hours?	9-4 during year.
What will the standard training hours be?	8:30 – 4:00
Are there days during the standard week that work better than others?	Tue-Thur
Are there any conferences, internal training sessions, auditor visits, and so on that we need to schedule around?	None identified
What is the standard weekly work schedule? Does any staff have Fridays off?	½ day Friday's during Summer
Staff	
How many students per teacher?	Max of 18
How many students per workstation?	1
Who will conduct attendance?	SCPS
Will management be present for each session?	Required
Who will train the end users?	SCPS Core Users
Who will have access to the KB?	All SCPS Munis users
Who will have access to SharePoint?	TBD
Schedule	
Who will notify staff members of appropriate training sessions?	Chris Fulmer
How far in advance will the training schedule be built?	Minimum 3 months

Facilities	
Will there be more than 1 training room? (room detail should be notated in the Facility Matrix in the Resource Plan)	Only one training room identified
Is there internet access available in the training room for Tyler staff?	Yes

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
List of users to attend Functional Leader sessions by module	Client PM	8/2015	
List of users to be trained in Core User sessions by module	Client PM	8/2015	
List of users to be trained in End User sessions by module	Client PM	3/2016	

Measurement & Tracking (Optional)

SCPS will develop a training survey which users will complete at the conclusion of each session. Surveys will be reviewed by Stafford County Public Schools PM and Stafford County Public Schools 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, which can be discussed with the Tyler PM as needed. Sample survey questions follow:

- Did you review the prerequisite materials prior to training?
- Did you review the How To documentation?
- Did you understand the training scripts?
- What would you change about the class?

Implementation Management Plan Acceptance

Date: 7/xx/2015
Client: Stafford County Public Schools
SCPS Project Manager: Chris Fulmer
Tyler Project Manager: Jon Alenson
Project Phase: Phase I: Financials

This memo indicates client acceptance that the Implementation Management Plan has been delivered by the Tyler Project Manager and reviewed by the Stafford County Public School Project Team. Per the contract, Tyler shall invoice the Project Planning Services upon delivery of the Implementation Management Plan.
The following individual plans are included in the overall Implementation Management Plan:

- Scope Management Plan.
- Communication Management Plan.
- Quality/Testing Management Plan.
- Risk Management Plan.
- Schedule Management Plan.
- Resource Management Plan.

Please acknowledge receipt and acceptance of the Implementation Management Plan by signing and dating the bottom of this page.
Please return this sign off to Jon Alenson (theTyler PM). If we do not receive it within 5 business days, we will consider the sign off complete and the Implementation Management Plan accepted.

Stafford County Public Schools Project Manager: ______________________

Date: 9/9/2015

9/9/15

Note: Stafford County Public Schools Executive Sponsors must "review and approve" the final version of the Implementation Management Plan after SCPS PM sign-off.

A. Tyler Change Management Process
SCPS Change Management Preparation

1. Establish the Executive Sponsor(s), Project Managers, Steering Committee and Project Team.
2. Identify a Change Management Functional Lead(s) as part of Project Team.
3. Identify and Document Strategic Goals, Objectives and Project Vision for ERP Project.
    - Goals:
        - Identify objectives – in order to best recommend areas of improvement, knowing the mission and vision of the organization is imperative.
        - Identify Process Improvement goals that will best align business processes to the objectives and priorities. Optimizing business processes, reducing costs, improving operational efficiencies, and providing quality services should be inherent goals and the cornerstone of the project vision.
    - Participants:
        - Project Sponsor(s), Steering Committee, Project Team, Change Management and Functional Lead(s).
    - Activities:
        - Review Project Mission/Vision Statements and review Strategic Operating Plan. Determine the strategic goals/objectives of the project and the project vision that will be supported by change management strategy. Document project mission, goals, vision, expectations, etc. to be included in project communications.

