



**TOWN OF NEWMARKET, NEW HAMPSHIRE
TOWN COUNCIL AGENDA**

**WEDNESDAY, NOVEMBER 1, 2017, 7:30PM
NEWMARKET TOWN HALL COUNCIL CHAMBERS**

1. **Pledge of Allegiance**
2. **Public Forum** (*Public Forum is an opportunity for the public to address the Town Council. All comments should be addressed to the Chair of the Council. No person will be allowed to speak longer than five (5) minutes.*)
3. **Public Hearing – None**
4. **Town Council to Consider Acceptance of Minutes**
 - a. October 18, 2017 Non-Public Minutes
 - b. October 18, 2017 Regular Meeting Minutes
5. **Report of the Town Administrator**
6. **Committee Reports**
7. **Old Business**
 - a. **Resolutions/Ordinances in the 2nd Reading**
 - i. **Resolution #2017/2018-17** – *Approval of the Fiscal Year 2019 Budget submitted to the Town Council by the Town Administrator on October 15, 2017.*
 - b. **Resolutions/Ordinances in the 3rd Reading – None**
 - c. * Items Laid on the Table –
 - i. **Resolution #2015/2016-52** – *Resolution Authorizing the Designation of a portion of Rt. 152 as an Economic Recovery Zone (This Resolution is tabled from the June 15, 2016 Council Meeting pending Planning Board action).*
8. **New Business/Correspondence**
 - a. Town Council to Consider Nominations, Appointments and Elections - None
 - b. **Resolutions/Ordinances in the 1st Reading**
 - i. **Resolution #2017/2018-18** - *Resolution authorizing the Town Administrator to enter into an agreement with Tyler/Munis for Integrated Municipal Financial Software and to enter into an agreement with Interware to provide for an updated Motor Vehicle module not part of the Tyler/Munis software package.*

- c. Correspondence to the Town Council
 - i. Scoutmaster D. Robert Sargent – RE: Eagle Scout Dominic Joseph Scarponi
- d. Closing Comments by Town Councilors
- e. Next Council Meeting – November 15, 2017

9. Adjournment

1
2
3
4
5
6 **TOWN OF NEWMARKET, NEW HAMPSHIRE**
7 **TOWN COUNCIL REGULAR MEETING**

8 **October 18, 2017 7:00 PM**

9 **TOWN COUNCIL CHAMBERS**
10
11

12 **PRESENT:** Council Chairman Dale Pike, Council Vice Chairman Toni Weinstein, Councilor Amy Thompson,
13 Councilor Gretchen Kast, Councilor Kyle Bowden, Councilor Amy Burns, Councilor Casey Finch
14

15 **ALSO PRESENT:** Town Administrator Steve Fournier, Community Development Director Diane Hardy,
16 Facilities Director Greg Marles
17

18 **AGENDA**
19

20 Chairman Dale Pike welcomed everyone to the October 18, 2017 Newmarket Town Council Meeting and
21 called the meeting to order at 7:09 pm, followed by the Pledge of Allegiance.
22

23 **PUBLIC FORUM**
24

25 Chairman Pike opened the Public Forum at 7:10 pm.
26

27 Roger Barczak of Honeycomb Way said he had recently moved to Newmarket and had noticed that the
28 lights were off on the Route 108 Bridge. He said he contacted NHDOT and spoke with a project engineer
29 who said that lights on bridges had been turned off 5 or 6 years ago as a cost-saving measure and there
30 were no plans to turn them back on. Mr. Barczak said he received an estimated cost per light from NHDOT
31 of approximately \$200 apiece and decided to see if other towns were interested. He said he spoken with
32 Newfields and Stratham, and both were interested in pursuing the issue.
33

34 Mr. Barczak said he was here to bring the matter to the attention of the Newmarket Town Council to see
35 if there was an interest in pursuing discussions with NHDOT. He said the estimated cost to each town
36 would be approximately \$800. He stated that NHDOT was conducting more research to get cost details,
37 and said he was acting as a citizen advocate.
38

Chairman Pike asked if any of the lights on the bridge were in Newmarket and Mr. Barczak said they were not. Chairman Pike said he appreciated what he was trying to do but said there had not been interest in the past in crossing municipal lines to provide funding for what they were responsible for.

Chairman Pike closed the Public Forum at 7:17 pm.

PUBLIC HEARING – Ordinance #2017/2018-01 Amendments to Chapter 32 Zoning of the Newmarket Municipal Code Regarding New Road Skilled Nursing Facility (SNF) District

Community Development Director Diane Hardy stated that she was there to present the recommendations from the Planning Board for an amendment to the Town Zoning Ordinance to create a Skilled Nursing Overlay District in the New Road area. She said she would first review some background and context with which the recommendations were being made.

Community Development Director Hardy said that Newmarket was an aging community, and that between 2000 and 2010 the elderly population increased 127%. She said this was a trend across New Hampshire and had become an issue for the Planning Board. She said an AARP study done in 2010 showed only 3% of elderly were migrating to warmer climates, and that 86% preferred to age-in-place in their communities. She said recent updates to the Master Plan reflected the need to accommodate these types of specialized housing opportunities for seniors.

Community Development Director Hardy stated that concurrently the Economic Development Committee (EDC) had worked for many years to try to come up with economic development opportunities in Newmarket that would be reasonable and doable. She said Mr. Gary Levy had worked very hard with his EDC committee and hired Peter Kwass, who suggested the concept of providing Continuing Care Retirement Community (CCRC) housing options for seniors. The EDC had agreed and hired a second consultant John Connery to review locations in Newmarket and review the fiscal data of these developments as to whether or not they would make fiscal and economic sense for Newmarket. She said Mr. Connery had concluded that an Overlay District made up of 3 areas east of the railroad tracks be established, which included the Wilson Property and the Ham Property.

Community Development Director Hardy said there was extensive discussion at a meeting of the Planning Board and the EDC to explore the concept of Overlay Zoning in that area, and said the idea was to provide a low-income development area, limited in size and scope, to allow skilled nursing/Alzheimer facilities or special care facilities. She stated that the area obviously had limitations for large-scale industrial development due to limited access, the current zoning, and the difficult topography. She said it was advantageous that the Town owned the properties, as there was no fiscal benefit from vacant, underutilized land, and the development would help to stabilize the tax base.

Community Development Director Hardy said the zoning change proposed would allow for nursing homes, continuing care facilities, facilities for skilled nursing, and provide support services. She said if approved, any developer would have to obtain a Special Use Permit from the Planning Board and it would require a Public Hearing. She said the development would be subject to all site planning regulations of the Town, and it would require an impact analysis on traffic in the area.

Chairman Pike opened the Public Hearing at 7:32 pm.

Mr. Gary Levy of New Road said he had come to support the Ordinance. He said the reason it was specified for skilled nursing/Alzheimers was because of the limitations on the road, and said this type of development would bring the least amount of traffic to the area. He stated that he had found a very good consultant as it was very complicated working with State rules and regulations. He said one issue would be access for the food trucks which would probably not go over the bridge, and said he said another issue would be for an ambulance to get to Exeter or Portsmouth if the bridge were out. He said other than that, he felt the proposed Ordinance was a reasonable option for the land. He said subsequent to this the Planning Board would be looking at Route 152 to see if there were opportunities there.

Chairman Pike closed the Public Hearing at 7:36 pm.

TOWN COUNCIL TO CONSIDER ACCEPTANCE OF MINUTES

Acceptance of the Minutes of the Regular Meeting of October 4, 2017

Vice-Chair Weinstein made a motion to approve the minutes of the Regular Meeting of October 4, 2017, which was seconded by Councilor Thompson.

Town Administrator Fournier polled the Council and the minutes of October 4, 2017 were approved by a vote of 7-0.

Acceptance of the Minutes of the Non-Public Session of October 4, 2017

Vice-Chair Weinstein made a motion to approve the minutes of the Non-Public Session of October 4, 2017, which was seconded by Councilor Thompson.

Town Administrator Fournier polled the Council and the minutes of the Non-Public Session of October 4, 2017 were approved by a vote 7-0.

REPORT OF THE TOWN ADMINISTRATOR

Town Administrator Steve Fournier stated that he was happy to announce that the Town did receive the **CFDA Grant** for replacement of all their lights with LED lighting for \$43,300 through a low-interest loan which would be paid back through savings in electrical costs.

Town Administrator Fournier next addressed **Energy Performance Contracting**, and said the Town and the School had issued requests for Qualifications for Energy Performance Contracts for all of the combined facilities. He explained that it was a financing technique that used cost savings from reduced energy consumption to repay the cost of installing energy conservation measures, and allowed building users to achieve energy savings without upfront Capital expenses. He said the funding was usually done in the form of a municipal lease purchase agreement with payments matching savings. He said they were

currently reviewing proposals, and asked that any councilor interested in serving on the committee to let him know by email.

Town FY2018/2019 Proposed Operating Budget

Town Administrator Fournier stated that pursuant to Section 5.2 of the Newmarket Town Charter, he respectfully submitted to the Town Council his Proposed Operating Budget for the period ending June 31, 2019. He first reviewed some of the Economic Indicators they were seeing in the area, starting with the Consumer Price Index (CPI) which measures changes in levels of consumer goods and services. He said in 2016 the National CPI increased by 0.8% and increased this year by 1.7%, and the New England CPI increased 0.8% in 2016 and 1.6% in 2017. He said Newmarket tended to look at the Boston CPI which increased 1.5% last year and 2.2% this year, and said consumer goods were going up as well as costs.

Town Administrator Fournier next reviewed Unemployment Rates and said that National rate of 5.1% dropped to 4.3%, the State dropped from 2.9% to 2.5%, the County from 3% to 2.7%, and Portsmouth Metro remained the same with Newmarket dropping from 2.4% to 1.9%. He said the Estimated Current Tax Rate was \$26.64, but they would not know for sure for another few weeks. He said 73% of tax dollars went to funding the School, with the local portion at 63% and 9% rebate by the State. He said the County made up 4% and the Town 23% of the estimated tax rate. He next provided a 5-Year Comparison of rates and said the Local School went from \$15.02 to \$17.08 over the last 5 years, with the Town, State School, and County remaining pretty flat.

Town Administrator Fournier said the Assessed Value of the Town was important and that for every \$1.00 raised with tax rates the Town raised \$749,828,081, an increase of 2.5% over 2016. He said the Assessor had provided the final figure which would be \$1 million higher due to markets and new developments. He said the Bottom Line Budget for FY2017 was \$9,996,942 and for FY18 it was \$11,516,798. He said for FY19 the Departments proposed \$12,760,735 and he was proposing \$11,859,931 for an increase of \$343,133 over the prior year or 2.98%, which needed to be finalized and approved by the State. He said Special Revenue Funds (Library, Solid Waste Rec Revolving) were increasing \$94,566 or 8.82%, they were budgeting a decrease of \$52,768 for the Enterprise funds (Water & Sewer), and the General Fund Budget would increase by \$301,335 or 4.22%.

Town Administrator Fournier said that under Expenditures by Fund he was proposing \$7,437,407 for the General Fund, \$1,155,086 for Special Revenues, and \$3,267,428 for the Enterprise Funds. He explained that the General Fund was raised through taxation and other revenues, Special Revenues recovered funds through programs, and Enterprise Funds were monies raised by rates. He next presented a 3-Year Comparison of Funds. He stated that increases would include \$54,000 for the New Financial Software Lease, \$27,130 for Software Maintenance, \$45,000 for Sidewalk Construction, \$75,000 for the new Operational Repairs line, \$19,000 for the Solid Waste Contract, and \$38,000 for the Recycling Contract.

Town Administrator Fournier next reviewed the Contributions to Capital Reserves which showed the amount currently in the fund, the amount proposed by the Department Heads, and the amount proposed by the Town Administrator. He said he was recommending the following contributions to Capital Reserve Funds: \$100,000 for Public Works, \$100,000 for Building Improvements, \$135,000 for Roadway Improvements, \$50,000 for Stormwater, \$50,000 for the Macallen Dam, \$50,000 for Fire & Rescue, \$26,000 for Police Vehicles and \$10,000 for Police Dispatch Equipment. Other contributions included \$2,000 for Veterans Memorial, \$10,000 for the Master Plan, \$2,000 for the Anniversary Celebration, \$10,400 for Library, and \$15,000 for Recreation for a total of \$560,400.

Town Administrator Fournier explained that this did not mean projects would not get done, and said in the coming years he would be recommending withdrawals from Capital Reserve Funds for the following projects: for Public Works \$145,000 for a dump truck and \$160,000 for a sweeper for a total of \$306,000; for Facilities \$15,200 for a security upgrade, \$21,500 for Tiger House repairs, \$38,600 for Façade Work and \$89,750 for Town Hall Furnace with total repairs at \$165,050; \$45,000 for Fire Department Radios, \$45,000 for a Police Cruiser and \$20,000 for a Fire Base Radio for a total of \$1,052,100 of projects departments requested to be completed in 2019.

Town Administrator Fournier moved on to Revenue and said last year he had estimated revenue at \$7,072,204 and was estimating \$7,177,656 in revenues for FY2019, or an increase of approximately \$100,000. He said increases were mainly through Motor Vehicle Registrations, an uptick in some interest on investment, and an increase in Building Permits and other revenues coming in.

Town Administrator Fournier cautioned that the Estimated Tax Impact was only an estimate using data as available today. He said to determine the Tax Impact you take the Gross Appropriations of \$11,859,931, subtract the Revenues of \$7,177,656, and add \$20,000 for overlay and \$160,000 for War Service Credits, which brought the Net Town Appropriation to \$4,852,275, which divided by the Assessed Value of \$749,828,091 came to a Tax Rate of \$6.48 which was an increase over last year. He said if the Budget were to pass as is, the Average Home Value would be \$280,000 with the current portion of the tax bill \$1,727 annually, and said he was proposing \$1,814 annually or an increase of \$87 annually.

Town Administrator Fournier stated that was his proposal and said the Town Council would be meeting on October 28th for a Workshop Session beginning at 9:00 am.

COMMITTEE REPORTS

Councilor Burns said at the last *Planning Board* meeting they had a presentation from Strafford Regional Planning about the Coastal Risks and Hazards Commission Report. She said it was very interesting and wondered if it might be appropriate for the Town Council to hear that type of presentation.

Councilor Finch stated that the *Conservation Commission* met on October 12th and had focused on getting the signs for the Piscassic River/Loiselle Property and discussed surveying of different properties for works. He said they appointed Jeff Goldknopf as alternate member for the Energy & Environment Committee and said they would appoint a fulltime member at the next meeting.

Chairman Pike said the *Macallen Dam Committee* met and saw some numbers for some of the proposals. He said the Public Hearing would be held at the first meeting in December on the Engineering Presentation. He said originally GZA was hoping not to touch the gates but that they were mandated to do repairs around the gate area. He said they focused on the configuration of the abutment walls on the side of the dam towards the Town and found out they could still not do a stability analysis on the spillway and make modifications to the gate. He said that replacing the gates at this time would buy some aesthetic and function as the abutment walls would not have to be as high. He said they would need to decide at the Public Hearing what would be wisest for the long term.

Chairman Pike said he also attended a State DOT meeting last week, and said they discussed replacing the bridge in Newfields. He felt Newmarket should be thinking in terms of the State roads and what it would do for the Town to advocate for Route 108.

Vice-Chair Weinstein reported that though it was not as yet a committee report, the Energy & Environment Committee had appointed all of their at-large members. She said the first meeting would be held on November 6, 2017 at 7:00 pm and they would elect a chair and start to talk about plans and process moving forward.

OLD BUSINESS

ORDINANCES AND RESOLUTIONS IN THE 2ND READING

Town Administrator Fournier said he would like to take the Agenda out of order and start with the Ordinance.

Ordinance #2017/18-01 Amendments to Chapter 32 Zoning of the Newmarket Municipal Code Regarding New Road Skilled Nursing Facility (SNF) District

Vice-Chair Weinstein made a motion to approve Ordinance #2017/18-01 Amendments to Chapter 32 Zoning of the Newmarket Municipal Code Regarding New Road Skilled Nursing Facility (SNF) District which was seconded by Councilor Bowden.

Town Administrator Fournier stated that he needed to ask for an amendment to the ordinance. He said he had received a comment from the Town Attorney with regard to a line in the ordinance which needed to be stricken. He said it was the last line in Section 2, paragraph 32-162, section (f)-(1), and said the Attorney had stated that it was not legal to ask for approval from the State prior to having to submit a plan for a site-plan review and asked that the line be stricken.

Vice-Chair Weinstein made a motion to amend Ordinance #2017/18-01 by striking the last line of Section 2, paragraph 32-162, section (f)-(1), which was seconded by Councilor Burns. Town Administrator Fournier polled the Council and the motion to amend Ordinance #2017/18-01 was approved by a vote of 7-0.

Discussion: Vice-Chair Weinstein said she was grateful for the amount of work done by the EDC and the Planning Board, and said she wanted to comment on the Ordinance about keeping a balance. She said she

understood that aging was a real issue for the community, but hoped that at the same time they would balance their opportunities for young people and make the Town a vibrant place to work and live. She felt it was also important to make sure they would be able to continue to support and staff the proposed facilities.

Councilor Burns said she also appreciated all the hard work that had gone into this but had some concerns. She said Mr. Levy had raised some valid points at the joint meeting of the EDC and the Planning Board and wanted to make sure she understood them correctly. She said first he had raised the issue of the bridge and access, and had spoken to different facilities in the area about the difficulty in getting the skilled nursing required by this type of facility.

Mr. Levy said all the facilities were having problems staffing, and said 75 units was not a small facility. He said the land is there and if someone saw a financial opportunity they would make sure to research it thoroughly. He said the properties were just sitting vacant with no development since the 1980s, and he felt this type of development would bring the least amount of traffic and would benefit the Town. He said there were not a lot of uses for the land right now and felt Route 152 would potentially be another appropriate area.

Councilor Burns said she was also concerned that if other communities were building these types of facilities, there would be a risk of not finding the people needed to work there. Mr. Levy said skilled nursing and Alzheimers would bring the most revenue to the Town and said the facility would not be built if a developer did not see a need and could not find the staff to fill it. He said the good thing was that it could be flipped to rentals. Town Administrator Fournier pointed out that Newmarket did not own the bridge as it was in Newfields.

Chairman Pike said there was a sense that there was no opposition here, and said the Town had an interest in making these kinds of uses work and felt Newmarket had a lot to offer. Councilor Bowden asked how many potential jobs the facility would bring, and Town Administrator Fournier said he did not know. Mr. Levy said he felt this was about revenue that could come to the Town for the tax base.

Town Administrator Fournier polled the Council and Ordinance #2017/18-01 Amendments to Chapter 32 Zoning of the Newmarket Municipal Code Regarding New Road Skilled Nursing Facility (SNF) District was approved by a vote of 7-0.

Resolution #2017/2018-16 Resolution Authorizing the Town Administrator to Enter into a Contract with Educational Building Consultants for Town Hall Improvements

Vice-Chair Weinstein made a motion to approve Resolution #2017/2018-16 Resolution Authorizing the Town Administrator to Enter into a Contract with Educational Building Consultants for Town Hall Improvements, which was seconded by Councilor Burns.

Town Administrator Fournier stated that they had been having some space, security, and ADA issues on this floor of the Town Hall. He said the School was currently doing their remodeling and he had asked Educational Building Consultants to also look at the Town offices. He said the improvements would include

installing ADA access countertops in the Town Clerk's office, remodeling the Town Administrator's office to provide more space, and moving a door closer to the Council Chambers to allow the installation of a countertop for Building Inspection and Planning. He said the estimate from Educational Building Consultants was \$11,350 for the remodeling plus \$1,650 for Daniels Electric to do the wiring, pending what was found in the walls.

Discussion: Councilor Bowden asked about Daniels Electric being the only quote for electrical work, and Facilities Director Greg Marles stated that they were already doing the work upstairs for the School and would be doing the work on the dais. Councilor Thompson said she found it interesting that the electrical bid came in exactly the same as the in-house estimate, and Facilities Director Marles said he had already met with Daniels Electric and discussed the matter.

Town Administrator Fournier polled the Council and Resolution #2017/2018-16 Resolution Authorizing the Town Administrator to Enter into a Contract with Educational Building Consultants for Town Hall Improvements was approved by a vote of 7-0.

ORDINANCES AND RESOLUTIONS IN THE 3RD READING – None

ITEMS LAID ON THE TABLE

Resolution #2015/2016-52 Authorizing the Designation of a Portion of Route 152 as an Economic Recovery Zone. (This Resolution is tabled from the June 15, 2016 Council Meeting pending Planning Board action.)

NEW BUSINESS /CORRESPONDENCE

TOWN COUNCIL TO CONSIDER NOMINATIONS, APPOINTMENTS AND ELECTIONS – None

ORDINANCES AND RESOLUTIONS IN THE 1ST READING

Resolution #2017/2018-17 Approval of the Fiscal Year 2019 Budget Submitted to the Town Council by the Town Administrator on October 15, 2017

Chairman Pike stated that Resolution #2017/2018-17 Approval of the Fiscal Year 2019 Budget Submitted to the Town Council by the Town Administrator on October 15, 2017 had already been covered by the Town Administrator.

CORRESPONDENCE – None

CLOSING COMMENTS

Town Administrator Fournier said he had received a text from Police Chief True with regard to a 2-alarm fire in a condo complex which eventually progressed to 4 alarms. He said he wanted to commend the Police Department and the Fire Department and other communities who came to help. He said if any of

the individuals affected by the fire needed assistance to please let him know, and said Property Management was working with them as well.

Vice-Chair Weinstein reminded councilors that this coming Sunday at 11:00 am was the meeting at the Stone Church to discuss setting up a Rights-Based Ordinance in Newmarket. She said there was also a Craft Fair at the Sunrise Sunset Center on Saturday starting at 8:00 am. She said that a resident had written with concern about the lighting by the Recreation Center, and Town Administrator Fournier said he was working on the issue. Vice-Chair Weinstein asked if Newmarket had scheduled a Public Hearing on the Keno issue and Town Administrator said it would be scheduled for February 21, 2018 as it had to be within so many days of the vote.

Councilor Bowden reminded everyone that it was currently Hunting Season and people should make sure to wear blaze orange for their safety. He said he also wanted to wish the Wii Bowlers at the Sunrise Sunset Center good luck on competing at their national tournament.

Reconsideration of Resolution #2017/2018-09 Operation of Keno Games in the Town of Newmarket

Chairman Pike asked what the process would be to change a vote on the Keno issue. Town Administrator Fournier said a councilor on the winning side would need to make a motion for reconsideration and the Council would then vote to reconsider. If the vote passed the Council would need to vote again on the resolution.

Councilor Bowden made a motion to reconsider Resolution #2017/2018-09 Operation of Keno Games in the Town of Newmarket, which was seconded by Vice-Chair Weinstein. Town Administrator Fournier polled the Council and the motion to reconsider Resolution #2017/2018-09 Operation of Keno Games in the Town of Newmarket was approved by a vote of 7-0.

Discussion: Vice-Chair Weinstein stated that she wanted to reaffirm that she did not think Keno to fund education was not the right way to go for Newmarket or the State of New Hampshire, and that it was not in the best interests of the Town. Councilor Finch said though he did not like keno to fund education, he felt it was a larger public issue not on the Town Council to prevent from occurring. Councilor Bowden said he had felt strongly enough about changing his vote to bring up the issue again. Councilor Thompson said she agreed with Vice-Chair Weinstein that the Council was there to do a job the best they could, and said this was not telling people in Town what they could or could not do as they could bring a petition.

Town Administrator Fournier polled the Council and Resolution #2017/2018-09 Operation of Keno Games in the Town of Newmarket failed by a vote of 3-4. Town Administrator Fournier said the Council would not place the issue on the Ballot.

NEXT MEETING: Town Budget Workshop Session on October 28, 2017; Regular Town Council Meeting on November 1, 2017

Non-Public Session Pursuant to RSA 91-A:3.11 (a) Personnel

389
390 Vice-Chair Weinstein made a motion to move into Non-Public Session *Pursuant to RSA 91-A:3.11 (a)*
391 *Personnel*, which was seconded by Councilor Thompson. Town Administrator Fournier polled the Council
392 and the motion to move into Non-Public Session was approved by a vote of 7-0.

393
394 **ADJOURNMENT**

395
396 The meeting was adjourned at 8:45 pm.

397
398 Respectfully submitted,
399 Patricia Denmark, Recording Secretary

DRAFT

CHARTERED JANUARY 1, 1991

FOUNDED DECEMBER 15, 1727



TOWN OF NEWMARKET, NEW HAMPSHIRE
By the Newmarket Town Council

Resolution 2017/18 - 17
Approval of the Fiscal Year 2019 Budget

WHEREAS: The Town Administrator submitted his budget for the next fiscal year to the Town Council on October 15, 2017, and

WHEREAS: The Town Council after reviewing the proposed budget and making various changes, desires to forward the Municipal Budget Committee a proposed budget for the fiscal year ending June 30, 2019

NOW, THEREFORE, BE IT RESOLVED BY THE NEWMARKET TOWN COUNCIL THAT:

The annual budget for the Town of Newmarket for Fiscal Year 2019, submitted to the Town Council by the Town Administrator, is amended and recommends to the Municipal Budget Committee for its review the following appropriations:

General Fund	\$	7,437,407
Special Funds		1,155,086
Enterprise (Water and Sewer) Funds		3,267,438
Total	\$	11,859,931

First Reading: October 18, 2017

Second Reading: November 1, 2017

Approval:

Approved: _____
Dale Pike, Chair Town Council

A True Copy Attest: _____
Terri Littlefield, Town Clerk

TOWN *of* NEWMARKET, NH



Proposed Budget

For the Fiscal Year Ending June 30, 2019

As submitted to the Town Council
by Town Administrator Stephen R. Fournier



THE TOWN of NEWMARKET, NH

FISCAL YEAR 2017-2018 PROPOSED BUDGET

TABLE OF CONTENTS

Budget Message to the Town Council	page 1
FY2017-18 Proposed Budget	page 25
Proposed Budget Summary	page 26
Town Council	page 26
Town Administrator	page 27
Finance	page 28
Human Resources	page 29
Town Clerk/Tax Collector	page 30
Code Enforcement	page 31
Welfare	page 32
Assessor	page 33
Legal	page 34
Planning	page 35
Conservation Commission	page 36
Economic Development	page 37
Debt Service	page 38
Information Technology	page 39
Police	page 40
Public Works Administration	page 41
Roadways and Sidewalks	page 42
Street Lighting	page 43
Bridges and Signs	page 44

Buildings and Grounds.....	page 45
Cemetery	page 46
Vehicles.....	page 47
Fire and Rescue.....	page 48
Emergency Management.....	page 49
Grants	page 50
Social Service Grants.....	page 51
Capital Reserve Contributions	page 52
Library.....	page 53
Recreation General Fund.....	page 54
Recreation Revolving Fund	page 55
Solid Waste.....	page 56
Water.....	page 57
Sewer	page 58

THE TOWN OF NEWMARKET, NH
Fiscal Year 2018-2019 Proposed Budget

Budget Message to the Town Council

STEPHEN R. FOURNIER
TOWN ADMINISTRATOR

sfournier@newmarketnh.gov
www.newmarketnh.gov



TOWN HALL
186 MAIN STREET
NEWMARKET, NH 03857

TEL: (603) 659-3617
FAX: (603) 659-8508

FOUNDED DECEMBER 15, 1727
CHARTERED JANUARY 1, 1991

TOWN OF NEWMARKET, NEW HAMPSHIRE
OFFICE of the TOWN ADMINISTRATOR

Honorable Members of the Town Council:

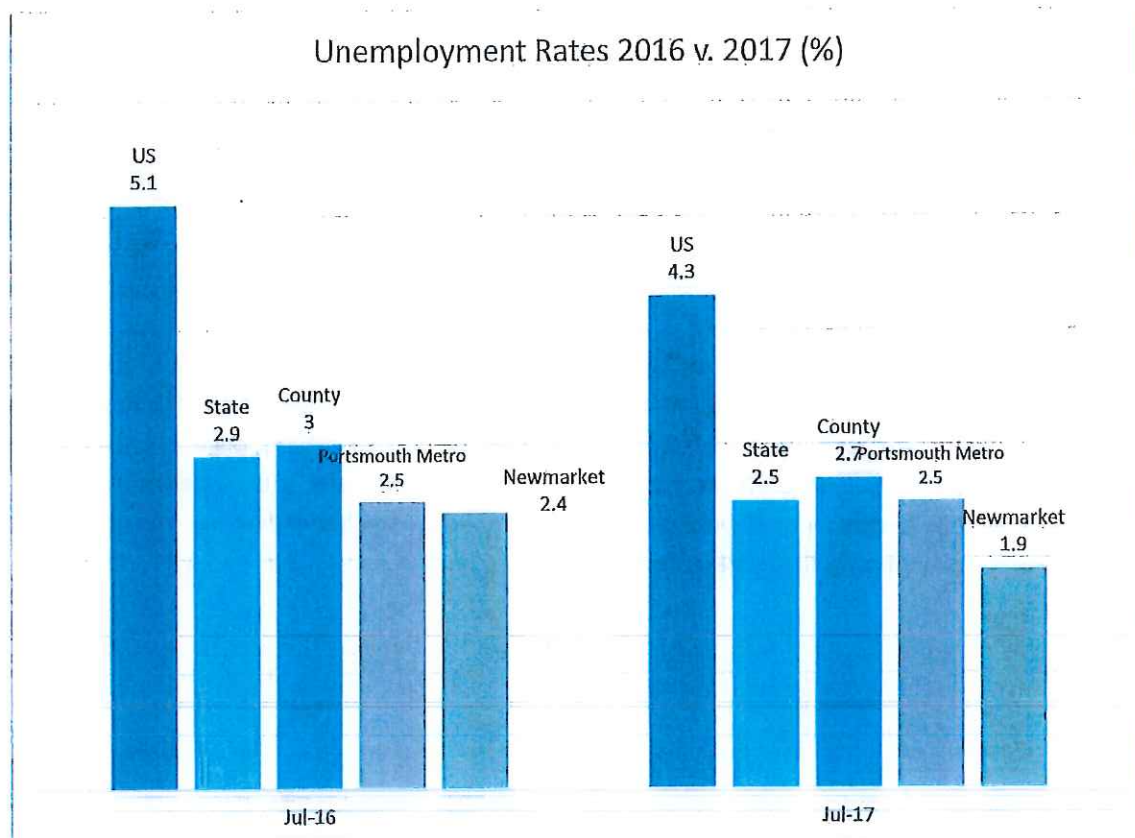
Pursuant to Section 5.2 of the Town Charter, I respectfully submit to you the Town of Newmarket Proposed Budget for Fiscal Year beginning July 1, 2018. The funding levels within this budget include the revenues and expenditures for all of Town functions. The budget proposal now before you prioritizes and supports the essential municipal services. It also adjusts fees and programs to accommodate the continuing federal, state and county cost downshifting.

Budget Development

The development of this budget proposal began immediately after the implementation of the current fiscal year budget in July. In administering the current budget and anticipating the need to develop this proposed budget, there has been continuous review of program cost allocations, ongoing consideration of service priorities and numerous efforts made to benefit from operational efficiencies. Each department has developed their budget recommendations from the ground up and has undertaken a critical review of each line of the departmental budget proposals.

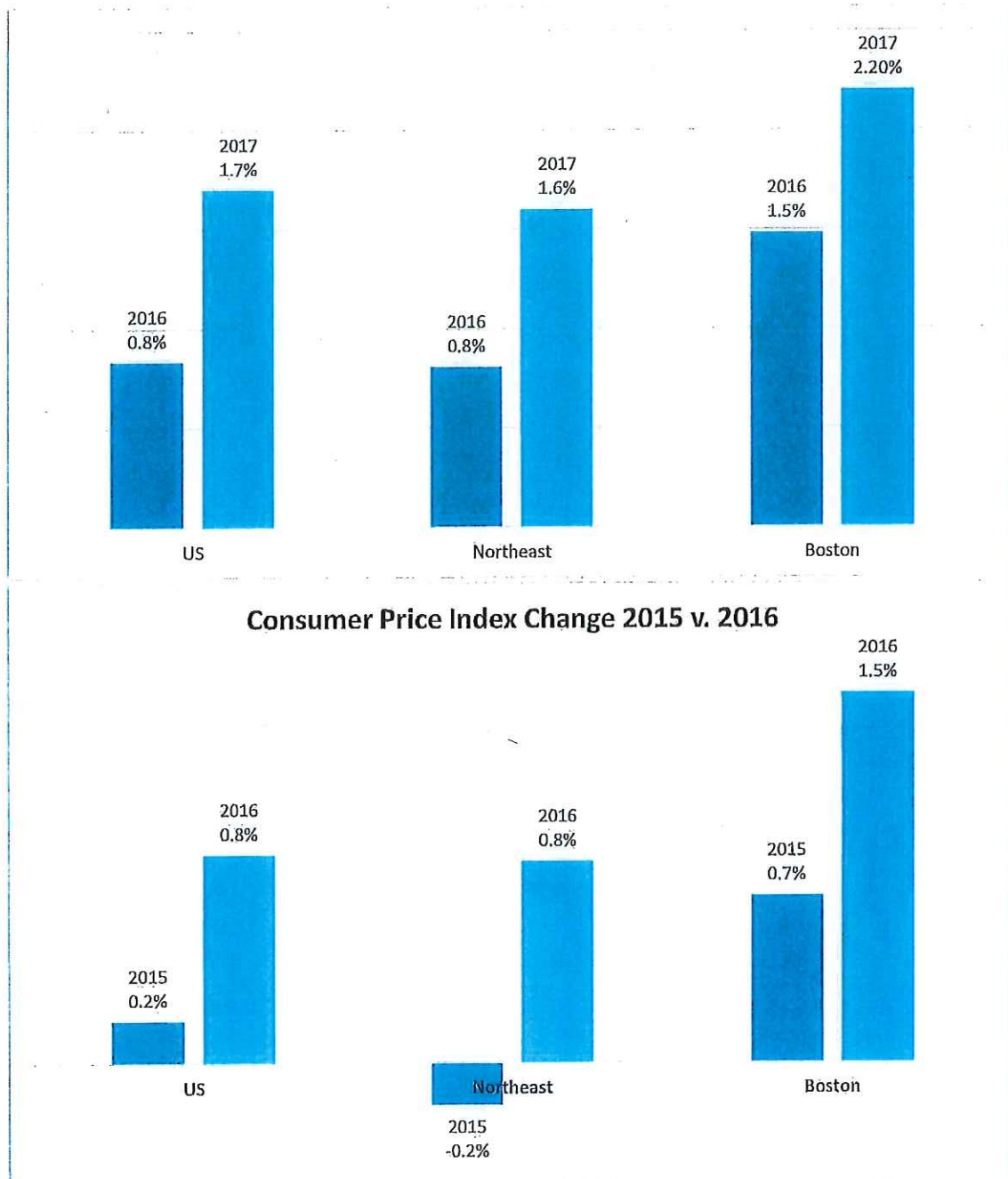
State of the Newmarket Economy

The Newmarket economy continues to improve, as has the economies of the County, State, New England and the Country. At the end of June 2017 according to the US Bureau of Labor Statistics, the National Unemployment rate decreased. At the beginning of FY17 the rate was 4.3%, as compared to 5.1% at the beginning. The State of New Hampshire fared much better than the national average with an unemployment rate of 2.5%, a decrease of 0.4% from the beginning of the fiscal year. Rockingham County experienced a decrease to 2.7% unemployed. The Greater Portsmouth Labor market, which we are a part of, experienced an unemployment rate of 2.5%. Finally, the Town itself is lower with an unemployment rate of 1.9%, a decrease of 0.5%.



Another area to look at for indications on the state of the economy is the Consumer Price Index as determined by the Department of Labor Bureau of Statistics. In 2017, there was a significant increase in the consumer price index. While last year, in July the CPI-Urban National saw a 1.7% increase over the previous year, in July 2016 we saw a 0.8% increase over the previous year. In July 2017, the Northeast CPI-Urban average saw an increase of 1.6%, and saw an increase of 0.8% in July 2016 over the previous year. For the Boston area, in July 2016 there was a 1.5% increase in the CPI over the previous year. This year,

Boston area saw an increase of 2.2% over 2016. The main reason in the reduction or small increase in the CPI is due to the falling oil prices in the area.

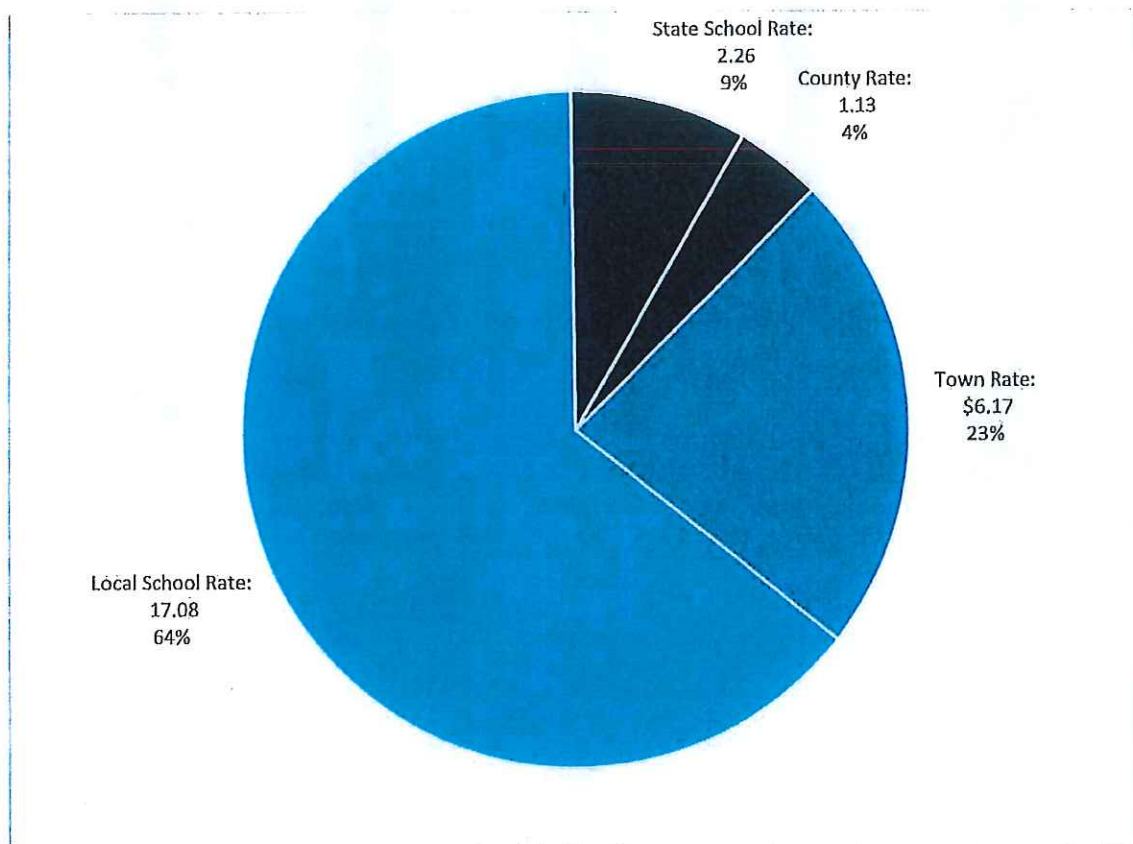


The Social Security Administration are estimating that it will provide those who receive Social Security with a cost of living adjustment (COLA) of about 2.2%.

From review of these figures, the economy continues to improve. The various issues with the national and international money markets that are gripping the global economy affect Newmarket, like every municipality in the country. If interest rates continue to be low, the Town will continue to have to estimate lower revenues on interest on investments.

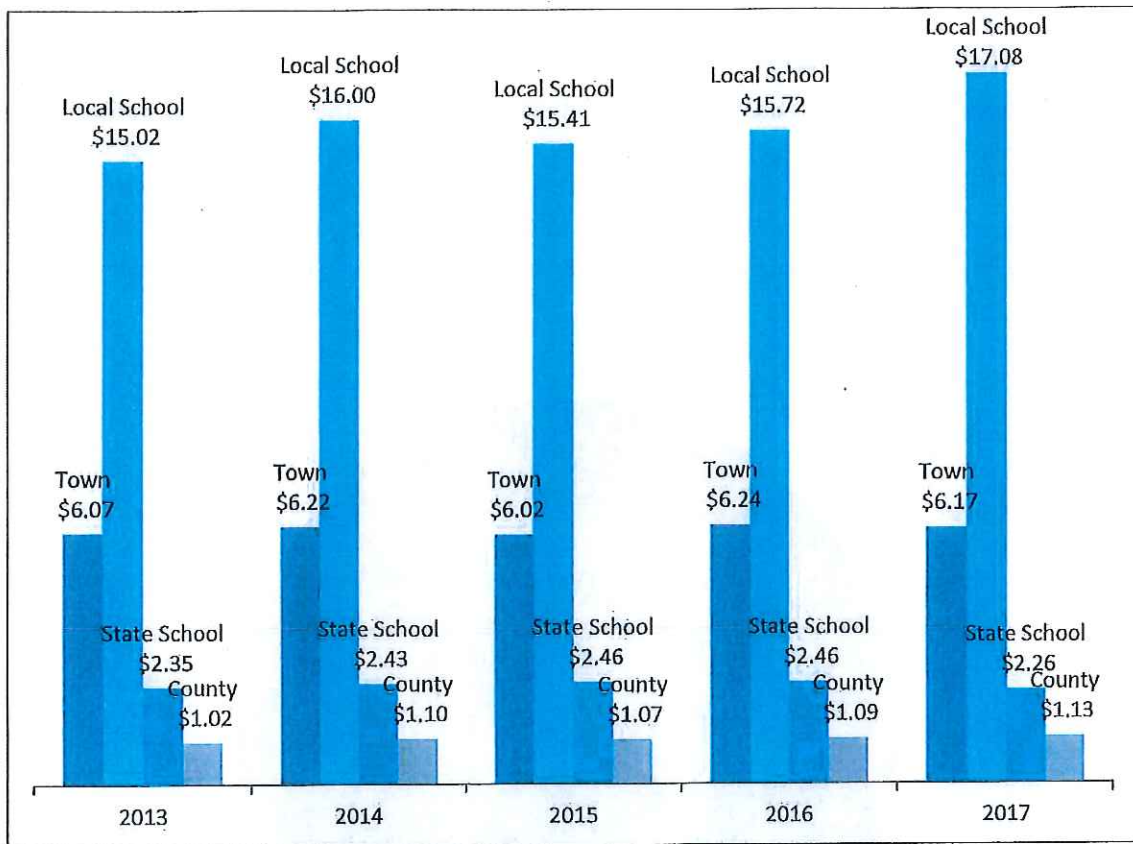
Estimated Tax Rate

The Town tax rate applies to each \$1,000 of assessed value in the Town. The rate is arrived by dividing the net appropriations (appropriations less net revenue) by the net assessed value (total value less exemptions.) We have not received the official tax rate from the NH Department of Revenue Administration as of the printing of the budget, so we are estimating the following as our current total Tax Rate. The total current tax rate estimate is \$26.64, an increase of \$1.68 over the previous year.