4. Identify and Document available Communication Modes.
    - Goal:
        - Identify the available communication modes that will use change management strategy to prepare and promote ERP Project success in achieving the organizational goals, objectives and project vision.
    - Participants:
        - Project Manager and Change Management Functional Lead(s).
    - Activities:
        - Review available communication modes.
        - Do we need permission to use communication modes?
        - Is there an employee intranet available?
        - Document access/ownership of communication modes.
        - Document specific timing of existing communications (newsletters, project updates, etc.) existing scheduled meetings (project team meetings, steering committee meetings, departmental meetings, principal and/or campus meetings, if applicable).
        - Executive mandate letter to introduce project to the organization.
        - Executive communication quarterly.
5. Brainstorm to develop ideas for the ERP Project BRAND.
    - Goal:
        - A project BRAND is a "friendly" name and/or "logo" that will represent the ERP Project. The project will be referred to as the BRAND and the BRAND will be used in all communications. Branding creates a familiar name and icon/logo that will build project recognition and acceptance.

    - Participants:
        - Project Manager, Project Team and Change Management Functional Lead(s).

- Activities:
    - Use the objectives, goals, mission statement and project vision to create a familiar name and an icon/logo that reflects these project elements.
    - Encourage Staff participation – create a few names/icons/logs and let staff vote for the winning name and logo/icon to build buy-in.
    - Get permission from Sponsor(s), Steering Committee on winning name logo.
    - PDF the winning design and name so that the image can be used in project posters, project resource intranet page and all other communication vehicles.

Discovery/Preparing for Change

Objective: This phase of the change management process commences once a contract has been signed. Discover/preparing for change includes activities to understand the scope of the change, the organizational readiness and its culture, and the capacity for addressing change. The results of these activities will be used to prepare the project manager, change management functional lead(s) and project team for change management, to enable the executive sponsors to support the change and to assist the project manager, change management functional lead(s) and project team develop a high-level Change Management strategy.

Discovery Activities

Objective: Understand the characteristics of the change and the organization, and the capacity for change within the organization. This understanding will help the project manager, change management functional lead(s) and project team to establish the change management strategies to support the implementation process.
Resources: Project Manager, Project Team and Change Management Functional Lead(s).
Outputs:

- Scope Analysis
  Objective: To define the scope of the change and the impact on organization departments. Specifically, this describes the scope of the project change.
  Resources: Project Manager, Change Management Functional Lead(s), Project Team.
  Outputs:
    - What is the project change?
    - Who does the project change impact? Is it a change impacting only one department or the entire organization? How many employees will be impacted?
    - When will staff be impacted? Will some staff be impacted at different times; in differing ways?
    - What is the time frame for the project?
    - Is there a defined "go-live" date?
    - Will there be a change to job roles?
    - Do you anticipate process/procedure change?
    - Do you anticipate a reduction in staff due to the change?

- Organizational Assessment
  Objective: To define the organizational culture (or capacity) and readiness for addressing change. Specifically, this describes the overall culture of the organization.
  Resources: Organization Project Manager, Change Management Functional Lead(s) and Project Team.
  Outputs:
    - What is the perceived need for change among management? Among employees?
    - What is the history of past changes, success or failures?
    - Are there other change initiatives happening within the organization at the same time? How many? What are they?
    - Do managers and employees have a shared vision of the organization in relation to this project change?
    - Are there resources and funding available to support this project change?
    - Is the organization responsive to change initiatives; or is the culture closed and resistant to new ideas and change?
    - What is the leadership and power distribution of the organization?
    - Will managers and employees believe that the organization will sustain the project change? Have other project changes not been sustained?
    - Are "middle – managers/supervisors" predisposed to resist change projects? What has the history of project change support been with managers/supervisors?

Answers to these questions will assist the project manager, change management functional lead(s) and project team to develop communication strategies that will address the areas of project scope and organizational culture, as well as highlight any negative organizational history.