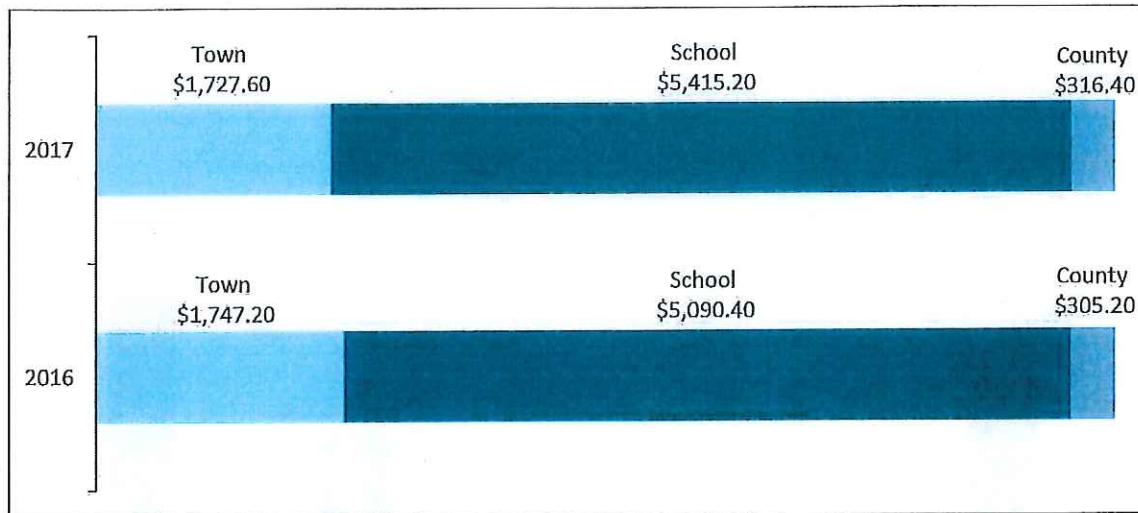


For FY2017, the Town portion of the tax rate is \$6.17 or 23% of the total rate. Education is 73% of the tax rate (64% Local School and 9 % State School.) The remaining 4% are monies that the Town collects for the County.

The following chart is a 5 year comparison of the tax rate.



Another way to look at this is to determine how the average home owner paying for each of the services. Currently, the average home value for the Town is \$280,000. Using the estimated 2017 Tax Rate of \$26.64, this means that the average home owner pays \$1,727 for Town services, \$5,415 for the combined Local and State School commitment and \$316 for the County portion. The combined average bill is \$7,459. This is an increase of \$316.40 per year.



When we are reviewing the tax rate, we must also look at the Town's net valuation. The valuation of the Town is the total value of the buildings and land in the community. Since a majority of our revenues are generated through property taxes, this number is used to determine the rate. In 2017, the valuation of the Town is estimated at \$749,828,081¹. This was an increase of 2.5% from 2016 when it was \$731,700,728. What this means is that using the 2016 valuation, for every dollar of the tax rate raised; we would raise \$731,700 for our expenses. However, since the value of the town increased, for every dollar of the tax rate raised we now raise \$749,828. The following chart shows a five year history of the value of the Town.

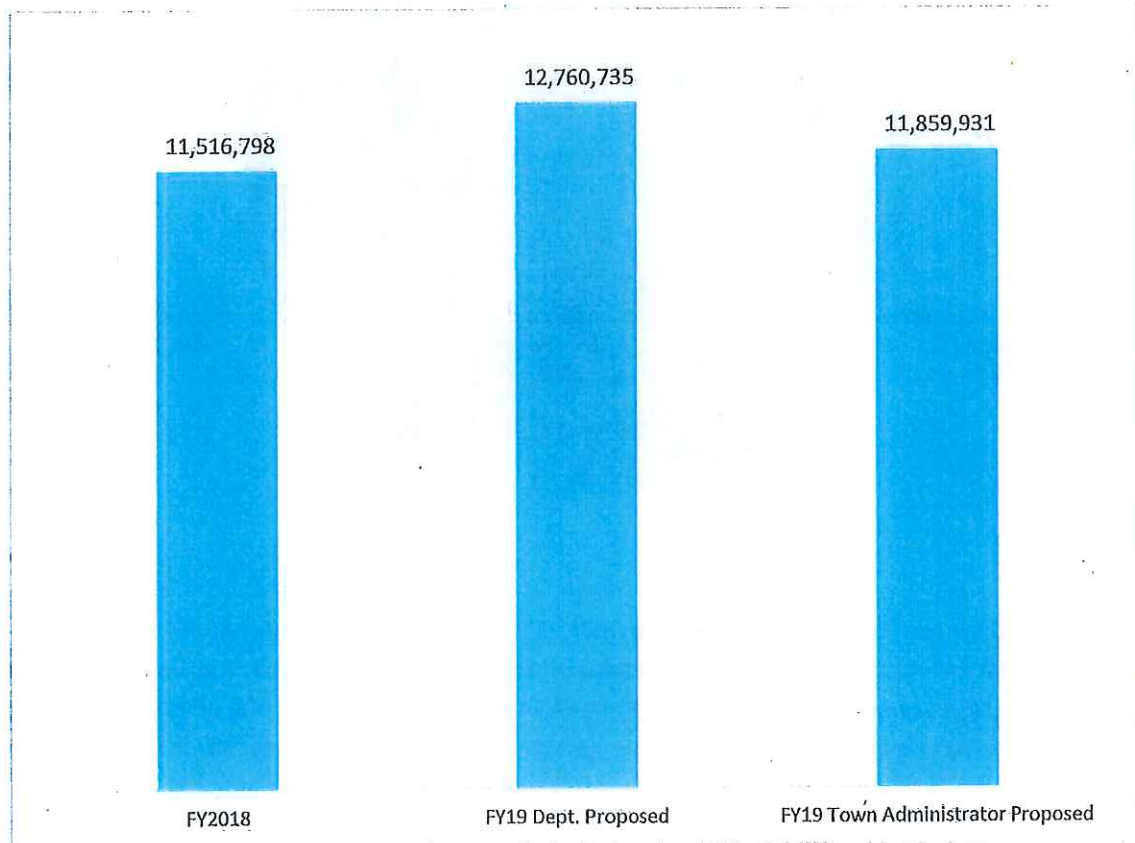


¹ This is an estimated figure from the Assessing Department. The State had not reviewed it by October 15, 2017. This figure will be finalized by the NH Department of Revenue Administration prior to tax rate setting.

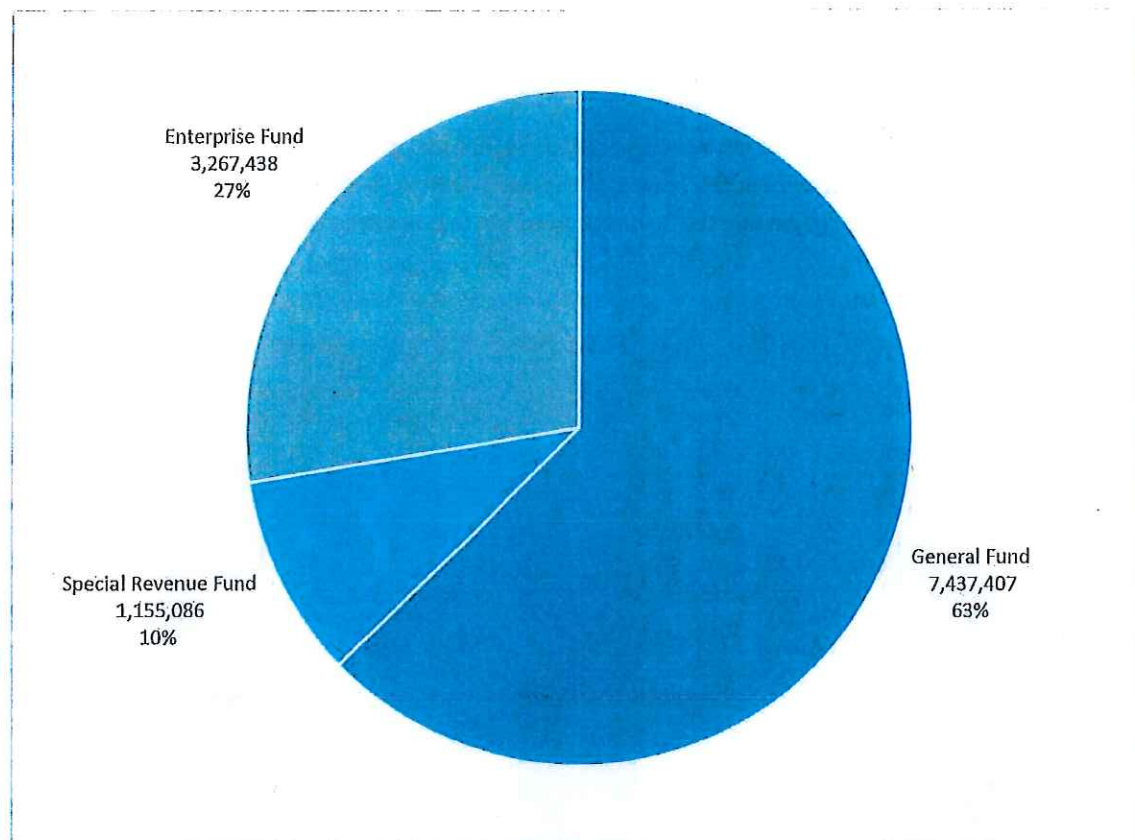
Appropriations

Total Appropriation Summary

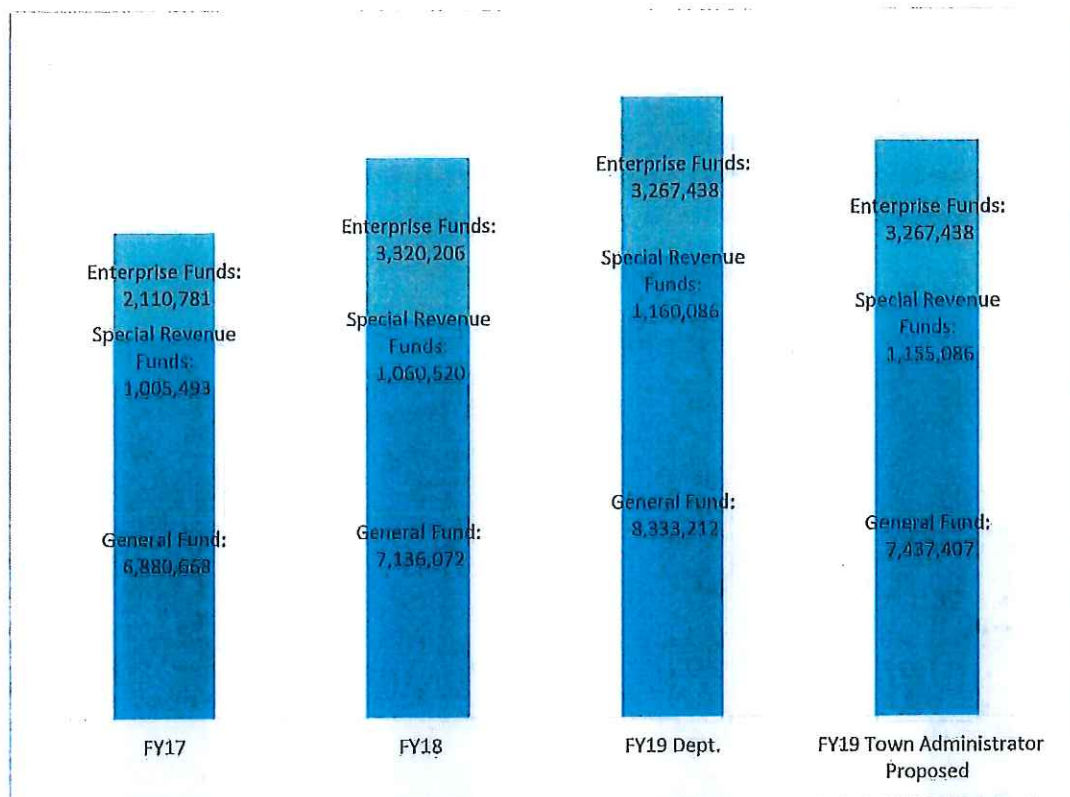
The proposed Total Appropriation for the Town as proposed is \$11,859,931. This is an increase of \$343,133 or 2.98%. The following chart compares the Town's Total Appropriations for fiscal years ending 2017, the Department Heads proposed budget and the Town Administrator's proposed budget.



The major increases in this year's proposed budget are mainly operational. General Fund accounts for 66% of the total operational funding for the Town. In addition, there are two enterprise funds for Water and Sewer, which receives its funding from utility rate charges and not through taxation. The Enterprise Funds make up 29% of the total budget. Finally, there are special funds for the Solid Waste, Recreation and the Library. These funds make up 9% of the total budget.



The proposed General Fund Budget is increasing \$301,335 or 4.22%. The Special Revenue Funds that cover Library, Solid Waste and Recreation Revolving Fund are increasing \$94,566 or 8.92%. The Enterprise Funds are the Water and Sewer Budgets. They are Enterprise Funds because they are not funded in any way by tax dollars, but by ratepayers. In FY19, we are budgeting \$3,267,438 or a decrease of \$52,768 or -1.59%.

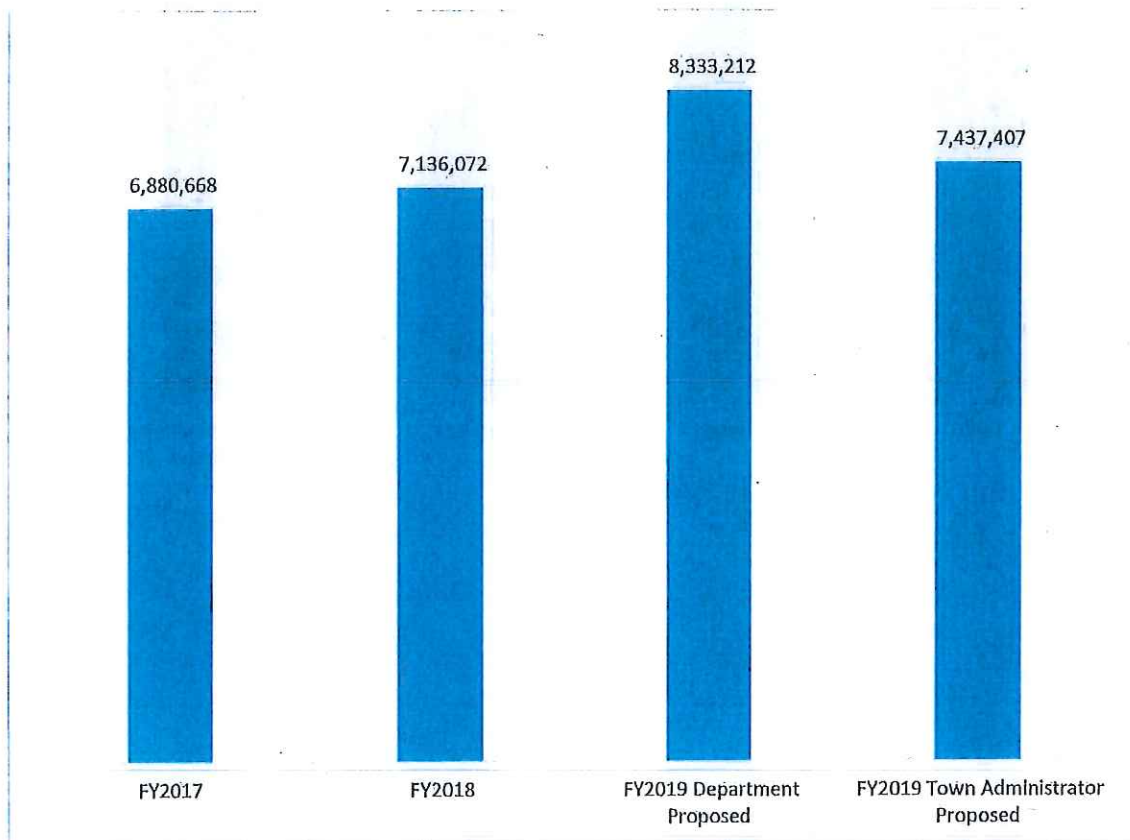


Town General Fund

General Fund Appropriation Summary

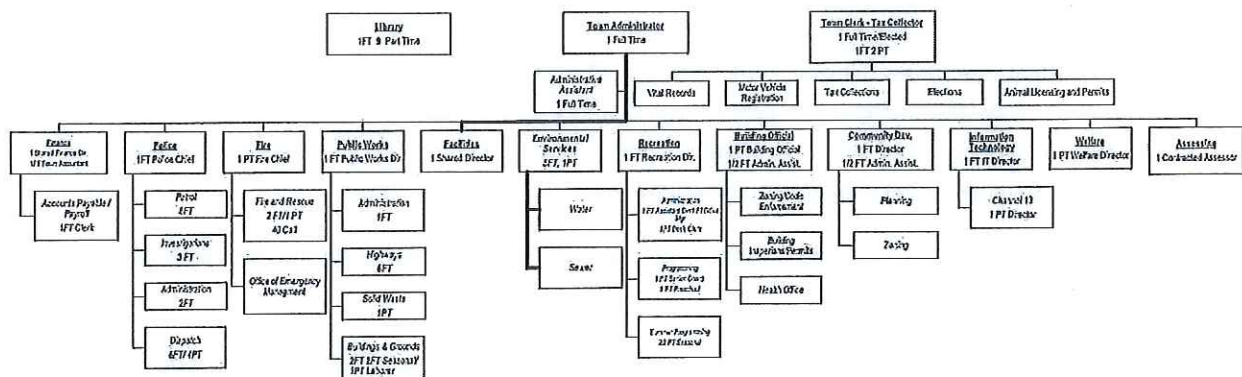
General Fund appropriations cover all general government services, such as fire, police and public works, which are not otherwise accounted for in a special revenue or enterprise fund. As was mentioned, this makes up 63% of the total Town appropriations.

The following chart is a three year comparison of the General Fund.



By Department, Human Resources, which includes all employee benefits and Town insurances is the largest budgetary department, making up 22% of the General Fund Budget. The Police Department is the second largest budgetary department, making up 18% of the overall General Fund Budget.

Personnel services costs make up a majority of the operating budget. For informational purposes, the following is an organizational chart that shows staffing levels of the various departments.



We are budgeting for a total healthcare impact of \$814,612, with \$658,750 coming from General Fund, \$140,862 from the Enterprise Funds and \$15,000 from the Library.

The New Hampshire Retirement System Rates for FY2018 are increasing. These increases will cost the Town \$14,582. The following are the employer shares of the retirement costs.

	Current % Employer Contribution	% Employer Contribution Effective 7/1/17	Difference
<i>GROUP I</i>			
Employees	11.17%	11.38%	0.21%
<i>GROUP II</i>			
Police	26.38%	29.43%	3.05%
Fire	29.16%	31.89%	2.73%

Other Operational Costs

Department Heads have been very cognizant of the need to hold the line when it came to their department operations. However, we have put off a number of projects over the past few years. Overall there are few large increases in operational costs. First, the new Director of Facilities has reviewed his operational budget and made significant changes. This includes \$75,000 for operational repairs that are smaller than items that should be removed from the capital reserve funds.

We are adding additional funds in Finance and IT for the implementation of the new financial software.

Debt Service

Debt Service is the combined principal, interest on any bonds the town has issued. Currently, we are budgeting \$120,063 in the general fund for these repayments. This figure steadily declines due to reduced interest costs as we pay down the outstanding principal. These do not include the bond payments for the water and sewer departments which are included in the Enterprise Funds.

Capital Items

Department Heads are recommending \$ 1,276,654 in contributions to various Capital Reserve Funds in the FY2019 operating budget. This would be a 129.98% increase over the previous year. After reviewing the requests, I am proposing a Capital Improvement Budget of \$560,400. This represents 0.95% increase over the previous year.

Account Description	Fund Levels Sept. 1 2017	FY2019	
		Dept. Head Proposed	Town Admin. Proposed
Public Works:			
CAP RES - PUBLIC WORKS	\$ 330,667	\$ 156,831	\$ 100,000
CAP RES - BUILDING IMPROVEMENT	204,240	460,550	100,000
CAP RES - ROADWAY IMPROVEMENT	65,316	135,000	135,000
CAP RES - STORMWATER MGT	112,900	100,000	50,000
CAP RES - MACALLEN DAM	128,468	50,000	50,000
Fire Rescue/Safety:			
CAP RES - FIRE DEPARTMENT	204,240	261,407	50,000
Police:			
CAP RES - POLICE VEHICLES	222,529	52,000	26,000
CAP RES - POLICE DISPATCH EQUIP	182,922	23,466	10,000
Other:			
CAP RES - Veterans Memorials	27,855	2,000	2,000
CAP RES - REVALUATION	33,353	-	-
CAP RES - MASTER PLAN	30,078	10,000	10,000
300TH ANNIV.CELEBRATION EXP.TRUST	8,031	-	2,000
CAP RES - COMP. ABSENCE EXP.TRUST	10,049	-	-
CAP RES - LIBRARY	66,476	10,400	10,400
CAP RES - RECREATION FACILITIES	156,672	15,000	15,000
CAP RES - Cable	31,652	-	-
CAPITAL RESERVE - TECHNOLOGY	37,668	-	-
Department Total	\$	\$ 1,276,654	\$ 560,400
% Change		129.98%	0.95%

This reduction does not mean projects will not be completed this year. On the contrary, I would propose the following withdrawals from capital reserve funds to complete various projects:

Public Works

Dump Truck	\$ 146,000.00
Sweeper	\$ 160,000.00
	<u>\$ 306,000.00</u>

Facilities

Security Upgrade	\$ 15,200.00
Tiger Hose Repairs	\$ 21,500.00
Repointing Brick	\$ -
Façade Work	\$ 38,600.00
Town Hall Furnace	\$ 89,750.00
	<u>\$ 165,050.00</u>

Fire

Radios	\$ 45,000.00
--------	--------------

Police

Cruiser	\$ 45,000.00
Fire Base Radio	\$ 20,000.00
	<u>\$ 1,052,100.00</u>

These are all projects that the departments have requested to be completed in FY19.

Special and Revolving Funds

The Town has three special funds: Library; Solid Waste and Recreation. These funds are set up so the revenues that they generate go directly back to the operations of their departments. However, when revenues do not cover the cost of their operations, the Town will provide them with a subsidy through taxation.

The Library is requesting \$315,184 or a 0.56% decrease from the previous year. The Library is governed by an independently appointed Board of Library Trustees. The entire request is subsidized through taxation.

Solid Waste is being budgeted at \$534,130 which is a 15% increase over the previous year. This change represents increases in our contracted services.

I am budgeting the Recreation Revolving fund at \$305,772 or 9.55% increase from the previous year.

Enterprise Funds

The Town of Newmarket has two Enterprise Funds for the operations of the Town's Water and Sewer systems. These funds are supported by user fees and do not impact the property tax rate.

Expenditures

The Water Fund is proposed at \$1,080,493 or decrease of 5.03%. The main reason for this increase is the reduction in principle and interest payments we will be making in FY19.

The Sewer Fund is proposed at \$2,186,945 or an increase of 0.21%. The main reason for this increase is benefits for new employees.

Capital Expenditures

We are recommending \$631,123 in contributions to the Water and Sewer Department Capital Reserve funds.

	Current Balance 9/1/2017	2019 Department Requests	2019 Town Administrator Recommendation
ENTERPRISE FUNDS			
Water Department CRF	1,053,957	364,000	364,000
Sewer Department CRF	1,024,137	267,123	267,123
TOTAL ENTERPRISE FUNDS	2,078,094	631,123	631,123

The Water Fund is not anticipating withdrawing any funds to make any purchases this coming fiscal year. They will be placing \$14,002 in the fund for vehicle replacement; \$100,000 to go towards the development of the Tucker Well, and the remainder would be for upgrades to the system in a future fiscal year.

The Sewer Department is proposing adding \$275,700 to its Capital Reserve Fund. Of this \$15,502 would be for the future replacement of vehicles (shared with Water) and the remainder of the funds being included for future upgrades.

Revenues

When people think of the Town's revenue sources, most only think of the Town's property tax. While it does make up a significant amount, we do collect revenues from different sources, such as motor vehicle registrations, utility fees and other fees the Town collects. As I have mentioned previously, the Town is not immune from the fluctuation in the economy that everyone else is facing. Last year we estimated \$7,177,656 in revenues for the Town. Please be aware that these figures are just estimates and the Department of Revenue Administration allows the Town to revise these rates prior to tax rate setting if we see any changes in the budget.

Revenue:	2017	2018	2019		2019	
	Approved	Approved	Dept Head Proposed	% Change	Town Admin Proposed	% Change
Taxes (Land Use, PILOT, Int on Taxes)	111,430	\$ 121,430	\$ 121,430	0.00%	121,430	0.00%
Licenses, Permits & Fees	1,556,300	1,666,300	1,666,300	0.00%	1,750,000	5.02%
From State	659,414	659,414	659,414	0.00%	665,000	0.85%
Charges for Service	148,348	180,700	244,700	35.42%	244,700	35.42%
Misc. Revenue	74,601	14,000	14,000	0.00%	14,000	0.00%
From Special Revenue Funds	473,433	529,116	535,772	1.26%	535,772	1.26%
Sewer	1,159,007	2,163,465	2,166,261	0.13%	2,166,261	0.13%
Water	932,813	1,137,780	1,080,493	-5.03%	1,080,493	-5.03%
Use of Fund Balance	500,000	600,000	500,000	-16.67%	600,000	0.00%
Total revenues	5,615,346	7,072,204	6,988,370		7,177,656	
Percentage change	1.26%	27.53%	-1.19%		1.49%	

Overall Tax Impact

The following number would be an estimate impact on the tax rate for the next year. Again, this is just an estimate, and revenues, war service credits, the valuation of the Town as well as other factors will probably change prior to the State setting the tax rate in the fall of 2018. This estimate takes into consideration that there is no increase in the Town's valuation and we have the same number of War Service credits.

If the budget were to pass as presented, it would represent an increase of eighteen cents over the previous tax rate.

The following is a comparative breakdown:

	FY18 Estimated	Dept. Proposed FY19	Town Administrator Proposed FY19
Gross Appropriation	11,516,798	12,760,735	11,859,931
Less Revenues	7,072,204	6,988,370	7,177,656
Less Shared Revenues	-	-	-
Add: Overlay	20,000	20,000	20,000
Add: War Service Credits	162,500	162,500	160,000
Net Town Appropriation	4,627,094	5,954,865	4,862,275
Assessed value	749,828,081	749,828,081	749,828,081
Estimated Tax rate	\$ 6.17	\$7.94	\$6.48

THE TOWN OF NEWMARKET, NH
Fiscal Year 2018-2019 Proposed Budget

Town of Newmarket

Fiscal Year 2019 Budget - Summary of All Funds

	2017	2018	2019		2019	
	Approved	Approved	Dept Head Proposed	% Change	Town Admin Proposed	% Change
Revenue:						
Taxes (Land Use, PILOT, Int on Taxes)	111,430	121,430	121,430	0.00%	121,430	0.00%
Licenses, Permits & Fees	1,556,300	1,666,300	1,666,300	0.00%	1,750,000	5.02%
From State	659,414	659,414	659,414	0.00%	665,000	0.85%
Charges for Service	148,348	180,700	244,700	35.42%	244,700	35.42%
Misc. Revenue	74,601	14,000	14,000	0.00%	14,000	0.00%
From Special Revenue Funds	473,433	529,115	535,772	1.26%	535,772	1.26%
Sewer	1,159,007	2,163,465	2,166,261	0.13%	2,166,261	0.13%
Water	932,813	1,137,780	1,080,493	-5.03%	1,080,493	-5.03%
Use of Fund Balance	500,000	600,000	500,000	-16.67%	600,000	0.00%
Total revenues	5,615,346	7,072,204	6,988,370		7,177,656	
Percentage change	1.26%	27.53%	-1.19%		1.49%	
Expenditures:						
General Fund:						
Town Council	19,300	19,200	20,750	8.07%	20,750	8.07%
Town Administrator	189,139	192,872	193,950	0.56%	193,750	0.46%
Finance Department	206,844	227,750	255,650	12.25%	255,650	12.25%
Human Resources	1,515,143	1,628,692	1,652,999	1.49%	1,649,999	1.31%
Town Clerk/Town Collector	176,442	168,528	189,800	12.62%	189,800	12.62%
Code enforcement	69,765	70,731	77,777	9.96%	77,777	9.96%
Welfare	41,343	35,580	38,901	9.56%	31,080	-12.65%
Assessor	69,325	70,037	72,640	3.72%	71,640	2.29%
Legal	80,000	80,000	85,000	6.25%	85,000	6.25%
Planning	122,676	126,215	141,240	11.90%	130,170	3.13%
Conservation Commission	2,941	2,941	2,941	0.00%	2,941	0.00%
Economic Development	2,500	2,500	2,500	0.00%	2,500	0.00%
Debt Service	129,759	125,259	120,063	-4.15%	120,063	-4.15%
Information Technology	167,144	171,465	211,745	23.49%	211,745	23.49%
Police	1,322,707	1,338,426	1,340,280	0.14%	1,340,280	0.14%
PW Administration	427,516	434,282	473,811	9.10%	458,611	5.60%
Roadway and sidewalk	330,970	367,270	447,370	21.81%	376,370	2.48%
Street Lighting	49,000	49,000	50,000	2.04%	50,000	2.04%
Bridges	-	4,000	10,000	150.00%	4,000	0.00%
Buildings and grounds	482,233	545,965	691,980	26.74%	666,980	22.17%
Cemetery	37,253	38,132	36,800	-3.49%	36,800	-3.49%
Vehicles	206,500	194,000	189,000	-2.58%	189,000	-2.58%
Fire Rescue	350,762	376,950	420,683	11.60%	391,683	3.91%
Emergency Management	1,950	3,000	3,000	0.00%	3,000	0.00%
Grants	53,000	61,500	67,700	10.08%	64,500	4.88%
Social Services Grants	43,029	43,303	58,379	34.82%	51,400	18.70%
Capital Reserve	575,115	555,115	1,276,654	129.98%	560,400	0.95%
Recreation (GF Only)	200,322	203,351	201,519	-0.90%	201,519	-0.90%
Total General Fund	6,880,660	7,136,072	8,333,212	16.78%	7,437,407	4.22%
Special Revenue Funds:						
Library	314,704	316,955	315,184	-0.56%	315,184	-0.56%
Recreation (Revolving Fund Only)	243,433	279,115	305,772	9.55%	305,772	9.55%
Solid Waste	447,356	464,450	539,130	16.08%	534,130	15.00%
Total Special Revenue Funds	1,005,493	1,060,520	1,160,086	9.39%	1,155,086	8.92%
Enterprise Funds:						
Water	932,813	1,137,780	1,080,493	-5.03%	1,080,493	-5.03%
Waste Water	1,177,968	2,182,426	2,186,945	0.21%	2,186,945	0.21%
Total Enterprise Funds	2,110,781	3,320,206	3,267,438	-1.59%	3,267,438	-1.59%
Total expenditures	9,996,942	11,516,798	12,760,735		11,859,931	
Percentage increase	3.53%	19.27%	10.80%		2.98%	
Less: Shared Revenues	-	-	-		-	
Add: Overlay	20,000	20,000	20,000		20,000	
Add: War Service Credits	162,500	162,500	162,500		160,000	
Net Town Appropriation	4,564,096	4,627,094	5,954,865		4,862,275	
Assessed value	731,700,728	749,828,081	749,828,081		749,828,081	
Tax rate	6.24 \$	6.17 \$	7.94		6.48	

Town of Newmarket
Fiscal Year 2019 Budget Worksheet
Department - Town Council

Account Description	Account Number	FY 2017			FY 2018			FY 2019		
		Original Budget	Actual Expenditure	% Change	Original Budget	Actual Expenditure	% Change	Dept. Head Proposed	% Change	Town Admin Proposed
TC - ELECTED SALARIES	01-401-100-0000	\$ 11,000	\$ 11,000	0.00%	\$ 11,000	\$ 2,750	0.00%	\$ 11,000	0.00%	\$ 11,000
TC - PART-TIME	01-401-103-0000	7,800	9,461	0.00%	7,800	-	0.00%	9,350	19.87%	9,350
TC - TRAINING	01-401-190-0000	250	-	0.00%	250	-	0.00%	250	0.00%	250
TC - GENERAL SUPPLIES	01-401-202-0000	250	1,327	0.00%	150	-	-40.00%	150	0.00%	150
TC - CONTINGENCY/GRANTS	01-401-450-0000	-	-	0.00%	-	-	0.00%	-	0.00%	-
Department Total		\$ 19,300	\$ 21,788	0.00%	\$ 19,200	\$ 2,750	-0.52%	\$ 20,750	8.07%	\$ 20,750
% Change										8.07%

Town of Newmarket
Fiscal Year 2019 Budget Worksheet
Department - Town Administrator

Account Description	Account Number	FY 2017			FY 2018			FY 2019		
		Original Budget	Actual Expenditure	% Change	Original Budget	Actual Expenditure	% Change	Dept. Head Proposed	% Change	Town Admin Proposed
TA - FULL TIME SALARIES	01-402-101-0000	\$ 135,095	\$ 140,432	4.41%	\$ 141,472	\$ 8,952	4.72%	\$ 141,900	0.30%	\$ 141,900
TA - PART TIME SALARIES	01-402-103-0000	4,000	-	0.00%	-	-	-100.00%	-	0.00%	-
TA - TRAINING/STAFF DEV	01-402-190-0000	3,500	2,939	16.67%	5,200	-	48.57%	5,200	0.00%	5,200
TA - POSTAGE	01-402-201-0000	3,000	1,943	0.00%	3,200	150	6.67%	3,200	0.00%	3,200
TA - GENERAL SUPPLIES	01-402-202-0000	11,500	7,129	4.55%	11,500	21	0.00%	11,500	0.00%	11,500
TA - COMMUNICATION SERVICES	01-402-301-0000	4,200	3,908	2.44%	4,200	327	0.00%	4,200	0.00%	4,200
TA - DUES/SUBSCRIPTIONS	01-402-310-0002	10,500	8,906	16.67%	10,500	776	0.00%	10,500	0.00%	10,500
TA - ADVERTISING	01-402-310-0003	2,500	4,762	0.00%	2,500	45	0.00%	2,550	2.00%	2,550
TA - BOOKS	01-402-310-0005	500	1,538	0.00%	500	-	0.00%	900	80.00%	900
TA - EQUIPMENT MAINTENANCE	01-402-402-0000	8,344	9,584	66.88%	8,300	280	-0.53%	8,450	1.81%	8,300
TA - PRINTING/PUBLISHING	01-402-501-0000	3,500	2,571	16.67%	3,000	-	-14.29%	3,050	1.67%	3,000
TA - CONTRACTED SERVICE	01-402-702-0000	2,500	10,073	0.00%	2,500	-	0.00%	2,500	0.00%	2,500
Department Total		\$ 189,139	\$ 193,785		\$ 192,872	\$ 10,551		\$ 193,950		\$ 193,750
% Change		6.86%			1.97%			0.56%		0.46%

Town of Newmarket
Fiscal Year 2019 Budget Worksheet
Department - Finance

Account Description	Account Number	FY 2017			FY 2018			FY 2019		
		Original Budget	Actual Expenditure	% Change	Original Budget	Actual Expenditure	% Change	Dept Head Proposed	Town Admin Proposed	% Change
FINANCE - ELECTED OFFICIALS	01-403-100-0000	900	900	0.00%	900	900	0.00%	900	900	0.00%
FINANCE - FULL TIME SALARIES	01-403-101-0000	167,544	156,399	2.33%	134,700	3,642	-19.60%	153,800	153,800	14.18%
FINANCE - PART TIME SALARIES	01-403-103-0000	5,000	5,000	0.00%	5,000	417	0.00%	5,000	5,000	0.00%
FINANCE - TRAINING/STAFF DEVELOPM	01-403-190-0000	-	41	0.00%	1,000	-	0.00%	1,000	1,000	0.00%
FINANCE - GENERAL SUPPLIES	01-403-202-0000	5,000	5,862	0.00%	5,000	161	0.00%	5,500	5,500	10.00%
FINANCE - COMMUNICATIONS SERVICE	01-403-301-0000	2,400	2,514	0.00%	2,450	205	2.08%	2,500	2,500	2.04%
FINANCE - BUDGET COMMITTEE EXPEN	01-403-310-0001	600	35	0.00%	600	-	0.00%	600	600	0.00%
FINANCE - DUES/SUBSCRIPTIONS	01-403-310-0002	-	25	-100.00%	-	-	0.00%	300	300	0.00%
FINANCE - ADVERTISING	01-403-310-0003	500	1,101	-50.00%	1,000	435	100.00%	1,000	1,000	0.00%
FINANCE - EQUIPMENT MAINTENANCE	01-403-402-0000	900	268	50.00%	600	-	-33.33%	600	600	0.00%
FINANCE - AUDIT	01-403-703-0000	24,000	26,232	11.89%	22,500	26,232	-6.25%	30,000	30,000	33.33%
FINANCE - BANK FEES	01-403-460-0000	-	450	0.00%	-	-	0.00%	450	450	0.00%
New Financial System - Lease		-	-	0.00%	54,000	-	0.00%	54,000	54,000	0.00%
Department Total		\$ 206,844	\$ 198,826	2.92%	\$ 227,750	\$ 31,992	10.11%	\$ 255,650	\$ 255,650	12.25%
% Change										

Town of Newmarket
Fiscal Year 2019 Budget Worksheet
Department - Human Resources

Account Description	Account Number	FY 2017			FY 2018			FY 2019		
		Original Budget	Actual Expenditure	% Change	Original Budget	Actual Expenditure	% Change	Dept Head Proposed	Town Admin Proposed	% Change
EMP BEN - FICA	01-404-150-0000	\$ 124,089	\$ 114,376	11.79%	\$ 129,181	\$ 4,674	4.10%	131,500	131,500	1.80%
EMP BEN - MEDICARE	01-404-151-0000	45,134	40,639	3.98%	46,489	1,877	2.96%	46,700	46,700	0.50%
EMP BEN - PRE-EMPLOYMENT TESTING	01-404-152-0000	2,740	2,848	265.33%	2,000	492	-27.01%	2,500	2,500	25.00%
EMP BEN - HEALTH INSURANCE	01-404-155-0000	585,734	543,161	11.15%	660,085	49,127	12.69%	658,750	658,750	-0.20%
EMP BEN - NH RETIREMENT	01-404-156-0000	426,379	418,755	7.32%	441,316	19,006	3.50%	467,000	467,000	5.82%
EMP BEN - ICMA RETIREMENT	01-404-157-0000	-	-	0.00%	-	-	0.00%	-	-	0.00%
EMP BEN - LIFE/DISABILITY BENE	01-404-159-0000	27,660	27,014	8.15%	28,199	(109)	1.95%	29,540	29,540	4.76%
EMP BEN - WORKERS COMPENSATION	01-404-160-0000	125,389	123,295	10.00%	138,931	117,465	10.80%	138,931	138,931	0.00%
EMP BEN - UNEMPLOYMENT	01-404-161-0000	4,413	1,549	-32.35%	1,788	(2)	-59.43%	1,788	1,788	0.00%
EMP BEN - EMPLOYEE TESTING	01-404-162-0000	600	833	0.00%	1,000	-	66.67%	1,000	1,000	0.00%
HR - TRAINING STAFF DEVELOPMENT	01-404-190-0000	2,500	2,833	0.00%	2,500	-	0.00%	2,500	2,500	0.00%
EMP BEN - MERIT	01-404-197-0000	45,000	-	28.57%	45,000	-	0.00%	50,000	47,000	11.11%
EMP BEN - LONGEVITY	01-404-198-0000	22,275	15,750	19.25%	22,950	-	3.03%	22,950	22,950	0.00%
EMP BEN - PROPERTY LIABILITY INSUR	01-404-504-0006	103,230	101,179	15.25%	109,273	92,436	5.85%	99,840	99,840	-8.63%
EMP BEN - INSURANCE DEDUCTIBLE	01-404-504-0007	-	-	0.00%	-	-	0.00%	-	-	0.00%
Department Total		\$ 1,515,143	\$ 1,392,232	10.44%	\$ 1,628,692	\$ 284,965	7.49%	\$ 1,652,999	\$ 1,649,999	1.49%
% Change										1.31%

Town of Newmarket
Fiscal Year 2019 Budget Worksheet
Department - Building Safety

Account Description	Account Number	FY 2017			FY 2018			FY 2019		
		Original Budget	Actual Expenditure	% Change	Original Budget	Actual Expenditure	% Change	Dept. Head Proposed	% Change	Town Admin Proposed
CODE - FULL-TIME SALARIES	01-407-101-0000	\$ 25,356	\$ 26,483	0.00%	\$ 25,356	\$ 975	0.00%	\$ 26,105	2.95%	\$ 26,105
CODE - PART TIME SALARIES	01-407-103-0000	38,919	40,885	4.23%	39,895	1,517	2.51%	43,932	10.12%	43,932
CODE - TRAINING	01-407-190-0000	1,000	110	0.00%	1,000	-	0.00%	1,040	4.00%	1,040
CODE - POSTAGE	01-407-201-0000	130	137	0.00%	130	21	0.00%	135	3.85%	135
CODE - GENERAL SUPPLIES	01-407-202-0000	2,700	738	0.00%	2,700	-	0.00%	2,810	4.07%	2,810
CODE - TELEPHONE	01-407-301-0000	1,000	957	100.00%	1,000	86	0.00%	1,040	4.00%	1,040
CODE - DUES/SUBSCRIPTIONS	01-407-310-0002	400	1,913	0.00%	400	184	0.00%	2,450	512.50%	2,450
CODE - EQUIPMENT MAINTENANCE	01-407-402-0000	200	-	0.00%	200	-	0.00%	210	5.00%	210
CODE - LAB TESTING	01-407-702-0000	50	-	0.00%	50	-	0.00%	55	10.00%	55
Department Total		\$ 69,755	\$ 71,023		\$ 70,731	\$ 2,782		\$ 77,777		\$ 77,777
% Change		3.72%			1.40%			9.96%		9.96%

Town of Newmarket
Fiscal Year 2019 Budget Worksheet
Department - Town Clerk/Tax Collector

Account Description	Account Number	FY 2017			FY 2018			FY 2019			FY 2019		
		Original Budget	Actual Expenditure	% Change	Original Budget	Actual Expenditure	% Change	Dept. Head Proposed	% Change	Town Admin Proposed	% Change		
TC/TC - FULL TIME SALARIES	01-405-101-0000	\$ 105,904	\$ 106,391	4.29%	\$ 108,305	\$ 4,166	2.27%	\$ 111,295	2.76%	111,295	2.76%		
TC/TC - PART TIME SALARIES	01-405-103-0000	27,919	24,976	1.86%	28,398	835	1.72%	34,965	23.12%	34,965	23.12%		
TC/TC - ELECTION OFFICIALS	01-405-103-0070	8,925	7,823	74.79%	2,925	-	-67.23%	2,975	1.70%	2,975	1.70%		
TC/TC - TRAINING STAFF DEVELOPMENT	01-405-190-0000	2,600	1,778	0.00%	2,250	445	-13.46%	2,100	-6.67%	2,100	-6.67%		
TC/TC - POSTAGE	01-405-201-0000	10,167	9,344	13.40%	10,620	435	4.46%	10,250	-3.48%	10,250	-3.48%		
TC/TC - GENERAL SUPPLIES	01-405-202-0000	3,300	3,119	0.00%	3,300	16	0.00%	4,600	39.39%	4,600	39.39%		
TC/TC - COMMUNICATION SERVICES	01-405-301-0000	1,600	1,331	0.00%	1,600	121	0.00%	1,600	0.00%	1,600	0.00%		
TC/TC - DUES/SUBSCRIPTIONS	01-405-310-0002	489	257	35.83%	480	-	-1.84%	410	-14.58%	410	-14.58%		
TC/TC - ELECTION/REGISTRATION	01-405-310-0070	8,113	7,776	85.23%	3,225	-	-60.25%	6,630	105.58%	6,630	105.58%		
TC/TC - EQUIPMENT MAINTENANCE	01-405-402-0000	1,400	939	0.00%	1,400	-	0.00%	1,400	0.00%	1,400	0.00%		
TC/TC - DEED RESEARCH	01-405-702-0000	2,575	2,328	-0.96%	2,575	45	0.00%	2,575	0.00%	2,575	0.00%		
TC/TC - EQUIPMENT PURCHASE	01-405-800-0000	2,500	2,500	0.00%	2,500	-	0.00%	5,000	100.00%	5,000	100.00%		
TC/TC - CODIFICATION	01-405-702-1000	950	2,003	90.00%	950	-	0.00%	6,000	531.58%	6,000	531.58%		
Department Total		\$ 176,442	\$ 172,563	8.73%	\$ 168,528	\$ 6,063	-4.49%	\$ 189,800	12.62%	\$ 189,800	12.62%		
% Change													

Town of Newmarket
Fiscal Year 2019 Budget Worksheet
Department - Welfare

Account Description	Account Number	FY 2017			FY 2018			FY 2019		
		Original Budget	Actual Expenditure	% Change	Original Budget	Actual Expenditure	% Change	Dept. Head Proposed	Town Admin Proposed	% Change
DIR ASSIST - PART-TIME SALARIES	01-408-103-0000	23,943	16,181	12.30%	20,000	590	-16.47%	23,401	17,500	17.01%
DIR ASSIST - TRAINING/STAFF DEVELO	01-408-190-0000	150	-	0.00%	150	-	0.00%	150	150	0.00%
DIR ASSIST - GENERAL SUPPLIES	01-408-202-0000	200	341	0.00%	380	31	90.00%	380	380	0.00%
DIR ASSIST - DUES/SUBSCRIPTIONS	01-408-310-0002	50	-	0.00%	50	-	0.00%	50	50	0.00%
DIR ASSIST - FOOD	01-408-315-0038	1,000	-	-50.00%	1,000	-	0.00%	1,000	1,000	0.00%
DIR ASSIST - RENT	01-408-315-0039	10,000	6,960	-9.05%	10,000	2,260	0.00%	10,000	8,000	-20.00%
DIR ASSIST - ELECTRICITY	01-408-315-0040	1,000	-	17.65%	1,000	-	0.00%	1,000	1,000	0.00%
DIR ASSIST - HEAT	01-408-315-0041	2,000	-	0.00%	1,000	-	-50.00%	1,000	1,000	0.00%
DIR ASSIST - MEDICAL	01-408-315-0042	1,500	750	667.58%	1,000	-	-33.33%	1,000	1,000	0.00%
DIR ASSIST - MISCELLANEOUS	01-408-315-0043	1,500	1,505	0.00%	1,000	750	-33.33%	1,000	1,000	0.00%
Department Total		\$ 41,343	\$ 25,737		\$ 35,580	\$ 3,631		\$ 38,981	\$ 31,080	
% Change		-14.26%			-13.94%			9.56%	-12.65%	

Town of Newmarket
Fiscal Year 2019 Budget Worksheet
Department - Assessor

Account Description	Account Number	FY 2017			FY 2018			FY 2019		
		Original Budget	Actual Expenditure	% Change	Original Budget	Actual Expenditure	% Change	Dept. Head Proposed	% Change	Town Admin Proposed
ASSESS - FULL TIME SALARIES	01-409-101-0000	\$ -	\$ -	0.00%	\$ -	\$ -	0.00%	-	0.00%	-
ASSESS - PART TIME SALARIES	01-409-103-0000	-	-	0.00%	-	-	0.00%	-	0.00%	-
ASSESS - CONTRACTED SRVC	01-409-130-0000	60,475	60,475	9.95%	61,987	905	2.50%	63,540	2.51%	63,540
ASSESS - TRAINING	01-409-190-0000	-	-	0.00%	-	-	0.00%	-	0.00%	-
ASSESS - MILEAGE	01-409-191-0000	-	-	0.00%	-	-	0.00%	-	0.00%	-
ASSESS - POSTAGE	01-409-201-0000	500	53	0.00%	-	1	-100.00%	500	0.00%	-
ASSESS - GENERAL SUPPLIES	01-409-202-0000	500	234	0.00%	-	-	-100.00%	500	0.00%	-
ASSESS - DUES/SUBSCRIPTIONS	01-409-310-0002	150	-	-57.14%	150	-	0.00%	-	-100.00%	-
ASSESS - SOFTWARE	01-409-407-0000	7,700	7,760	1.99%	7,900	7,920	2.60%	8,100	2.53%	8,100
ASSESS - PROPERTY APPRAISER	01-409-702-0000	-	-	0.00%	-	-	0.00%	-	0.00%	-
Department Total		\$ 69,325	\$ 68,522	8.49%	\$ 70,037	\$ 8,826	1.03%	\$ 72,640		\$ 71,640
% Change								3.72%		2.29%

Town of Newmarket
Fiscal Year 2019 Budget Worksheet
Department - Legal

Account Description	Account Number	FY 2017			FY 2018			FY 2019			
		Original Budget	Actual Expenditure	% Change	Original Budget	Actual Expenditure	% Change	Dept Head Proposed	% Change	Town Admin Proposed	% Change
LEGAL - LEGAL EXPENSES	01-410-602-0000	\$ 80,000	\$ 91,132	0.00%	\$ 80,000	\$ -	0.00%	\$ 85,000	6.25%	\$ 85,000	6.25%
Department Total		\$ 80,000	\$ 91,132		\$ 80,000	\$ -		\$ 85,000		\$ 85,000	
% Change		0.00%			0.00%			6.25%		6.25%	

Town of Newmarket
Fiscal Year 2019 Budget Worksheet
Department - Planning

Account Description	Account Number	FY 2017			FY 2018			FY 2019		
		Original Budget	Actual Expenditure	% Change	Original Budget	Actual Expenditure	% Change	Dept Head Proposed	% Change	Town Admin Proposed
PLAN - FULL TIME SALARIES	01-411-101-0000	\$ 98,731	\$ 102,008	3.16%	\$ 100,565	\$ 3,868	1.86%	\$ 103,570	2.99%	\$ 103,570
PLAN - PART TIME SALARIES	01-411-103-0000	2,000	-	0.00%	2,000	-	0.00%	2,840	42.00%	2,000
PLAN - TRAINING/STAFF DEVELOPMENT	01-411-190-0000	1,500	576	0.00%	1,500	-	0.00%	1,525	1.67%	1,500
PLAN - POSTAGE	01-411-201-0000	2,500	1,037	25.00%	2,500	3	0.00%	2,540	1.60%	2,500
PLAN - GENERAL SUPPLIES	01-411-202-0000	2,000	1,907	0.00%	2,500	-	25.00%	2,540	1.60%	2,500
PLAN - MAPPING SUPPLIES	01-411-202-0054	4,000	4,000	0.00%	4,000	-	0.00%	4,065	1.63%	4,000
PLAN - COMMUNICATIONS SERVICES	01-411-301-0000	600	643	0.00%	650	53	8.33%	660	1.60%	650
PLAN - DUES/SUBSCRIPTIONS	01-411-310-0002	8,345	8,965	0.00%	8,500	8,037	1.86%	8,650	1.76%	8,650
PLAN - ADVERTISING	01-411-310-0003	2,000	1,594	0.00%	3,000	-	50.00%	3,050	1.67%	3,000
PLAN - TAX MAPS	01-411-702-0000	1,000	1,000	0.00%	1,000	-	0.00%	1,800	80.00%	1,800
PLAN - CONTRACTED SERVICES	01-411-703-0000	-	1,000	-100.00%	-	-	0.00%	10,000	0.00%	-
Department Total		\$ 122,676	\$ 122,730		\$ 126,215	\$ 11,961		\$ 141,240		\$ 130,170
% Change		-5.01%			2.88%			11.90%		3.13%

Town of Newmarket
Fiscal Year 2019 Budget Worksheet
Department - Conservation Commission

Account Description	Account Number	FY 2017			FY 2018			FY 2019		
		Original Budget	Actual Expenditure	% Change	Original Budget	Actual Expenditure	% Change	Dept. Head Proposed	Town Admin Proposed	% Change
CON COMM - PART TIME SALARIES	01-413-103-0000	\$ 2,000	\$ 1,384	100.00%	\$ 2,000	\$ 158	0.00%	\$ 2,000	\$ 2,000	0.00%
CON COMM - POSTAGE	01-413-201-0000	60	60	0.00%	60	-	0.00%	60	60	0.00%
CON COMM - GENERAL SUPPLI	01-413-202-0000	200	75	0.00%	200	-	0.00%	200	200	0.00%
CON COMM - DUES/SUBSCRIPT	01-413-310-0002	390	-	0.00%	390	-	0.00%	390	390	0.00%
CON COMM - CONTRACTED SERVICES	01-413-702-0000	291	320	0.00%	291	-	0.00%	291	291	0.00%
Department Total		\$ 2,941	\$ 1,839		\$ 2,941	\$ 158		\$ 2,941	\$ 2,941	
% Change			51.52%			0.00%		0.00%	0.00%	

Town of Newmarket
Fiscal Year 2019 Budget Worksheet
Department - Economic Development

Account Description	Account Number	FY 2017			FY 2018			FY 2019		
		Original Budget	Actual Expenditure	% Change	Original Budget	Actual Expenditure	% Change	Dept. Head Proposed	Town Admin Proposed	% Change
ECON DEV - OPERATING EXPENSE	01-414-310-0000	\$ 2,500	1,200	150.00%	\$ 2,500	\$ -	0.00%	2,500	2,500	0.00%
Department Total		\$ 2,500	1,200		\$ 2,500	-		2,500	2,500	
% Change		150.00%			0.00%			0.00%		

Town of Newmarket
Fiscal Year 2019 Budget Worksheet
Department - Debt Service

Account Description	Account Number	FY 2017			FY 2018			FY 2019		
		Original Budget	Actual Expenditure	% Change	Original Budget	Actual Expenditure	% Change	Dept. Head Proposed	Town Admin Proposed	% Change
DEBT SER - PRINCIPLE	01-418-950-0000	\$ 100,000	\$ 100,000	0.00%	\$ 100,000	\$ -	0.00%	100,000	100,000	0.00%
DEBT SER - INTEREST	01-418-951-0000	29,759	29,758	-6.88%	25,259	19,382	-15.12%	20,063	20,063	-20.57%
Department Total		\$ 129,759	\$ 129,758		\$ 125,259	\$ 19,382		\$ 120,063	\$ 120,063	
% Change			-1.67%			-3.47%		-4.15%	-4.15%	

Town of Newmarket
Fiscal Year 2019 Budget Worksheet
Department - Information Technology

Account Description	Account Number	FY 2017			FY 2018			FY 2019			
		Original Budget	Actual Expenditure	Change \$	Original Budget	Actual Expenditure	Change \$	Dept Head Proposed	% Change	Town Admin Proposed	% Change
MIS - FULL TIME SALARIES	01-420-101-0000	68,183	69,815	4.29%	69,547	2,675	2.00%	71,285	2.50%	71,285	2.50%
MIS - PART TIME SALARIES	01-420-103-0000	-	-	0.00%	-	-	0.00%	-	0.00%	-	0.00%
CHANNEL 13 PART TIME SALARIES	01-421-103-0000	23,086	18,420	5.48%	23,543	1,630	1.98%	26,650	13.20%	26,650	13.20%
MIS - TRAINING	01-420-190-0000	1,000	999	0.00%	1,000	-	0.00%	500	-50.00%	500	-50.00%
MIS - GENERAL SUPPLIES	01-420-202-0000	2,500	2,470	0.00%	2,500	-	0.00%	2,500	0.00%	2,500	0.00%
MIS - COMMUNICATION SERVICE	01-420-301-0000	600	968	0.00%	600	101	0.00%	7,980	1230.00%	7,980	1230.00%
MIS - DUES SUBSCRIPTIONS	01-420-310-0002	275	125	0.00%	275	-	0.00%	400	45.45%	400	45.45%
MIS - SOFTWARE MAINT	01-420-407-0000	42,500	42,402	6.25%	45,000	27,787	5.88%	72,130	60.29%	72,130	60.29%
MIS - REPAIRS/MAINT	01-420-409-0000	4,500	4,166	0.00%	4,500	-	0.00%	4,000	-11.11%	4,000	-11.11%
MIS - SOFTWARE LICENSES	01-420-414-0000	4,500	8,076	0.00%	4,500	-	0.00%	4,200	-6.67%	4,200	-6.67%
MIS - VENDOR SUPPORT	01-420-702-0000	1,500	-	50.00%	1,500	-	0.00%	1,600	6.67%	1,600	6.67%
MIS - NEW EQUIPMENT	01-420-800-0000	10,000	11,785	-16.67%	10,000	-	0.00%	9,500	-5.00%	9,500	-5.00%
CHANNEL 13 MISC EQUIPMENTS	01-421-202-0000	6,000	4,921	0.00%	6,000	30	0.00%	6,000	0.00%	6,000	0.00%
CHANNEL 13 VETERANS TAPING	01-421-202-0000	-	-	0.00%	-	30	0.00%	-	0.00%	-	0.00%
CHANNEL 13 OPERATING EXPENSE	01-421-310-0000	2,500	3,656	0.00%	2,500	250	0.00%	5,000	100.00%	5,000	100.00%
Department Total		167,144	167,803	3.05%	171,465	32,503	2.59%	211,745	23.49%	211,745	23.49%
% Change											

Town of Newmarket
Fiscal Year 2019 Budget Worksheet
Department - Police

Account Description	Account Number	FY 2017			FY 2018			FY 2019		
		Original Budget	Actual Expenditure	% Change	Original Budget	Actual Expenditure	% Change	Dept. Head Proposed	Town Admin Proposed	% Change
POLICE - FULL TIME SALARIES	01-438-101-0000	1,037,437	978,752	2.35%	1,050,266	39,533	1.24%	1,040,620	1,040,620	-0.92%
POLICE - PART-TIME SALARIES	01-438-103-0000	35,000	31,598	0.00%	35,000	(410)	0.00%	36,000	36,000	2.86%
POLICE - OVERTIME	01-438-102-0000	107,010	101,330	1.78%	120,000	5,376	12.14%	126,000	126,000	5.00%
POLICE - MEDICAL	01-438-162-0000	2,500	2,161	0.00%	2,500	-	0.00%	2,540	2,540	1.60%
POLICE - TRAINING/STAFF DEVELOPMENT	01-438-190-0000	10,000	9,262	0.00%	10,000	-	0.00%	10,500	10,500	5.00%
POLICE - TRAVEL/MILEAGE	01-438-191-0000	600	425	0.00%	600	-	0.00%	610	610	1.60%
POLICE - UNIFORMS	01-438-193-0000	8,800	8,643	0.00%	8,800	-	0.00%	9,600	9,600	9.09%
POLICE - EDUCATIONAL INCENTIVE	01-438-194-0000	5,000	4,800	0.00%	6,900	5,050	38.00%	7,050	7,050	2.17%
POLICE - CLEANING ALLOWANCE	01-438-195-0000	2,500	2,500	0.00%	2,500	2,250	0.00%	2,500	2,500	0.00%
POLICE - CRIMINAL INVESTIGATION	01-438-199-0000	2,000	1,805	0.00%	2,000	-	0.00%	2,000	2,000	0.00%
POLICE - YOUTH/PUBLIC RELATIONS	01-438-200-0000	2,500	2,646	0.00%	2,500	-	0.00%	2,550	2,550	2.00%
POLICE - POSTAGE	01-438-201-0000	450	396	0.00%	450	13	0.00%	450	450	0.00%
POLICE - OFFICE SUPPLIES	01-438-202-0000	5,500	4,954	0.00%	5,500	-	0.00%	5,500	5,500	0.00%
POLICE - GENERAL SUPPLIES	01-438-202-0438	400	300	0.00%	400	21	0.00%	400	400	0.00%
POLICE - GASOLINE	01-438-209-0000	34,000	17,766	0.00%	22,000	1,522	-35.29%	22,350	22,350	1.59%
POLICE - COMMUNICATION SERVICES	01-438-301-0000	16,500	16,448	0.00%	16,500	410	0.00%	18,000	18,000	9.09%
POLICE - DUES/MEMBERSHIPS	01-438-310-0002	4,210	3,465	31.56%	4,210	25	0.00%	4,210	4,210	0.00%
POLICE - BOOKS/PUBLICATIONS	01-438-310-0005	2,800	2,118	0.00%	2,800	-	0.00%	2,800	2,800	0.00%
POLICE - EQUIPMENT/FIELD SUPPLIES	01-438-310-0044	6,000	5,304	-66.67%	6,000	-	0.00%	6,000	6,000	0.00%
POLICE - PRISONER EXPENSES	01-438-310-0045	1,200	1,115	0.00%	1,200	-	0.00%	1,200	1,200	0.00%
POLICE - EQUIP MAINTENANCE	01-438-402-0000	5,000	3,186	0.00%	5,000	-	0.00%	5,000	5,000	0.00%
POLICE - EQUIPMENT LEASE	01-438-410-0000	26,900	26,899	0.00%	26,900	-	0.00%	31,000	31,000	15.24%
POLICE - PRINTING/PUBLISHING	01-438-501-0000	2,800	2,525	0.00%	2,800	-	0.00%	2,800	2,800	0.00%
POLICE - ANIMAL CONTROL	01-438-521-0000	3,600	515	0.00%	3,600	-	0.00%	600	600	-83.33%
Department Total		\$ 1,322,707	\$ 1,228,913	1.12%	\$ 1,338,426	\$ 53,791	1.19%	\$ 1,340,280	\$ 1,340,280	0.14%
% Change										

Town of Newmarket
Fiscal Year 2019 Budget Worksheet
Department - PW Administration

Account Description	Account Number	FY 2017			FY 2018			FY 2019		
		Original Budget	Actual Expenditure	% Change	Original Budget	Actual Expenditure	% Change	Dept Head Proposed	Town Admin Proposed	% Change
PW ADMIN. - FULL TIME SALARIES	01-441-101-0000	\$ 119,085	\$ 121,164	0.80%	\$ 119,732	\$ 4,859	0.54%	\$ 131,014	\$ 131,014	9.42%
PW ADMIN. - LABOR SALARIES	01-441-106-0000	231,131	241,480	4.51%	235,750	7,628	2.00%	249,322	249,322	5.76%
PW ADMIN. - OVERTIME	01-441-102-0000	50,000	72,971	0.00%	50,000	564	0.00%	65,000	50,000	0.00%
PW ADMIN. - TRAINING/STAFF DEVELO	01-441-190-0000	1,000	1,200	50.00%	1,000	-	0.00%	1,200	1,000	0.00%
PW ADMIN. - UNIFORMS	01-441-193-0000	10,000	9,882	-40.00%	10,000	551	0.00%	10,000	10,000	0.00%
PW ADMIN. - POSTAGE	01-441-201-0000	100	35	0.00%	100	1	0.00%	75	75	-25.00%
PW ADMIN. - GENERAL SUPPLIES	01-441-202-0000	8,000	8,724	18.75%	7,500	21	-6.25%	8,500	8,500	13.33%
PW ADMIN. - COMMUNICATION SERVIC	01-441-301-0000	6,000	7,692	0.00%	7,000	324	16.67%	7,000	7,000	0.00%
PW ADMIN. - DUES/MEMBERSHIPS	01-441-310-0002	1,000	115	80.00%	2,000	100	100.00%	500	500	-75.00%
PW ADMIN. - ADVERTISING	01-441-310-0003	1,200	743	0.00%	1,200	-	0.00%	1,200	1,200	0.00%
Department Total		\$ 427,516	\$ 484,007		\$ 434,282	\$ 14,058		\$ 473,811	\$ 458,611	
% Change		2.44%			1.58%			9.10%	5.60%	

Town of Newmarket
Fiscal Year 2019 Budget Worksheet
Department - Roadway and Sidewalk

Account Description	Account Number	FY 2017			FY 2018			FY 2019		
		Original Budget	Actual Expenditure	% Change	Original Budget	Actual Expenditure	% Change	Dept. Head Proposed	Town Admin Proposed	% Change
RDWYISWK - GENERAL SUPPLIES	01-442-202-0000	\$ 16,000	\$ 19,659	6.67%	\$ 16,000	\$ 239	0.00%	\$ 18,000	\$ 18,000	12.50%
RDWYISWK - WINTER SALT	01-442-205-0000	80,000	121,242	0.00%	80,000	-	0.00%	95,000	85,000	18.75%
RDWYISWK - WINTER SAND	01-442-208-0000	6,200	-	0.00%	6,200	-	0.00%	6,200	6,200	0.00%
RDWYISWK - PAVEMENT MARKING	01-442-213-0000	3,500	1,987	16.67%	3,500	-	0.00%	3,500	3,500	0.00%
RDWYISWK - COLD MIX	01-442-250-0000	3,000	3,345	7.14%	3,000	232	0.00%	3,000	3,000	0.00%
RDWYISWK - ASPHALT	01-442-251-0000	155,000	159,471	24.00%	155,000	-	0.00%	175,000	155,000	12.90%
RDWYISWK - EQUIPMENT LEASE	01-442-402-0000	13,200	14,368	5.60%	12,500	-	-5.30%	14,000	13,000	12.00%
RDWYISWK - CONTRACT STREET MAR	01-442-514-0000	6,000	5,998	0.00%	6,000	-	0.00%	6,100	6,100	1.67%
RDWYISWK - CONTRACT WINTER EQU	01-442-516-0000	15,000	13,970	0.00%	10,000	-	-33.33%	15,000	10,000	50.00%
RDWYISWK - CURBSIDE WEED CONTR	01-442-527-0000	3,000	2,850	0.00%	1,500	-	-50.00%	3,000	3,000	100.00%
RDWYISWK - TREE SERVICE	01-442-528-0000	3,000	-	0.00%	1,500	-	-50.00%	1,500	1,500	0.00%
RDWYISWK - WEATHER SERVICE	01-442-531-0000	2,070	1,025	0.00%	2,070	-	0.00%	2,070	2,070	0.00%
RDWYISWK - ENGINEERING	01-442-704-0000	25,000	6,421	0.00%	25,000	-	0.00%	25,000	25,000	0.00%
RDWYISWK - SDWK CONST	01-442-705-0000	-	-	-100.00%	45,000	-	0.00%	80,000	45,000	77.78%
Department Total		\$ 330,970	\$ 350,336		\$ 367,270	\$ 471		\$ 447,370	\$ 376,370	
% Change		-14.38%			10.97%			21.81%	2.48%	

Town of Newmarket
Fiscal Year 2019 Budget Worksheet
Department - Street Lighting

Account Description	Account Number	FY 2017			FY 2018			FY 2019		
		Original Budget	Actual Expenditure	% Change	Original Budget	Actual Expenditure	% Change	Dept Head Proposed	Town Admin Proposed	% Change
STREET LIGHT - FIXTURES	01-446-202-0000	\$ 2,000	\$ 3,000	0.00%	\$ 2,000	\$ -	0.00%	\$ 3,000	\$ 3,000	50.00%
STREET LIGHT - ELECTRICITY	01-446-302-0000	\$ 47,000	\$ 47,853	6.21%	\$ 47,000	\$ -	0.00%	\$ 47,000	\$ 47,000	0.00%
Department Total		\$ 49,000	\$ 50,853		\$ 49,000	\$ -		\$ 50,000	\$ 50,000	
% Change			5.95%			0.00%		2.04%	2.04%	

Town of Newmarket
Fiscal Year 2019 Budget Worksheet
Department - Bridges

Account Description	Account Number	FY 2017			FY 2018			FY 2019		
		Original Budget	Actual Expenditure	% Change	Original Budget	Actual Expenditure	% Change	Dept Head Proposed	Town Admin Proposed	% Change
BRIDGES - Guardrails	01-447-416-0000	\$ -	\$ -	0.00%	\$ 4,000	\$ -	0.00%	\$ 10,000	\$ 4,000	0.00%
Department Total		\$ -	\$ -	0.00%	\$ 4,000	\$ -	0.00%	\$ 10,000	\$ 4,000	0.00%
% Change								\$ 150,000	\$ 150,000	

Account Description	Account Number	FY 2017			FY 2018			FY 2019		
		Original Budget	Actual Expenditure	% Change	Original Budget	Actual Expenditure	% Change	Dept Head Proposed	% Change	Town Admin Proposed
BLD/GRNDS - FULL-TIME SALARIES	01-448-101-0000	\$ 63,461	\$ 65,130	3.39%	\$ 134,731	\$ 5,069	112.31%	\$ 151,362	12.34%	\$ 151,362
BLD/GRNDS - PART TIME SALARIES	01-448-103-0000	86,247	69,722	-2.48%	87,834	4,495	1.84%	85,655	-2.48%	85,655
BLD/GRNDS - OVERTIME	01-448-102-0000	3,000	5,416	0.00%	3,000	114	0.00%	3,000	0.00%	3,000
BLD/GRNDS - TRAINING/STAFF DEV.	01-448-190-0000	-	173	0.00%	-	-	0.00%	1,200	0.00%	1,200
BLD/GRNDS - TRAVEL EXPENSE	01-448-191-0000	-	63	0.00%	-	175	0.00%	2,350	0.00%	2,350
BLD/GRNDS - GENERAL SUPPLIES	01-448-202-0000	10,000	7,760	0.00%	10,000	-	0.00%	10,170	1.70%	10,170
BLD/GRNDS - COMMUNICATION SERVICE	01-448-301-0000	-	20	0.00%	-	55	0.00%	1,440	0.00%	1,440
BLD/GRNDS - ELECTRICITY-TOWN HALL	01-448-302-0000	12,000	10,909	10.09%	12,000	-	0.00%	12,000	0.00%	12,000
BLD/GRNDS - ELECTRICITY - PARKS	01-448-302-0406	1,300	1,123	0.00%	1,300	-	0.00%	1,300	0.00%	1,300
BLD/GRNDS - ELECTRICITY POLICE	01-448-302-0438	13,500	10,016	14.41%	13,500	-	0.00%	13,500	0.00%	13,500
BLD/GRNDS - ELECTRICITY BEECH STREET	01-448-302-0439	-	-	0.00%	-	-	0.00%	2,250	0.00%	2,250
BLD/GRNDS - ELECTRICITY YOUNGS LANE	01-448-302-0441	25,000	23,219	4.17%	25,000	-	0.00%	25,000	0.00%	25,000
BLD/GRNDS - HEAT & OIL - TOWN HALL	01-448-303-0000	23,000	17,468	-11.54%	22,000	-	-4.35%	21,480	-2.36%	21,480
BLD/GRNDS - HEAT & OIL - HAND TUB	01-448-303-0170	-	-	0.00%	-	-	0.00%	-	0.00%	-
BLD/GRNDS - HEAT & OIL - POLICE	01-448-303-0438	4,100	3,510	36.67%	3,000	-	-26.83%	3,340	11.33%	3,340
BLD/GRNDS - HEAT & OIL - BEECH STREET	01-448-303-0439	-	-	0.00%	-	-	0.00%	1,390	0.00%	1,390
BLD/GRNDS - HEAT & OIL - YOUNGS LANE	01-448-303-0441	39,000	28,639	0.00%	30,000	-	-23.08%	34,750	15.83%	34,750
BLD/GRNDS - WATER/SEWER TOWN HALL	01-448-304-0000	4,000	4,973	0.00%	4,000	-	0.00%	5,120	28.00%	5,120
BLD/GRNDS - WATER/SEWER COMMUNITY	01-448-304-0150	-	2,765	0.00%	-	-	0.00%	2,900	0.00%	2,900
BLD/GRNDS - WATER/SEWER - POLICE	01-448-304-0438	525	572	-34.38%	900	-	71.43%	955	6.11%	955
BLD/GRNDS - WATER/SEWER - BEECH STREET	01-448-304-0439	-	-	0.00%	-	-	0.00%	675	0.00%	675
BLD/GRNDS - WATER/SEWER - YOUNGS LANE	01-448-304-0441	1,950	2,005	8.33%	2,000	-	2.56%	2,100	5.00%	2,100
BLD/GRNDS - YOUNGS LANE MAINT	01-448-401-0110	14,000	22,288	0.00%	14,000	663	0.00%	13,500	-3.57%	13,500
BLD/GRNDS - YOUNGS LANE GENERATOR	01-448-401-0111	-	-	0.00%	-	-	0.00%	2,500	0.00%	2,500
BLD/GRNDS - TOWN HALL MAINTENANCE	01-448-401-0120	13,000	16,402	0.00%	13,000	102	0.00%	14,500	11.54%	14,500
BLD/GRNDS - ELEVATOR MAINTENANCE	01-448-401-0125	2,500	1,448	4.17%	3,000	-	20.00%	3,051	1.70%	3,051
BLD/GRNDS - BEECH STREET MAINTENANCE	01-448-401-0139	-	-	0.00%	-	-	0.00%	2,100	0.00%	2,100
BLD/GRNDS - PARKS MAINTENANCE	01-448-401-0140	8,000	2,471	0.00%	8,000	-	-12.50%	7,000	-12.50%	7,000
BLD/GRNDS - COMMUNITY CENTER MAINT	01-448-401-0150	7,500	15,329	0.00%	7,500	-	0.00%	7,500	0.00%	7,500
BLD/GRNDS - COMM CTR ELECTRICITY	01-448-401-0151	12,000	11,065	0.00%	12,000	-	0.00%	12,204	1.70%	12,204
BLD/GRNDS - COMM CTR HEAT OIL	01-448-401-0152	14,000	13,137	0.00%	11,000	-	-21.43%	13,900	26.36%	13,900
BLD/GRNDS - SENIOR CENTER ELECTRICITY	01-448-401-0153	7,000	3,163	0.00%	7,500	-	7.14%	7,200	-4.00%	7,200
BLD/GRNDS - SENIOR CTR HEAT	01-448-401-0154	5,000	2,071	0.00%	7,500	-	50.00%	5,838	-22.16%	5,838
BLD/GRNDS - SENIOR CTR MAINT	01-448-401-0155	-	1,843	0.00%	-	-	0.00%	500	0.00%	500
BLD/GRNDS - BANDSTAND MAINTENANCE	01-448-401-0160	100	-	0.00%	100	-	0.00%	1,500	1400.00%	1,500
BLD/GRNDS - HAND TUB MAINTENANCE	01-448-401-0170	300	291	0.00%	300	-	0.00%	500	66.67%	500
BLD/GRNDS - DAM MAINTENANCE	01-448-401-0175	3,000	1,923	0.00%	3,000	-	0.00%	2,000	-33.33%	2,000
BLD/GRNDS - TOWN CLOCK MAINTENANCE	01-448-401-0180	250	37	-87.50%	2,800	-	1020.00%	500	-82.14%	500
BLD/GRNDS - POLICE BUILDING MAINTENANCE	01-448-401-0438	11,500	15,065	15.00%	10,000	-	-13.04%	10,000	0.00%	10,000
BLD/GRNDS - POLICE GENERATOR	01-448-401-0440	-	-	0.00%	-	-	0.00%	2,250	0.00%	2,250
BLD/GRNDS - EQUIPMENT MAINTENANCE	01-448-402-0000	2,500	1,877	0.00%	2,500	1,489	0.00%	2,500	0.00%	2,500
BLD/GRNDS - GROUNDS MAINTENANCE	01-448-405-0000	32,000	32,915	0.00%	32,000	20,000	0.00%	32,000	0.00%	32,000
BLD/GRNDS - OPERATIONAL REPAIRS/RET	01-448-406-0000	-	-	0.00%	-	-	0.00%	100,000	0.00%	75,000
BLD/GRNDS - STORMWATER INSPECTION	01-448-407-0000	-	-	0.00%	-	-	0.00%	6,500	0.00%	6,500
BLD/GRNDS - MOSQUITO CONTROL	01-448-533-0000	50,000	50,000	9.09%	50,000	-	0.00%	60,000	0.00%	60,000
BLD/GRNDS - EQUIPMENT PURCHASE	01-448-800-0000	2,500	2,500	-64.29%	2,500	-	0.00%	2,500	0.00%	2,500
Department Total		\$ 482,233	\$ 457,508	3.00%	\$ 545,965	\$ 32,163		\$ 691,980	26.74%	\$ 666,980
% Change						13.22%				22.17%

Town of Newmarket
Fiscal Year 2019 Budget Worksheet
Department - Cemetery

Account Description	Account Number	FY 2017			FY 2018			FY 2019		
		Original Budget	Actual Expenditure	% Change	Original Budget	Actual Expenditure	% Change	Dept Head Proposed	% Change	Town Admin Proposed
CEM - FULL-TIME SALARIES	01-449-101-0000	\$ 19,053	\$ 18,347	4.33%	\$ 19,532	\$ -	2.51%	\$ 18,200	-6.82%	\$ 18,200
CEM - PART TIME SALARIES	01-449-103-0000	11,050	5,659	0.00%	11,050	-	0.00%	11,050	0.00%	11,050
CEM - GENERAL SUPPLIES	01-449-202-0000	500	378	-50.00%	500	-	0.00%	500	0.00%	500
CEM - ELECTRICITY	01-449-302-0000	250	199	0.00%	250	-	0.00%	250	0.00%	250
CEM - EQUIPMENT MAINT	01-449-402-0000	800	689	0.00%	800	-	0.00%	800	0.00%	800
CEM - CONTRACTED SERVICES	01-449-702-0000	5,000	1,200	0.00%	5,000	-	0.00%	5,000	0.00%	5,000
CEM - EQUIPMENT PURCHASE	01-449-800-0000	600	513	0.00%	1,000	-	66.67%	1,000	0.00%	1,000
Department Total		\$ 37,253	\$ 25,985		\$ 38,132	\$ -		\$ 36,800		\$ 36,800
% Change				0.78%			2.36%		-3.49%	

Town of Newmarket
Fiscal Year 2019 Budget Worksheet
Department - Vehicles

Account Description	Account Number	FY 2017			FY 2018			FY 2019		
		Original Budget	Actual Expenditure	% Change	Original Budget	Actual Expenditure	% Change	Dept Head Proposed	% Change	Town Admin Proposed
VEHICLE - VEHICLE MAINT PUBLIC WO	01-452-403-0000	\$ 48,000	\$ 53,759	0.00%	\$ 48,000	\$ 403	0.00%	\$ 50,000	-4.17%	\$ 50,000
VEHICLE - VEHICLE MAINT REC	01-452-403-0405	2,000	1,073	0.00%	2,000	-	0.00%	2,000	0.00%	2,000
VEHICLE - VEHICLE MAINT POLICE	01-452-403-0438	15,000	8,795	7.14%	15,000	94	0.00%	9,000	-40.00%	9,000
VEHICLE - VEHICLE MAINT FIRE	01-452-403-0461	20,000	10,915	25.00%	20,000	-	0.00%	15,000	-25.00%	15,000
VEHICLE - GENERAL MAINT FIRE	01-452-202-0000	3,000	3,207	-40.00%	3,000	75	0.00%	3,000	0.00%	3,000
VEHICLE - GENERAL SUPPLIES	01-452-209-0000	16,000	9,414	0.00%	10,000	(959)	-37.50%	12,000	20.00%	12,000
VEHICLE - GASOLINE	01-452-210-0000	38,000	27,036	2.70%	30,000	279	-21.05%	32,000	6.67%	32,000
VEHICLE - DIESEL FUEL	01-452-214-0000	-	812	-100.00%	1,500	-	100.00%	1,500	0.00%	1,500
VEHICLE - OIL	01-452-214-0000	60,000	84,345	11.11%	60,000	383	0.00%	60,000	0.00%	60,000
VEHICLE - EQUIP MAINT	01-452-402-0000	1,500	-	25.00%	1,500	-	0.00%	1,500	0.00%	1,500
VEHICLE - RADIO MAINT	01-452-404-0000	3,000	1,350	0.00%	3,000	-	0.00%	3,000	0.00%	3,000
VEHICLE - EQUIP PURCHASE	01-452-800-0000	\$ 206,500	\$ 200,706	4.45%	\$ 194,000	275	-6.05%	\$ 189,000	-2.58%	\$ 189,000
Department Total										
% Change										

Assumptions:

Town of Newmarket
Fiscal Year 2019 Budget Worksheet
Department - Fire Rescue

Account Description	Account Number	FY 2017			FY 2018			FY 2019		
		Original Budget	Actual Expenditure	% Change	Original Budget	Actual Expenditure	% Change	Dept. Head Proposed	Town Admin Proposed	% Change
FIRE/RES - FULL TIME SALARIES	01-461-101-0000	\$ 84,779	\$ 78,005	3.01%	\$ 86,475	\$ 3,132	2.00%	\$ 82,508	\$ 82,508	-4.59%
FIRE/RES - PART TIME SALARIES	01-461-103-0000	134,808	149,291	13.27%	145,808	11,126	8.16%	179,000	160,000	22.76%
FIRE/RES - OVERTIME	01-461-102-0000	14,000	13,366	0.00%	17,500	945	25.00%	17,000	17,000	-2.86%
FIRE/RES - TRAINING/STAFF DEVELOPMENT	01-461-190-0000	18,000	15,544	44.00%	20,000	155	11.11%	20,000	20,000	0.00%
FIRE/RES - UNIFORMS	01-461-193-0000	12,000	11,542	20.00%	12,000	289	0.00%	12,000	12,000	0.00%
FIRE/RES - POSTAGE	01-461-201-0000	75	25	0.00%	75	2	0.00%	75	75	0.00%
FIRE/RES - GENERAL SUPPLIES	01-461-202-0000	6,500	5,957	0.00%	7,500	193	15.38%	7,000	7,000	-6.67%
FIRE/RES - MEDICAL SUPPLIES	01-461-202-0046	13,500	14,548	8.00%	13,500	688	0.00%	14,500	14,500	7.41%
FIRE/RES - GASOLINE	01-461-209-0000	1,200	316	0.00%	900	53	-25.00%	900	900	0.00%
FIRE/RES - DIESEL FUEL	01-461-210-0000	8,700	5,442	0.00%	7,000	588	-19.54%	6,500	6,500	-7.14%
FIRE/RES - AMBULANCE EXPENSES	01-461-220-0000	10,000	7,253	-37.50%	10,000	705	0.00%	10,000	10,000	0.00%
FIRE/RES - COMMUNICATION SERVICE	01-461-301-0000	6,500	5,713	8.33%	5,800	894	-10.77%	6,000	6,000	3.45%
FIRE/RES - DUES/SUBSCRIPTIONS	01-461-310-0002	4,200	2,760	0.00%	5,800	2,630	38.10%	5,800	5,800	0.00%
FIRE/RES - FIRE PREVENTION	01-461-310-0055	900	-	0.00%	900	-	0.00%	900	900	0.00%
FIRE/RES - EQUIP MAINT	01-461-402-0000	15,000	20,251	20.00%	15,000	-	0.00%	20,000	20,000	33.33%
FIRE/RES - HAZMAT	01-461-518-0000	2,400	2,006	9.09%	2,500	1,946	4.17%	2,500	2,500	0.00%
FIRE/RES - MUTUAL AID CONTRACT	01-461-530-0000	1,200	590	100.00%	1,200	-	0.00%	1,000	1,000	-16.67%
FIRE/RES - EQUIP PURCHASE	01-461-800-0000	25,000	19,131	0.00%	25,000	-	0.00%	35,000	25,000	40.00%
Department Total		\$ 358,762	\$ 351,739	7.35%	\$ 376,958	\$ 23,356	5.07%	\$ 420,683	\$ 391,683	11.80%
% Change										3.91%