Project Kick-Off

Objective: This is the transition from Sales to Implementation. Project teams are introduced, an overview of the project process is reviewed, and expectations are discussed.
Resources: All interested parties.
Outputs: Acknowledgement and recognition of the new project change, the project brand and the commitment of the organization to support and sustain the project change.

Impact Index Evaluation

Objective: To understand the project impact on individual departments/offices/schools within the organization.
Resources: Organization Project Manager and a representative (manager/supervisor) from each department/office/school that will be functionally impacted by the project change. For example; when implementing the MUNIS Financial Module impacted departments/offices/schools would be: Finance, Accounting, Budgeting, Purchasing, Accounts Payable, Payroll & Benefits and the Change Management Facilitator.
Outputs:

- How many impacted staff in the department/office/school?
- What percentage of impact on the daily work of this group?
- What percentage of impact on the process/ procedure of this group?
- What percentage of impact to the tools of this group?
- Does staff perceive the need for this project change? Are they dissatisfied with the current state? Do they view the change as necessary?
- What is the impact of past changes on staff? Where they positive or negative?
- Are there additional changes underway in your department? What are they?
- Does your staff share a unified vision and direction for the organization concerning this project change?
- What is the culture of the communication within your department? Is there a preferred mode of communication with your staff?
- Is staff open and receptive to new ideas and project changes?
- Do you reward staff for adapting to change?
- Do you anticipate any unique challenges with your department? Please explain.

Discovery Analysis

Objective: Compile assessment results and prepare change management analysis to drive change management strategy for project implementation success.

- Analysis:
  Objective: Prepare follow up and analysis of assessments. What does the information tell you about the change and the impact on the organization? What departmental impact and culture has been discovered? How will you use this information? How will the information drive communication strategy; meeting strategy; training strategy; sponsorship involvement; and reinforcement planning?

  Resources: Organization Project Manager, Change Management Functional Lead(s) and Project Team.

  Outputs: Presentation of analysis results and strategy recommendations to Sponsors/Steering Committee by Organization Project Manager, Change Management Functional Lead(s) and Project Team.

Supporting the Change Process – Managing Change

Objective: This phase of the change management process commences once Discovery and Analysis are complete. Change management strategies/plans will be designed based on Discovery and deployed throughout the organization. Execution of change management strategies and plans is the responsibility of the Organization Project Manager, Change Management Functional Lead(s) and Project Team.

Change Management Strategies/Plans

Objective: Change Management Strategies/Plans will be designed and implemented throughout the organization; these plans will be specific to the organization based on the analysis results of Discovery/Preparing for Change.

Communication Strategies

Objective: Understand the concepts of change management communications and provide communication strategy for inclusion in the over-all project communication plan.
Resources: Organization Project Manager, Change Management Functional Lead(s) and Change Management Facilitator.
Outputs: High level Change Management Communication strategies that will assimilate with the project communication plan.

- Advertise the project "brand" to cultivate understanding and commitment to the project.
- Create an executive mandate announcing the project and the project expectations right before the project kick-off; this communication will set the commitment to the project change.
- Prepare staff by beginning the communication strategy early in the project.
- Communication must be repeated to be successful – deliver a clear message.
- Create a project resource section on the staff intranet to house all project communication, documents, calendar or events.
- Have a feedback mechanism in place and respond to all feedback..
- Engage managers and supervisors to be communicators of the project change (Coach Strategy).
- Share what the change will mean to the employee:
    - How will the change impact individual staff?
    - What will staff do differently after the project change?
    - What's in it for me (staff)?
    - What are the business reasons for the change?
    - What is the impact on the organization?
- Use effective communication modes:
    - Face to face is the most powerful communication method.
    - Group meetings and presentations.
    - One on one sessions.
    - Posters.
    - Bulletin boards.
    - Videos.
    - Flyers.

Coaching Plan

Objective: Train and build a core group of organization employees to understand change management concepts and to develop change management leaders in project support strategies.
Resources: Project Manager, Project Team, Change Management Functional Lead(s) and Managers/Supervisors of impacted employees.
Outputs: Coach Training Sessions.