Town of Newmarket
Fiscal Year 2019 Budget Worksheet
Department - Emergency Management

Account Description	Account Number	FY 2017			FY 2018			FY 2019		
		Original Budget	Actual Expenditure	% Change	Original Budget	Actual Expenditure	% Change	Dept Head Proposed	Town Admin Proposed	% Change
EM - PART TIME SALARIE	01-463-103-0000	750	750	0.00%	750	750	0.00%	750	750	0.00%
EM - TRAINING/STAFF DE	01-463-190-0000	750	-	0.00%	750	-	0.00%	750	750	0.00%
EM - GENERAL SUPPLIES	01-463-202-0000	450	-	0.00%	1,500	-	233.33%	1,500	1,500	0.00%
Department Total		1,950	750		3,000	750		3,000	3,000	
% Change				0.00%			53.85%			0.00%

Positions:

Town of Newmarket
Fiscal Year 2019 Budget Worksheet
Department - Grants

Account Description	Account Number	FY 2017			FY 2018			FY 2019		
		Original Budget	Actual Expenditure	% Change	Original Budget	Actual Expenditure	% Change	Dept. Head Proposed	% Change	Town Admin Proposed
GRANTS - MEM DAY PARADE	01-480-812-0000	2,000	-	0.00%	2,000	-	0.00%	2,000	0.00%	2,000
GRANTS - FESTIVAL SUPPORT	01-480-813-0000	-	-	-100.00%	8,500	-	0.00%	15,500	82.35%	15,500
GRANTS - NWMMKT ATHLETIC ASSOC	01-480-814-0000	21,500	21,500	0.00%	21,500	-	0.00%	21,500	0.00%	21,500
GRANTS - NWMMKT SENIOR CITIZENS	01-480-815-0000	2,000	2,000	66.67%	2,000	-	0.00%	1,200	-40.00%	-
GRANTS - NWMMKT HISTORICAL SOCIETY	01-480-816-0000	2,000	2,000	0.00%	2,000	-	0.00%	2,000	0.00%	2,000
GRANTS - C.O.A.S.T.	01-480-817-0000	23,000	21,005	0.00%	23,000	-	0.00%	23,000	0.00%	21,000
GRANTS - VETERANS MEMORIAL	01-480-818-0000	500	-	-76.19%	500	-	0.00%	500	0.00%	500
GRANTS - NWMMKT HANDTUB ASSOC.	01-480-819-0000	2,000	-	0.00%	2,000	-	0.00%	2,000	0.00%	2,000
Department Total		\$ 53,000	\$ 46,505		\$ 61,500	-		\$ 67,700		\$ 64,500
% Change		-23.52%			16.04%			10.08%		4.88%

Town of Newmarket
Fiscal Year 2019 Budget Worksheet
Department - Social Service Grants

Account Description	Account Number	FY 2017			% Change	FY 2018			% Change	FY 2019			% Change
		Original Budget	Actual Expenditure			Original Budget	Actual Expenditure			Dept. Head Proposed	Town Admin Proposed		
SS GRANTS - RICHIE MCFARLAND	01-481-910-0000	\$ 2,000	\$ 2,000		0.00%	\$ 4,000	\$ 4,000		100.00%	\$ 6,000	\$ 4,000		50.00%
SS GRANTS - LAMPREY HEALTH CENTER	01-481-913-0000	10,403	10,403		0.00%	10,403	10,403		0.00%	10,000	10,000		-3.87%
SS GRANTS - AREA HOMEIMAKERS	01-481-914-0000	-	-		0.00%	-	-		0.00%	5,000	5,000		0.00%
SS GRANTS - CHILD & FAMILY SERVICE	01-481-915-0000	4,000	4,000		0.00%	4,000	4,000		0.00%	4,000	4,000		0.00%
SS GRANTS - R.C.C.A.P.	01-481-916-0000	9,000	9,000		0.00%	9,000	9,000		0.00%	9,000	9,000		0.00%
SS GRANTS - R.S.V.P.	01-481-917-0000	600	600		0.00%	-	600		-100.00%	600	600		0.00%
SS GRANTS - A SAFE PLACE	01-481-918-0000	1,200	-		0.00%	2,200	-		83.33%	1,200	1,200		-45.45%
SS GRANTS - BIG BROTHER/BIG SISTER	01-481-919-0000	1,000	-		0.00%	1,000	-		0.00%	-	-		-100.00%
SS GRANTS - SEACOAST MENTAL HEALTH	01-481-920-0000	2,000	-		0.00%	2,000	-		0.00%	2,000	2,000		0.00%
SS GRANTS - LINKED TOGETHER	01-481-923-0000	4,000	-		0.00%	-	-		-100.00%	-	-		0.00%
SS GRANTS - ROCKINGHAM COUNTY NUT	01-481-924-0000	5,326	5,623		0.00%	5,700	-		7.02%	6,379	6,000		5.26%
SS GRANTS - AIDS RESPONSE	01-481-925-0000	500	500		0.00%	500	-		0.00%	500	500		0.00%
SS GRANTS - AMERICAN RED CROSS	01-481-926-0000	1,000	1,000		0.00%	1,000	-		0.00%	1,000	1,000		0.00%
SS GRANTS - READY RIDES	01-481-927-0000	1,500	1,500		0.00%	1,500	1,500		0.00%	1,500	1,500		0.00%
OTHER GRANTS - CHILD ADVOCACY CENT	01-481-928-0000	500	1,000		-56.67%	1,000	-		100.00%	1,000	1,000		0.00%
OTHER GRANTS - CROSS ROADS HOUSE	01-481-933-0000	-	-		0.00%	1,000	-		0.00%	1,000	1,000		0.00%
OTHER GRANTS - NEW GENERATION HOM	NEW	-	-		0.00%	-	-		0.00%	2,000	1,000		0.00%
OTHER GRANTS - ONE SKY COMMUNITY	S NEW	-	-		0.00%	-	-		0.00%	7,200	3,600		0.00%
Department Total		\$ 43,029	\$ 35,626		-0.92%	\$ 43,303	\$ 29,503		0.64%	\$ 58,379	\$ 51,400		18.70%
% Change										34.82%			

Assumptions:

Town of Newmarket
Fiscal Year 2019 Budget Worksheet
Department - Capital Reserves

Account Description	Account Number	FY 2017			FY 2018			FY 2019		
		Original	Actual	%	Original	Actual	%	Dept. Head	%	Town Admin
		Budget	Expenditure	Change	Budget	Expenditure	Change	Proposed	Change	Proposed
Public Works:										
CAP RES - PUBLIC WORKS	01-490-900-0016	\$ 80,000	\$ 80,000	-38.46%	\$ 50,000	\$ -	-37.50%	\$ 156,831	213.66%	100,000
CAP RES - BUILDING IMPROVEMENT	01-490-900-0019	50,000	50,000	0.00%	50,000	-	0.00%	460,550	821.10%	100,000
CAP RES - ROADWAY IMPROVEMENT	01-490-900-0013	125,000	125,000	0.00%	175,000	-	40.00%	135,000	-22.86%	135,000
CAP RES - STORMWATER MGT	01-490-900-0085	75,000	75,000	50.00%	50,000	-	-33.33%	100,000	100.00%	50,000
CAP RES - MACALLEN DAM	01-490-900-0079	75,000	75,000	50.00%	50,000	-	-33.33%	50,000	0.00%	50,000
Fire Rescue/Safety:										
CAP RES - FIRE DEPARTMENT	01-490-900-0012	50,000	50,000	0.00%	50,000	-	0.00%	261,407	422.81%	50,000
Police:										
CAP RES - POLICE VEHICLES	01-490-900-0017	48,000	48,000	3.23%	48,000	-	0.00%	52,000	8.33%	26,000
CAP RES - POLICE DISPATCH EQUIPMENT	01-490-900-0074	29,449	29,449	0.00%	29,449	-	0.00%	23,466	-20.32%	10,000
Other:										
CAP RES - VETERANS MEMORIAL	01-490-900-0036	2,000	2,000	0.00%	2,000	-	0.00%	2,000	0.00%	2,000
CAP RES - REVALUATION	01-490-900-0011	10,000	10,000	0.00%	10,000	-	0.00%	-	-100.00%	-
CAP RES - MASTER PLAN	01-490-900-0028	10,000	10,000	0.00%	10,000	-	0.00%	10,000	0.00%	10,000
CAP RES - 300TH ANNIV. CELEBRATION	01-490-900-0086	2,000	2,000	0.00%	2,000	-	0.00%	-	-100.00%	2,000
CAP RES - COMPENSATED ABSENCE	01-490-900-0087	-	-	-100.00%	10,000	-	0.00%	-	-100.00%	-
CAP RES - LIBRARY	01-490-900-0018	-	-	0.00%	-	-	0.00%	10,400	0.00%	10,400
CAP RES - WATERFRONT IMPROVEMENT	01-490-900-0020	-	-	0.00%	-	-	0.00%	-	0.00%	-
CAP RES - RECREATION FACILITIES	01-490-900-0021	18,666	18,666	0.00%	18,666	-	0.00%	15,000	-19.64%	15,000
CAPITAL RESERVE - TELECOMMUNICATIONS	01-490-900-0075	-	-	0.00%	-	-	0.00%	-	0.00%	-
CAPITAL RESERVE - TECHNOLOGY	01-490-900-0076	-	-	0.00%	-	-	0.00%	-	0.00%	-
Department Total		\$ 575,115	\$ 575,115	12.12%	\$ 555,115	\$ -	-3.48%	\$ 1,276,654	129.98%	\$ 560,400
% Change										0.95%

Town of Newmarket
Fiscal Year 2019 Budget Worksheet
Department - Library

Account Description	Account Number	FY 2017			FY 2018			FY 2019			
		Original Budget	Actual Expenditure	% Change	Original Budget	Actual Expenditure	% Change	Dept. Head Proposed	% Change	Town Admin Proposed	% Change
LIBRARY - SALARIES	02-480-101-0000	\$ 54,100	\$ 55,433	0.00%	\$ 54,100	\$ 2,118	0.00%	\$ 55,100	1.85%	\$ 55,100	1.85%
LIBRARY - PART TIME SALARIES	02-480-103-0000	108,013	111,922	-5.45%	110,363	4,583	2.18%	117,191	6.19%	117,191	6.19%
LIBRARY - FICA	02-480-150-0000	9,571	10,646	-10.65%	9,161	439	-4.28%	10,682	16.60%	10,682	16.60%
LIBRARY - MEDICARE	02-480-151-0000	2,238	2,490	-10.69%	2,143	103	-4.24%	2,498	16.58%	2,498	16.58%
LIBRARY - HEALTH INSURANCE	02-480-155-0000	15,000	5,783	0.00%	15,000	482	0.00%	15,000	0.00%	15,000	0.00%
LIBRARY - RETIREMENT	02-480-158-0000	6,043	6,194	0.18%	5,811	639	-3.84%	6,270	7.90%	6,270	7.90%
LIBRARY - LIFE & DISABILITY	02-480-159-0000	750	1,085	18.48%	1,369	-	82.53%	1,200	-12.34%	1,200	-12.34%
LIBRARY-WORKERS COMPENSATION	02-480-160-0000	1,500	1,500	-36.22%	1,500	1,272	0.00%	1,500	0.00%	1,500	0.00%
LIBRARY - UNEMPLOYMENT	02-480-161-0000	2,495	919	-11.40%	1,011	-	-59.48%	1,011	0.00%	1,011	0.00%
LIBRARY - TRAINING/STAFF DEVELOPMENT	02-480-190-0000	2,000	1,150	0.00%	2,000	-	0.00%	1,500	-25.00%	1,500	-25.00%
LIBRARY - GENERAL SUPPLIES	02-480-202-0000	5,000	5,141	0.00%	4,927	47	-1.46%	4,927	0.00%	4,927	0.00%
LIBRARY - TELEPHONE	02-480-301-0000	1,800	2,158	0.00%	1,800	105	0.00%	2,150	19.44%	2,150	19.44%
LIBRARY - ELECTRICITY	02-480-302-0000	12,000	7,718	20.00%	12,000	-	0.00%	10,000	-16.67%	10,000	-16.67%
LIBRARY - HEAT & OIL	02-480-303-0000	12,000	4,806	-13.04%	10,000	-	-16.67%	10,000	0.00%	10,000	0.00%
LIBRARY - WATER	02-480-304-0000	700	778	0.00%	700	-	0.00%	800	14.29%	800	14.29%
LIBRARY - BOOKS/SUBSCRIPTIONS	02-480-310-0005	39,394	41,330	3.00%	40,970	6,395	4.00%	41,789	2.00%	41,789	2.00%
LIBRARY - AUDIO/VISUAL	02-480-310-0053	-	-	0.00%	-	-	0.00%	-	0.00%	-	0.00%
LIBRARY - ELECTRONIC INFO - OTHER	02-480-330-0000	9,500	9,541	0.00%	9,500	7,456	0.00%	9,500	0.00%	9,500	0.00%
LIBRARY - ARCHIVES/PRESERVATION	02-480-340-0000	-	-	0.00%	-	-	0.00%	-	0.00%	-	0.00%
LIBRARY - PROGRAMS	02-480-350-0000	2,000	2,090	0.00%	4,000	1,359	100.00%	4,000	0.00%	4,000	0.00%
LIBRARY - BUILDING MAINTENANCE	02-480-401-0000	23,000	105,590	53.33%	23,000	444	0.00%	12,304	-46.50%	12,304	-46.50%
LIBRARY - EQUIPMENT MAINTENANCE	02-480-402-0000	600	616	0.00%	600	-	0.00%	600	0.00%	600	0.00%
LIBRARY-PROPERTY LIABILITY INS	02-480-504-0000	5,000	5,000	0.00%	5,000	4,235	0.00%	5,161	3.23%	5,161	3.23%
LIBRARY - EQUIPMENT PURCHASE	02-480-800-0000	2,000	1,069	0.00%	2,000	-	0.00%	2,000	0.00%	2,000	0.00%
Department Total		\$ 314,704	\$ 382,958		\$ 316,955	\$ 29,677		\$ 315,184		\$ 315,184	
% Change		0.21%			0.72%			-0.56%		-0.56%	

Town of Newmarket
Fiscal Year 2019 Budget Worksheet
Department - Recreation (General Fund Only)

Account Description	Account Number	FY 2017			FY 2018			FY 2019		
		Original Budget	Actual Expenditure	% Change	Original Budget	Actual Expenditure	% Change	Dept. Head Proposed	Town Admin Proposed	% Change
RECREATION - FULL TIME SALARIES	01-406-101-0000	\$ 154,229	\$ 132,671	5.16%	\$ 157,313	\$ 6,697	2.00%	\$ 179,419	\$ 179,419	14.05%
RECREATION - PART TIME SALARIES	01-406-103-0000	25,486	38,392	-41.32%	26,238	-	2.95%	-	-	-100.00%
RECREATION - TRAINING/STAFF DEVEL	01-406-190-0000	2,000	2,557	0.00%	2,000	-	0.00%	3,750	3,750	87.50%
RECREATION - TRAVEL EXPENSE	01-406-191-0000	300	156	0.00%	300	-	0.00%	300	300	0.00%
RECREATION - MEAL ALLOWANCE	01-406-192-0000	300	244	0.00%	300	-	0.00%	300	300	0.00%
RECREATION - POSTAGE	01-406-201-0000	1,500	4	0.00%	700	-	-53.33%	900	900	28.57%
RECREATION - GENERAL SUPPLIES	01-406-202-0000	1,650	1,647	0.00%	1,750	-	6.06%	1,750	1,750	0.00%
RECREATION - COMMUNICATION SERV	01-406-301-0000	3,288	3,638	0.00%	3,200	143	-2.68%	3,500	3,500	9.38%
RECREATION - DUES/SUBSCRIPTIONS	01-406-310-0002	1,233	952	0.00%	1,200	-	-2.68%	1,250	1,250	4.17%
RECREATION - EQUIPMENT MAINTENAI	01-406-402-0000	6,636	6,323	0.00%	6,750	280	1.72%	6,750	6,750	0.00%
RECREATION - EQUIPMENT PURCHASE	01-406-800-0000	1,200	618	0.00%	1,200	-	0.00%	1,200	1,200	0.00%
RECREATION - SUNRISE SUNSET SR C	01-406-904-0000	2,500	1,369	13.64%	2,400	-	-4.00%	2,400	2,400	0.00%
Department Total		\$ 200,322	\$ 188,571	-4.79%	\$ 203,351	\$ 7,120	1.51%	\$ 201,519	\$ 201,519	-0.90%
% Change										

Town of Newmarket
Fiscal Year 2019 Budget Worksheet
Department - Recreation (Revolving Fund Only)

Account Description	Account Number	FY 2017			FY 2018			FY 2019		
		Original Budget	Actual Expenditure	% Change	Original Budget	Actual Expenditure	% Change	Dept Head Proposed	% Change	Town Admin Proposed
RECREATION - FULL TIME SALARIES	05-406-101-0000	\$ -	\$ -	0.00%	\$ -	\$ 359	0.00%	\$ -	0.00%	\$ -
RECREATION - PART TIME SALARIES	05-406-103-0000	124,440	99,925	23.89%	142,420	22,010	14.45%	144,698	1.60%	144,698
RECREATION - FICA	05-406-150-0000	7,715	6,272	0.42%	8,830	1,384	14.45%	8,971	1.60%	8,971
RECREATION - MEDICARE	05-406-151-0000	1,804	1,467	0.00%	2,065	324	14.47%	2,098	1.60%	2,098
RECREATION - NH RETIREMENT	05-406-156-0000	-	-	0.00%	-	41	0.00%	-	0.00%	-
RECREATION - WORK STUDY	05-406-111-0000	2,000	2,460	0.00%	1,000	-	-50.00%	500	-50.00%	500
RECREATION - TRAINING/STAFF DEVELOPMENT	05-406-190-0000	2,000	1,106	42.86%	2,500	-	25.00%	2,750	10.00%	2,750
RECREATION - Contractual Services	05-406-702-0000	5,000	3,480	0.00%	5,000	-	0.00%	10,000	100.00%	10,000
RECREATION - Splash Pad	05-406-905-0000	5,000	-	0.00%	3,770	-	-24.60%	3,000	-20.42%	3,000
RECREATION - TRAVEL EXPENSE	05-406-191-0000	-	49	0.00%	-	-	0.00%	50	0.00%	50
RECREATION - MEAL ALLOWANCE	05-406-192-0000	350	165	0.00%	350	-	0.00%	350	0.00%	350
RECREATION - POSTAGE	05-406-201-0000	1,000	73	150.00%	600	9	-40.00%	350	-41.67%	350
RECREATION - GENERAL SUPPLIES	05-406-202-0000	1,650	5,444	0.00%	1,500	-	-9.09%	2,000	33.33%	2,000
RECREATION - ATHLETIC SUPPLIES	05-406-202-0034	8,830	2,499	12.77%	3,000	-	-66.02%	3,000	0.00%	3,000
RECREATION - CLASS SUPPLIES	05-406-202-0036	2,954	12,255	37.14%	10,000	1,132	238.52%	8,000	-20.00%	8,000
RECREATION - COMMUNICATION SERVICES	05-406-301-0000	-	87	0.00%	-	-	0.00%	-	0.00%	-
RECREATION - ELECTRICITY	05-406-302-0000	-	326	0.00%	-	-	0.00%	-	0.00%	-
RECREATION - FIELD LIGHTS	05-406-302-0001	5,000	3,095	0.00%	2,000	-	-60.00%	3,000	50.00%	3,000
RECREATION - DUES/SUBSCRIPTIONS	05-406-310-0002	150	170	0.00%	150	-	0.00%	150	0.00%	150
RECREATION - ADVERTISING	05-406-310-0003	800	202	0.00%	300	-	-62.50%	400	33.33%	400
RECREATION - BANK FEES	05-406-460-0000	-	4,974	0.00%	3,150	604	0.00%	5,000	58.73%	5,000
RECREATION - EQUIPMENT MAINTENANCE	05-406-402-0000	2,000	1,565	100.00%	2,300	-	15.00%	2,000	-13.04%	2,000
RECREATION - PRINTING & PUBLISHING	05-406-501-0000	8,163	-	0.00%	5,000	-	-38.75%	5,000	0.00%	5,000
RECREATION - BUS TRIPS	05-406-508-0000	36,000	41,771	0.00%	50,000	2,738	38.89%	64,775	29.55%	64,775
RECREATION - EQUIPMENT PURCHASE	05-406-800-0000	3,000	1,448	50.00%	3,000	-	0.00%	3,000	0.00%	3,000
RECREATION - SUMMER CAMP	05-406-902-0000	9,000	16,608	0.00%	12,000	114	33.33%	16,000	33.33%	16,000
RECREATION - TEEN CAMP	05-406-902-0037	2,500	1,549	0.00%	3,000	57	20.00%	1,500	-50.00%	1,500
RECREATION - SUNRISE SUNSET SPECIAL EVENTS	05-406-904-0000	3,927	2,836	30.90%	4,180	-	6.44%	4,180	0.00%	4,180
Department Total		\$ 243,433	\$ 224,848	21.92%	\$ 279,115	\$ 29,722	14.66%	\$ 305,772	9.55%	\$ 305,772
% Change										

Town of Newmarket
Fiscal Year 2019 Budget Worksheet
Department - Solid Waste

Account Description	Account Number	FY 2017			FY 2018			FY 2019		
		Original Budget	Actual Expenditure	% Change	Original Budget	Actual Expenditure	% Change	Dept Head Proposed	% Change	Town Admin Proposed
SW - PART TIME	07-450-103-0000	\$ 11,156	\$ 11,557	2.53%	\$ 11,550	\$ 573	3.53%	\$ 11,780	1.99%	\$ 11,780
SW - GENERAL SUPPLIES	07-450-202-0000	15,000	27,722	-25.00%	25,000	-	66.67%	30,000	20.00%	25,000
SW - DUES/SUBSCRIPTIONS	07-450-310-0002	800	776	0.00%	800	-	0.00%	800	0.00%	800
SW - EQUIPMENT LEASE	07-450-402-0000	1,200	1,250	0.00%	1,200	-	0.00%	1,250	4.17%	1,250
SW - VEHICLE MAINTENANCE	07-450-403-0000	6,500	-	333.33%	2,000	-	-69.23%	800	-60.00%	800
SW - PRINTING & PUBLICATION	07-450-501-0000	500	-	0.00%	500	-	0.00%	500	0.00%	500
SW - FREON REMOVAL	07-450-532-0000	2,300	2,133	130.00%	1,500	-	-34.78%	2,100	40.00%	2,100
SW - SPRING CLEAN-UP	07-450-537-0000	-	-	-100.00%	-	-	0.00%	-	0.00%	-
SW - LAMPREY REG. CO-OP	07-450-702-0047	2,100	-	0.00%	2,100	2,028	0.00%	2,100	0.00%	2,100
SW - MSW CONTRACT	07-450-702-0048	163,000	180,075	14.79%	165,000	-	1.23%	184,000	11.52%	184,000
SW - RECYCLING CONTRACT	07-450-702-0049	152,000	194,430	0.00%	160,000	-	5.26%	198,000	23.75%	198,000
SW - CONSTRUCTION DEBRIS	07-450-702-0050	47,000	49,088	0.00%	54,000	-	14.89%	50,000	-7.41%	50,000
SW - POST CLOSURE LANDFILL TEST	07-450-702-0051	30,000	44,825	0.00%	35,000	-	16.87%	40,000	14.29%	40,000
SW - EQUIPMENT PURCHASE	07-450-800-0000	5,800	-	0.00%	5,800	-	0.00%	5,800	0.00%	5,800
Department Total		\$ 447,356	\$ 523,398		\$ 464,450	\$ 2,601		\$ 539,130		\$ 534,130
% Change			0.76%		3.82%			15.08%		15.00%

Town of Newmarket
Fiscal Year 2019 Budget Worksheet
Department - Water

Account Description	Account Number	FY 2017			FY 2018			FY 2019		
		Original Budget	Actual Expenditure	% Change	Original Budget	Actual Expenditure	% Change	Dept. Head Proposed	Town Admin Proposed	% Change
WATER - FULL TIME SALARIES	20-451-101-0000	\$ 131,004	\$ 127,272	8.26%	\$ 150,631	\$ 4,939	14.98%	\$ 157,500	\$ 157,500	4.56%
WATER - PART TIME SALARIES	20-451-103-0000	8,487	3,247	0.00%	-	168	-100.00%	-	-	0.00%
WATER - OVERTIME	20-451-102-0000	10,000	10,264	17.65%	10,000	121	0.00%	12,000	12,000	20.00%
WATER - FICA	20-451-150-0000	8,150	8,038	0.00%	8,490	259	4.17%	10,375	10,375	22.20%
WATER - MEDICARE	20-451-151-0000	1,906	1,876	0.00%	1,986	58	4.20%	2,450	2,450	23.36%
WATER - HEALTH INSURANCE	20-451-155-0000	47,153	41,000	48.36%	55,875	3,551	18.50%	43,500	43,500	-22.15%
WATER - RETIREMENT	20-451-156-0000	14,157	15,294	0.00%	15,077	158	6.50%	18,100	18,100	20.05%
WATER - LIFE/DISABILITY INSURANCE	20-451-159-0000	1,542	1,347	0.00%	1,316	-	-14.66%	1,350	1,350	2.58%
WATER - WORKERS COMPENSATION	20-451-160-0000	4,939	4,939	0.00%	5,000	4,239	1.24%	5,000	5,000	0.00%
WATER - UNEMPLOYMENT	20-451-161-0000	2,201	810	0.00%	892	-	-59.47%	2,000	2,000	124.22%
WATER - TRAINING/STAFF DEVELOPMENT	20-451-190-0000	2,000	1,800	33.33%	2,000	-	0.00%	2,500	2,500	25.00%
WATER - UNIFORMS	20-451-193-0000	2,500	1,829	-7.41%	2,500	26	0.00%	2,500	2,500	0.00%
WATER - MERIT POOL	20-451-197-0000	-	-	0.00%	-	-	0.00%	4,000	4,000	0.00%
WATER - LONGEVITY	20-451-198-0000	1,013	1,013	0.00%	1,318	-	30.11%	1,318	1,318	0.00%
WATER - POSTAGE	20-451-201-0000	6,500	2,477	8.33%	3,700	20	-43.08%	3,700	3,700	0.00%
WATER - GENERAL SUPPLIES	20-451-202-0000	3,000	4,183	0.00%	3,500	-	16.67%	3,500	3,500	0.00%
WATER - DUES/SUBSCRIPTIONS	20-451-202-0002	1,050	433	0.00%	1,050	-	0.00%	1,050	1,050	0.00%
WATER - ADVERTISING	20-451-202-0003	2,500	433	56.25%	2,500	-	0.00%	2,500	2,500	0.00%
WATER - GASOLINE	20-451-209-0000	3,700	2,532	-28.85%	3,700	161	0.00%	3,000	3,000	-18.92%
WATER - LP GAS	20-451-211-0000	20,000	9,453	0.00%	20,000	-	0.00%	17,000	17,000	-15.00%
WATER - CHEMICALS	20-451-217-0000	18,000	14,452	-18.18%	23,000	2,315	27.78%	20,000	20,000	-13.04%
WATER - COMMUNICATION SERVICES	20-451-301-0000	3,800	4,867	0.00%	3,800	137	0.00%	6,000	6,000	57.89%
WATER - ELECTRICITY	20-451-302-0000	53,000	55,088	12.77%	54,000	-	1.89%	70,000	70,000	29.63%
WATER - BUILDING MAINTENANCE	20-451-401-0000	7,000	5,628	0.00%	7,000	151	0.00%	7,000	7,000	0.00%
WATER - EQUIPMENT MAINTENANCE	20-451-402-0000	4,000	1,352	0.00%	4,000	-	0.00%	4,000	4,000	0.00%
WATER - VEHICLE MAINTENANCE	20-451-403-0000	5,000	905	0.00%	5,000	-	0.00%	5,000	5,000	0.00%
WATER - SYSTEM MAINTENANCE	20-451-406-0000	50,000	55,105	11.11%	50,000	-	0.00%	50,000	50,000	0.00%
WATER - PROPERTY-LIABILITY INSURANCE	20-451-504-0000	5,179	5,179	21.00%	5,179	4,378	0.00%	5,180	5,180	0.02%
WATER - CONTRACTED SERVICES	20-451-702-0000	10,000	12,451	-33.33%	15,000	45	50.00%	15,000	15,000	0.00%
WATER - AUDIT	20-451-703-0000	3,484	3,484	0.00%	3,484	-	0.00%	3,500	3,500	0.46%
WATER - ENGINEERING	20-451-704-0000	25,000	38,188	11.11%	25,000	-	0.00%	25,000	25,000	0.00%
WATER - TRANSFER TO CAPITAL RESERVE	20-451-900-0000	364,000	364,000	0.00%	364,000	-	0.00%	364,000	364,000	0.00%
WATER - BONDS & NOTES PRINCIPLE	20-451-950-0000	52,750	-	-50.91%	152,854	-	189.77%	131,665	131,665	-13.86%
WATER - BONDS & NOTES INTEREST	20-451-951-0000	39,798	31,095	-1.22%	115,928	-	191.29%	60,805	60,805	-47.55%
WATER - LAND ACQUISITION	20-451-954-0000	20,000	20,864	0.00%	20,000	-	0.00%	20,000	20,000	0.00%
Department Total		\$ 932,813	\$ 851,308	-1.50%	\$ 1,137,780	\$ 20,628	21.97%	\$ 1,080,493	\$ 1,080,493	-5.03%
% Change										

Town of Newmarket
Fiscal Year 2019 Budget Worksheet
Department - Sewer

Account Description	Account Number	FY 2017			FY 2018			FY 2019		
		Original Budget	Actual Expenditure	% Change	Original Budget	Actual Expenditure	% Change	Dept Head Proposed	% Change	Town Admin Proposed
WASTEWATER - FULL TIME SALARIES	30-471-101-0000	\$ 230,469	\$ 221,656	10.11%	\$ 247,661	\$ 8,562	7.46%	\$ 294,950	19.09%	\$ 294,950
WASTEWATER PART TIME SALARIES	30-471-103-0000	8,487	3,247	0.00%	-	188	-100.00%	-	0.00%	-
WASTEWATER - OVERTIME	30-471-102-0000	19,000	17,978	11.76%	19,000	1,193	0.00%	19,000	0.00%	19,000
WASTEWATER - FICA	30-471-150-0000	14,204	14,039	0.00%	15,842	509	11.53%	19,470	22.90%	19,470
WASTEWATER - MEDICARE	30-471-151-0000	3,322	3,283	0.00%	3,705	119	11.53%	4,570	23.35%	4,570
WASTEWATER - HEALTH INSURANCE	30-471-155-0000	71,120	71,017	-18.73%	97,362	6,151	36.90%	118,900	22.12%	118,900
WASTEWATER - RETIREMENT	30-471-158-0000	24,674	26,956	0.00%	26,328	1,249	6.70%	33,812	28.43%	33,812
WASTEWATER - LIFE/DISABILITY INSUR	30-471-159-0000	2,195	2,436	0.00%	1,923	-	-12.39%	3,000	56.01%	3,000
WASTEWATER - WORKERS COMPENS	30-471-160-0000	5,899	5,899	0.00%	6,000	5,087	1.71%	6,200	3.33%	6,200
WASTEWATER - UNEMPLOYMENT INSI	30-471-161-0000	3,157	1,163	0.00%	1,279	-	-59.49%	1,400	9.46%	1,400
WASTEWATER - EMPLOYEE TESTING	30-471-162-0000	750	-	0.00%	750	-	0.00%	750	0.00%	750
WASTEWATER - TRAINING/STAFF DEV	30-471-190-0000	5,000	5,069	42.86%	5,000	-	0.00%	5,000	0.00%	5,000
WASTEWATER - UNIFORMS	30-471-193-0000	3,700	5,300	2.78%	4,100	170	10.81%	4,500	9.76%	4,500
WASTEWATER - MERIT POOL	30-471-197-0000	-	-	0.00%	-	-	0.00%	8,850	0.00%	8,850
WASTEWATER - LONGEVITY	30-471-198-0000	1,913	1,688	0.00%	1,993	-	4.18%	1,993	0.00%	1,993
WASTEWATER - POSTAGE	30-471-201-0000	6,500	3,209	8.33%	3,700	20	-43.08%	3,700	0.00%	3,700
WASTEWATER - GENERAL SUPPLIES	30-471-202-0000	3,000	4,868	0.00%	4,000	21	33.33%	3,500	-12.50%	3,500
WASTEWATER - DUES/SUBSCRIPTION	30-471-202-0002	800	260	0.00%	900	-	12.50%	900	0.00%	900
WASTEWATER - ADVERTISING	30-471-202-0003	2,000	303	33.33%	2,900	-	45.00%	2,000	-31.03%	2,000
WASTEWATER - GASOLINE	30-471-209-0000	5,000	1,447	0.00%	5,000	65	0.00%	4,000	-20.00%	4,000
WASTEWATER - LAB SUPPLIES	30-471-215-0000	30,000	33,695	50.00%	30,000	-	0.00%	30,000	0.00%	30,000
WASTEWATER - CHEMICALS	30-471-217-0000	53,000	28,481	32.50%	45,000	2,552	-15.09%	48,000	6.67%	48,000
WASTEWATER - COMMUNICATION SEF	30-471-301-0000	6,800	7,851	0.00%	8,000	87	17.65%	7,500	-6.25%	7,500
WASTEWATER - ELECTRICITY	30-471-302-0000	144,000	96,269	71.43%	175,000	-	21.53%	180,000	2.86%	180,000
WASTEWATER - HEAT & OIL	30-471-303-0000	35,000	7,066	16.67%	25,000	-	-28.57%	15,000	-40.00%	15,000
WASTEWATER - BUILDING MAINTENAN	30-471-401-0000	25,000	27,932	8.70%	25,000	155	0.00%	25,000	0.00%	25,000
WASTEWATER - VEHICLE MAINTENAN	30-471-403-0000	5,000	2,554	0.00%	5,000	499	0.00%	5,000	0.00%	5,000
WASTEWATER - SYSTEM MAINTENAN	30-471-406-0000	50,000	52,640	0.00%	50,000	548	0.00%	50,000	0.00%	50,000
WASTEWATER - PROPERTY/LLIABILITY	30-471-504-0000	10,575	10,575	21.00%	10,575	8,942	100.00%	10,575	0.00%	10,575
WASTEWATER - SLUDGE DISPOSAL	30-471-538-0000	55,000	57,592	83.33%	110,000	-	100.00%	80,000	-27.27%	80,000
WASTEWATER - New Plant Startup	New Account	-	-	0.00%	-	-	0.00%	-	0.00%	-
WASTEWATER - CONTRACT SERVICES	30-471-702-0000	13,000	8,354	-25.71%	17,000	-	30.77%	13,000	-23.53%	13,000
WASTEWATER - AUDIT	30-471-703-0000	3,425	3,425	0.00%	3,425	-	0.00%	3,500	2.19%	3,500
WASTEWATER - ENGINEERING	30-471-704-0000	30,000	31,143	0.00%	30,000	-	0.00%	30,000	0.00%	30,000
WASTEWATER - NPDES PERMITS	30-471-804-0000	-	-	-100.00%	100,000	-	0.00%	100,000	0.00%	100,000
WASTEWATER - TRANSFER TO CAPIT	30-471-900-0000	174,200	174,200	6.09%	275,700	-	58.27%	267,123	-3.11%	267,123
WW - BONDS & NOTES PRINCIPLE	30-471-950-0000	102,540	102,540	0.00%	516,140	-	403.35%	500,232	-3.08%	500,232
WW - BONDS & NOTES INTEREST	30-471-951-0000	29,238	29,237	-11.12%	309,143	-	957.33%	285,520	-7.64%	285,520
Department Total		\$ 1,177,968	\$ 1,073,371	6.95%	\$ 2,182,426	\$ 36,098	0.21%	\$ 2,186,945	0.21%	\$ 2,186,945
% Change										

CHARTERED JANUARY 1, 1991

FOUNDED DECEMBER 15, 1727



TOWN OF NEWMARKET, NEW HAMPSHIRE
By the Newmarket Town Council

Resolution 2015/2016-52

Authorizing the Designation of a portion of Rt. 152 as an Economic Recovery Zone

WHEREAS: NH RSA 162N allows for the creation of Economic Recover Zones in communities to encourage the redevelopment of certain land in exchange for state tax credits for the developer, and

WHEREAS: The Town desires to redevelop what is the B3 zone along Rt. 152, including the following lots on Town Tax Map R6 (updated April 2015):

Lots 1, 2, 3, 4-1, 4-2, 4-3, 5, 6, 7, 8, 9, 10, 11-1, 11-1A, 11-2, 12, 50, 50A, 50B, 50C, 50-1, 50-2, 50-3, 50-4, 50-4, 50-5, 50-6, 50-7, 50-8, 51 and 52.

NOW, THEREFORE, BE IT RESOLVED BY THE NEWMARKET TOWN COUNCIL THAT:

The Town Council requests that the Commissioner of the Department of Resources and Economic Development declare this portion an Economic Recovery zone and authorizes the Town Administrator to execute any agreements.

First Reading: June 1, 2016

Tabled: June 1, 2016

Second Reading:

Approval:

Approved: _____

Dale Pike, Town Council Chairman

A True Copy Attest _____

Terri J. Littlefield, Town Clerk

CHARTERED JANUARY 1, 1991

FOUNDED DECEMBER 15, 1727



TOWN OF NEWMARKET, NEW HAMPSHIRE
By the Newmarket Town Council

Resolution #2017/2018 - 18
Integrated Municipal Financial Software Lease/Purchase

WHEREAS, The current financial accounting software is not considered to provide for long-term support and modernization.

WHEREAS, The Town received three proposals. Each was evaluated for qualifications, cost, a cloud-based product with the ability to integrate all “modules” and provide hands-on training. The chosen vendor is Tyler Technologies, Inc. along with a third-party motor vehicle integration package from Interware Development Co., Inc. to provide for the most comprehensive package at a cost of \$746,994 including one-time estimated implementation and data conversion costs.

NOW, THEREFORE, LET IT BE RESOLVED,

That the Town Council authorizes the Town Administrator to enter into a multi-year lease purchase agreement and associated software as a service license agreement, with Tyler Technologies, Inc. to purchase its Enterprise Resource Planning (ERP) Solution called MUNIS, along with third-party agreements with Interware Development Company, Inc. to purchase its NH Motor Vehicle Registration product called ClerkWorks.

First Reading: *November 1, 2017*

Second Reading:

Approval:

Approved: _____
Dale Pike, Chairman Newmarket Town Council

A True Copy Attest: _____
Terri Littlefield, Town Clerk



TOWN HALL
186 MAIN STREET
NEWMARKET, NH 03857

TEL: (603) 659-3617
FAX: (603) 659-8508

FOUNDED DECEMBER 15, 1727
CHARTERED JANUARY 1, 1991

TOWN OF NEWMARKET, NEW HAMPSHIRE

STAFF REPORT

DATE: October 27, 2017

TITLE: Integrated Municipal Financial Software – Resolution #2017/2018-18

PREPARED BY: Lisa Ambrosio, Finance Director

TOWN ADMINISTRATOR'S COMMENTS – RECOMMENDATION:

I recommend passage of this resolution.

BACKGROUND: The Town became concerned about the longevity of its current accounting software, MuniSmart as far back as FY2013. A Request for Information was developed in FY2015 and prospective vendors provided information to assist the Town in gaining a better understanding of potential software solutions available to upgrade, and/or improve the Town's current financial software, including overall costs. In March 2017 the taxpayers approved the funding for an initial payment plan. An Ad Hoc Finance Software Committee was formed in FY2017 to determine an optimal plan for implementation, identify requirements for a Request for Proposal (RFP) and recommend a vendor to be approved by Town Council.

Process:

The RFP was released directly to those vendors that previously responded to the RFI, as well as a few others that had products in other Towns. The RFP was also published on a NH Municipal website as well as posted on the Town's website.

Results:

Three proposals were received. Each proposal was evaluated for qualifications, cost, as well as ability to integrate all "modules" and provide hands-on training. The vendor chosen had previously provided a demonstration of its product during the RFI process.

DISCUSSION: It is to be noted that no single vendor can accommodate all the modules required to be updated. The recommended vendor currently does not have a Motor Vehicle (MV) module however is capable of integrating with a third-party vendor. Current users of the software were contacted for comment and recommendation.

FISCAL IMPACT: During fiscal year 2018, the Town budgeted \$55.0K which will cover \$15.7K for one-time implementation, and \$39.2K for Data Conversion. A maintenance fee of \$93.7K will be paid out for 7 years beginning in fiscal year 2019 for a total of \$655,795. A separate contract for third-party MV software for fiscal year 2019 of \$17.7K and escalating maintenance fee of an additional 3% from base \$3,489 will be paid out for 5 years for an additional total of \$36,299.