- Train managers and supervisors of impacted staff.
    - Understand "why" change can be difficult for some staff.
    - Understand the project change and the impact on their staff.
    - Understand process and/or procedure change.

  - Understand the importance of consistent and repetitive communication to prepare staff for the project change.
  - Prepare with project information, FAQ's, demonstrations, project timeline and calendar of events.
  - Prepare managers and supervisors to recognize and address resistant behavior.

Sponsorship Plan

Objective: Roadmap of project events where Sponsors can be visible and active. The number one indicator of success is active and visible project sponsorship.
Resources: Organization Project Manager, Change Management Functional Lead(s) and Executive Sponsor (s).
Outputs: Sponsor Plan – events, dates and times for Executive Sponsor to participate in project activities.

- Direct communication with staff.
- Share the vision of the project change.
- Build a coalition with managers and supervisors to ensure their commitment to the project change.
- Stay active and visible throughout the project implementation.

Resistance Management Plan

Objective: Diagnosing gaps and managing resistance is an ongoing process in a change management strategy plan.
Resources: Organization Project Manager, Change Management Functional Lead(s), Executive Sponsor (s), Key Stakeholders and front line managers/supervisors.
Outputs: Resistance Management Plan – guidelines to help diagnose the root cause of gaps and/or resistance and appropriate steps to address problem areas.

- What might resistance look like in the organization?

  - Direct or indirect challenges.
  - Lack of acknowledgement.
  - Open hostility towards project information.
  - Feigned ignorance.
  - Confusion.
  - Absenteeism.
  - Nonattendance at project sessions.
  - Noncompliance with business process.

- Where are likely areas for resistance to occur?

  - BPI Sessions.
  - SET (Static Environment Test) Sessions.
  - End user Training Sessions.
  - Project feedback from Project Website.
  - Supervisor input.
  - Compliance audits.

- What are some causes of resistance?
  - Lack of understanding?
  - Misinformation?
  - Resistant manager/supervisor in department?
  - Does a process or procedure decision not work?
  - Is it a software issue?

- Define the process flow for resistance management once a resistant issue has been raised to project management.
  - What is the path for resistance management by staff level or issue type?

Business Process Transition Plan and Worksheet

Objective: A Business Practice Transition Plan/Worksheet is a detailed plan to address changes in job roles, responsibilities, procedures/process and/or organization structure.
Resources: Organization Project Manager, Change Management Functional Lead(s), Executive Sponsor (s), Key Stakeholders, Human Resources and front line managers/supervisors.

- Outputs: Business Process Transition Worksheet – Record where the project team identifies the impacted positions and the business/HR leaders use the record information to meet and discuss direct impacts to individuals.
  - Identify the "delta" between the current and future state (process/procedure change).
  - Create a key role map – a diagram of each impacted department with a pyramid of impacted job roles and the staff associated with these roles.
  - Use the key role map to understand and map the transition impact of each job role.
  - Use the key role map as a communication tool to prepare each of the impacted staff for the specific impact to their job role.

Execute Change Management Strategies and Plans

Objective: Delivery of change management plans/strategies:

  - Communication strategies to be incorporated into the project communication plan.
  - Sponsor Plan.
  - Resistance management strategy.
  - Coach training sessions.

Resources: Organization Project Manager, Change Management Functional Lead(s) and Change Management Facilitator.
Outputs: Supporting the Change Process - Plans and Strategies – the organization is responsible for managing and executing the change management plans.
Objective: To ensure that all change management plans are consistently executed and implemented.

Reinforce to Sustain the Change

Objective: This phase of the change management process is ongoing throughout a project transition although presented here sequentially. Reinforcement of the project change actually begins at project kick-off. Reviewing feedback, auditing and implementing corrective actions, as necessary, will be part of the project from beginning to end.

Monitoring and Controlling

Objective: Taking action to ensure compliance with project expectations.