Total cost of software not including overtime, project manager travel and any third-party hardware (ie. Cash drawer) is \$746,994. To the extent implementation hours are reduced from estimated, and modules not upgraded, maintenance fees will be adjusted.

RECOMMENDATION: The AdHoc Financial Software Committee recommends awarding the RFP to Tyler/Munis for an integrated software product. Additionally, it is recommended that Interware be awarded a portion as a third-party vendor to provide for an updated Motor Vehicle module, not currently part of the Tyler/Munis software package.

DOCUMENTS ATTACHED: Copies of proposals.



Sales Quotation For

Town of Newmarket
186 Main St
Newmarket, NH 03857-1838
Phone 6036593617

Quoted By: Nick Haas
Date: 10/3/2017
Quote Expiration: 4/1/2018
Quote Name: Town of Newmarket-ERP-Munis
Quote Number: 2017-37610
Quote Description: Town of Newmarket-Munis

SaaS

Description	Annual Fee Net	# Years	Total SaaS Fee	Impl. Hours
Financials:				
Accounting/GL/BG/AP	\$10,410.00	7	\$72,870.00	120
Capital Assets	\$3,026.00	7	\$21,182.00	16
Cash Management	\$2,083.00	7	\$14,581.00	16
Purchasing	\$5,109.00	7	\$35,763.00	32
Human Capital Management:				
Human Resources & Talent Management	\$9,333.00	7	\$65,331.00	56
Payroll w/ESS	\$13,038.00	7	\$91,266.00	120
Revenue:				
Accounts Receivable	\$3,224.00	7	\$22,568.00	32
Animal License	\$1,317.00	7	\$9,219.00	8
Boat Excise	\$2,024.00	7	\$14,168.00	8
CAMA Bridge	\$2,378.00	7	\$16,646.00	8
Central Property File	\$1,317.00	7	\$9,219.00	8
NH Tax Lien	\$3,597.00	7	\$25,179.00	24

Tax Billing	\$9,121.00	7	\$63,847.00	64
Permits & Code Enforcement	\$7,234.00	7	\$50,638.00	104
Tyler Cashiering	\$4,196.00	7	\$29,372.00	24
UB Interface	\$2,083.00	7	\$14,581.00	16
Utility Billing CIS	\$6,930.00	7	\$48,510.00	88
Productivity:				
Munis Analytics & Reporting (SaaS)	\$7,198.00	7	\$50,386.00	40
Tyler Forms Processing	\$4,439.00	7	\$31,073.00	0
TOTAL:	\$98,057.00		\$686,399.00	784

Other Services

Description	Quantity	Unit Price	Unit Discount	Extended Price
Project Planning Services	1	\$4,000.00	\$0.00	\$4,000.00
Tyler Forms Library - Financial	1	\$1,400.00	\$0.00	\$1,400.00
Tyler Forms Library - Payroll	1	\$1,200.00	\$0.00	\$1,200.00
Tyler Forms Library - Permits	1	\$1,500.00	\$0.00	\$1,500.00
Tyler Forms Library - Personnel Action	1	\$1,000.00	\$0.00	\$1,000.00
Tyler Forms Processing Configuration	1	\$1,500.00	\$0.00	\$1,500.00
Tyler Forms Library - State Tax - 8 Forms	1	\$4,800.00	\$0.00	\$4,800.00
Tyler Forms Library - Utility Billing	1	\$3,000.00	\$0.00	\$3,000.00
VPN Device	1	\$4,000.00	\$0.00	\$4,000.00
TOTAL:				\$22,400.00

3rd Party Hardware, Software and Services

Description	Quantity	Unit Price	Unit Discount	Total Price	Unit Maintenance	Unit Maintenance Discount	Total Year One Maintenance
Cash Drawer	1	\$230.00	\$0.00	\$230.00	\$0.00	\$0.00	\$0.00
Hand Held Scanner - Model 1900GSR	1	\$385.00	\$0.00	\$385.00	\$0.00	\$0.00	\$0.00
Hand Held Scanner Stand	1	\$25.00	\$0.00	\$25.00	\$0.00	\$0.00	\$0.00
ID Tech MiniMag USB Reader	1	\$62.00	\$0.00	\$62.00	\$0.00	\$0.00	\$0.00

3rd Party Hardware, Software and Services

Description	Quantity	Unit Price	Unit Discount	Total Price	Unit Maintenance	Unit Maintenance Discount	Total Year One Maintenance
Printer (TM-S9000)	1	\$1,600.00	\$0.00	\$1,600.00	\$0.00	\$0.00	\$0.00
Tyler Secure Signature System with 2 Keys	1	\$1,650.00	\$0.00	\$1,650.00	\$0.00	\$0.00	\$0.00
3rd Party Hardware Sub-Total:				\$3,952.00			\$0.00
TOTAL:				\$3,952.00			\$0.00

Summary

	One Time Fees	Recurring Fees
Total SaaS	\$0.00	\$98,057.00
Total Tyler Software	\$0.00	\$0.00
Total Tyler Services	\$22,400.00	\$0.00
Total 3rd Party Hardware, Software and Services	\$3,952.00	\$0.00
Summary Total	\$26,352.00	\$98,057.00
Contract Total	\$712,751.00	

Detailed Breakdown of Conversions (Included in Contract Total)

Description	Unit Price	Unit Discount	Extended Price
Accounting Standard COA	\$0.00	\$0.00	\$0.00
Capital Assets Std Master	\$0.00	\$0.00	\$0.00
Payroll - Standard	\$0.00	\$0.00	\$0.00
Permits and Code Enforcement - Standard - Master Files - Inspections	\$0.00	\$0.00	\$0.00
Real Estate - Standard	\$0.00	\$0.00	\$0.00
Utility Billing - Standard	\$0.00	\$0.00	\$0.00
TOTAL:			\$0.00

Optional SaaS

Description	Annual Fee Net	# Years	Total SaaS Fee	Impl. Hours
Financial:				
Asset Maintenance	\$4,934.00	7	\$34,538.00	56
Productivity:				
Citizen Self Service	\$2,456.00	7	\$17,192.00	8
Tyler Content Manager SE	\$6,166.00	7	\$43,162.00	32
TOTAL:	\$13,556.00		\$94,892.00	96

Optional Other Services

Description	Quantity	Unit Price	Discount	Extended Price
Source Code Escrow	1	\$1,500.00	\$0.00	\$1,500.00
TOTAL:				\$1,500.00

Unless otherwise indicated in the contract or Amendment thereto, pricing for optional items will be held for Six (6) months from the Quote date or the Effective Date of the Contract, whichever is later.

Customer Approval: _____

Date: _____

Print Name: _____

P.O. #: _____

All primary values quoted in US Dollars

Comments

Tyler recommends the use of a 128-bit SSL Security Certificate for any Internet Web Applications, such as the Munis Web Client and the MUNIS Self Service applications if hosted by the Client. This certificate is required to encrypt the highly sensitive payroll and financial information as it travels across the public internet. There are various vendors who sell SSL Certificates, with all ranges of prices.

Conversion prices are based on a single occurrence of the database. If additional databases need to be converted, these will need to be quoted.

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

Unless otherwise noted, prices submitted in the quote do not include travel expenses incurred in accordance with Tyler's then-current Business Travel Policy.

Tyler's prices do not include applicable local, city or federal sales, use excise, personal property or other similar taxes or duties, which you are responsible for determining and remitting.

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

Tyler provides onsite training for a maximum of 12 people per class. In the event that more than 12 users wish to participate in a training class or more than one occurrence of a class is needed, Tyler will either provide additional days at then-current rates for training or Tyler will utilize a Train-the-Trainer approach whereby the client designated attendees of the initial training can thereafter train the remaining users.

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

Tyler's form library prices are based on the actual form quantities listed, and assume the forms will be provided according to the standard Munis form template. Any forms in addition to the quoted amounts and types, including custom forms or forms that otherwise require custom programming, are subject to an additional fee. Please also note that use of the Tyler Forms functionality requires the use of approved printers as well. You may contact Tyler's support team for the most current list of approved printers.

Permits library includes: 1 Building permit, 1 Trades permit, 1 Zoning permit and 1 certificate of occupancy/completion.

Includes digitizing two signatures, additional charges will apply for additional signatures.

Project Management includes project planning, kickoff meeting, status calls, task monitoring, verification and transition to support.

Tyler Forms Payroll Core library includes: 1 PR check, 1 direct deposit, 1 vendor from payroll check, 1 vendor from payroll direct deposit, W2, W2c, 1099 R, ACA 1095B and ACA 1095C.

Personnel Actions Forms Library includes: 1 Personnel Action form - New and 1 Personnel Action Form - Change.

Tyler's cost is based on all of the proposed products and services being obtained from Tyler. Should significant portions of the products or services be deleted, Tyler reserves the

Comments

right to adjust prices accordingly.

Tyler Content Manager SE includes up to 150GB of storage. Should additional storage be needed it may be purchased as needed at an annual fee of \$5,000 per TB.

Financial library includes: 1 A/P check, 1 EFT/ACH, 1 Purchase order, 1099M, 1099INT, 1099S, and 1099G.

Utility billing library includes: 1 Utility bill, 1 UB receipt, 1 UB delinquent notice, 1 door hanger and 1 final utility bill.

The Munis Accounts Payable module utilizes a label printer for batch-scanned document indexing. This printer is to be provided by the client and must support multi-page Adobe PDF files, such as the Brother QL-700.

The Munis SaaS fees are based on 18 concurrent users. Should the number of concurrent users be exceeded, Tyler reserves the right to re-negotiate the SaaS fees based upon any resulting changes in the pricing categories.

In the event a self-hosted customer opts to enroll as a beneficiary under Tyler's source code escrow agreement, Tyler will provide the paperwork required for enrollment. That self-hosted customer will be billed, on an annual basis, directly by Tyler's escrow agent, and all such fees must be paid directly to that escrow agent. Rates for subsequent years are subject to change at the discretion of Tyler's escrow agent.

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



LICENSE AND SERVICES AGREEMENT

This License and Services Agreement is made between Tyler Technologies, Inc. and Client.

WHEREAS, Client selected Tyler to license the software products and perform the services set forth in the Investment Summary and Tyler desires to perform such actions under the terms of this Agreement;

NOW THEREFORE, in consideration of the foregoing and of the mutual covenants and promises set forth in this Agreement, Tyler and Client agree as follows:

SECTION A – DEFINITIONS

- **“Agreement”** means this License and Services Agreement.
- **“Business Travel Policy”** means our business travel policy. A copy of our current Business Travel Policy is attached as Schedule 1 to Exhibit B.
- **“Client”** means [INSERT CLIENT NAME].
- **“Defect”** means a failure of the Tyler Software to substantially conform to the functional descriptions set forth in our written proposal to you, or their functional equivalent. Future functionality may be updated, modified, or otherwise enhanced through our maintenance and support services, and the governing functional descriptions for such future functionality will be set forth in our then-current Documentation.
- **“Developer”** means a third party who owns the intellectual property rights to Third Party Software.
- **“Documentation”** means any online or written documentation related to the use or functionality of the Tyler Software that we provide or otherwise make available to you, including instructions, user guides, manuals and other training or self-help documentation.
- **“Effective Date”** means the date on which your authorized representative signs the Agreement.
- **“Force Majeure”** means an event beyond the reasonable control of you or us, including, without limitation, governmental action, war, riot or civil commotion, fire, natural disaster, or any other cause that could not with reasonable diligence be foreseen or prevented by you or us.
- **“Investment Summary”** means the agreed upon cost proposal for the software, products, and services attached as Exhibit A.
- **“Invoicing and Payment Policy”** means the invoicing and payment policy. A copy of our current Invoicing and Payment Policy is attached as Exhibit B.
- **“Maintenance and Support Agreement”** means the terms and conditions governing the provision of maintenance and support services to all of our customers. A copy of our current Maintenance and Support Agreement is attached as Exhibit C.
- **“Support Call Process”** means the support call process applicable to all of our customers who have licensed the Tyler Software. A copy of our current Support Call Process is attached as Schedule 1 to Exhibit C.
- **“Third Party End User License Agreement(s)”** means the end user license agreement(s), if any, for the Third Party Software attached as Exhibit D.



- “**Third Party Hardware**” means the third party hardware, if any, identified in the Investment Summary.
- “**Third Party Products**” means the Third Party Software and Third Party Hardware.
- “**Third Party Software**” means the third party software, if any, identified in the Investment Summary.
- “**Tyler**” means Tyler Technologies, Inc., a Delaware corporation.
- “**Tyler Software**” means our proprietary software and related interfaces identified in the Investment Summary and licensed to you through this Agreement.
- “**we**”, “**us**”, “**our**” and similar terms mean Tyler.
- “**you**” and similar terms mean Client.

SECTION B – SOFTWARE LICENSE

1. License Grant and Restrictions.

- 1.1 We grant to you a license to use the Tyler Software for your internal business purposes only. You may make copies of the Tyler Software for backup and testing purposes, so long as such copies are not used in production and the testing is for internal use only. Your rights to use the Tyler Software are perpetual but may be revoked if you do not comply with the terms of this Agreement.
- 1.2 The Documentation is licensed to you and may be used and copied by your employees for internal, non-commercial reference purposes only.
- 1.3 You may not: (a) transfer or assign the Tyler Software to a third party; (b) reverse engineer, decompile, or disassemble the Tyler Software; (c) rent, lease, lend, or provide commercial hosting services with the Tyler Software; or (d) publish or otherwise disclose the Tyler Software or Documentation to third parties.
- 1.4 The license terms in this Agreement apply to updates and enhancements we may provide to you or make available to you through your Maintenance and Support Agreement.
- 1.5 The right to transfer the Tyler Software to a replacement hardware system is included in your license. You will give us advance written notice of any such transfer and will pay us for any required or requested technical assistance associated with such transfer.
- 1.6 We reserve all rights not expressly granted to you in this Agreement. The Tyler Software and Documentation are protected by copyright and other intellectual property laws and treaties. We own the title, copyright, and other intellectual property rights in the Tyler Software and the Documentation. **The Tyler Software is licensed, not sold.**

2. License Fees. You agree to pay us the license fees in the amounts set forth in the Investment Summary. Those amounts are payable in accordance with our Invoicing and Payment Policy.
3. Escrow. We maintain an escrow agreement with a third party under which we place the source code for each major release of the Tyler Software. You may be added as a beneficiary to the escrow agreement by completing a standard beneficiary enrollment form and paying the annual beneficiary fee set forth in the Investment Summary directly to the escrow agent. You will be responsible for maintaining your ongoing status as a beneficiary, including payment of the then-current annual beneficiary fees. Release of source code for the Tyler Software is strictly governed by the terms of the escrow agreement.
4. Limited Warranty. We warrant that the Tyler Software will be without Defect(s) as long as you have a



Maintenance and Support Agreement in effect. If the Tyler Software does not perform as warranted, we will use all reasonable efforts, consistent with industry standards, to cure the Defect as set forth in the Maintenance and Support Agreement.

SECTION C – PROFESSIONAL SERVICES

1. Services. We will provide you the various implementation-related services itemized in the Investment Summary. You will receive those services according to our industry-standard implementation plan, which outlines roles and responsibilities in calendar and project documentation. We will finalize that documentation with you upon execution of this Agreement.
2. Professional Services Fees. You agree to pay us the professional services fees in the amounts set forth in the Investment Summary. You acknowledge that the fees stated in the Investment Summary are good-faith estimates of the amount of time and materials required for your implementation. We will bill you the actual fees incurred based on the in-scope services provided to you. Those amounts are payable in accordance with our Invoicing and Payment Policy.
3. Additional Services. The Investment Summary contains the scope of services and related costs (including programming and/or interface estimates) required for the project based on our understanding of the specifications you supplied. If additional work is required, or if you use or request additional services, we will provide you with an addendum or change order, as applicable, outlining the costs for the additional work. The price quotes in the addendum or change order will be valid for thirty (30) days.
4. Cancellation. We make all reasonable efforts to schedule our personnel for travel, including arranging travel reservations, at least two (2) weeks in advance of commitments. Therefore, if you cancel services less than two (2) weeks in advance (other than for Force Majeure or breach by us), you will be liable for all (a) non-refundable expenses incurred by us on your behalf, and (b) daily fees associated with cancelled professional services if we are unable to reassign our personnel. We will make all reasonable efforts to reassign personnel in the event you cancel within two (2) weeks of scheduled commitments.
5. Services Warranty. We will perform the services in a professional, workmanlike manner, consistent with industry standards. In the event we provide services that do not conform to this warranty, we will re-perform such services at no additional cost to you.
6. Site Access and Requirements. You agree to provide us with full and free access to your personnel, facilities, and equipment as may be reasonably necessary for us to provide implementation services, subject to any reasonable security protocols or other written policies provided to us. You further agree to provide a reasonably suitable environment, location, and space for the installation of the Tyler Software and Third Party Products, including, without limitation, sufficient electrical circuits, cables, and other reasonably necessary items required for the installation and operation of the Tyler Software and Third Party Products.
7. Client Assistance. You acknowledge that the implementation of the Tyler Software is a cooperative process requiring the time and resources of your personnel. You agree to use all reasonable efforts to cooperate with and assist us as may be reasonably required to meet the agreed upon project deadlines and other milestones for implementation. This cooperation includes at least working with us to schedule the implementation-related services you have contracted for. We will not be liable for failure to meet any deadlines and milestones when such failure is due to Force Majeure or to the failure by your personnel to



provide such cooperation and assistance (either through action or omission).

SECTION D – MAINTENANCE AND SUPPORT

We will provide you with maintenance and support services for the Tyler Software under the terms of our standard Maintenance and Support Agreement. You agree to pay us the annual maintenance and support fees in accordance with our Invoicing and Payment Policy.

SECTION E – THIRD PARTY PRODUCTS

1. Third Party Hardware. We will sell, deliver, and install onsite the Third Party Hardware, if you have purchased any, for the price set forth in the Investment Summary. Those amounts are payable in accordance with our Invoicing and Payment Policy.
2. Third Party Software. Upon payment in full of the Third Party Software license fees, you will receive a non-transferable license to use the Third Party Software and related documentation for internal business purposes only. Your license rights to the Third Party Software will be governed by the Third Party End User License Agreement(s).
 - 2.1 We will install onsite the Third Party Software. The installation cost is included in the installation fee in the Investment Summary.
 - 2.2 If the Developer charges a fee for future updates, releases, or other enhancements to the Third Party Software, you will be required to pay such additional future fee.
 - 2.3 The right to transfer the Third Party Software to a replacement hardware system is governed by the Developer. You will give us advance written notice of any such transfer and will pay us for any required or requested technical assistance associated with such transfer.
3. Third Party Products Warranties.
 - 3.1 We are authorized by each Developer to grant or transfer the licenses to the Third Party Software.
 - 3.2 The Third Party Hardware will be new and unused, and upon payment in full, you will receive free and clear title to the Third Party Hardware.
 - 3.3 You acknowledge that we are not the manufacturer of the Third Party Products. We do not warrant or guarantee the performance of the Third Party Products. However, we grant and pass through to you any warranty that we may receive from the Developer or supplier of the Third Party Products.
4. Maintenance. If you have a Maintenance and Support Agreement in effect, you may report defects and other issues related to the Third Party Software directly to us, and we will (a) directly address the defect or issue, to the extent it relates to our interface with the Third Party Software; and/or (b) facilitate resolution with the Developer, unless that Developer requires that you have a separate, direct maintenance agreement in effect with that Developer. In all events, if you do not have a Maintenance and Support Agreement in effect with Tyler, you will be responsible for resolving defects and other issues related to the Third Party Software directly with the Developer.



SECTION F – INVOICING AND PAYMENT; INVOICE DISPUTES

1. Invoicing and Payment. We will invoice you the fees for the license(s), products, and services in the Investment Summary per our Invoicing and Payment Policy, subject to Section F(2).
2. Invoice Disputes. If you believe any delivered product or service does not conform to the warranties in this Agreement, you will provide us with written notice within fifteen (15) days of your receipt of the applicable invoice. The written notice must contain sufficient detail of the issues you contend are in dispute. We will provide a written response to you that will include either a justification of the invoice, an adjustment to the invoice, or a proposal addressing the issues presented in your notice. We will work together as may be necessary to develop an action plan that outlines reasonable steps to be taken by each of us to resolve any issues presented in your notice. You may only withhold payment of the amount(s) actually in dispute until we complete the action items outlined in the plan. If we are unable to complete the action items outlined in the action plan because of your failure to complete the items agreed to be done by you, then you will remit full payment of the invoice. We reserve the right to suspend delivery of all services, including maintenance and support services, if you fail to pay an invoice not disputed as described above.

SECTION G – TERMINATION

1. For Cause. You may terminate this Agreement for cause in the event we don't cure, or create a mutually agreeable action plan to address, a material breach of this Agreement within forty-five (45) days of receiving a written notice of the alleged breach. You agree to comply with Section I(3), Dispute Resolution, prior to termination. In the event of termination for cause, you will pay us for all undisputed fees and expenses related to the software, products, and/or services you have received, or we have incurred or delivered, prior to the effective date of termination.
2. Lack of Appropriations. If you should not appropriate or otherwise make available funds sufficient to purchase, lease, operate, or maintain the products or services set forth in this Agreement, you may unilaterally terminate this Agreement upon thirty (30) days written notice to us. In the event of termination due to a lack of appropriations, you will pay us for all undisputed fees and expenses related to the software, products, and/or services you have received, or we have incurred or delivered, prior to the effective date of termination. You will not be entitled to a refund or offset of previously paid license and other fees. You agree not to use termination for lack of appropriations as a substitute for termination for convenience.
3. Force Majeure. Either party has the right to terminate this Agreement if a Force Majeure event suspends performance of scheduled tasks for a period of forty-five (45) days or more. In the event of termination due to Force Majeure, you will pay us for all undisputed fees and expenses related to the software, products, and/or services you have received, or we have incurred or delivered, prior to the effective date of termination.

SECTION H – INDEMNIFICATION, LIMITATION OF LIABILITY AND INSURANCE

1. Intellectual Property Infringement Indemnification.
 - 1.1 We will defend you against any third party claim(s) that the Tyler Software infringes that third party's patent, copyright, or trademark, or misappropriates its trade secrets, and will pay the amount of any



resulting adverse final judgment (or settlement to which we consent). You must notify us promptly in writing of the claim and give us sole control over its defense or settlement. You agree to provide us with reasonable assistance, cooperation, and information in defending the claim at our expense.

1.2 Our obligations under this Section H(1) will not apply to the extent the claim or adverse final judgment is based on your: (a) use of a previous version of the Tyler Software and the claim would have been avoided had you installed and used the current version of the Tyler Software; (b) combining the Tyler Software with any product or device not provided, contemplated, or approved by us; (c) altering or modifying the Tyler Software, including any modification by third parties at your direction or otherwise permitted by you; (d) use of the Tyler Software in contradiction of this Agreement, including with non-licensed third parties; or (e) willful infringement, including use of the Tyler Software after we notify you to discontinue use due to such a claim.

1.3 If we receive information concerning an infringement or misappropriation claim related to the Tyler Software, we may, at our expense and without obligation to do so, either: (a) procure for you the right to continue its use; (b) modify it to make it non-infringing; or (c) replace it with a functional equivalent, in which case you will stop running the allegedly infringing Tyler Software immediately.

1.4 If, as a result of an infringement or misappropriation claim, your use of the Tyler Software is enjoined by a court of competent jurisdiction, in addition to paying any adverse final judgment (or settlement to which we consent), we will, at our option, either: (a) procure the right to continue its use; (b) modify it to make it non-infringing; (c) replace it with a functional equivalent; or (d) terminate your license and refund the license fees paid for the infringing Tyler Software. This section provides your exclusive remedy for third party copyright, patent, or trademark infringement and trade secret misappropriation claims.

2. Property Damage and Personal Injury Indemnification.

2.1 We will indemnify and hold harmless you and your agents, officials, and employees from and against any and all direct claims, losses, liabilities, damages, costs, and expenses (including reasonable attorney's fees and costs) for personal injury or property damage to the extent caused by our negligence or willful misconduct.

2.2 To the extent permitted by applicable law, you will indemnify and hold harmless us and our agents, officials, and employees from and against any and all direct claims, losses, liabilities, damages, costs, and expenses (including reasonable attorney's fees and costs) for personal injury or property damage to the extent caused by your negligence or willful misconduct.

3. **DISCLAIMER. EXCEPT FOR THE EXPRESS WARRANTIES PROVIDED IN THIS AGREEMENT AND TO THE MAXIMUM EXTENT PERMITTED BY APPLICABLE LAW, WE HEREBY DISCLAIM ALL OTHER WARRANTIES AND CONDITIONS, WHETHER EXPRESS, IMPLIED, OR STATUTORY, INCLUDING, BUT NOT LIMITED TO, ANY IMPLIED WARRANTIES, DUTIES, OR CONDITIONS OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE.**

4. **LIMITATION OF LIABILITY. EXCEPT AS OTHERWISE EXPRESSLY SET FORTH IN THIS AGREEMENT, OUR LIABILITY FOR DAMAGES ARISING OUT OF THIS AGREEMENT, WHETHER BASED ON A THEORY OF CONTRACT OR TORT, INCLUDING NEGLIGENCE AND STRICT LIABILITY, SHALL BE LIMITED TO THE LESSER OF (A) YOUR ACTUAL DIRECT DAMAGES OR (B) THE AMOUNTS PAID BY YOU UNDER THIS AGREEMENT.**



THE PRICES SET FORTH IN THIS AGREEMENT ARE SET IN RELIANCE UPON THIS LIMITATION OF LIABILITY. THE FOREGOING LIMITATION OF LIABILITY SHALL NOT APPLY TO CLAIMS THAT ARE SUBJECT TO SECTIONS H(1) AND H(2).

5. **EXCLUSION OF CERTAIN DAMAGES.** TO THE MAXIMUM EXTENT PERMITTED BY APPLICABLE LAW, IN NO EVENT SHALL WE BE LIABLE FOR ANY SPECIAL, INCIDENTAL, PUNITIVE, INDIRECT, OR CONSEQUENTIAL DAMAGES WHATSOEVER, EVEN IF WE HAVE BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES.
6. **Insurance.** During the course of performing services under this Agreement, we agree to maintain the following levels of insurance: (a) Commercial General Liability of at least \$1,000,000; (b) Automobile Liability of at least \$1,000,000; (c) Professional Liability of at least \$1,000,000; and (d) Workers Compensation complying with applicable statutory requirements. We will add you as an additional insured and provide you with copies of certificates of insurance upon written request.

SECTION I – GENERAL TERMS AND CONDITIONS

1. **Additional Products and Services.** You may purchase additional products and services at the rates set forth in the Investment Summary for twelve (12) months from the Effective Date, and thereafter at our then-current list price, by executing a mutually agreed addendum. The terms of this Agreement will control any such additional purchase(s), unless otherwise specifically provided in the addendum.
2. **Optional Items.** Pricing for any listed optional products and services in the Investment Summary will be valid for twelve (12) months from the Effective Date.
3. **Dispute Resolution.** You agree to provide us with written notice within thirty (30) days of becoming aware of a dispute. You agree to cooperate with us in trying to reasonably resolve all disputes, including, if requested by either party, appointing a senior representative to meet and engage in good faith negotiations with our appointed senior representative. Senior representatives will meet within thirty (30) days of the written dispute notice, unless otherwise agreed. All meetings and discussions between senior representatives will be deemed confidential settlement discussions not subject to disclosure under Federal Rule of Civil Procedure 408 or any similar applicable state rule. If we fail to resolve the dispute, either of us may assert our respective rights and remedies in a court of competent jurisdiction. Nothing in this section shall prevent you or us from seeking necessary injunctive relief during the dispute resolution procedures.
4. **Taxes.** The fees in the Investment Summary do not include any taxes, including, without limitation, sales, use, or excise tax. If you are a tax-exempt entity, you agree to provide us with a tax-exempt certificate. Otherwise, we will pay all applicable taxes to the proper authorities and you will reimburse us for such taxes. If you have a valid direct-pay permit, you agree to provide us with a copy. For clarity, we are responsible for paying our income taxes arising from our performance of this Agreement.
5. **Nondiscrimination.** We will not discriminate against any person employed or applying for employment concerning the performance of our responsibilities under this Agreement. This discrimination prohibition will apply to all matters of initial employment, tenure, and terms of employment, or otherwise with respect to any matter directly or indirectly relating to employment concerning race, color, religion, national origin, age, sex, sexual orientation, ancestry, disability that is unrelated to the individual's ability to perform the duties of a particular job or position, height, weight, marital status, or political affiliation. We will post, where appropriate, all notices related to nondiscrimination as may be required by applicable law.



6. E-Verify. We have complied, and will comply, with the E-Verify procedures administered by the U.S. Citizenship and Immigration Services Verification Division for all of our employees assigned to your project.
7. Subcontractors. We will not subcontract any services under this Agreement without your prior written consent, not to be unreasonably withheld.
8. No Assignment. Neither party may assign this Agreement without the prior written consent of the other party; provided, however, that your consent is not required in the event we have a change of control.
9. Force Majeure. Neither party will be liable for delays in performing its obligations under this Agreement to the extent that the delay is caused by Force Majeure; provided, however, that within ten (10) business days of the Force Majeure event, the party whose performance is delayed provides the other party with written notice explaining the cause and extent thereof, as well as a request for a reasonable time extension equal to the estimated duration of the Force Majeure event.
10. No Intended Third Party Beneficiaries. This Agreement is entered into solely for the benefit of you and us. No third party will be deemed a beneficiary of this Agreement, and no third party will have the right to make any claim or assert any right under this Agreement. This provision does not affect the rights of third parties under any Third Party End User License Agreement(s).
11. Entire Agreement; Amendment. This Agreement represents the entire agreement between you and us with respect to the subject matter hereof, and supersedes any prior agreements, understandings, and representations, whether written, oral, expressed, implied, or statutory. This Agreement may only be modified by a written amendment signed by an authorized representative of each party.
12. Severability. If any term or provision of this Agreement is held invalid or unenforceable, the remainder of this Agreement will be considered valid and enforceable to the fullest extent permitted by law.
13. No Waiver. In the event that the terms and conditions of this Agreement are not strictly enforced by either party, such non-enforcement will not act as or be deemed to act as a waiver or modification of this Agreement, nor will such non-enforcement prevent such party from enforcing each and every term of this Agreement thereafter.
14. Independent Contractor. We are an independent contractor for all purposes under this Agreement.
15. Notices. All notices or communications required or permitted as a part of this Agreement must be in writing and will be deemed delivered upon the earlier of the following: (a) actual receipt by the receiving party; (b) upon receipt by sender of a certified mail, return receipt signed by an employee or agent of the receiving party; (c) upon receipt by sender of proof of email delivery; or (d) if not actually received, five (5) days after deposit with the United States Postal Service authorized mail center with proper postage (certified mail, return receipt requested) affixed and addressed to the other party at the address set forth on the signature page hereto or such other address as the party may have designated by proper notice. The consequences for the failure to receive a notice due to improper notification by the intended receiving party of a change in address will be borne by the intended receiving party.
16. Client Lists. You agree that we may identify you by name in client lists, marketing presentations, and promotional materials.

17. Confidentiality. Both parties recognize that their respective employees and agents, in the course of performance of this Agreement, may be exposed to confidential information and that disclosure of such information could violate rights to private individuals and entities, including the parties. Confidential information is nonpublic information that a reasonable person would believe to be confidential and includes, without limitation, personal identifying information (*e.g.*, social security numbers) and trade secrets, each as defined by applicable state law. Each party agrees that it will not disclose any confidential information of the other party and further agrees to take all reasonable and appropriate action to prevent such disclosure by its employees or agents. The confidentiality covenants contained herein will survive the termination or cancellation of this Agreement. This obligation of confidentiality will not apply to information that:

- (a) is in the public domain, either at the time of disclosure or afterwards, except by breach of this Agreement by a party or its employees or agents;
- (b) a party can establish by reasonable proof was in that party's possession at the time of initial disclosure;
- (c) a party receives from a third party who has a right to disclose it to the receiving party; or
- (d) is the subject of a legitimate disclosure request under the open records laws or similar applicable public disclosure laws governing this Agreement; provided, however, that in the event you receive an open records or other similar applicable request, you will give us prompt notice and otherwise perform the functions required by applicable law.

18. Business License. In the event a local business license is required for us to perform services hereunder, you will promptly notify us and provide us with the necessary paperwork and/or contact information so that we may timely obtain such license.

19. Governing Law. This Agreement will be governed by and construed in accordance with the laws of your state of domicile.

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

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

Exhibit A	Investment Summary
Exhibit B	Invoicing and Payment Policy Schedule 1: Business Travel Policy
Exhibit C	Maintenance and Support Agreement Schedule 1: Support Call Process
Exhibit D	Third Party End User License Agreement(s)

IN WITNESS WHEREOF, a duly authorized representative of each party has executed this Agreement as of the date(s) set forth below.

Tyler Technologies, Inc.
ERP and Schools Division

[INSERT CLIENT NAME]

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____

Address for Notices:

Tyler Technologies, Inc.
One Tyler Drive
Yarmouth, ME 04096
Attention: Associate General Counsel

Address for Notices:

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





Investment Summary

The following Investment Summary details the software, products, and services to be delivered by Tyler Technologies, Inc. to [INSERT CLIENT NAME] under your License and Services Agreement. This Investment Summary is effective as of the Effective Date. Capitalized terms not otherwise defined will have the meaning assigned to such terms in your License and Services Agreement.

[List and Price the Tyler Software, Services, Third Party Products, etc.]

[Any sales commitments capping maintenance and support fees for a period of time should be noted by the Maintenance and Support Fee]



Invoicing and Payment Policy

Tyler Technologies, Inc. will provide you with the software, products, and services set forth in the Investment Summary of your License and Services Agreement. Capitalized terms not otherwise defined will have the meaning assigned to such terms in your License and Services Agreement.

Invoicing: We will invoice you for the applicable license fees, products, and services in the Investment Summary as set forth below. Your rights to dispute any invoice are set forth in your License and Services Agreement.

1. Tyler Software.

1.1 *License Fees:* License fees are invoiced as follows: (a) 25% on the Effective Date; (b) 50% on the date when we make the applicable Tyler Software available to you for downloading (the "Available Download Date"); and (c) 25% ninety (90) days after the Available Download Date.

1.2 *Maintenance and Support Fees:* The first year maintenance and support fees for the one (1) year period commencing on the Available Download Date are waived. Subsequent maintenance and support fees are invoiced annually in advance on each anniversary of the Available Download Date.

2. Professional Services.

2.1 *Project Planning Services:* Project planning services are invoiced upon delivery of the Implementation Planning Document.

2.2 *Consulting Services:* Consulting services are invoiced 50% upon commencement of the service and 50% upon completion of the service, by product.

2.3 *Data Conversion Services:* Data conversion services are invoiced 50% upon initial delivery of converted data, by conversion option, and 50% upon Client acceptance to load converted data into live environment, by conversion option.

2.4 *Implementation and Other Professional Services (excluding training):* Implementation and other professional services (excluding training) are billed at daily rates, and invoiced on a monthly basis as delivered.

2.5 *Training Services:* Training services are billed in half-day and full-day increments as delivered, and invoiced on a monthly basis.

2.6 *Requested Modifications to the Tyler Software:* Requested modifications to Tyler Software are invoiced 50% upon delivery of specifications and 50% upon delivery of the applicable modification. You must report any failure of the modification to conform to the



specifications within thirty (30) days of delivery; otherwise, the modification will be deemed to be in compliance with the specifications after the 30-day window has passed.

3. Other Services and Fees. [Include as applicable]

- 3.1 *Unlimited Client Access:* First year maintenance for Tyler Unlimited Client Access is invoiced on the Available Download Date. Maintenance for Tyler Unlimited Client Access will renew automatically at our then-current rates, unless terminated in writing by either party at least thirty (30) days prior to the end of the then-current maintenance term.
- 3.2 *Operating System / Database Administration Services:* OS/DBA Services are invoiced on the Available Download Date. OS/DBA Services will renew automatically for additional one (1) year terms at our then-current OS/DBA fee, unless terminated in writing by either party at least thirty (30) days prior to the end of the then-current term.
- 3.3 *Disaster Recovery Services:* Disaster Recovery Services are invoiced annually in advance upon our receipt of your data. Disaster Recovery services will renew automatically for additional one (1) year terms at our then-current Disaster Recovery fee, unless terminated in writing by either party at least thirty (30) days prior to the end of the then-current term.
- 3.4 *Payroll Tax Table Update Fee:* The first year Payroll Tax Table Update Fee for the one-year period commencing on the Available Download Date is waived. Subsequent annual Payroll Tax Table Update fees will be due on the anniversary of the Available Download Date. Annual Payroll Tax Table Update services will renew automatically for additional one-year terms at our then-current Annual Payroll Tax Table Update service fee, unless terminated in writing by either party at least thirty (30) days prior to the end of the then-current term.

4. Third Party Products.

- 4.1 *Third Party Software License Fees:* License fees for Third Party Software are invoiced when we make it available to you for downloading.
- 4.2 *Third Party Software Maintenance:* The first year maintenance for the Third Party Software is invoiced when we make it available to you for downloading.
- 4.3 *Third Party Hardware:* Third Party Hardware costs are invoiced upon delivery.

- 5. Expenses. The service rates in the Investment Summary do not include travel expenses. Expenses will be billed as incurred and only in accordance with our then-current Business Travel Policy. Our current Business Travel Policy is attached to this Exhibit B at Schedule 1. Copies of receipts will be provided on an exception basis at no charge. You will incur an administrative fee if you request receipts for all non-per diem expenses. Receipts for mileage or miscellaneous items less than twenty-five dollars are not available.

Payment. Payment for undisputed invoices is due within forty-five (45) days of the invoice date. Maintenance and support fees are due on each anniversary of the Available Download Date. We prefer to receive payments electronically. Our electronic payment information is:

Bank: Wells Fargo Bank, N.A.



EXHIBIT B

420 Montgomery
San Francisco, CA 94104
ABA: 121000248
Account: 4124302472
Beneficiary: Tyler Technologies, Inc. – Operating





Business Travel Policy

1. Air Travel

A. Reservations & Tickets

Tyler's Travel Management Company (TMC) will provide an employee with a direct flight within two hours before or after the requested departure time, assuming that flight does not add more than three hours to the employee's total trip duration and the fare is within \$100 (each way) of the lowest logical fare. If a net savings of \$200 or more (each way) is possible through a connecting flight that is within two hours before or after the requested departure time and that does not add more than three hours to the employee's total trip duration, the connecting flight should be accepted.

Employees are encouraged to make advanced reservations to take full advantage of discount opportunities. Employees should use all reasonable efforts to make travel arrangements at least two (2) weeks in advance of commitments. A seven day advance booking requirement is mandatory. When booking less than seven days in advance, management approval will be required.

Except in the case of international travel where a segment of continuous air travel is scheduled to exceed six hours, only economy or coach class seating is reimbursable.

B. Baggage Fees

Reimbursement of personal baggage charges are based on trip duration as follows:

- Up to five days = one checked bag
- Six or more days = two checked bags

Baggage fees for sports equipment are not reimbursable.

2. Ground Transportation

A. Private Automobile

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

B. Rental Car

Employees are authorized to rent cars only in conjunction with air travel when cost, convenience, and the specific situation reasonably require their use. When renting a car for Tyler business, employees should select a "mid-size" or "intermediate" car. "Full" size cars may be rented when three or more employees are traveling together. Tyler carries leased vehicle coverage for business car rentals; additional insurance on the rental agreement should be declined.

C. Public Transportation

Taxi or airport limousine services may be considered when traveling in and around cities or to and from airports when less expensive means of transportation are unavailable or impractical. The actual fare plus a reasonable tip (15-18%) are reimbursable. In the case of a free hotel shuttle to the airport, tips are included in the per diem rates and will not be reimbursed separately.

D. Parking & Tolls

When parking at the airport, employees must use longer term parking areas that are measured in days as opposed to hours. Park and fly options located near some airports may also be used. For extended trips that would result in excessive parking charges, public transportation to/from the airport should be considered. Tolls will be reimbursed when receipts are presented.

3. Lodging

Tyler's TMC will select hotel chains that are well established, reasonable in price, and conveniently located in relation to the traveler's work assignment. Typical hotel chains include Courtyard, Fairfield Inn, Hampton Inn, and Holiday Inn Express. If the employee has a discount rate with a local hotel, the hotel reservation should note that discount and the employee should confirm the lower rate with the hotel upon arrival. Employee memberships in travel clubs such as AAA should be noted in their travel profiles so that the employee can take advantage of any lower club rates.

"No shows" or cancellation fees are not reimbursable if the employee does not comply with the hotel's cancellation policy.

Tips for maids and other hotel staff are included in the per diem rate and are not reimbursed separately.

4. Meals and Incidental Expenses

Employee meals and incidental expenses while on travel status are in accordance with the federal per diem rates published by the General Services Administration. Incidental expenses include tips to maids, hotel staff, and shuttle drivers and other minor travel expenses. Per diem rates are available at www.gsa.gov/perdiem.

A. Overnight Travel

For each full day of travel, all three meals are reimbursable. Per diems on the first and last day of a trip are governed as set forth below.

Departure Day

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

Return Day

Return before 12:00 noon	Breakfast
Return between 12:00 noon & 7:00 p.m.	Breakfast and lunch
Return after 7:00 p.m.*	Breakfast, lunch and dinner

*7:00 p.m. is defined as direct travel time and does not include time taken to stop for dinner

The reimbursement rates for individual meals are calculated as a percentage of the full day per diem as follows:

- Breakfast 15%
- Lunch 25%
- Dinner 60%

B. Same Day Travel

Employees traveling at least 100 miles to a site and returning in the same day are eligible to claim lunch on an expense report. Employees on same day travel status are eligible to claim dinner in the event they return home after 7:00 p.m.*

*7:00 p.m. is defined as direct travel time and does not include time taken to stop for dinner

5. Internet Access – Hotels and Airports

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



Maintenance and Support Agreement

Tyler Technologies, Inc. will provide you with the following maintenance and support services for the Tyler Software licensed to you. Capitalized terms not otherwise defined will have the meaning assigned to such terms in your License and Services Agreement.

1. Term. We provide maintenance and support services on an annual basis. The initial term commences on the date when we make the applicable Tyler Software available to you for downloading (the "Available Download Date") and remains in effect for one (1) year. The term will renew automatically for additional one (1) year terms at Tyler's then-current maintenance and support fees, unless terminated in writing by either party at least thirty (30) days prior to the end of the then-current term.
2. Maintenance and Support Fees. The maintenance and support fees for the Tyler Software licensed to you are listed in the Investment Summary of your Agreement. Those amounts are payable in accordance with our Invoicing and Payment Policy. We will provide you with at least forty-five (45) days written notice of any change in your annual maintenance and support fees. We reserve the right to suspend maintenance and support services if you fail to pay undisputed maintenance and support fees within sixty (60) days of the due date. We will reinstate maintenance and support services only if you pay all past due maintenance and support fees, including all fees for the periods during which services were suspended.
3. Maintenance and Support Services. As long as you timely pay your maintenance and support fees, we will, consistent with our then-current Support Call Process:
 - 3.1 perform our maintenance and support obligations in a professional, good, and workmanlike manner, consistent with industry standards, to conform the Tyler Software to the warranty set forth in your Agreement; provided, however, that if you modify the Tyler Software without our consent, our obligation to provide maintenance and support services on and warrant the Tyler Software will be void;
 - 3.2 provide telephone support during our established support hours;
 - 3.3 maintain personnel that are sufficiently trained to be familiar with the Tyler Software and Third Party Software in order to provide maintenance and support services;
 - 3.4 provide you with a copy of all releases to the Tyler Software (including updates and enhancements) that we make generally available without additional charge to customers who have a maintenance and support agreement in effect; and
 - 3.5 support prior releases of the Tyler Software in accordance with our then-current release life cycle policy.



4. Client Responsibilities. We will use all reasonable efforts to perform any maintenance and support services remotely. Therefore, you agree to maintain a high-speed internet connection capable of connecting us to your PCs and server(s). You agree to provide us with a login account and local administrative privileges as we may reasonably require to perform remote services. We will, at our option, use the secure connection to assist with proper diagnosis and resolution, subject to any reasonably applicable security protocols. If we can't resolve a support issue remotely, we may be required to provide onsite services. In such event, you agree to provide us with full and free access to the Tyler Software, working space, adequate facilities within a reasonable distance from the equipment, and use of machines, attachments, features, or other equipment reasonably necessary for us to provide the maintenance and support services, all at no charge to us. We strongly recommend that you also maintain a VPN for backup connectivity purposes.
5. Excluded Services. Maintenance and support fees do not include fees for the following services: (a) initial installation or implementation of the Tyler Software; (b) onsite maintenance and support (unless Tyler cannot remotely correct a defect in the Tyler Software); (c) application design; (d) other consulting services; (e) maintenance and support of an operating system or hardware; (f) support outside our normal business hours as listed in our then-current Support Call Process; or (g) installation, training services, or third party product costs related to a new release. Requested maintenance and support services beyond those outlined in this section will be billed to you at our then current rates.
6. Current Support Call Process. Our current Support Call Process is attached to this Exhibit C at Schedule 1.



Support Call Process

Tyler Technical Support Department for Munis®

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

Contact Us

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

Support Organization

Tyler's Technical Support Department for its ERP/Schools Division (also referred to as "Munis") is divided into multiple teams: Financials; Payroll/HR/Pension; Tax/Other Revenue and Collections; Utility Billing and Collections; OS/DBA (Operating System and Database Administration); and TylerForms and Reporting Services.

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

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

Standard Support Hours

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

Focus on Incoming Rate

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

Leaving Messages for Support

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

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

Paging

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

Online Support

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

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

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

Customer Relationship Management System

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

Call Numbers

Support's goal is to return clients' calls as soon as possible. Priority 1 calls received before the end of business will be responded to that day. If you are not available when we call back, we will leave a message with the open call number on your voice mail or with a person in your office. When you call back, you can reference this call number so you do not have to re-explain the issue.

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

Call Response Goals

Support will use all reasonable efforts to address open calls as follows:

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

Call Priorities

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

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

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

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

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

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

Following Up on Open Calls

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

If you want to follow up on an open call, simply call the appropriate Support Team and reference the call number to the Technician who answers or leave this information in your message. Referencing the open

call number allows anyone in support to quickly follow up on the issue. You can also update the incident through TCP on Tyler's Web site (www.tylertech.com) and add a note requesting follow-up.

Escalating a Support Call

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

Technical Support Product Managers:

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

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

Resources

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

- **Munis Internet Updater (MIU):** Allows you to download and install critical and high priority fixes as soon as they become available.
- **Release Admin Console:** Allows you to monitor and track the availability of all development activity for a particular release directly from Munis.
- **Knowledgebase:** A fully searchable depository of thousands of documents related to Munis processing, procedures, release info, helpful hints, etc.

Remote Support Tool

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

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

E-mail Registration

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

Tyler Web site

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

Timely TCP Progress Updates

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

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

Priority 2 Incidents — Weekly Updates

Priority 3 Incidents — Bi-weekly Updates

Priority 4 Incidents — Bi-weekly Updates

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



munis[®]
a tyler erp solution

Sample of Implementation Plan
DATE

CITY, STATE

NAME OF SYSTEM

Confidential

Revised January 12, 2010

SECTION 1	PROJECT SCOPE AGREEMENT	1
1.1	Document Control Information	1
1.2	Change Control History.....	1
1.3	Introduction	1
1.4	Project Phase Overview.....	2
1.5	Project Assumptions	3
1.5.1	Personnel Assumptions.....	4
1.5.2	Technical Support Assumptions.....	5
1.5.3	Client Homework Support Assumptions.....	5
1.5.4	Operational Transfer Plan	6
1.6	General Project Activities and Deliverables	6
1.6.1	Project Planning and Kickoff	6
1.6.2	System Administration.....	6
1.6.3	Tyler Consulting Services.....	6
1.6.4	Workflow	7
1.6.5	General Ledger.....	7
1.6.6	Project Accounting	8
1.6.7	Budgeting	8
1.6.8	Treasury Management	9
1.6.9	Requisitions	9
1.6.10	Purchase Orders	9
1.6.11	Accounts Payable.....	9
1.6.12	Bid Management	10
1.6.13	Contract Management.....	10
1.6.14	Inventory.....	10
1.6.15	Fixed Assets.....	11
1.6.16	GASB 34 Report Writer	11
1.6.17	Work Orders, Fleet & Facilities Management	11
1.6.18	General Billing	12
1.6.19	Accounts Receivable/Cash Receipting	12
1.6.20	Tyler Forms Processing	13
1.6.21	Munis Crystal Reports	13
1.6.22	Munis Office.....	13
1.6.23	Tyler Content Management.....	13
1.6.24	Payroll.....	14
1.6.25	HR Management	14
1.6.26	Applicant Tracking.....	14
1.6.27	Pension Tracking.....	15
1.6.28	Timekeeping Interface.....	15
1.6.29	Business Licenses.....	15
1.6.30	Permits & Code Enforcement.....	16
1.6.31	Central Property File	16
1.6.32	Utility Billing	16
1.6.33	UB Meter Reader Interface	17
1.6.34	Tax Billing	17
1.6.35	CAMA Bridge.....	17
1.6.36	BSA Interface	18
1.6.37	CLT Interface.....	18
1.6.38	Tax Title/Tax Sale/Tax Lien.....	18
1.6.39	Delinquent Process	18
1.6.40	Income Tax.....	19
1.6.41	Boat Excise.....	19
1.6.42	Excise Tax.....	19

1.6.43	NC Motor Vehicle Billing.....	20
1.6.44	IL Vehicle Sticker.....	20
1.6.45	VA Motor Vehicle Decal	20
1.6.46	Parking Tickets	21
1.6.47	Enforcement Technology Handheld Interface.....	21
1.6.48	NC Jury Selection.....	21
1.6.49	Voter	22
1.6.50	Animal Licenses	22
1.6.51	Dashboard	22
1.7	Data Conversion	23
1.7.1	Conversion Process Steps and Activities.....	26
1.7.2	Conversion Assumptions.....	26
1.8	Project Scope Approval and Commitment.....	27
SECTION 2	CHANGE MANAGEMENT	28
SECTION 3	COMMUNICATION PLAN	41
3.1	Document Control Information	41
3.2	Change Control History.....	41
3.3	Project Communication Plan Overview.....	41
3.3.1	Description.....	41
3.3.2	Purpose	41
3.4	Summary of Communication Plan Elements	43
3.5	Meetings	45
3.5.1	Kick-Off Meeting(s).....	45
3.5.2	Project Status Management Meetings	46
3.5.3	Project Team Meetings	47
3.5.4	Munis Implementation Status Meetings	48
3.6	Reporting	49
3.6.1	Project Status Reports	49
3.6.2	Client Project Share Point Site	50
3.6.3	Sample Status Report	51
3.7	Communication Paths.....	53
3.7.1	Role-Based Communications.....	53
3.7.2	Communications ORG Chart.....	53
3.7.3	Sample Role-Based Communications Planning Grid	54
3.7.4	Sample Project Contact List.....	54
SECTION 4	QUALITY MANAGEMENT / TESTING	56
4.1	Document Control Information	56
4.2	Change Control History.....	56
4.3	Description	56
4.4	Purpose.....	56
4.5	Process	57
4.5.1	Verification Testing.....	57
4.5.2	Static Environment Test	57
4.5.3	Education.....	57
4.5.4	System Testing.....	57
4.5.5	Repeat Testing (only if needed)	57
4.5.6	Integration Testing.....	57
4.5.7	Interface Testing.....	57
4.5.8	Stress Testing.....	57
4.5.9	Pre-Live Verification	57

4.6	The Benefits of Testing	57
4.7	The Munis Testing Environment	58
4.8	Existing Plan	58
4.9	Action Plan	58
4.9.1	Plan Approach	58
4.10	Measurement & Tracking	59
4.11	The Munis Testing Conclusion	59
4.12	Sample Accounts Payable Static Environment Test Script	59
4.13	Sample Budget Processing Static Environment Test Script	60
4.14	Sample Contract Management Static Environment Test Script	61
4.15	Sample Fixed Assets Static Environment Test Script	61
4.16	General Ledger Static Environment Test Script	62
4.17	Sample Project & Grant Accounting Static Environment Test Script	63
4.18	Sample Purchase Order Static Environment Test Script	64
4.19	Sample Payroll & Human Resources Static Environment Test Script	65
SECTION 5	RISK MANAGEMENT	67
5.1	Risk Management Overview	67
5.1.1	Description	67
5.1.2	Purpose	67
5.2	Key Processes	67
5.2.1	Risk Management Plan Definition	67
5.2.2	Risk Management Planning Template	67
5.2.3	SWOT Analysis	68
5.2.4	SWOT Analysis Template	68
5.2.5	Risk Identification	69
5.2.6	Risk Analysis	69
5.2.7	Risk Responses	69
5.2.8	Monitoring Risks	69
5.2.9	Lessons Learned	70
5.3	Sample Populated Risk Register	71
5.3.1	Likelihood of Each Risk	73
5.3.2	Grade of Seriousness of Each Risk	73
5.3.3	Status of Each Risk	73
SECTION 6	SCHEDULE MANAGEMENT	74
6.1	Document Control Information	74
6.2	Change Control History	74
6.3	Schedule Management Plan Overview	74
6.3.1	Description	74
6.3.2	Purpose	74
6.4	Key Processes	75
6.4.1	Description	75
6.4.2	Schedule Management Plan Definition	75
6.4.3	Acceptable Schedule Change Reasons	75
6.4.4	Schedule Analysis	75
6.4.5	Schedule Responsibilities	75
6.4.6	Monitoring Schedule	75
6.4.7	Lessons Learned	76
6.4.8	Schedule Management Planning Template	76
6.5	Existing Plan	76
6.6	Schedule Control/Action Plan	76

SECTION 7	RESOURCE PLAN	77
7.1	Description	77
7.2	Purpose.....	77
7.3	Process	77
7.4	Roles and Responsibilities Definition.....	77
7.4.1	Tyler Project Manager	77
7.4.2	<<Client>> Project Manager	77
7.4.3	<<Client>> System Administrator.....	78
7.4.4	<<Client>> Functional Leader.....	78
7.4.5	Facilities Resource Requirements.....	78
7.4.6	End User Requirements.....	79
7.4.7	Resource Risk Identification.....	79
SECTION 8	EDUCATION PLAN.....	80
8.1	Document Control Information	80
8.2	Change Control History.....	80
8.3	Description	80
8.4	Purpose.....	80
8.5	Process.....	81
8.5.1	Demonstration, Analysis, and Knowledge Transfer	81
8.5.2	Prerequisites.....	81
8.5.3	TO BE Demonstration	81
8.5.4	Munis Application Training	81
8.5.5	Pre-Live Training	81
8.5.6	Post Live Reconciliation Training	82
8.5.7	Post Live Output and Inquiry Training	82
8.6	Logistics	82
8.6.1	Software/Hardware.....	82
8.6.2	Facilities.....	82
8.6.3	Staff	82
8.6.4	Schedule.....	82
8.7	Action Plan.....	83
8.8	Measurement & Tracking.....	83
SECTION 9	CONVERSION.....	84
9.1	Data Delivery Process	84
9.2	Conversion Technical Assistance	84
9.3	Data Conversion Information	85
9.3.1	Overview.....	85
9.3.2	Definitions.....	85
9.3.3	Supporting Material	85
9.3.4	Data Formats.....	86
9.3.5	Timing and Reports.....	86
9.3.6	Submission Methods	86
9.3.6.1	Electronic Transfers.....	86
9.3.6.2	FTP	87
9.3.6.3	E-mail	87
9.3.6.4	Modem.....	87
9.3.7	Munis® Conversion Verification Cover Page	87
9.3.8	Sign-Off Sheet.....	89
SECTION 10	WORK BREAKDOWN STRUCTURE	90

Section 1 Project Scope Agreement

1.1 Document Control Information

Document Number	Munis - <<Client>> - 001
Document Title:	Munis Implementation Phase Project Scope Agreement
Creation Date:	01/15/2009
Created By:	Tyler PM
	INITIAL VERSION
Document Status:	

1.2 Change Control History

Change Control Number	Change Date	Description

1.3 Introduction

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

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

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

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

1.4 Project Phase Overview

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

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

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

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

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

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

1.5 Project Assumptions

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

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

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

1.5.1 Personnel Assumptions

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

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

Tyler Regional Manager	Part Time
<<Client>> Project Manager	
<<Client>> Conversion Support	
<<Client>> Functional Lead	
<<Client>> Functional Lead	
<<Client>> System Administration Lead	
<<Client>> Technical Support	

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

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

1.5.2 Technical Support Assumptions

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

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

1.5.3 Client Homework Support Assumptions

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

- Each homework activity shall be identified and scheduled within the Project Plan and available in a "Homework" view on the Share Point site.

- Tyler shall clearly define each assignment for <<Client>>, the anticipated deliverable from the assignment, and assignment completion schedule.
- <<Client>> Project Manager is responsible for ensuring the assignments are accomplished in accordance with the timeline defined within in the Project Plan.

1.5.4 Operational Transfer Plan

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

1.6 General Project Activities and Deliverables

1.6.1 Project Planning and Kickoff

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

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

1.6.2 System Administration

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

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

1.6.3 Tyler Consulting Services

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

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

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

Modules included in this process are:

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

1.6.4 Workflow

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

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

1.6.5 General Ledger

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

- Tyler will assist the Client with the definition of a revised Chart of Accounts.

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

1.6.6 Project Accounting

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

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

1.6.7 Budgeting

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

- Tyler will assist the Client in the selection and definition of Budgeting functional configuration options (e.g., Budget levels, transfers/amendments, etc.).
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- The Client, with Tyler support, shall conduct configuration testing and approval using sample data prior to conversion data loading or verification.
- Tyler will provide a Budgeting conversion spreadsheet and will review instructions for its completion (if purchased).
- The Client will import and verify the Budgeting converted data.
- The Client is responsible for verifying the Budgeting conversion data.
- The Client will approve the final converted data.

- No Budgeting functional modifications are included within the <<TYPE>> Project scope.

1.6.8 Treasury Management

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

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

1.6.9 Requisitions

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

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

1.6.10 Purchase Orders

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

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

1.6.11 Accounts Payable

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

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

1.6.12 Bid Management

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

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

1.6.13 Contract Management

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

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

1.6.14 Inventory

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

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

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

1.6.15 Fixed Assets

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

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

1.6.16 GASB 34 Report Writer

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

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

1.6.17 Work Orders, Fleet & Facilities Management

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

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

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

1.6.18 General Billing

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

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

1.6.19 Accounts Receivable/Cash Receipting

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

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

1.6.20 Tyler Forms Processing

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

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

1.6.21 Munis Crystal Reports

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

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

1.6.22 Munis Office

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

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

1.6.23 Tyler Content Management

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

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

1.6.24 Payroll

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

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

1.6.25 HR Management

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

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

1.6.26 Applicant Tracking

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

- Tyler will assist the Client in the selection and definition of Applicant Tracking functional configuration options.
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.

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

1.6.27 Pension Tracking

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

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

1.6.28 Timekeeping Interface

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

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

1.6.29 Business Licenses

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

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

- The Client will determine and approve the final converted data.
- No Business Licenses functional modifications are included within the <<TYPE>> Project scope.

1.6.30 Permits & Code Enforcement

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

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

1.6.31 Central Property File

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

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

1.6.32 Utility Billing

- The following outlines major assumptions and activities surrounding the Munis Utility Billing Software implementation phase of the Project:
- Tyler will assist the Client in the selection and definition of Utility Billing functional configuration options.
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- The Client, with Tyler support, shall conduct configuration testing and approval using sample data prior to conversion data loading or verification.
- Tyler will provide a Utility Billing conversion spreadsheet and will review instructions for its completion (if purchased).

- Tyler will instruct the Client how to load and verify the Utility Billing converted data.
- The Client is responsible for verifying the Utility Billing conversion process.
- The Client will determine and approve the final converted data.
- No Utility Billing functional modifications are included within the <<TYPE>> Project scope.

1.6.33 UB Meter Reader Interface

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

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

1.6.34 Tax Billing

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

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

1.6.35 CAMA Bridge

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

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

1.6.36 BSA Interface

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

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

1.6.37 CLT Interface

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

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

1.6.38 Tax Title/Tax Sale/Tax Lien

The following outlines major assumptions and activities surrounding the Munis Tax Title/Tax Sale/Tax Lien Software implementation phase of the Project:

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

1.6.39 Delinquent Process

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

- Tyler will assist the Client in the selection and definition of the Delinquent Process functional configuration options.
- The Client, with Tyler support, is responsible for the testing of selected configuration options.

- The Client, through data testing, will approve the functional configuration options and setup.
- No Delinquent Process functional modifications are included within the <<TYPE>> Project scope.

1.6.40 Income Tax

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

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

1.6.41 Boat Excise

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

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

1.6.42 Excise Tax

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

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

- No Excise Tax functional modifications are included within the <<TYPE>> Project scope.

1.6.43 NC Motor Vehicle Billing

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

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

1.6.44 IL Vehicle Sticker

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

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

1.6.45 VA Motor Vehicle Decal

The following outlines major assumptions and activities surrounding the Munis Virginia Motor Vehicle Decal Software implementation phase of the Project:

- Tyler will assist the Client in the selection and definition of the Virginia Motor Vehicle Decal functional configuration options.
- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.

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

1.6.46 Parking Tickets

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

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

1.6.47 Enforcement Technology Handheld Interface

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

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

1.6.48 NC Jury Selection

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

- Tyler will assist the Client in the selection and definition of the NC Jury Selection functional configuration options.

- The Client, with Tyler support, is responsible for the testing of selected configuration options.
- The Client, through data testing, will approve the functional configuration options and setup.
- No NC Jury Selection functional modifications are included within the <<TYPE>> Project scope.

1.6.49 Voter

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

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

1.6.50 Animal Licenses

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

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

1.6.51 Dashboard

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

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

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

1.7 Data Conversion

The conversion process for the Munis Implementation includes the following data sources.

General Ledger

Standard	Chart of Accounts
Option 1	Summary Balances up to 3 years
Option 2	Budget Summary up to 3 years

Accounts Payable

Standard	Vendors, Remittance Addresses, 1099 Amounts
Option 1	AP Check History (Header, Detail)
Option 2	AP Invoices (Header, Detail)

Purchase Orders

Standard	Purchase Orders (Header/Detail)
----------	---------------------------------

Fixed Assets

Standard	Master, GL Accounts, Funding Source, Purchase History.
Option	Fixed Assets History

Inventory

Standard	Master
Option 1	Commodity Codes

Work Order/Fleet Maintenance

Option 1	Work Order
Option 2	Fleet History
Option 3	Facilities

General Billing

Standard	CID
Option 1	Recurring Invoices
Option 2	Bills (Header, Detail), Payment History, Invoices

Payroll, Human Resources, Applicant Tracking

Standard	Employee Master, Address
Option 1	Deductions
Option 2	Accruals (Vacation, Sick, Personal, etc.)
Option 3	Accumulators (Earnings & Deductions totals by period)
Option 4	Check History
Option 5	Earnings & Deduction History
Option 6	Applicant Tracking
Option 7	Personnel Action History
Option 8	Position Control History
Option 9	State Retirement Tables
Option 10	Certifications
Option 11	Education

Permits & Code Enforcements

Standard	Master
Option 1	Applications
Option 2	Violations
Option 3	Inspections

Business Licenses

Standard	BL Master, Customer Accounts
Option 1	Bills (Header Detail)

Utility Billing

Standard	UB Accounts, CIDs
Option 1	Services/Meter Inventory
Option 2	Assessments
Option 3	Consumption History
Option 4	Balance Forward AR
Option 5	Service Orders

Option 6	Backflow
Real Estate & Personal Property Tax	
Standard	RE & PP Master, CID, Bills (Header, Detail), Payment History, Special Conditions
Option 1	Tax Sale/Lien (CT, NY & MD only)
Motor Vehicle Excise Tax	
Standard	MV Master , Customer Accounts
Option 1	Situs (NC Only)
Option 2	Bills (header, detail), Payment History, Abatements/Adjustments
Boat Excise	
Standard	Master, CID
Option 1	Bills (header, Detail), Payment History (Header, Detail), Tax Bill Activity
Animal Licenses	
Standard	Customer Accounts, Master
Option 1	Bills (Header, Detail)
Parking Tickets	
Standard	Parking Ticket Master, Owner Plates, Customer Accounts
Option 1	Bills (Header, Detail)
Voter	
Standard	Master
Option 1	History

The recommended process consists of the following main steps:

1. Team Planning and Direction
2. Table Mapping
3. Legacy Data Translation
4. Table Importing/Loading
5. Table Validation
6. Production (final) Data Validation

1.7.1 Conversion Process Steps and Activities

Step 1: Team Planning and Direction:

Informal training for the conversion team about the process and objectives of each step; the establishment of the roles and responsibilities to support the business decision process associated with the conversion. The conversion of the existing data will probably involve several business decisions in respect of the way the legacy data is mapped onto the Munis program tables.

Step 2: Table Mapping

The process of mapping the existing data to the Munis tables and making the necessary decisions for conversion; there is a recommended sequence for the consideration of the tables as represented within the conversion spreadsheets.

Step 3: Legacy Table Translation

The development and testing of the programs and/or processes used to create the data using the mapping rules. During this phase there will need to be regular revision of the results by the conversion team as data anomalies and exception conditions are discovered.

Step 4: Table Importing/Loading

This function takes the Legacy source data and populates the applicable Munis tables.

Step 5: Table Validation

The processing of the validation and integrity checking of the data followed by the correction of errors and the rerunning of validations; the creation processes developed in step 3 will need to be revised and rerun until the process is clean and ready for go live implementation.

Step 6: Production (Final) Data Validation

The process of creating the full production data from the ready for production, repeated until all errors and anomalies have been corrected. There are several processes run in a specific sequence to set up the table relationships and balance the financial data. Again, errors detected during this process could result in revisions of step 3 and 4.

1.7.2 Conversion Assumptions

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

- <<Client>> shall provide all legacy data in Munis standard conversion file formats.
- Tyler shall provide definition of the standard file formats.
- <<Client>> and Tyler will determine critical legacy sources for validation, e.g. reports, selected records, etc.
- <<Client>> will generate required reports for validation in conjunction with data extraction.
- Tyler shall provide Error Reports with explanation of discrepancies which may create a situation that will require manual maintenance at live.
- <<Client>> will load data into Training database, and all verification will occur in the Training database.
- Tyler shall not proceed with end-user training until acceptance and approval of the verification performed within the Training database is received from <<Client>>.
- <<Client>> will insure that data is not loaded into the Live database until <<Client>> has provided written acceptance and approval of the verification performed within the Training database.

- Prior to the final conversion process <<Client>> will suspend activity in their legacy system in accordance with the Project Plan. Tyler and <<Client>> will mutually agree as to when this suspension period should begin.
- <<Client>> shall notify Tyler if <<Client>> takes over maintenance of converted master tables before all conversion steps for that module are complete.

1.8 Project Scope Approval and Commitment

The following signatures represent the understanding and acceptance of the approach for the Munis Financials Project Phase as described within this Project Scope document:

EXECUTIVE SPONSORS

Tyler Signature	_____	Date	_____
<<Client>> Signature	_____	Date	_____

PROJECT MANAGERS

Tyler Signature	_____	Date	_____
<<Client>> Signature	_____	Date	_____

Section 2 Change Management

2.1.1 Introduction

This Change Management overview has been developed for Munis Implementation Project Management to share with Client Project Management.

This overview will introduce the theories and perspectives of Change Management. Understanding and using the change management strategy will be central to the ultimate application and success of your Munis Implementation.

Client Project Management is encouraged to understand and manage change within their organization during the Munis implementation.

Suggested website for additional Change Management information:

<http://www.change-management.com/>

2.1.2 Change Management Overview

Change management is a structured process and set of tools for leading the people side of change.

2.1.2.1 The Natural Reaction to Change is Resistance

- Expect resistance
- Plan for resistance
- Understand resistance

2.1.2.2 Primary Reasons for Change Management Strategies

- Increase probability of project success
- Manage employee resistance to change
- Build change competency into organization

2.1.2.3 Integration of Project Management and Change Management

Project Management is:

- Concrete and Tangible
- Manages processes, technology and organizational change
- Well understood and implemented at project conceptions

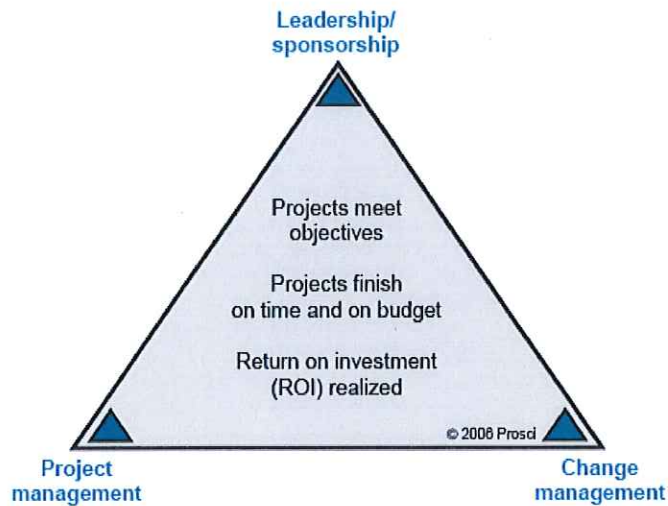
Change Management is:

- Broad, vague, intangible
- Manages the people side of change
- Typically not well understood and implemented after the fact

Integration of project management and change management planning at the inception of the project promotes project success.

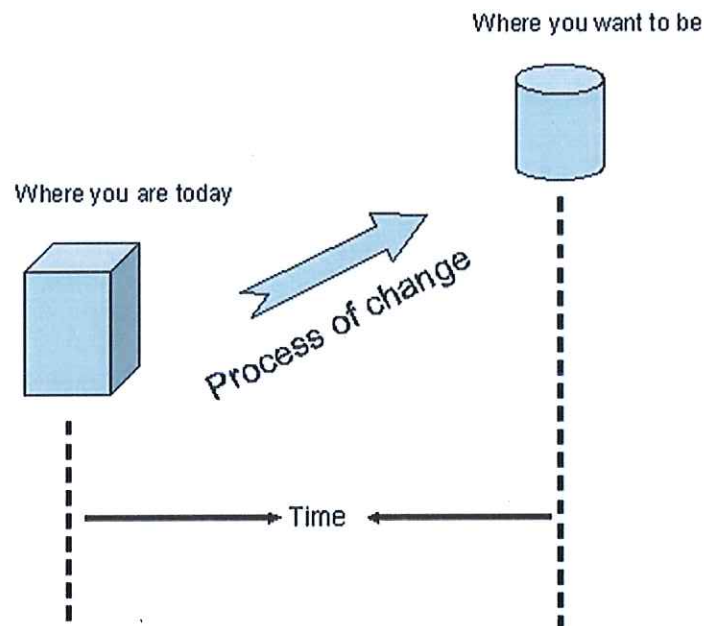
2.1.2.4 Three Critical Elements for Successful Change

- Executive Leadership - the required leadership to set the necessary changes into motion
- Project Management - the fundamentals of managing a project, including the design of work tasks and the management of resources to implement changes on time and on budget
- Change Management - the people side of change - represents the actions taken by the organization to help employees transition from the current state to the desired future state



2.1.3 Change is a Process

The concept that "change is a process" has been well documented in change management literature for many years. By breaking change down into discrete process elements, change management practitioners can adapt their strategies and techniques based on the unique attributes of that phase.



The most common lesson from this model for change is that managers must avoid treating change as a single meeting or announcement. The manager's role in change must be active and visible in all phases of the change process.

A second important practical application for this concept is that change management activities must be tailored according to where you are in the change process. As a project moves from one phase to the next, the change management activities will shift to meet the changing needs of the organization.

A larger lesson is that change must be viewed both as an organizational process and as an individual process. See Appendix for Self Assessment Tools.

2.1.3.1 Concepts of Change as a Process

- Managers must avoid treating change as a single meeting or announcement. The manager's role in change must be ongoing, active and visible in all phases of the change process.
- Change management activities must be tailored according to where you are in the change process.
- Effective change management requires both an organizational and individual change management approach.
- The timing for successful change should be dictated by the needs of the business to succeed and not by the readiness of employees. The faster the change, the more change management is required to prepare and enable employees.

2.1.4 Prosci © and the Change Management Learning Center Three Phase Change Management Process

Phase 1 - Preparing for change

- Prepare your team and/or staff for change management

- Enable your sponsors to support the change
- Conducting the readiness assessments

Phase 2 - Managing change

- Awareness of the need for change (why)
- Desire to support and participate in the change (our choice)
- Knowledge about how to change (the learning process)
- Ability to implement the change (turning knowledge into action)
- Reinforcement to sustain the change (celebrating success)

Phase 3 - Reinforcing Change

- Collect and analyze feedback
- Diagnose gaps and manage resistance
- Implement corrective actions and celebrate successes

2.1.5 Change Management Communication Plan

Communication is the most important and powerful tool in the Change Management strategy to breed change success. Sharing information with employees before, during and after a change will generate Awareness and Desire before the change; Knowledge and Ability during the change and Reinforcement after the change. See Appendix for sample communication plan.

At the first indication of change, the sponsor of the change (City Manager, Senior Management or Project Manager) should use multiple communication venues and clearly state the following information to employees at least 5-7 times:

- WHAT the change is
- WHY the change is necessary
- HOW the change will happen.
- EXPECTATION of employees regarding the change

2.1.5.1 Communication Criteria

Change Management Communications should implement the following criteria when communicating with employees:

- Repeat messages 5 to 7 times
- Use face-to-face – the most powerful form of communication
- Answer WIIFM – (What's in it for me?)
- Utilize Q&A format – Gather Feedback, Respond to Feedback
- Understand their interpretation – the employee version

2.1.6 Change Management Resistance Tools

Resistance is the norm, but your job as change managers is to understand the root cause of the resistance and address it.

When employees resist change, you should first look upward in the organization. If you examine the management chain above the resistant employees, you may find the source of resistance to be a manager above these employees. If this is the case, you should address that point of resistance before addressing resistance with employees. Once you have found the highest point of resistance in that management chain, you can begin to remove the barrier to change. See Appendix for Self Assessment Tools.

2.1.7 Change Management APPENDIX

2.1.7.1 Change Management Communication Plan

Communication should take place before, during and after the change:

Audience: All Employees

Timing	Message Content	Delivery Mechanism	Sender	Date and Time
First indications of Change” Multiple Communications	What, why, and how is the change happening	Presentation, Email, Intranet, Newsletter, Bulletin Board	Sponsor and Project Manager	
Early stages of the project	How the change will be implemented	Presentation, Email, Intranet, Newsletter, Bulletin Board	Sponsor and Manager or Supervisor	
During the design of the change	Who will be affected by the change	Presentation, Email, Intranet, Newsletter, Bulletin Board	Project Manager	
Before Implementation	When will training begin, who will be trained, where to find information	Presentation, Email, Intranet, Newsletter, Bulletin Board	Project Manager	
During the Implementation	When and where of the training, workshops, information sessions	Presentation, Email, Intranet, Newsletter, Bulletin Board	Project Manager	
Post Implementation	Ask for feedback, audit compliance with change	Presentation, Email, Intranet, Newsletter, Bulletin Board	Project Manager	

2.1.7.2 Change Management Assessment Tools

Self Assessment for Change Management

Do you feel that you have been presented with the correct information to understand the business reasons, benefits and risks of the current project?	1=No Awareness 2=Some Awareness 3=Neutral/Don't know 4=Good Awareness 5=Great Awareness	RANK <input type="text"/>
Do you have the motivation and desire to help bring the current project to a successful implementation?	1=No Desire 2=Some Desire 3=Neutral/Don't know 4=Good Desire 5=Great Desire	RANK <input type="text"/>
Do you have a clear understanding of the skills and knowledge necessary to bring the current project to success within your functional area?	1=No Knowledge 2=Some Knowledge 3=Neutral/Don't know 4=Good Knowledge 5=Great Knowledge	RANK <input type="text"/>
Have you developed proficiency with the current project change in your functional area?	1=No Ability 2=Some Ability 3=Neutral/Don't know 4=Good Ability 5=Great Ability	RANK <input type="text"/>
Are there incentives in place to help retain the change that the current project is bringing to your organization?	1=No Reinforcement 2=Some Reinforcement 3=Neutral/Don't know 4=Good Reinforcement 5=Great Reinforcement	RANK <input type="text"/>
Are there any BARRIERS inhibiting your personal success with the current project? If so, what are they?		

Are there any ENABLERS that have helped you succeed with the current project? If so, what are they?	
---	--

How do you rank your over-all progress and success with the current project?	1=No Success/Progress 2=Some Success/Progress 3=Neutral/Don't know 4=Good Success/Progress 5=Great Success/Progress	RANK <div></div>
--	---	---------------------

Self Assessment for Change Management - Small

Are there any BARRIERS inhibiting your personal success with the current project? If so, what are they?	
--	--

Are there any ENABLERS that have helped you succeed with the current project? If so, what are they?	
---	--

How do you rank your over-all progress and success with the current project?	1=No Success/Progress 2=Some Success/Progress 3=Neutral/Don't know 4=Good Success/Progress 5=Great Success/Progress	RANK <div style="border: 1px solid black; width: 60px; height: 40px; margin: 10px auto;"></div>
--	---	--

Change Management Resistance Self Assessment**Self Assessment for Change Management - Resistance**

Do you feel that you have been presented with the correct information to understand the business reasons, benefits and risks of the current project change?	1=No Understanding	RANK <input type="text"/>
	2=Little Understanding	
	3=Neutral/Don't know	
	4=Good Understanding	
	5=Great Understanding	

Do you have the motivation and desire to help bring the current project change to a successful implementation?	1=No Motivation	RANK <input type="text"/>
	2=Little Motivation	
	3=Neutral/Don't know	
	4=Good Motivation	
	5=Great Motivation	

Do you have a clear understanding of the skills and knowledge necessary to be proficient with the current project change?	1=No Knowledge	RANK <input type="text"/>
	2=Little Knowledge	
	3=Neutral/Don't know	
	4=Good Knowledge	
	5=Great Knowledge	

Do you have the ability to take the skills and knowledge you have acquired and turn them into action to succeed with the current project change?	1=No Ability	RANK <input type="text"/>
	2=Little Ability	
	3=Neutral/Don't know	
	4=Good Ability	
	5=Great Ability	

Are there incentives in place to help sustain the current project change that is currently being implemented within your organization?	1=No Reinforcement	RANK <input type="text"/>
	2=Little Reinforcement	
	3=Neutral/Don't know	
	4=Good Reinforcement	
	5=Great Reinforcement	

Are there any BARRIERS inhibiting your personal success with the Project change?	
--	--

If so, what are they?		
Are there any ENABLERS that have helped you succeed with the Project change? If so, what are they?		
How do you rank your over-all progress and success with the current project change?	1=No Success/Progress 2=Little Success/Progress 3=Neutral/Don't know 4=Good Success/Progress 5=Great Success/Progress	RANK <div style="border: 1px solid black; width: 60px; height: 40px; margin: 10px auto;"></div>

Prosci ©Change Management Top-Ten Methods to Manage Resistance

Method 1 - Listen and Understand Objections

A critical step any manager should take when creating desire to change is to listen. The power of true listening and empathy is often underestimated. In many cases employees simply want to be heard and to voice their objections. Understanding these objections can often provide a clear path toward resolution. Listening can also help managers identify misunderstandings about the change. Rumors and background conversation often produce incorrect messages and wrong perceptions. Only through listening can managers identify these wrong perceptions and provide a correct and clear story about the change.

Caution: When engaging in this process, managers should avoid debating or arguing with employees. The goal is to listen and understand, and provide clarity about the change.

Method 2 - Focus on the "what" and let go of the "how"

In some types of changes, it is effective for managers to let go of the "how" and simply communicate "what" needs to change. This process transfers ownership of the solution to employees. Managers can share a clear vision of the end state, along with specific goals and timelines with employees. Employees then take on the task of achieving that vision. Employee involvement and ownership naturally builds desire to support the change, and ensures that employee objections are addressed in their solution. This technique is especially useful in small groups or departments in which the change falls within the scope of that group, and has little or no impact on other groups or departments.

Caution: If any combination of the following characteristics is present, then this process is more difficult to implement:

- a change becomes significantly large such that cross-department coordination and design is required
- the total number of employees is sufficiently large that they all cannot reasonably be involved in and take ownership of the design
- the design of the future state is already pre-determined and cannot be changed
- the change is dramatic and is happening quickly

Attempts to simulate employee participation through interviews, focus groups and other channels of collecting input from large groups of employees can backfire. Employee input does not equal employee ownership of the change. Input from employees is a good and necessary process, but will not necessarily create a desire to change when direct involvement and ownership are absent.

Method 3 - Remove Barriers

Desire to change can be inhibited by obstacles or barriers. These barriers may relate to family, personal issues, physical limitations or money. The first step when using this method is to have followed Method 1 so that you fully understand the individual situation with this employee. What may appear to be resistance or objections to the change may be disguised barriers that the employee cannot see past. Identify the barriers clearly. Determine ways that the business may be able to address these barriers.

For example, if a change involves assigning a manager to a new location that requires commuting 2-hours each way, then a barrier for this manager may be a son or daughter who does not want to leave their current school (nor does the parent wish to miss the activities of their child). By allowing this manager to arrange a home office for two or three days each week, then the barrier to change related to family impact may be removed.

Method 4 - Provide Simple, Clear Choices and Consequences

Building desire is ultimately about choice. Managers can facilitate this process by being clear about the choices employees have during change. In many cases, the actual change may be out of the control of front-line supervisors and managers. In these cases, it is very important that managers communicate in simple and clear terms what the choices and consequences are for each employee.

The City of Denver, Colorado, recently began one of the largest road construction projects in the state to widen the primary interstate highway that runs through the city. This project is called T-Rex. The design and building process were carefully planned many years before construction actually began. The construction crews on this project did not have control over the final design nor the construction sequence. Commuters certainly did not have control. However, this project was a role model for managing complex change. In this case the citizens of Denver and the surrounding areas were those impacted by the change. The project team created an ongoing communication campaign involving TV, radio and other media to:

- Let people know what would happen and when.
- Provide alternate routes and choices for commuting into Denver.
- Share the consequences of taking certain routes at certain times, including providing ongoing information about the expected delays along each route.

In this example, the change was going to happen no matter what. Yet, by communicating the choices to commuters and the potential consequences of each choice, some degree of control is given back to these commuters. That is also true of changes at work. Even when the change is defined and outside of local control, by providing simple and clear choices along with the consequences of those choices, you can put the ownership and control back into the hands of employees.

Method 5 - Create Hope

Many people will respond to the opportunity for a better future. They want to have hope. Managers can create desire to change by sharing their passion for change, creating excitement and enthusiasm, and creating hope in a better future for employees and for the organization. People will follow a leader that can create hope and whom they respect and trust. This method is the most effective when executive leadership, through visible and active participation with employees, creates hope and energy around the future state.

Caution: Creating hope takes a special kind of person. We have all known individuals in our lives and throughout history that have the traits of leadership that cause people to hope and to follow. They create a vision and build promise for a better future. Public figures include John F. Kennedy, Martin Luther King, and Gandhi. Leaders with these qualities are rare but not absent in both government and in business today. If your organization has this type of leadership, then building desire to change becomes much easier.