Monitor Project Compliance

Objective: To understand if there are gaps or resistance to the project change or process.
Resources: Organization Project Manager, Project Team and Change Management Functional Lead(s).
Outputs: Collect and analyze feedback- Suggested tools to use:

- Training feedback surveys.
- Competency tests.
- Review FAQ's or project feedback to each department.
- Periodic process review.

Diagnose gaps:

- Review feedback survey's for trends, comments or issues that may affect each department.
- Review competency tests for low scoring areas or for trends on comments. Additional training may be required. Be an advocate.
- Provide feedback from the FAQ's. This will reinforce the fact that project questions and concerns are being addressed.
- During periodic process review, are people reverting back to old habits? Example: Is the clerk using the old spreadsheet rather than the new system tools? Ask staff to walk you through a newly implemented process using the new tools.

Execute Corrective Action Plans

Objective: To correct gaps in process or issues with application.
Resources: Organization Project Manager, Project Team and Change Management Functional Lead(s).
Outputs: Implement corrective actions as follows:

- Root Cause Analysis: If gaps in the process are discovered, perform root cause analysis to discover why there are gaps.
- Training: Are there additional training requirements?
- Technical: Are there technical issues preventing the process from being completed?
- Process Redesign: Does the planned process have gaps that were not identified in the original design?

Knowledge Transfer/Execution

Objective: Support go-live events.

After Action Review

Objective: What worked? What did not work? What will we do differently next phase?
Resources: Organization Project Manager, Project Team and Change Management Functional Lead.
Outputs: Lessons Learned will provide guidance for the next phase or next project.

Phase Closure

Objective: Transition from Implementation to Support and Customer Care. Introductions are made and the Support and Customer Care team is made aware of any outstanding issues or concerns.

B. Risk Management Planning Doc

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 issues 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.

The Risk planning process should identify and measure the likelihood of all potential risks and the impact on the organization if the threat occurs. 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 any potential future liabilities. In this instance, the Risk Management planning focuses on risks that may impact the Tyler Implementation project.

Risk Register

The project's risk register will be created and maintained during the risk management process and will become part of the Implementation Management Plan. All identified risks should be entered in the risk register. The risk register is located on the project SharePoint site and may include the following points.

Entered in the risk register during or after Risk Identification:

- Risk ID – A unique identifier for the risk. To be used when referring to risks in meetings and communications.
- Risk Description – A description of the risk.
- Impact on Project if Risk Occurs – If the risk occurs, will it impact scope, schedule, cost, user satisfaction, etc.?
- Possible Triggers – Listing of the triggers of the risk.
- Date Identified – The date the risk was identified.
- Status – Identifies whether the risk is a priority, on the watch list, or closed (see risk response section below).
- Category – The category for the risk (i.e. personnel, training, conversion, etc.).

Entered in the risk register during or after Risk Analysis:

- Probability – The likelihood that the risk will occur. See the "Risk Analysis" section of the below for possible values.
- Impact – The effect on project objectives if the risk event occurs. See the "Risk Analysis" section below for possible values.
- Risk Score – Reflects the severity of the risks effect on objectives. The risk score is determined by multiplying the risk probability and risk impact values. The intent is to assign a relative value to the impact on project objectives if the risk in question should occur.

Entered in the risk register during or after Risk Response Planning:

- Risk Owner – Person(s) responsible for the risk if it should occur.

- Response Strategy – The strategy that is most likely to be effective.
- Risk Response Plan – Specific actions to enhance opportunities and reduce threats to the project's objectives based on the most likely strategy.

Risk Identification

The following techniques may be used to develop a comprehensive list of risks for the project. A minimum of one technique must be used. However, it is recommended that at least two or more for larger projects should be used to ensure that as many risks and opportunities have been identified for the project as possible (i.e., brainstorming and expert interview or affinity diagram).