Method 6 - Show the Benefits in a Real and Tangible Way

For some employees seeing is believing. Demonstrating the benefits of change in a real and tangible way can create desire with employees. Examples could include:

- Sharing case studies of other companies who have successfully completed a similar change (and the results they achieved).
- Inviting guests to provide personal testimonials of how a similar type of change resulted in success for their organization.
- Visibly demonstrating the success of pilot programs or trials within your own organization (share small wins and celebrate success publicly).

Making the change real and demonstrating that success is possible can remove doubts and fears that some employees feel about change.

Method 7 - Make a Personal Appeal

When a manager has a close working relationship with an employee, using a personal appeal to support the change can create desire within an employee. A personal appeal works best with honest, open relationships where there is a high degree of trust and respect. A personal appeal may sound like:

"I believe in this change."

"It is important to me."

"I want your support."

"If you go with me on this, I will make sure this works out."

In a personal appeal, there is both an emotional component and an expectations component ("I'm counting on you"). The emotional component is part of each person's desire to support the people they are close to and whom they trust. The "I'm counting on you" component has built in a sense that the employee will be taken care of in the future, regardless of how things turn out with the change. Both of these elements can build desire to support change.

Method 8 - Convert the Strongest Dissenters

Within every organization there exist outspoken opinion leaders. When one or more of these strong and vocal employees are against change, they can negatively influence many other employees within the organization. By targeting these strongest dissenters, managers can use special tactics and interventions suggested here to convert these employees to support the change. By doing so, the strongest dissenters can become your strongest advocates. They are often equally vocal in their support as they were in their resistance.

By focusing your energy on a few strong resisters rather than on large groups of employees, two objectives are achieved for building desire to change. First, you regain some control over the powerful background conversation that takes place around the coffee pot and during breaks between employees. Second, you gain sponsors of change that are already influential with their peers. If you are not successful in converting these strongest dissenters, then Method 9 may be a viable option.

Method 9 - Create a Sacrifice

Often termed the "sacrificial lamb," removing a key manager that is demonstrating resistance to change sends a powerful signal to the organization as a whole. The message is:

- They are serious about this change.
- Resistance will not be tolerated.
- The consequences for not moving ahead with the organization are real and severe.

This method for creating desire to change is best used with a "Group 3" employee as discussed earlier. Often times these employees would be leaving the organization soon anyway. It is not necessary for this to be a negative experience for the employee that is leaving. Termination packages, early retirement offerings or a number of other programs can make this process good for the manager leaving, and at the same time send the right message to the organization.

Does this always need to be perceived by other employees as a harsh course of action? A recent case study shows how this method was used in a way that was not hurtful to the organization or the person leaving. A senior level manager at a financial services firm was outspoken and critical of changes planned in both processes and systems.

The resistance continued long enough that many employees came to the conclusion that this change would not happen after all. They had learned from past experience that if this key manager was opposed to the change, then it did not happen. The resistance was so plain that even an external consultant commented on the risk. Since the culture and values in this organization were very family-oriented (we take care of one another), imagine the surprise when the CEO announced that this resistant manager would be leaving the organization. What was notable in this case, however, was how the termination was presented in public. The manager was being given a celebration send-off and early retirement plan for his long-standing contribution to the company. The separation was positive for the manager, and, in his own way, the CEO sent a message to the organization. That message was that we can manage change and continue to live our values.

Caution: Organizations should not look for a sacrificial lamb as a standard practice. This tool should be used after other options have failed and the change is at risk. When fear is created in an organization, this fear can play out in both negative and positive ways. Once a decision like this has been made, the organization needs to carefully manage the fallout from this approach.

Method 10 - Use Money or Power

When mid-level or senior managers are resistant to change, yet are critical to the success of the change and the organization, two incentives may be required to secure their support. These incentives would be used when all other methods for building desire have failed.

- Increase their compensation or create a bonus program such that they are directly rewarded for the successful completion of the change.
- Offer a promotion to a position they desire.

In short, bargain. When a manager is necessary to ensure a smooth transition, and assuming that other barriers, obstacles or objections have been removed, then at some point you have to decide what you are willing to give up in order to gain their support. What is their contribution worth to the business, and how can the business negotiate for this endorsement and support. This negotiation should be specific on the actions and behaviors that are expected to support the change.

An example of the need for this negotiation is with mergers and acquisitions. In these types of changes, key managers are necessary for successful transition. However, some of these key managers may have opposed the buy-out or merger. These special circumstances require different methods for keeping these critical managers on-board. Money and position are two tools that may create a desire to support the change in these circumstances.

Section 3 Communication Plan

3.1 Document Control Information

Document Number	Munis - <<Client>> - 001
Document Title:	Financials Phase Communications Plan
Document File:	
Creation Date:	
Created By:	
Document Status:	INITIAL VERSION

3.2 Change Control History

Change Control Number	Change Date	Description

3.3 Project Communication Plan Overview

3.3.1 Description

The Project Communication Plan identifies and describes the formal and informal communications that are critical throughout the Munis project. The Plan includes specific information regarding the type of communication, purpose, scope, objectives, audience, responsibilities, format, and timings.

The formal committees, meetings, and communications identified in this plan will evolve as the project progresses through the various phases of testing and as the implementation of the system approaches. This plan should be updated by <<Client>> to reflect those changes.

3.3.2 Purpose

The purpose of the Project Communication Plan is to outline the specific project communications that are required in order to successfully execute and manage the implementation of the Munis product.

Communications are dependent on <<Client>> Management, <<Client>> Project Manager, Tyler Project Manager, Munis Business/Implementation Analysts, Munis Support, Team Leads, and Team Members to provide information and input regarding the need, opportunities, focus, target audience, content, and feedback related to communications throughout the Munis Implementation project lifecycle.

The Project Team will:

- Identify all internal/external stakeholders and stakeholders' need for project information
- Provide accessible documentation of project status, actions, issues, risks, and change management requests
- Communicate resource requirements to internal and external stakeholders

While Tyler recognizes that <<Client>> has its own resources for managing communications (i.e. networks, websites, etc), Tyler has a dedicated communication resource tool for the Project. All documents related to the Munis Implementation Phase of Project will be posted to the Tyler SharePoint site, under the <<Client>>.

An effective Project Communication Plan will be used to ensure that the project team is working together as a cohesive and unified group while creating a method to effectively and regularly deliver a status of the overall project to all stakeholders.

3.4 Summary of Communication Plan Elements

The following table summarizes the strategies used to meet the documented goals of the Communication Plan:

Vehicle of Communication	Audience	Frequency	Medium	Owner(s)	Date Delivered	Expected Result
Kick Off Meetings	Client Project Manager, Functional Leaders, Project Team	Start of Overall Project and each sub-project	Presentation	Tyler PM		Client will receive information from Tyler PM to assist in planning and executing project.
Executive Mandate	Organization	Start of Overall Project and each sub-project if necessary	Letter	Client Executive Officer		Organization will understand the purpose and importance of the project as well as the level of commitment required to make it successful.
Phase Planning Meetings	Functional Leaders, Project Team	Start of Overall Project and each sub-project	Planning Document	Tyler PM, Client PM		Roles and responsibilities will be outlined as well as Scope review, communication streams, Quality Assurance processes and initial schedule development.
Project Status Management Meetings	Client Management	Quarterly	Status Reports, Budget Reports	Client PM		Provide overall project direction, executive sponsorship, and support in the adoption of new technology and business processes.
Project Team Meetings	Functional Leaders, Project Team	Weekly	Status Reports	Client PM		Provide key project participants and client management with detailed information regarding project task status, schedules, progress, and budget.
Tyler Implementation Status Meetings	Tyler PM and Client PM	Bi-Weekly until 90 days from LIVE, then Weekly	Issues Lists, Schedules, Deliverables	Client PM		Establish an effective channel of communications with the Tyler project team to ensure coordination of all tasks and completion of all activities.
FAQ Document	Organization	Evolving	Hardcopy, SharePoint	Client PM		Answer frequently asked questions about the project and its benefits

Project Plan	Client Project Manager, Functional Leaders, Project Team	Evolving	Hardcopy, SharePoint	Tyler PM	Communicate clearly defined tasks, milestones, schedules and dependencies.
Project Status Reports	Client Project Manager, Functional Leaders, Project Team, Tyler PM	Bi-Weekly	Email	Tyler PM	Provide effective and timely communication to the key project stakeholders on the status of the Tyler Project at a detailed level. The goal is to keep the project stakeholders abreast of the current project status, project issues, upcoming events, and project milestones at a detailed level. Delivery point will be to Client PM for distribution.
Critical Stop Sign-Offs	Client Project Manager, Functional Leaders, Project Team, Tyler PM	Evolving	Hardcopy	Tyler PM	Provide clear acceptance and authorization to proceed.
Project Web Space or Shared Directory	Functional Leaders, Project Team, Organization, Community	Evolving	SharePoint	Client PM	Provide information and support for the project goals to the community and organization as well as providing access to key documents, schedules, etc.

3.5 Meetings

3.5.1 Kick-Off Meeting(s)

a) **Purpose:**

The purpose of the Kick-Off Meeting is to outline the project progression, review roles and responsibilities, and inform <<Client>> with enough detail to allow for adequate project planning. <<Client>> Management Team is ultimately responsible for creating a receptive environment and establishing standards for the acceptance of change, enhanced business processes and information availability.

b) **Objectives:**

The objectives of the Kick-Off Meeting(s) are to:

- Provide communications on the overall Munis Project to key stakeholders.
- Identify, discuss, and facilitate the timely assignment of roles and responsibilities related to the project.
- Determine target live dates and review associated project milestones, critical path activities, and project tasks.
- Begin the process of building a unified Project Team.

c) **Members and Attendees:**

The Kick-Off Meeting will be attended by the following members:

<<Client>> Project Manager – Jason Mann

<<Client>> Project Sponsor –

<<Client>> IT Services Director – Jonathan Feldman

<<Client>> Finance Department Functional Leaders

<<Client>> Human Resources Department Functional Leaders

<<Client>> Business License Department Functional Leaders

<<Client>> Utility Billing Department Functional Leaders

<<Client>> Parking Tickets Department Functional Leaders

Tyler Project Manager –

Tyler TCS Manager –

Tyler Financials Project Manager –

Tyler Sales Representative –

Tyler Regional Manager – Penny Parsons

Other members of the Project Team will attend on an as required basis.

d) **Responsibilities:**

<<Client>> Project Manager and Tyler Project Manager will:

- Schedule the Kick-Off meetings
- Publish a recommended agenda prepared by the Tyler Project Manager

- Approve the attendance of any subject matter experts required to discuss agenda topics
 - Facilitate the meeting
- e) **Owner:**
Tyler Project Manager
- f) **Format:**
The Tyler Project Manager will prepare the agenda for the Kick-Off Meeting. <<Client>> Project Management Team will be responsible for organizing the appropriate attendees and publishing the agenda information at least 5 business days in advance of the meeting.
- g) **Timing:**
When:
Location:

3.5.2 Project Status Management Meetings

- a) **Purpose:**
The purpose of the Project Status Management Meetings is to demonstrate and encourage consistent and visible support for the Munis Project and to build and maintain momentum throughout. <<Client>> Management Team is ultimately responsible for creating a receptive environment and establishing standards for the acceptance of change, enhanced business processes and information availability.
- b) **Objectives:**
The objectives of the Project Status Management Meetings are to:
- Provide communications on the status of Munis Project to key stakeholders.
 - Identify, discuss, and facilitate the timely resolution of issues and risk management related to the project.
 - Review project milestones, critical path activities, and project tasks which must be completed to meet go-live dates.
 - Receive input on project deployment, functions, and enhancements.
- c) **Members and Attendees:**
<<Client>> Management Team will be comprised of the following members:
- <<Client>> Executive Team
-
- Other members of the Project Team will attend on an as required basis.
- d) **Responsibilities:**
<<Client>> Project Manager will:
- Schedule the monthly meetings
 - Schedule any special meetings
 - Review and publish a recommended agenda prepared by <<Client>> Project Manager
 - Approve the attendance of any subject matter experts required to discuss agenda topics
 - Facilitate the meeting
 - Approve the minutes of the meeting and publish them to all attendees

e) **Owner:**

<<Client>> Project Manager –

f) **Format:**

<<Client>> Project Manager will prepare the agenda for <<Client>> Project Management Team. <<Client>> Project Management Team will be responsible approving the agenda together with any supporting information and publish the information at least 5 business days in advance of the meeting.

<<Client>> Project Manager will be responsible for providing an overview of the status and budget of the overall Project as well as reviewing any remaining open items not resolved since the last meeting that may require <<Client>> Project Management Team action. <<Client>> Project Manager will provide a brief summary of the items completed within the past 3 months, tasks to be started in the next 3 months, and new issues that should be reviewed by <<Client>> Project Management Team. Throughout the meeting, action items will be identified and assigned.

g) **Timing:**

When: Monthly

Location: To be Determined

3.5.3 Project Team Meetings

a) **Purpose:**

The purpose of Project Team Meetings is to review the overall Munis Project status, including budget, schedule, critical tasks, and issues facing the project. Project Team Meetings will be used to communicate task status and identify issues to ensure appropriate actions are taken on a timely basis to resolve open issues and meet scheduled due dates.

b) **Objectives:**

The objectives of the Project Team Meetings are as follows:

- Document the status of the Munis Project to project team members and publish the results to the Project Team management.
- Identify, discuss, assign responsibility, and determine due dates for issues related to the project.
- Review the upcoming project milestones and associated project tasks to be completed to reach those milestones.

c) **Members and Attendees:**

The following project team members will be attending the Project Team Meetings. An alternate project team member must be identified to substitute where possible if the assigned team leader cannot attend:

Other project members will be invited to the Team Meetings by the related Project Managers or Team Leads to provide information deemed critical for the Project Team to review.

d) **Responsibilities:**

The Project Team Meetings are used to review the overall project progress and identify issues on a high level basis. <<Client>> Project Manager will be responsible for the following tasks:

- Prepare a report that show actual schedule status versus projected status
- Maintain an issue report with summary of issues, recommended actions, assignment of responsibility, and due date
- Take minutes at the Project Team Meeting and publish the results within 5 business days

<<Client>> Project Manager will use individual Project Team Meeting minutes to summarize all pertinent issues and create a consolidated version of project status to report to <<Client>> Management Team.

e) Owner:

<<Client>> Project Manager

f) Format:

<<Client>> Project Manager is responsible for the preparation of the agenda and conducting the meetings. <<Client>> Project Manager will be responsible for ensuring the creation and distribution of the agenda, together with supporting information, 24 hours in advance of the meeting.

<<Client>> Project Manager will provide an overview of the project status during the meeting (both oral and written status reports) per the status reports. A review of the existing project issues and risks will be conducted and new project issue and risk items will be identified, discussed, and logged. Throughout the meeting, action items will be identified and assigned. A review of the action items from the previous week's meeting will be conducted. <<Client>> Project Manager is responsible for documenting the outcomes of the meeting and publishing those outcomes to the Project Team.

g) Timing:

When:

Time:

h) Location:

To be Determined

3.5.4 Munis Implementation Status Meetings

a) Purpose:

The purpose of the Munis Implementation Status Meeting is to facilitate and manage the efficient and effective implementation of Munis.

b) Objectives:

The objectives of the Munis Implementation Status Meeting are:

- Manage and oversee the completion of the Implementation Plan.
- Review, recommend and decide the resolution of implementation systems issues.
- Review, recommend and decide the resolution of requested changes that affect the project.
- Review, recommend and decide the resolution of project risks.
- Recommend items to be escalated that need attention of management.

c) Members:

The Implementation Team will consist of the following project staff:

Tyler Project Manager

<<Client>> Project Manager

Tyler Project Manager(s)

Other business area leads may be invited to attend for specific topics, or as specific systems are being implemented during the life of the project. Where a member is unable to attend an appropriate substitute should be provided.

d) Responsibilities:

<<Client>> Project Manager will be responsible for leading the meeting. Specific responsibilities include the following.

- Facilitating the meeting
- Ensuring that the meeting remains on schedule and completes within the allocated time
- Presenting proper information in the meeting dialogue
- Documenting outcome, responsibilities, and issues identified within the meeting
- Distributing minutes summarizing the meeting outcomes

e) Owner:

<<Client>> Project Manager (Owns)

Tyler Project Manager (Participates)

f) Format:

<<Client>> Project Manager is responsible for preparing the agenda and providing overall meeting leadership. The project attendees will provide status of assigned tasks; schedule; possible delays and slippages; project related issues; and new and existing Change Requests in accordance with the Change Control System. Throughout the meeting, action items will be identified and assigned. A review of the action items from the previous week's meeting will be reviewed.

g) Timing:

When: Bi-Weekly until 90 days before Live Date, then Weekly

Time:

Location:

3.6 Reporting

3.6.1 Project Status Reports

a) Purpose:

The purpose of the Project Status Reports is to communicate a summary of the current project status, in writing, to <<Client>> Project Manager. The Project Status Reports present a view of an individual project based on schedule, task, and budget.

b) Objective:

The objective of the Project Status Reports is to provide effective and timely communication to the key project stakeholders on the status of the Munis Project at a detailed level. The goal is to keep the project stakeholders abreast of the current project status, project issues, upcoming events, and project milestones at a detailed level.

c) **Audience:**

The distribution list for the Project Status Report is as follows.

Distribution: <<Client>> Project Manager

d) **Owner:**

Tyler Project Manager

e) **Responsibilities:**

The Tyler Project Manager is responsible for developing and uploading the Project Status Report to the Tyler-Client Share Point site.

f) **Format:**

A sample format for the Detailed Project Status Report can be found on Page 74.

g) **Timing:**

The Detailed Project Status Report will be published on a bi-weekly basis following Implementation Team Meetings.

3.6.2 Client Project Share Point Site

a) **Purpose:**

The purpose of the <<Client>> Project Share Point Site is to keep stake holders aware of the status of the Munis implementation. Users will be directed to this area to review current project status as well as provide input to the project team.

b) **Objective:**

The objective of <<Client>> Project Share Point Site is to facilitate and encourage information sharing between the Project team and members of the Organization.

c) **Audience :**

<<Client>> Project Share Point Site is meant to be accessible to all internal and external users who are involved at any level of the Munis Project. A link will be easily accessible to retrieve project information from <<Client>> Project Share Point Site.

d) **Owner:**

<<Client>> Project Manager (Contributing Role)

Tyler Project Manager (Owner)

e) **Responsibilities:**

The Tyler Project Manager will have the primary responsibility of providing updated status for the Project Share Point Site on at least a monthly basis, or more often when critical systems are coming online.

f) **Format:**

The format of <<Client>> Project Share Point Site will be consistent from project phase to project phase. The following information will be required:

- Project name
- Project description
- Start and anticipated end date
- Anticipate users or group of users who will be impacted
- Schedule of main events

- Project Team Members with email and phone numbers

“Hot” news

- List of critical dates/tasks happening in the short term
- Information, warnings, requirements happening within a 2 week span of time

g) Timing:

<<Client>> Project Share Point Site will be updated on at least a monthly basis and could be updated daily based on the timing of critical applications.

3.6.3 Sample Status Report

<<NAME>>	Date of Submittal to <<Client>> Project Manager:
Project Manager:	
Tyler Project Manager:	For Project Period:
Planned Accomplishments This Period:	
Product Overview Demonstration - In Depth Analysis Options- Knowledge Transfer to Functional Leaders Part I	
Product Overview Demonstration - In Depth Analysis Options- Knowledge Transfer to Functional Leaders Part II	
Client Submits Chart of Accounts Spreadsheet to Munis Consultant	
Munis Consultant Reviews Chart of Accounts and Provides Feedback to Client	
Client Makes Changes to Chart of Accounts Conversion Spreadsheet if Necessary	
Munis Consultant Delivers Part I Best Business Practice Recommendations	
Client Submits Chart of Accounts to Tyler PM for Conversion	
Finalize Financials Verification Test	
Reschedule Payroll Verification Test	
Tyler Consultant Delivers Part II As Is Analysis Notes	
Actual Accomplishments This Period:	
Product Overview Demonstration - In Depth Analysis Options- Knowledge Transfer to Functional Leaders Part I	
Product Overview Demonstration - In Depth Analysis Options- Knowledge Transfer to Functional Leaders Part II	
Client Submits Chart of Accounts Spreadsheet to Tyler Consultant	
Tyler Consultant Reviews Chart of Accounts and Provides Feedback to Client	
Client Submits Chart of Accounts to Tyler PM for Conversion – Complete for the school only. See notes below for the <<Client>>.	
Finalize Financials Verification Test	

Reason for Variance (if any):**Planned Accomplishments Next Period –****Anticipated Delays****Responsible Party****Reason for Anticipated Delays****Critical Issues:****Action Items:****Deadline:****Decisions Needed:****From Whom:****Deadline:****Date****Days Purchased****Days Used****Days Remaining****Adequate to
Complete Project
(Y/N)**

3.7 Communication Paths

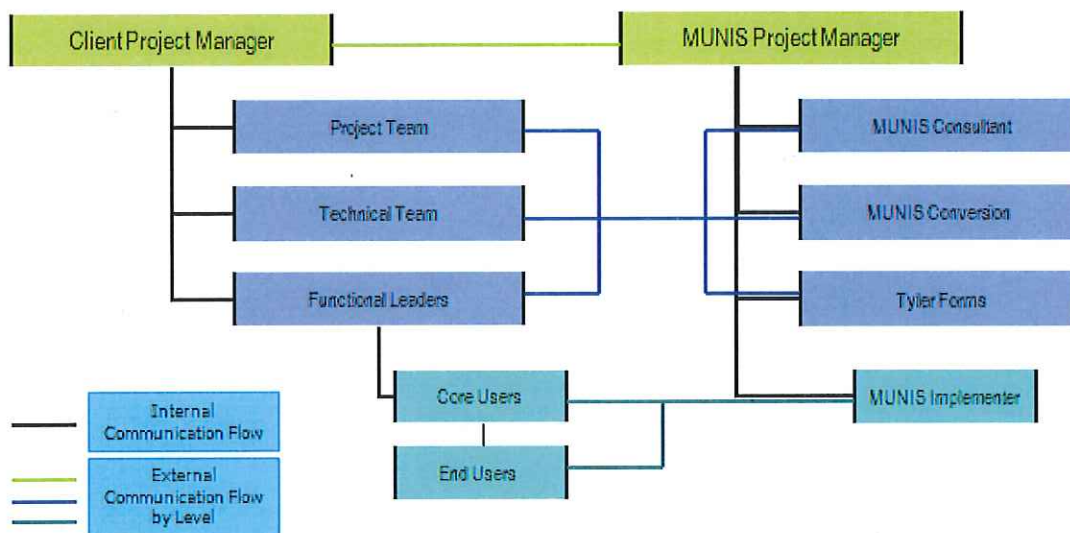
3.7.1 Role-Based Communications

In a complex project with cross-functional project needs, clearly identifying and supporting the proper communications paths are critical to success. Too often, communications take place at an inappropriate level, resulting in effort redundancy, unclear ownership identification and general confusion. Role-based communications planning can reduce the problems that result from unclear communications channels and provide a detailed reference guide for all levels of project participants.

3.7.2 Communications ORG Chart

The following chart details the typical communications hierarchy within a Tyler project implementation. Internal Communications are on a vertical path, starting from the Project Manager and moving through to other levels of project participants. External communications are horizontal and controlled within functional group.

Communications ORG Chart



3.7.3 Sample Role-Based Communications Planning Grid

Communication Source	Appropriate Recipient	Communication	Subject Examples
Functional Leaders	Tyler Consultant		Munis setup, high-level questions for functional requirements, all determinations of processes within Munis
<<Client>> Project Manager	Tyler Project Manager		Change in schedules and scope, issue resolution, project planning, invoices
Tyler Project Manager	<<Client>> Project Manager		Incomplete homework assignments, change in schedules and scope, issue resolution, project planning, milestone review
Tyler Implementer	<<Client>> Core Users, End Users		Training materials, training classes
<<Client>> Core Users, End Users	Tyler Implementer		Requests for clarification of training materials, homework.
Tyler Consultant	Functional Leaders		Business Rules, Policy & Procedures, changes desired, Tyler Forms questionnaires & mock-ups, conversion specifications
<<Client>> Core Users, End Users	Functional Leaders		Blocked dates, training issues, questions regarding policy changes
Functional Leaders	<<Client>> Project Manager		Blocked dates, training issues, information for status meetings, homework status
Tyler Project Manager	Tyler Consultant, Tyler Implementer		Consulting & training schedules & agendas, specific contractual deliverables, issues

3.7.4 Sample Project Contact List

<<Client>>		
Project Team Role	Contact Information	Phone
<<Client>> Project Sponsor		
<<Client>> Project Manager		
Functional Leader		
Functional Leader		
Functional Leader		
Functional Leader		
Functional Leader		
Tyler Forms Lead		

Risk Management Lead		
Technical Lead		
Integration Lead		
Tyler		
Project Team Role	Contact Information	Phone
Tyler Project Manager		
Tyler Consulting Services Manager		
Tyler Change Management Consultant		
Financials Project Manager		
Payroll/HR Project Manager		
Revenue Project Manager		
Utility Billing Project Manager		
Regional Implementation Manager	Penny Parsons - penny.parsons@tylertech.com	800/772-2260, ext 5672
National Implementation Manager	Danelle Daley - danelle.daley@tylertech.com	800/772-2260, ext 4456
Vice President - Services	Chris Hepburn - chris.hepburn@tylertech.com	800/772-2260, ext 4138
Sales Representative		

Section 4 Quality Management / Testing

4.1 Document Control Information

Document Number	Munis - <<Client>> - 001
Document Title:	Financials Phase Project Quality Assurance Plan
Document File:	
Creation Date:	
Created By:	Tyler Project Management
Document Status:	INITIAL VERSION

4.2 Change Control History

Change Control Number	Change Date	Description

4.3 Description

A Quality Management/Testing Plan establishes processes and activities to ensure that project objectives outlined within the Scope Management Plan are successfully implemented. Any Quality Management/Testing Plan must work to address both the project and the product.

Quality Management includes:

- Quality Planning
- Quality Assurance
- Quality Control

4.4 Purpose

The purpose of the Quality Management/Testing Plan is to define and monitor critical milestones. Failure to meet critical milestones will negatively impact the project scope.

A Quality Management/Testing Plan will provide a controlled environment for high level product testing, taking into account full module integration, import and export interface integrity, functional flow and reliability.

4.5 Process

It is imperative that a Quality Management Plan and System Testing Plan be put into practice as part of the Project. The plan should include all of the processes required to ensure that the goals for the project are fully satisfied. The overall plan will include the following:

4.5.1 Verification Testing

Baseline module test script completion, performed after installation (site optional).

4.5.2 Static Environment Test

Policies and Procedures; Conclusion of Analysis with Functional Leaders, Knowledge Transfer, Stakeholder acceptance is required to move forward.

4.5.3 Education

Policies and Procedures; Conclusion of End-User Training, User Sign Off and Stakeholder acceptance is required to move forward.

4.5.4 System Testing

Completion of scenario processing throughout individual Modules, interfaces, and modifications, monitoring data integrity, process flow and integration.

4.5.5 Repeat Testing (only if needed)

Performance of system testing once corrections to issues have been delivered.

4.5.6 Integration Testing

Observation of inter-module data flow and effect, especially as it relates to the General Ledger.

4.5.7 Interface Testing

Observation of interface data flow and effect, especially as it relates to the General Ledger.

4.5.8 Stress Testing

Testing the system under heavy user loads, repetition of heavy processing deliberate invalid data entry which should return error messages, and attempts by multiple users to edit the same record.

4.5.9 Pre-Live Verification

Incorporates Final Conversions and all Training.

4.6 The Benefits of Testing

As an expected benefit from the completion of these tests, the following will also be achieved.

- End-users will gain extensive product experience, develop a high-level of confidence in the Munis Product and understand their specific functions within the system.
- The infrastructure of hardware and network design will be thoroughly tested.

- Modifications and Interfaces are fully integrated into the Munis product.
- A managed Issues List will be fully quantified.

4.7 The Munis Testing Environment

Modifications, interfaces, conversions and other data and programmatic elements will be tested in the Training environment. This environment will also serve as the User Acceptance Test environment.

The testing environment will provide the structure and supporting programs for User Testing to be performed throughout the duration of the Project. The desired result of the User Testing process is Functional Goal Acceptance achieved through managed issue identification, resolution, and testing.

4.8 Existing Plan

Document <<Client>>'s existing Quality Management/Testing Plan in this space if there is one.

4.9 Action Plan

4.9.1 Plan Approach

The following outlines the Munis test planning approach:

- Work with <<Client>> Project Team to determine which processes, interfaces, and modifications need to be tested within the appropriate scenario processing.
- Work with <<Client>> Project Team to create a Testing Outline that details step by step procedures for testing data integrity across all application processes.
- Work with <<Client>> Project Team to identify Project Team members, and functional leaders, to define roles and responsibilities in performing scenario processing.
- Sample documents for tracking the detail and progress of the testing process are provided at the end of this section.. Both <<Client>> Project Team and Tyler Implementation Team will provide results of all testing to <<Client>> Project Manager. In addition, tracking of all issues and their resolution will be maintained in an Issues Tracking Register.
- <<Client>> Project Team, may choose, with the support of the Tyler Implementation Staff to develop written Test Cases for selected processes utilizing, as the starting point, <<Client>>'s Desktop Documents.
- <<Client>>'s Project Team will Identify and communicate to select Product Specialists the assigned testing scenarios to be executed with assistance from Tyler Implementation Staff.
- <<Client>>'s Staff and Tyler Project Team will review and assign priorities for response to identified program or procedural issues that result from completed testing scenarios.

<<Client>>'s Project Team may choose to assign a Test Coordinator to work with Tyler Project Team. The responsibilities include:

- Working with Tyler Project Team to oversee all functions of the testing process. Monitoring the quality and timeliness of the overall testing effort.
- Facilitating testing completion by maintaining momentum during process. Checking that tests are completed in the order necessary to thoroughly sign-off on process.
- Ensuring that all reports of issues are submitted to the Tyler and <<Client>> Project Manager in a complete and timely manner.
- Review scenario processes and modify as necessary to align with any changes to policies and procedures.
- Expectations of Tyler related to successful completion of Testing Phase are identified as follows:

- Provide training to <<Client>> staff.
- Develop baseline scenario processes

4.10 Measurement & Tracking

- Priority 0 Critical Issue - Cannot proceed without correction
- Priority 1 High Issue - Can proceed but needs correction before Live
- Priority 2 Medium Issue - Can proceed with Live Processing but fix needs to be delivered to comply with ERP goals
- Priority 3 Low Priority Issue - Can proceed with Live, new desired functionality.

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

<<Client>>'s Project Team will schedule and outline Stress Testing scenarios.

Tyler will require a final sign-off prior to going live on any module. This sign-off document will outline the status of any remaining open issues related to the module, confirming the issue status and the associated Priority Code. <<Client>>'s Project Team and the Tyler Project Team will review all items and make a decision as to the ability to begin Live Processing in Munis. The sign off will signify the end of system test phase for the module. The decision to delay Live Processing should not be based on Issues whose status is a Priority 2 or 3.

4.11 The Munis Testing Conclusion

Clear communication, recordkeeping, and analysis between <<Client>>'s Project Team, Tyler Project Manager and Tyler Implementation Teams are critical in order to move through the Testing Phase both successfully and in a timely manner. A member of these teams will need to identify the issues and then determine what type of issue resolution is necessary. Most issues can be categorized as they relate to the following:

- Module Design or Setup
- Best Practice Re-engineering.
- Change in scope
- Software modification requests

Issue tracking, resolution accountability, timely testing, and completed issue resolution are absolutely necessary in successfully completing <<Client>>'s Project. The Testing Phase is a shared responsibility and must be recognized as such.

4.12 Sample Accounts Payable Static Environment Test Script

TO BE PERFORMED IN TRAINING DATABASE WITH FUNCTIONAL LEADER

- Create 5 complete vendor records from <<Client>> data (or use vendors created for purchase order testing)
- Add 3 new accounts payable invoices to Munis including:
 - 1 invoice with no purchase order
 - 1 invoices that partially liquidates a purchase order
 - 1 invoices that fully liquidates/closes a purchase order
- Post completed accounts payable invoices and review journal entries (both PO liquidation journal entries and AP journal entries)
- Run Select Items To Be Paid Report

- Spool checks
- Post cash disbursements journal and review journal entries
- Perform accounts payable invoices maintenance
 - Change GL Account on an invoice
 - Change dollar amounts on an invoices
 - Cancel/Close an invoice
 - Review any journal entries created as a result of accounts payable invoice maintenance

ACCOUNTS PAYABLE

ITEMS THAT WILL NOT BE TESTED DURING ANALYSIS

- Modifications (contractual or enhancements)
- Workflow
- Running reports
- Munis office functionality
- Tyler Forms Printing
- Check Reconciliation
- Imports/Exports
- Purging
- 1099 Processing
- Direct Deposit Processing

4.13 Sample Budget Processing Static Environment Test Script

TO BE PERFORMED IN TRAINING DATABASE WITH FUNCTIONAL LEADER

- Create budget labels in GL Parameters for at least two levels
- Create a budget projection for the fund/expense accounts created during General Ledger testing
- Enter budgets into level 1 for all expense accounts using:
 - Amounts
 - Detail
 - Quick entry
- Roll budget from level 1 to level 2
- Review changes in Next Year Budget Entry from roll
- Create a 1-sided budget amendment to assign budget figures to your expense accounts and post the entry
- Create a 2-sided budget amendment to increase the budget for one account and reduce the budget for another account and post the entry
- Review postings in Journal Inquiry
- Review postings in GL Account Inquiry

BUDGET PROCESSING

ITEMS THAT WILL NOT BE TESTED DURING ANALYSIS

- Modifications (contractual or enhancements)
- Workflow
- Running reports
- Munis office functionality
- Imports/Exports
- Purging
- Posting the Budget
- Year End/Open Budget Processing
- Budget Builder

4.14 Sample Contract Management Static Environment Test Script

TO BE PERFORMED IN TRAINING DATABASE WITH FUNCTIONAL LEADER

- Create 5 complete vendor records from <<Client>> data (or use vendor records created for purchasing and/or accounts payable testing).
- Create 1 complete requesting department record (or use department record created for purchasing testing).
- Create 1 complete bill to/ship to code (or use bill to/ship to code created for purchasing testing).
- Add 2 new contract records to Munis (encumbered and/or un-encumbered as per analysis decisions).
- Post completed contract and review journal entries (if applicable).
- Draw down from contracts using purchase order entry.
 - View updated contract values
- Enter accounts payable invoice to pay contract vendor from the purchase order created in step 5.
 - View updated contract values
- Maintain contract values and/or GL accounts

CONTRACT MANAGEMENT

ITEMS THAT WILL NOT BE TESTED DURING ANALYSIS

- Modifications (contractual or enhancements)
- Workflow
- Running reports
- Munis office functionality

4.15 Sample Fixed Assets Static Environment Test Script

TO BE PERFORMED IN TRAINING DATABASE WITH FUNCTIONAL LEADER

- Make sure purchasing accounts exist in your chart of accounts
 - Add them to the GL Master if necessary
- Make sure fixed asset accounts exist in your chart of accounts (asset, contra, depreciation, accumulated depreciation)
 - Add them to the GL Master if necessary
- Set depreciation method per analysis decisions

- Create at least 1 class code
- Create at least 3 sub-class codes
- Create at least 1 of each miscellaneous codes
- Create 2 custodian codes
- Create account relationships in fixed asset account maintenance (if applicable) between purchasing accounts and fixed asset accounts
- Create 5 complete fixed asset records from <<Client>> data
 - Import 3 from posted purchase orders or invoices as per analysis decisions
 - Create 2 manually in the fixed assets module
- Post the assets
- Review journal entries
- Improve an asset
- Review journal entries
- Retire an asset
- Review journal entries
- Depreciate all active assets
- Review journal entries

FIXED ASSETS**PROCESSING ITEMS THAT WILL NOT BE TESTED DURING ANALYSIS**

- Modifications (contractual or enhancements)
- Workflow
- Running reports
- Munis office functionality
- Imports/Exports
- Purging

4.16 General Ledger Static Environment Test Script**TO BE PERFORMED IN TRAINING DATABASE WITH FUNCTIONAL LEADER**

- Set GL Parameters (segment names/sizes) as per chart of accounts workbook
- Create 2 funds
- Create segments, objects, and Org codes for 5 expense accounts within each fund and all required control accounts
 - One of the funds should be the fund your AP checks are cut from
 - One of the funds should be a fund you purchase from
- Create complete GL accounts for the 5 expense accounts in each fund and all required control accounts
- Create Due To/Due From records for your two funds
- Create budget rollup codes if applicable for use in Purchase Order testing

- Create entries for current system year as set in GL Parameters in Journal Number Control Table
- Create and post a single fund journal entry
- Review posting in Journal Inquiry
- Reverse posting and review entries
- Create and post an journal entry between the two funds, using the “Gen DT/DF” option
- Review posting in Journal Inquiry
- Review accounts in GL Account Inquiry

GENERAL LEDGER

ITEMS THAT WILL NOT BE TESTED DURING ANALYSIS

- Modifications (contractual or enhancements)
- Workflow
- Running reports
- Munis office functionality
- Imports/Exports
- Purging
- Month End Processing
- Year End Processing
- Carry Forward Method

4.17 Sample Project & Grant Accounting Static Environment Test Script

TO BE PERFORMED IN TRAINING DATABASE WITH FUNCTIONAL LEADER

- Create 2 complete grant codes, including
 - Miscellaneous codes
 - Grantor type code
 - Customer ID code
 - All data tabs available
- Create projects from the 2 grants
- Create project accounts in GL Master using existing expense accounts from the General Ledger testing and the two new project codes
- Create and post a single fund journal entry using your project codes
- Review posting in Journal Inquiry
- Utilize project accounts during Purchase Order and Accounts Payable testing

PROJECT AND GRANT ACCOUNTING

ITEMS THAT WILL NOT BE TESTED DURING ANALYSIS

- Modifications (contractual or enhancements)
- Workflow

- Running reports
- Munis office functionality
- Imports/Exports
- Purging
- Reimbursement Processing

4.18 Sample Purchase Order Static Environment Test Script

TO BE PERFORMED IN TRAINING DATABASE WITH FUNCTIONAL LEADER

- Create 5 complete vendor records from <<Client>> data
- Create 1 complete requesting department record
- Create 1 complete bill to/ship to code
- Create 1 type 2 and 1 type 4 commodity code (if using per analysis decisions – skip if not using)
- Add 3 new purchase orders to Munis including:
 - Vendor
 - Commodity code (if using)
 - At least 2 line items
 - At least 2 GL Accounts
 - At least 1 project code
- Note budget checking, including any budget rollup code checking if applicable
- Post completed purchase orders and review journal entries
- Print generic Munis purchase order form (Tyler Forms will not be tested)
- Perform purchase order maintenance
 - Change GL Account on a purchase order
 - Change dollar amounts on a purchase order
 - Cancel/Close a purchase order
 - Review any journal entries created as a result of purchase order maintenance
- Perform PO Receiving (if applicable per analysis decisions)

PURCHASE ORDER PROCESSING

ITEMS THAT WILL NOT BE TESTED DURING ANALYSIS

- Modifications (contractual or enhancements)
- Workflow
- Running reports
- Munis office functionality
- Tyler Forms Printing
- Imports/Exports
- Purging

4.19 Sample Payroll & Human Resources Static Environment Test Script

TO BE PERFORMED IN TRAINING DATABASE WITH FUNCTIONAL LEADER

- Create 5 complete employee records from <<Client>> data, including the following for each of the 5 selected employees:
 - One fund on COA menu
 - Salary & benefit GL accounts on COA menu
 - Cash account on COA menu
 - Vendors for deductions & benefits on AP menu
 - One run type
 - Location/departments
 - B/u codes
 - Salary tables or ranges
 - Tax tables
 - One accrual table
 - Allocation codes (if applicable)
 - Deduction/Benefit master records for all codes employees currently utilize
 - Pay type master records for all codes employees currently utilize
 - Payroll exceptions/exemptions for processing
 - Job class codes
 - Position Control codes
 - Personnel Action Codes for New hire, Termination, Step Increase, COLA
- Adding new hires via Personnel Actions Entry
- Entering exceptions via EDFM
- Entering exceptions via Time & Attendance (if applicable)
- Garnishment calculation
- Earning accrual time
- Using accrual time
- Allocating on the fly
- Updating employee history
- Spooling Checks (<<Client>> check form will not be utilized)
- Posting to the GL
 - Pay posting appropriately
 - Benefits posting appropriately (i.e., following employee pay allocation)
- Processing payroll vendor payments
 - Via AP or Payroll
- Apply COLA increase

- Change benefits/deductions for an employee
- Terminate/Inactivate an employee

PAYROLL & HUMAN RESOURCES**ITEMS THAT WILL NOT BE TESTED DURING ANALYSIS**

- Modifications (contractual or enhancements)
- Direct Deposit File
- Workflow
- Munis Online
- Interfaces (including timekeeping interfaces)
- Payroll mag media files
- Check and Direct Deposit Form Printing
- Check Reconciliation (positive pay)
- Running reports (except where indicated)
- W2 processing
- 1099R processing
- Retro pay processing
- Retirement mag media testing with retirement vendor
- Munis office functionality
- Salary & benefit projections
- Personnel functions such as certifications, training, OSHA, etc.

Section 5 Risk Management

5.1 Risk Management Overview

5.1.1 Description

A Risk Management Plan involves defining methods and procedures for assessing and dealing with possible threats that could arise inside or outside the organization. Although the exact nature of potential disasters or their resulting consequences are sometimes difficult to determine, it is beneficial to perform a comprehensive risk assessment of all threats that can realistically occur to impact the organization.

5.1.2 Purpose

The Risk planning process should identify and measure the likelihood of all potential risks and the impact on the organization if that threat occurred. To do this, each department should be analyzed separately since there may be variances in levels of automation, recovery processes, etc. The ultimate goal of the Risk Management Plan is to protect the organization, its employees and infrastructure from liabilities. In this instance, the Risk Management planning focus has been more specifically pointed towards risks that may impact the Munis Implementation project.