In addition to identifying the risks, the causes and effects of the risk should be identified and recorded in the risk register. The causes may lead to the identification of additional risks. Finding and eliminating the root cause may eliminate several project risks. For example, if the risk is that training may have to be repeated, the causes may be that users don't attend, users aren't aware of the schedule, users had other tasks that were higher priority, users were on vacation, etc. The effect of this risk is that the project costs may overrun by repeating training sessions, or the schedule may need to be increased because of having to reschedule training and rework the Project Plan.

Described below are five techniques for risk identification. Choose a minimum of one technique (preferably two) to use for this project. Enter your choices in the Risk Identification Procedures table in the Implementation Management Plan.

Option 1: Brainstorming - 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 situations 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.

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, and so on?) 1. Want to get rid of old system. Motivated 2. Strong knowledge base/expertise 3. Hands on Core team
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, and so on?) 1. Thoughtful/ too quiet. 2. Changing priorities 3. Substantial turn-over
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, and so on?) 1. Open to new business processes 2. Efficiency 3. Paperless 4. BA person FTE to be hired for project.
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, and so on?) 1. Doesn't own their DB (County) 2. Turn-over 3. Technical knowledge

Option 2: Brainstorming – Prompt List Analysis
This technique uses a list of categories to prompt stakeholders to think of threats and opportunities. It is held in a discussion forum and the facilitator discusses the project, then brings up each category and asks users to identify the risks associated with each category. The risks are written on a board for all attendees to view and discuss, and later on be transferred to the risk register.

Categories:

- Schedule/timeline.
- Cost/budget.
- Resources – project team and end users.
- Resources – training rooms, computers, etc.
- Business process changes.
- Training.

- Conversions.
- Interfaces.

Option 3: Expert Interview
Members of the project team sit with identified stakeholders (high power/influence people, subject matter experts, etc.) to discuss the project and identify associated risks. This technique is time consuming, but may be a good option for any remote or less available stakeholders.

Option 4: Delphi Technique
An e-mail or memo is sent to subject matter experts asking them to identify risks associated with the project. The memo should contain project information to allow users to understand the scope of the project in order for them to raise valid concerns or opportunities. Time should be allowed for them to respond with their list of risks. The Risk Manager will compile the results, categorize them and send them back out to the participants for review, to gain consensus, and to identify additional risks. This is usually done anonymously (contributors names are not shown on the risk register or in team communications during this process).

Option 5: Affinity Diagram
This technique is typically used after other techniques such as those listed above. This will allow users to put the identified risks in a diagram based on category. It stimulates teamwork and allows the team to agree on the risks, discuss their causes and triggers more thoroughly and identify risks or opportunities that may not have otherwise been thought of. Using sticky notes or forms, users will place the identified risks under the appropriate risk category on a board or wall.

Risk Analysis

Each identified risk should be assigned a probability score and an impact score and these should be recorded on the risk register. The scores may change over the course of the project, so should be reviewed and updated regularly. For instance, a risk may have a low impact at the start of the project, but may have a high impact as the project progresses.

Likelihood or probability of each risk

5	Very likely to occur
4	Probably will occur
3	May occur
2	Unlikely to occur
1	Very unlikely to occur

Potential impact of each risk on the project

5	Event poses very high cost, schedule, or other failure
4	Event poses major cost, schedule, or other increases
3	Event poses moderate increases, but requirements may still be met
2	Event poses small increases, but requirements may still be met
1	Event has little impact on the project

Probability and Impact Matrix

After determining risk scores for each risk's probability and impact, use the following scale to determine the risk priority. Risks with ratings (Risk rating = probability score x impact score) of 10 or higher should be evaluated and reviewed regularly, and should appear on the status reports. Medium and Low risks should be monitored and scores should be re-evaluated throughout the project, as impact and probability change.

		Impact				
		1	**2**	**3**	**4**	**5**
Probability	**5**	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5

After determining the risk ratings for each identified risk, the Risk Register should be updated to reflect the appropriate status for each risk. At this time, each risk will have a status of either "Watch List" for risk scores less than 10, or "Priority" for risk scores of 10 or higher.

Risk Response Planning

Responses should be planned for all high priority risks (risk score of 10 or greater) to plan for what will need to happen if the risk is triggered. Risks will be assigned risk owners who will be responsible for watching the risks and implementing these responses if the causes that trigger the risks have occurred, or are about to occur. The risk owners should also identify secondary risks that occur as a result of implementing the risk response, or risks that remain after the response has been implemented.

The following strategies will be used for determining the appropriate response for each risk or opportunity and should be recorded for each high priority risk, along with the chosen response for the risk.

- Threats:
  - *Avoid* – Risk avoidance entails changing the Project Plan to eliminate the risk or condition or to protect the project objectives from its impact.
  - *Transfer* – Risk transference is seeking to shift the consequence of a risk to a third party together with ownership of the response. Transferring the risk simply gives another party responsibility for its management; it does not eliminate it.
  - *Mitigate* – Risk mitigation seeks to reduce the probability and/or consequences of an adverse risk event to an acceptable threshold. Taking early action to reduce the probability of a risk's occurring or its impact on the project is more effective than trying to repair the consequences after it occurs.
  - *Accept* – This technique indicates that the project team has decided not to change the Project Plan to deal with a risk or is unable to identify any other suitable response strategy.
- Opportunities:

- *Exploit* – Exploitation entails taking actions to ensure that the opportunity will occur and that the project will benefit from it.
- *Share* – Sharing the opportunity is seeking to shift the consequence of a risk to a third party in order to gain benefit for the project. Transferring the risk simply gives another party responsibility for its management; it does not eliminate it.
- *Enhance* – Enhancing seeks to increase the probability and/or impact of an opportunity. Taking early action to increase the probability of an opportunity occurring or its impact on the project is more effective than taking no proactive action, yet hoping that it might occur.
- *Accept* – This technique indicates that the project team has decided not to change the Project Plan to deal with an opportunity or is unable to identify any other suitable response strategy.

The Risk Register should be updated upon completion of risk response planning. If the risk plan is to mitigate, the original probability and impact scores should be updated to reflect the current status, as the scores will likely be lower than before risk response planning. Risk Owners should be assigned to all risks at this time.

The Project Plan should be updated to incorporate any activities associated with risk response plans that will be implemented. Risk response activities that will be implemented only if a risk trigger has occurred or is about to occur should not be entered into the Project Plan at this time.

Risk Monitoring and Control

Risks must be continuously reviewed, monitored and controlled throughout the project. Newly identified risks should be added to the risk registers and the steps performed earlier in the process (risk analysis and response planning) should be performed. In addition, identified risks should be monitored and updated, as probability and impact change throughout a project. Risks may also no longer pose a threat or opportunity and may be closed.

Risk Owners should review their assigned risks regularly to determine if a trigger is about to occur, or if it has occurred, so they can implement the risk response plan.

Regular updates to the Risk Register and the Project Plan are necessary throughout this process.

C. Sample Risk Register

Risk Register for:												
ID	**Description**	**Description of Impact if Occurs**	**Possible Triggers**	**Date Identified**	**Status**	**Category**	**Probability**	**Impact**	**Score**	**Owner**	**Strategy**	**Response Plan**
1	Weather/Travel delays or cancels scheduled days.	If the day is critical, the schedule can be impacted. Scope is unlikely to be impacted.	Mother Nature	14-May	Open	Personnel Training Schedule	3	2	6	Project Managers	Accept	Sessions can be conducted remotely. Additional days can be built into the schedule.

Stafford County Public Schools Risk Register on SharePoint site:
https://clientsharepoint.tylertech.com/erp/51/Lists/Master%20Issues%20%20Actions/Risk%20Register.aspx?ShowInGrid=True&View=%7BCF947C1C%2D34D9%2D4932%2D806B%2DE2796EF5334C%7D&InitialTabId=Ribbon%2EList&VisibilityContext=WSSTabPersistence