The outcome of the Risk Assessment should be a clearly defined baseline of risks, how they will be dealt with, who will own them, the potential of occurrence, and any associated costs.

5.2 Key Processes

Regardless of whether the threat is internal or external, the Risk Assessment should include the following processes:

5.2.1 Risk Management Plan Definition

- Determine the approaches to risk
- Identify Methodology for dealing with risk
- Identify Stakeholders
- Finalize Risk Management Plan

5.2.2 Risk Management Planning Template

Project Name:

Prepared by:

Date:

Description of Risk Management Methodology to be Used:

Approaches

Tools

Data Sources

Roles and Responsibilities:

Risk Management Action #1:

Team Leader

Team Members
Support**Risk Management Action #2:****Team Leader****Team Members****Support**

[Add sections as needed]

Budget:

Timing: (Describe how risk management will relate to the project life cycle, and at what points it will be reviewed during the execution of the project)

5.2.3 SWOT Analysis

A SWOT Analysis is a strategic planning tool used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture. Strengths and weaknesses are internal to an organization. Opportunities and threats originate from outside the organization.

A SWOT analysis, usually performed early in the project development process, helps organizations evaluate the environmental factors and internal situation facing a project. Strengths and weaknesses are attributes that measure your internal capability.

Opportunities and threats refer to how the external environment affects your team/business/group. Ideally a cross-functional team or a task force that represents a broad range of perspectives should carry out SWOT analyses.

5.2.4 SWOT Analysis Template

Project Name:**Prepared by:****Date:****Project Manager:****SWOT Analysis Facilitator:****SWOT Analysis Participants:****SWOT Analysis Recorder:****Date of SWOT Analysis:**

Project Strengths: (What potential strengths exist about the project, the project team, the sponsor, the organization structure, the client, the project schedule, the project budget, the product of the project, etc.?)

- 1.
- 2.
- 3.
- 4.

Project Weaknesses: (What potential weaknesses exist about the project, the project team, the sponsor, the

organization structure, the client, the project schedule, the project budget, the product of the project, etc.?)

- 1.
- 2.
- 3.
- 4.

Project Opportunities: (What potential opportunities exist in regard to achieving the project requirements, the product requirements, the project schedule, the project resources, the project quality, etc.?)

- 1.
- 2.
- 3.
- 4.

Project Threats: (What potential threats exist in regard to achieving the project requirements, the product requirements, the project schedule, the project resources, the project quality, etc.?)

- 1.
- 2.
- 3.
- 4.

5.2.5 Risk Identification

- Reviewing tools for identifying risks
- Defining risk categories
- Validating that identified risk is the root cause, not the symptom
- Completing Risk Register

5.2.6 Risk Analysis

- Analyzing impact
- Analyzing probability
- Analyzing budgetary impact
- Prioritizing risks

5.2.7 Risk Responses

- Avoiding
- Transferring
- Mitigating
- Accepting

5.2.8 Monitoring Risks

- Identifying risk triggers

- Continuing assessment and review
- Status Reporting

5.2.9 Lessons Learned

- Evaluate responses
- Modify plan

5.3 Sample Populated Risk Register

Id	Description of Risk	Likelihood	Grade	Mitigation Actions	Responsible Party
1	Commitment of key stakeholders to the project.	L	C	Keep open line of communications with key project stakeholders as identified in the communications management plan and monitor progress and activity.	
2	Vacation and conference schedules interfering with availability for training sessions.	L	D	<<Client>> to review all conference and vacation schedules and will provide back-up for key personnel for Munis training sessions and consider each request based on its impact to the overall project success.	
3	Incomplete homework assignments resulting in delays in training.	M	C	Functional owners will submit a homework status report to <<Client>> Project Manager every Friday. Tyler PM and <<Client>> PM will review the status and report to key stakeholders and project sponsor any slippage in tasks.	
4	Lack of clearly defined written School Business practices and procedures resulting in inefficient training of the TEMS modules. This includes last minute major policy changes that result in re-training, re-conversion of data, and changes in auxiliary tables.	H	A	All policies and procedures manuals will be completed by 5/31/09 by each Functional Leader	
5	Limited personnel resources and over-commitment of key personnel throughout the project	H	A	Review existing projects that impact key personnel and if necessary, bring in additional resources from other internal departments or temporary employees to minimize the impact to project success.	
6	Hurricane/Severe Weather that could impact training schedule and go-live.	H	A	Accept risk and reschedule training sessions as soon as it is feasible. This could include increasing concurrent training sessions. Accept that the go-live could be delayed.	
7	Project scope creep caused by expectations of stakeholders that extend beyond the scope of the project.	L	C	All requests for software modifications, additional training day requests, and activities that could delay the overall project must be approved by <<Client>> Project Team, <<Client>> Project Sponsor and Tyler Project Manager which will become the project change control board.	
8	Lack of resources to complete conversion verification.	H	B	Purchase additional Munis services to assist in conversion verification. Assign backup resources in advance of receipt of conversion data.	
				Hire and train temporary help from external source to handle	

routine tasks to free up existing staff for verification of conversion.

5.3.1 Likelihood of Each Risk

L	LOW	Probability of occurrence is minimal
M	MEDIUM	Potential of occurrence is increasing but not yet probable
H	HIGH	Occurrence is probable
E	EXTREME	Occurrence is imminent
N/A	NOT ASSESSED	Not assessed

5.3.2 Grade of Seriousness of Each Risk

1	Item poses an immediate risk. Risk mitigation actions must be put into effect immediately.
2	Item poses a potential risk. Risk mitigation actions warrant continual monitoring as its potential is increasingly likely and preparation for invoking mitigation needs to be made.
3	The risk item needs to be routine reassessed. No immediate action is required.

5.3.3 Status of Each Risk

OPEN	The risk item continues to pose a potential risk and therefore is being monitored.
-------------	---

Section 6 Schedule Management

6.1 Document Control Information

Document Number	Munis - <<Client>> - 001
Document Title:	Financials Phase Schedule Management Plan
Document File:	
Creation Date:	January 26, 2009
Created By:	
Document Status:	INITIAL VERSION

6.2 Change Control History

Change Control Number	Change Date	Description

6.3 Schedule Management Plan Overview

6.3.1 Description

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

6.3.2 Purpose

The following are the major elements of Schedule Management:

- Tracking Schedule Progress
- Changing the Project Schedule
- Schedule Reporting
- Closing the Project Schedule

The Schedule Management Plan is a living, flexible plan that can be modified to accommodate efficient schedule management that will impact the Munis Implementation project. The Project Plan will be updated and maintained on a regular basis throughout the project in order to make sure the Schedule is on track.

The outcome of the Schedule Management Plan should be a clearly defined baseline of acceptable changes, how they will be dealt with, who will own them in order to ensure the timely accomplishments of the project objectives as outlined in the Project Plan.

6.4 Key Processes

6.4.1 Description

Development of the Schedule Management Plan should include the following processes:

6.4.2 Schedule Management Plan Definition

- Identify acceptable reasons for change
- Evaluate how the change will affect the overall project – time, cost, scope and performance
- Identify Stakeholders authorized to request changes
- Identify how the schedule change request will be processed
- Assign the individuals that will be involved in the approval of the changes
- Update the Communication Plan to reflect how the schedule and any changes will be distributed.
- Finalize Schedule Management Plan

6.4.3 Acceptable Schedule Change Reasons

-
-
-

6.4.4 Schedule Analysis

- Impact on time
- Impact on cost
- Impact on scope
- Impact on performance
- Identify Milestones baseline from the other management plans

6.4.5 Schedule Responsibilities

- Tyler Project Manager
- <<Client>> Project Manager
- Functional Leaders

6.4.6 Monitoring Schedule

- Set up a time frame for regular meetings to discuss the project progression as well as any changes.
- Review Project plan and Milestones baseline
- Identify and assess the schedule change
- Complete a Schedule Change form and submit with required supporting documents
- Continuing assessment of the Project Plan
- Status Reporting

6.4.7 Lessons Learned

- Evaluate responses
- Modify plan

6.4.8 Schedule Management Planning Template

Project Name:

Prepared by:

Date:

Acceptable Reasons for Changes to Baseline Schedule:

Effect of Potential Acceptable Change:

Time – Will this affect the targeted go-live date for this module or other modules?

Cost – Can this change be accomplished without additional costs involved?

Scope – How will this change affect the implementation of other modules?

Performance – Will this change create an issue for internal or external resources?

Stakeholders Authorized to Request Changes to Schedule:

Client Project Manager:

Tyler Project Manager:

Schedule Change Request Process:

Stakeholders to Approve/Finalize Schedule Changes:

Process for distributing/communicating Schedule Changes:

[Add sections as needed]

Process for Tracking Schedule Progress during the duration of the Project:

6.5 Existing Plan

Insert Existing Schedule Plan

6.6 Schedule Control/Action Plan

In order for a Schedule Management Plan to be a successful tool in any project, the following processes must be identified:

- Performance reporting
- Measurement of the performance
- Progress reporting
- Variance analysis
- Schedule updates

Section 7 RESOURCE PLAN

7.1 Description

A Resource Plan establishes and includes the processes that organize and manage the project team and the necessary physical resources for the project tasks. The project team is comprised of the people who have assigned roles and responsibilities for completing the project. The physical resources are those tools needed to ensure the completion of all necessary tasks for the project.

Resource Management Includes:

- Resource Planning
- Acquiring Resource Team and Tools
- Develop the Project Resources
- Manage the Project Resources and Tools

7.2 Purpose

The purpose of the Resource Management Plan is to identify and document project roles, responsibilities, reporting relationships, as well as the allocation of resource tools for the project. The Resource Management Plan will also identify risks to the project due to resource turnover, resource availability, and resource conflicts.

The Resource Management Plan will outline the human resources identified as functional leaders for each module and the requisite time commitment required for each component of the project. For multiple phase projects the resource allocation for required training tools will be identified.

7.3 Process

The Resource Management Plan is a critical component for a successful project implementation. The plan should include the identification of all functional leaders, schedule or availability conflicts that will affect the project calendar and any resource allocations or restrictions that would impact the training schedule for the project.

7.4 Roles and Responsibilities Definition

7.4.1 Tyler Project Manager

- Providing an initial task list for the project
- Working with <<Client>> PM to coordinate an implementation schedule
- Scheduling Munis resources for training days
- Coordination of conversion services with appropriate departments within Munis.
- Oversee project and monitor progress with <<Client>> PM
- Hold regular conference calls with <<Client>> PM to review status and progress of project and to identify any outstanding issues.

7.4.2 <<Client>> Project Manager

- Identify and communicate to Tyler PM requirements for a successful implementation of Munis
- Coordinate with Tyler PM to develop and maintain implementation schedule which identifies specific milestones and establishes accountability

- Scheduling <<Client>> resources for training days. This includes but is not limited to personnel, equipment and training rooms.
- Identify additional employee training needs and update schedule
- Ensure that employees accomplish tasks on time, including monitoring homework assignments
- Review invoices and approve payment in accordance with the contract and associated milestones
- Oversee Project and monitor progress with Tyler PM
- Develop conversion specifications with Tyler PM
- Analyze and prove conversion data
- Coordinate MIS functions such as system backups, loading releases and software updates, hardware installation and operating system setup
- Coordinate regular internal project meetings determining status of tasks and listing outstanding issues, refer to Munis Communication Management Plan for frequency and schedule. Communicate these to the Tyler PM at each project management meeting.
- Provide and facilitate 3rd Party Vendor Communication Plan and Escalation Process
- Initiate all Change Requests to project management plans as requested by <<Client>>

7.4.3 <<Client>> System Administrator

- Load Releases or coordinate with OSDBA if an OSDBA Contract has been purchased
- Copy LIVE database to Training database as needed for training days
- Create any necessary data tapes or conversion files to be transmitted to Munis or 3rd Party Vendors
- Add new users and printers
- Perform basic server system maintenance
- Ensure all users understand Munis log-on process and have necessary permission for all training sessions

7.4.4 <<Client>> Functional Leader

- Participate in appropriate analysis sessions and help determine and develop policy and procedures
- Complete security templates for all end users
- Attend all training sessions or appoint an appropriate management level designee
- Performance Tracking review with Tyler PM on end user competency on trained topics
- Provide end users with dedicated time to complete required homework tasks
- Act as supervisor/cheerleader for the new Munis process
- Identify and communicate to <<Client>> PM any additional training needs or scheduling conflicts
- Help document lessons learned at end of each phase and signoff on formal acceptance for phase close-out

7.4.5 Facilities Resource Requirements

- Training environment free of interruptions
- Space for trainees to take notes and organize documents
- Access to the Munis system
- A working networked Munis printer

- A telephone
- A whiteboard or easel with markers
- Ideally 1 PC per user being trained

7.4.6 End User Requirements

- Basic competency in computer skills
- Mandatory attendance at all applicable training sessions
- Practice and complete all homework on an acceptable time line
- Demonstrate competency with Munis processing prior to GO LIVE

7.4.7 Resource Risk Identification

To be identified and incorporated into Risk Management Plan as deemed appropriate

- Changes in the Work Breakdown Structure or duration of the project which may impact employee availability
- Employee competency
- Language issues
- Time Zones differentials and impacts on travel and web-ex sessions
- Departmental coverage or closure for employee training
- Political environment
- Multi-track implementations
 - Training rooms
 - Scheduling conflicts
 - Database environment issues – may require multiple training database installation
- Employee Turnover – Back up personnel identified
 - Pending retirements
 - Pending elections
 - Maternity/Sick Leave absences
- Understanding Scope Definition
- Buy-in at all levels for Munis Project

Section 8 EDUCATION PLAN

8.1 Document Control Information

Document Number	Munis - <<Client>> - 001
Document Title:	Financials Phase Project Quality Assurance Plan
Document File:	
Creation Date:	
Created By:	Tyler Project Management
Document Status:	INITIAL VERSION

8.2 Change Control History

Change Control Number	Change Date	Description

8.3 Description

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

8.4 Purpose

The purpose of the Education Plan is to:

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

8.5 Process

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

8.5.1 Demonstration, Analysis, and Knowledge Transfer

Tyler employees will perform the following tasks:

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

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

8.5.2 Prerequisites

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

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

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

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

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

8.5.3 TO BE Demonstration

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

8.5.4 Munis Application Training

In this phase we are conducting classroom training.

8.5.5 Pre-Live Training

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

8.5.6 Post Live Reconciliation Training

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

8.5.7 Post Live Output and Inquiry Training

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

8.6 Logistics

Tyler and <<Client>> will work together to define education logistics. The following table should be used as a starting point for defining logistics. The final logistics table will become part of the Education Plan.

8.6.1 Software/Hardware

- How many databases will be utilized?
- Will we establish a Financials Training environment separate from Payroll?
- Who will refresh the training database?
- Will a second server be utilized?

8.6.2 Facilities

- How many training rooms will be utilized?
- Where are the locations of each training room?
- How many workstations will be in each training room?
- How many printers will be in each training room?
- Other training room requirements (white board, phone, etc.)
- Who will schedule the training room?

8.6.3 Staff

- How many students per teacher?
- How many students per workstations?
- What are the hours of training?
- Who will be trained on each Munis application?
- Who will conduct attendance?
- Will management be present for each session?
- Who will train the end-users (Munis versus Functional Leaders)?

8.6.4 Schedule

- Who will determine the exact days for training?
- Who will notify staff members?

- How far in advance will the training schedule be built?

8.7 Action Plan

The final logistics table will be placed into the following table format which will become the Action Plan

Logistic Item	Owner	Date Needed	Date Completed

8.8 Measurement & Tracking

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

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

Section 9 Conversion

The conversion process is the most time critical element of the project plan. It is your responsibility to provide Tyler with readable conversion data with file layouts and control totals where applicable by the deadlines set forth in the project plan. Failure to meet conversion deadlines can directly impact your live date(s). The following five pages provide you with detailed information concerning the Data Conversion process.

9.1 Data Delivery Process

The conversion process begins with the following steps:

- The conversion department at Tyler reviews the contract to determine which conversions were purchased and determine whether additional tasks will be required and/or desired.
- The Tyler Project Manager develops the schedule for sending initial data and supporting documentation and set timelines for return of the converted data. Timing is critical to meeting your dates for going LIVE.
- The customer delivers the data files to the conversion department along with the name(s) and phone numbers of user and technical contacts who can answer questions regarding details of the conversion data and the file layouts and those who will be responsible for installing the converted data.

Timely transfer of data can be facilitated by any of the following methods. At least one of these facilities must be available with staff trained to use them:

- Internet Access (to our web site: www.tylertech.com)
- FTP file transfer
- Email with WinZip (Windows NT) or tar (UNIX) capabilities
- Tapes, diskettes or other compatible media

When creating files for conversion, you must include the following:

- Report with control totals
 - Total records
 - Total dollars by category (interest, consumption, billed, paid, outstanding, etc.)
- File Layout/File Definition
- Sample Output
 - Sample Tax Bill showing Billing/Payment/Interest/Amount Due
 - Sample UB Bill showing readings/Consumption/Billing/Payments/Prior Due/Current Due

Tyler has a dedicated Internet Server used for downloading conversion files. We encourage <<Client>>s to utilize this server to download converted files; the alternative is mailing tapes, which can take days. <<Client>>s can access the Tyler server via an Internet connection. To ensure efficient downloading of files, we recommend a minimum connection of 56K to the Internet; otherwise data transfer will be extremely slow. <<Client>>s will need FTP knowledge to download off the Munis® server.

9.2 Conversion Technical Assistance

If you have any questions about the following information that we are requesting, or about the Data Conversion process in general, please feel free to call Robyn Smart - Oliver at (800)772-2260 extension 4158. If you have additional information about your system that you feel is important, but we have not asked about, we'd appreciate hearing about it. You can also call us if you need assistance in collecting the requested information. We may not have specific answers for all computer systems, but we may be able to find someone who can help you.

- Address all packages to:
Tyler Technologies
Munis Data Conversion Department
370 U.S. Route 1
Falmouth, ME 04105
Telephone No. 207-781-2260 (required on some Air Bills)
- Pack diskettes and tapes in sturdy containers or envelopes, reinforced with stiff cardboard, to prevent damage.
- Unless specifically instructed, all materials should be sent via an air express carrier (Federal Express, Airborne, UPS, Express Mail, etc.) overnight or 2nd day (when available). It is a good idea to go with a service that lets you track your packages.
- PLEASE DO NOT SHIP MATERIALS VIA U.S. Postal Service

9.3 Data Conversion Information

9.3.1 Overview

The first step in the conversion process, from the standpoint of the Conversion Department, is getting the following from you:

- data file(s) ,
- data layout(s),
- supporting documentation
- (optional) screen prints or other specific examples.

9.3.2 Definitions

- Data files are the actual information from your current (old) system. If your current system consists of spreadsheets or other simple databases, you may send these. If your current system is already set up in more sophisticated data files, you may have parameter files, code table files, master data files, temporary and work files, and transaction files. You will want most of the master data and some transaction data converted, depending upon your contract, but not parameters or code tables. So examine those files that have the module ID as part of their key (for instance, employee number in payroll), and send those that seem appropriate for the conversions purchased. (For more on the format and transfer of data files, see below.)
- A data layout is a document that details how the data is arranged into records and fields within the data file. It includes record lengths (if fixed) and field names, fields sizes (if fixed) or delimiters, field types (character, number, date, Boolean, etc...), and field positions (either absolute or relative) within the data record. Two common examples are the COBOL "fd" and the Informix 4gl "schema". For spreadsheet data, the layout is implied from column headings and sizes. Without some type of data layout, the data file is useless.

9.3.3 Supporting Material

Supporting material is often necessary for decoding and converting the data. First, field names may need further description. For example, will the programmer know that 'MAST-TITLE' means 'payroll position' in your old system? Or perhaps you need to tell the programmer to use 'FTE-HOW-MANY' as the number of active FTE array elements. Second, codes may need translation (e.g., in the field 'MAST-DED-TYPE', 1 might stand for Dollar

Amount, 2 for Percentage). Finally, and most important, data may need a crosswalk that shows the translation of old system codes to new Munis□ codes. The most common application of a code crosswalk is when payroll deduction codes are being converted, and the old system's codes do not fit into the Munis□ deduction code scheme. Other common crosswalks include 1099 box codes, parcels, departments, employee numbers, locations, and GL accounts. These crosswalks are typically entered into a spreadsheet, but the Conversion Department can open and use any document that is supported by Microsoft Word or Microsoft Excel.

The conversion programmer will examine your data files and layouts, and use the supporting materials to interpret, crosswalk, and generally re-arrange the data from your old system into Munis□ format. If you have sent some specific examples to check, the programmer will look closely at the converted data for a few of these people or items before sending the data to you for intensive proofing.

9.3.4 Data Formats

Data Files may be submitted in a variety of formats including:

- ASCII (Line Sequential) – types include:
 - Fixed Length (preferred)
 - Delimited
- BINARY - Data must be in fixed length records, but may include:
 - Zoned and packed decimal, floating point, and binary numbers
 - ASCII or EBCDIC character sets
- SPREADSHEETS, DATABASES AND OTHER APPLICATIONS

We can convert data directly from a number of applications, as opposed to having you export data to a generic format. Please do not export files to another format unless specifically requested.

You may wish to look at Munis® file layouts to help you decide what to send, but do not go to a great deal of trouble to match your data format to ours. The conversion department will do the matching.

9.3.5 Timing and Reports

In addition to sending data, you should run a number of reports that you will later use to proof the conversion. You and your Munis® Project Manager will decide which reports are required. FOR VERIFICATION PURPOSES IT IS IMPERATIVE THAT REPORTS FOR PROOFING BE RUN AT THE SAME TIME THAT DATA IS CREATED FOR TRANSFER TO Munis®. THERE SHOULD BE NO INTERVENING TRANSACTIONS POSTED BETWEEN THE DATA TRANSFER AND THE REPORTING. We emphasize this point because we have had conversions in which <<Client>> transferred data to tape, posted transactions then ran the reports. Under these conditions, it is difficult to match the data to the output on the report. Do not send these proofing reports to the Conversion department. You will want to hold on to them until you get the converted data back from us, at which time you will use them to verify the integrity of the conversion.

9.3.6 Submission Methods

9.3.6.1 Electronic Transfers

Speed, simplicity and reliability make this the preferred method of submitting data and supporting materials. Conversion Department Staff will work with you to identify the best method of Electronic Transfers for your conversion. Methods include:

9.3.6.2 FTP

Requires direct Internet connection or access to an Internet Service Provider. Direct Internet Connection is preferable, as very large files can then be transferred efficiently. Access through an Internet Service Provider generally means that one hop will require a modem transfer, which is relatively slow.

9.3.6.3 E-mail

Systems supporting binary attachments provide an excellent method of transferring System Information and small data files. Attachment size is currently limited to 12 MBs, which accommodates most <<Client>> data files as long as they are compressed.

9.3.6.4 Modem

Only feasible for extremely small <<Client>>s. This method is more costly than the Internet (due to toll phone calls) and not nearly as reliable. May be adequate for transferring System Information Files. <<Client>> must have communications software installed, preferably one that includes the ZMODEM transfer protocol. The XMODEM or Kermit protocol is acceptable, but generally less reliable and a little slower than ZMODEM.

In many cases, initial data transfers to and from Munis® may be performed on physical media due to the volume of data being transferred. However, towards the end of the conversion/ implementation process, there is often a need to transfer smaller files (e.g., corrections, amendments, additions). Having an electronic transfer option available at this stage of the implementation is invaluable to the success of the implementation.

9.3.7 Munis® Conversion Verification Cover Page

General notes and suggestions for easing the conversion process:

- Remember to get from your original system, each time data is sent to the conversion department, any reports and/or screen prints that will later help you to verify the converted data.
- At each conversion step, you will be sent one or more Error Report(s), text file(s) containing "err" somewhere in the name, xx_err.txt. Be sure to read carefully through the warning messages, as they indicate problems encountered when converting your data, and often hold the explanation for discrepancies in the verification process. In addition, many of the messages indicate a situation that will require manual maintenance later, when you go live with the converted data. If you also receive a Readme text file, it may include further explanations of error messages and conversion decisions.
- Converted data is generally loaded to a Training database first, and not loaded to the Live database until you verify and accept it. However, because parameters (control data) and code tables are entered on-site, it is important to handle this in such a way that manual data entry is mostly done in only one database. Discuss this with your Project Manager, and be sure that those responsible know where to load conversion data at each step and have the ability to copy live to test.
- Important! Conversion of the same data over again with requested changes (repeated conversion steps) will completely overwrite the files/tables involved, in whatever database(s) they are loaded, so do not begin your own maintenance of any data until you are satisfied that the corresponding conversion step is done. If you want to begin data entry, and are not sure whether this area of data will be affected by further conversions, ask the conversion programmer.
- Please notify the conversion programmer if you take over maintenance of a converted master table before all conversion steps for that module are done, since the programmer then needs to consider how adds, drops, and changes in the master will affect the other conversion steps. (Employee Master, for instance, is often taken over by <<Client>> before many other payroll tables are converted, but this requires program changes and additional information sent by <<Client>>.)
- Processes and reports recommended by the conversion department for each module are only the minimum; in all cases, additional verification is needed. This may include spot-checking several individual IDs through all screens; browsing through a single screen for a selected group of IDs; verifying various data

fields, counts, and amounts for selected groups, through screens and/or reports; and processing additional transactions. All data and processes critical to your organization should be checked carefully.

9.3.8 Sign-Off Sheet

<<Client>> SIGN-OFF SHEET

Please sign and date the following statement of minimum verification and acceptance and send it to the conversion department manager:

I, _____, affirm that the reports and processes recommended
(printed name of person responsible)

by Tyler Conversion Department, have been run and as authorized representative for

_____ am satisfied with individual conversion data fields
(printed customer name)

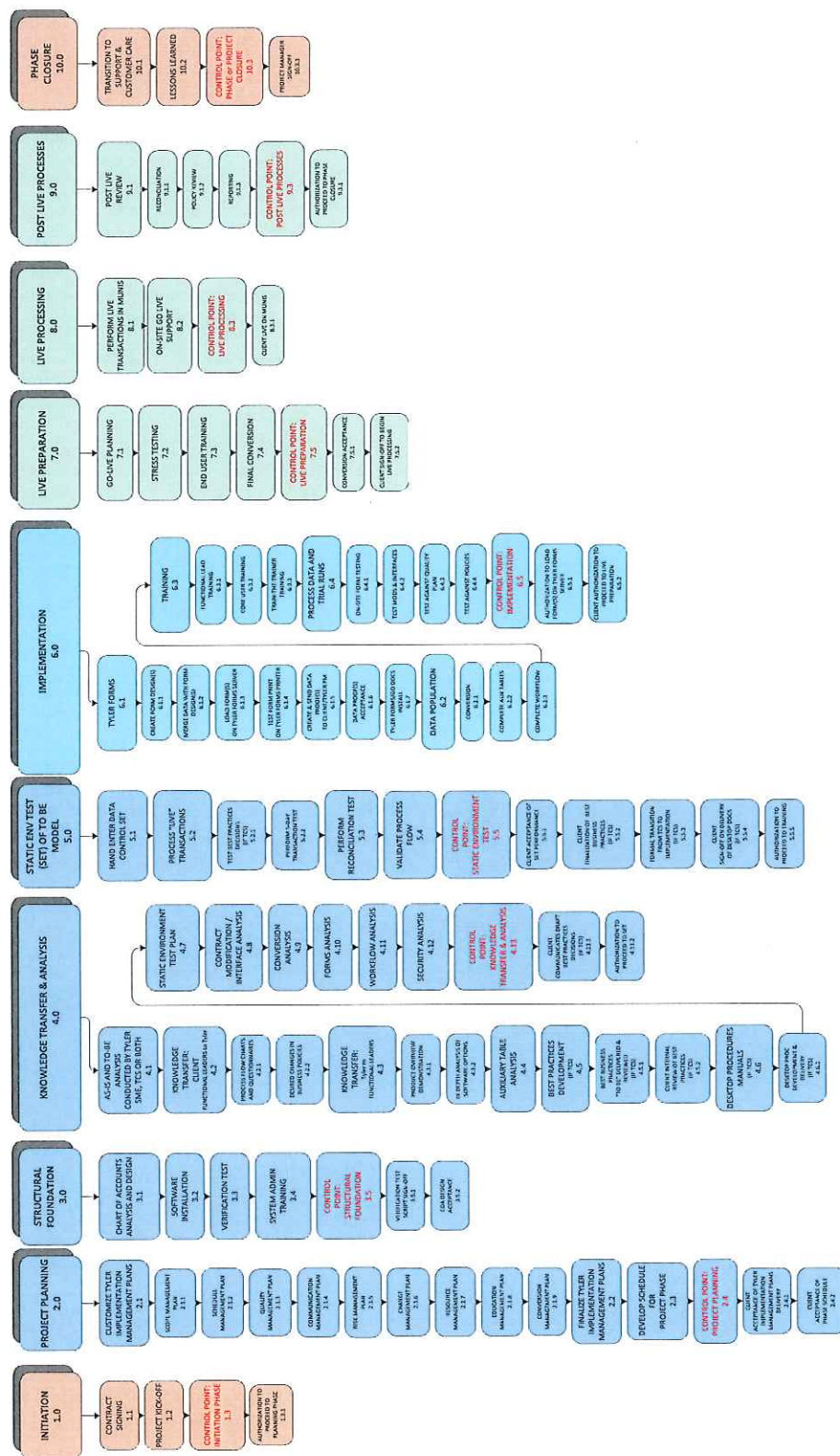
and amount totals, and have seen that converted records will process correctly through appropriate transactions.

(module)

(signature of person responsible)

(date)

Work Breakdown Structure



Work Breakdown Structure
Tyler Implementation
Repeated for each project phase

New Hampshire Motor Vehicle Cost Proposal

Prepared For: Newmarket NH

ClerkWorks XMLModules for Windows 2000/XP/Vista/WIN7		TOTAL
<input checked="" type="checkbox"/>	MV Registration and Title/Boat Registration/Dog Licensing including One User License Credit Card option over-the-counter and ALL online products are included in this quote	\$8,600
BLUE BOOK / DATA LICENSE		
<input checked="" type="checkbox"/>	Automobile Blue Book (Annual Cost) OPTIONAL	\$459
<input checked="" type="checkbox"/>	Truck Blue Book (Annual Cost) OPTIONAL (\$300.00)	\$300
<input checked="" type="checkbox"/>	Motorcycle Blue Book (Annual Cost) OPTIONAL (\$150.00)	\$150
<input checked="" type="checkbox"/>	RV Book (Annual Cost) OPTIONAL (\$175.00)	\$175
<input checked="" type="checkbox"/>	Flexi-Load (Annual Cost) OPTIONAL (\$300.00)	\$300
Sub Total		\$1,384
USER LICENSE FEE		
	Number of Licensed Users 3 1 license is included w/ base software for a total of 6 Concurrent Users (\$295. for ea. additional)	\$885
TRAINING		
	Number of Attendees 4	\$1,400
COST SUMMARY		
	MV Registration/Dog Licensing/Boat Reg Software includes online: E-Reg ,Dogs, Vitals	\$8,600
	Blue Book / Data License (Optional)	\$1,384
	Implementation / Setup / Standard State Conversion / Dog Data Conversion	\$1,610
	Training	\$1,400
	User License Fee (If Licensing is installed already this charge does not apply)	\$885
	First Year Support Fee	\$2,100
	Advantage Database License RECOMMENDED (15 user \$1,850.00)	\$1,240
Total		\$17,219
Annual Support Fee & (1) User License (does <u>not</u> incl. Blue Book/Add'l User Lic/Flexi-Load)		\$2,580
Annual Support Year 2 User License (does not incl. Blue Book/Add'l User Lic/Flexi-Load)		\$2,660
Annual Support Year 3 User License (does not incl. Blue Book/Add'l User Lic/Flexi-Load)		\$2,740
Annual Support Year 4 User License (does not incl. Blue Book/Add'l User Lic/Flexi-Load)		\$2,823
Annual Support Year 5 User License (does not incl. Blue Book/Add'l User Lic/Flexi-Load)		\$2,908

ClerkWorks XML™ NH Motor Vehicle Registration

ClerkWorks operates in concert with MAAP to handle every transaction required to process both local & state work of the registrations and CTA's. The many functions of ClerkWorks can be activated according to the licenses purchased including vehicle registrations, E-Reg, boat registrations with MAAP, dog licensing & a full point of sale system to automate collections and the many aspects of the Town Clerk position.

Auto Calculation of Registration Fees

- Calculates local excise tax and applicable local agent fees – including automatic calculation of transfer credit and split mileage rates
- Calculates state registration fees including vanity plate and new plate fees for all authorized plate types
- Utilizes full stand-alone local database to maintain operation even when MAAP is down

- System detects which book to read data from when VIN is entered & automatically fills the registration screen with year, make & model
- Access Red Book vehicle valuation data by VIN, Year, Make, and/or Model
- Sold Separately: Autos, Light Trucks, Motorcycles, Heavy Trucks and Recreational Vehicles
- Eliminates the need to purchase physical books

Motor Vehicle Registrations

Prev. Plate: 1221122 Type: PASS CK Dig: 2 Fk ID: 0 Audit No: Mfg Yr: 2013

Last Renewal Date: 12/30/1899 MAYBERRY RENEWAL

Months: 1 Mileage: 15

Plate No: 1221122 Type: PASS Validation: 1258788 Expires: 10/31/2015 1st Audit No:

Year: 2013 Make: ACUR Model: MDX Fuel: G Cyl: 6 Ax: 2 Colors: 1 & 2: GRY Title Act: AP

Gross Wt: 4270 Style: APURP Vehicle ID No: 5FRYD4H47EB003748 NC Last Price: 46600

State: 9899 10/10/2014 (2) 43.20

Last First M: SMITH JOHN B Leased: Primary Role: D.O.B: 04/13/1973 Reg: 43.20 Title: .00

Work Date: 10/10/2014 Mos: 12 T.Perm: 12

Totals

Code	Description	Amount
L	Excise Tax	\$720.50
S	State Reg Fee	\$43.20
O	Other Fees	\$0.00
Total		\$763.70

Legal ☒ **Mailing** ☐

123 MAIN STREET NH 03055 1 12 49 Estimate

Unique ID: 60090 VID: 5165524 Res Town: 00 Decal Yr: 00 Trans. Credit: \$0.00 Totals: \$720.50

BlueBook Online

Book: Autos Year: 2015 Make: FORD Model:

Year	Make	Model	Model	Description	GVW	SRP	Engine	Fuel Used
2015	FORD	W4D	F-450	Crew 4x4 35 SD XL*	13060	51720	8G 6.2	D
2015	FORD	X3D	F-350	S/C 4x4 35 SD XL*	12600	38340	8G 6.2	G
2015	FORD	X3B	F-350	S/C 4x4 35 SD XL	10700	37140	8G 6.2	G
2015	FORD	X3C	F-350	S/C 4x2 35 SD XL*	12600	35545	8G 6.2	G
2015	FORD	X3A	F-350	S/C 4x2 35 SD XL	10000	34340	8G 6.2	G
2015	FORD	W3D	F-350	Crew 4x4 35 SD XL*	10600	39740	8G 6.2	G
2015	FORD	W3B	F-350	Crew 4x4 35 SD XL	10600	38540	8G 6.2	G
2015	FORD	W3C	F-350	Crew 4x2 35 SD XL*	10200	36940	8G 6.2	G
2015	FORD	W3A	F-350	Crew 4x2 35 SD XL	10200	35740	8G 6.2	G

Decal and Form Inventory

- Track all decals from inventory - You can type the decal in or pick from a list with appropriate warnings
- Verify decals, plates and/or form numbers used during the registration process against, when necessary, multiple year inventory to ensure accurate data entry
- Automatic Inventory – For Stickers, Audit Numbers, Plates by clerk or workstation. ClerkWorks knows if it is single or double stickers and/or plate(s)

Sticker Inventory

Status: All Sticker Type: All Clerk: NANCY

Search By: Sticker_ID Value Filter by Year: 2011

Sticker ID	Sticker Year	Plate No / Bow No	Plate Type	Issued By	Date Received	Date Issued
0260760	2011	2370432	PASS	NANCY	02/19/2010	03/01/2010
0260761	2011	CINDALA	IPASS	LFUCCI	02/19/2010	03/01/2010
0260762	2011	9201H	HPASS	LFUCCI	02/19/2010	03/01/2010
0260763	2011	CLMBHYR	IPASS	NANCY	02/19/2010	03/01/2010
0260764	2011	934707	PASS	NANCY	02/19/2010	03/01/2010
0260765	2011	2394416	PASS	LFUCCI	02/19/2010	03/01/2010
0260766	2011	2259707	PASS	LFUCCI	02/19/2010	03/01/2010
0260767	2011	2691648	PASS	LFUCCI	02/19/2010	03/01/2010
0260768	2011	2113101	PASS	NANCY	02/19/2010	03/01/2010
0260769	2011	UK-17	IPASS	NANCY	02/19/2010	03/01/2010

Vehicle: Year: 2003 Make: FORD Model: F-150 Plate No: UK-17 Plate Type: IPASS Primary Owner: RAMSAY JAMES

Point of Sale Collections

- Unlimited user defined payment types representing cash, check, ACH, credit card, CCOL (credit cards online), and more
- Assign and apply a fixed or percentage convenience fee to pay types for credit card acceptance
- Choose multiple pay types upon collection
- Common Tender Screen adds all transactions for state and local fees to be collected from citizens for registrations as well as point of sale, boats and licensing items

Red Book Values

- Red Book data by Penton can be added to ClerkWorks at any time. It's the automated source for instant access to list price and weight within ClerkWorks & on E-Reg. All red Book data is updated monthly.

Print Forms and Reports

- Print registrations, title applications, state and local audit reports, cash drawer analysis and more
- Customize existing and create new reports with Crystal® Reports
- Ships with over 100 standard reports including mail-in notices, license reports and letters, MV audit reports, financial close out and treasurer's reports.

Additional Features

- Preparation of title applications as part of the registration process
- Titles are stored in system for future printing, editing and reporting

- Calculates Check Digits in all necessary locations automatically and seamlessly
- Special Transfer Operations – Lease to Lease Transfer; Owner to Lease Transfer; Lease to Owner Transfer; Flip Owner Name and DOB
- Maintain a street and citizen database locally for the system to automatically populate during the registration and licensing process
- Mail-In Renewal Notices via US Mail or email with optional fee per registration or per notice
- Color coded message center allow users to group common messages applicable to their municipality and apply them to any boat or vehicle registration or owner
- Updates of any kind to the system are distributed automatically and accepted by the user on their schedule
- Standard distributable tables pre-populated with State tables, models, lien holders, colors, makes, sellers, etc.
- Security and access are assigned to individual users. Administrative menu options are hidden completely from users who do not have the appropriate security authorization to perform certain tasks

- All look up operations use Drill down search methods, resulting in Rapid Lookup.
- Full Look up capabilities "on the fly" – No matter what you are doing within the program you can look up, into the States' database, every element of the Title or Registration
- Windows multi-tasking allows clerks to process multiple transactions simultaneously. Customers may be placed on hold and then recalled later
- Fleet Registrations - Create unlimited fleets to populate the MV screen with Name, lien holder, address, etc.
- Estimate system for New, Transfer and Renewal with Red Book data built in for easy look up by VIN

- Full documentation with Quick Guide –Easy to use outlining common procedures; online support & document access. Release Notes distributed identifying update changes to the program.

Flexiload®

- An add on product for use with the Motor Vehicle program, Flexiload allows you to update information into your local database with MAAP DMV data.

o Add new vehicles / registrations / owners

o Update existing vehicles / registrations / owners and addresses from MAAP

o Add all revocations and E-ZPass violations to the message center

Flexiload WILL NOT overwrite Mos / Mills / List Price or Expiration Date/Plate Number/plate type

- FlexiLoad is updated monthly via the internet
- Assists to add new records, fully populate local data for Mail-in notices & E-Reg and assists at the point of sale for smooth MAAP transactions via local data

Call Today for More Information!

**Interware
Development**

Sandra Rowe
Interware Development
PHONE 1-877-357-7100
FAX 603-673-2241
sales@interwaredev.com

4-2: (7) Support and Maintenance

Support Services

Help Desk and Integration Guidance

Technical support is available via toll free telephone during our normal operating hours of 8:00 AM – 5:00 PM. After hours phone support is provided to municipalities that are open outside normal office hours including Monday through Friday nights from 5PM – 8PM as well as Saturday from 8am – 1PM. After hours support is limited to live transactions only. New installations, modification to report requests, data queries are not taken after hours and will be addressed during our normal hours of operation. Telephone support is supplemented with remote support during regular business hours and generally for afterhours support. This has proven to be a very effective tool to resolve issues quickly at the ClerkWorks point of sale. All support telephone calls are answered immediately by a qualified Interware software support professional ready to resolve any question immediately. If the call cannot be resolved immediately it may be escalated to an analyst and entered into our tracking system, Trello. After the analyst reviews the issue it may be given back to support with a resolution or escalated to our engineering team. All our software is created and maintained at our corporate headquarters here in New Hampshire. The software versions are backed up in such a way that engineering team is ready to make any emergency or critical changes to a production version if necessary. It is required that our software is also kept current at our customer locations. E-mail support is also available.

Support services are provided to the citizens (“payers”) directly through the EB2Gov website. All EB2Gov on-line support requests capture the details entered by the user and are accompanied with any notes the user includes. Interware’s support staff respond to these requests 24/7. Citizens may also communicate directly with the webmaster through the EB2Gov website. Additional support is available for citizens via the main telephone line.

Software upgrades are normally completed by Interware Development implementation staff. Upgrades can be scheduled during or after business hours. If local software is installed at a municipality, updates are presented automatically to users to accept at a time of their convenience using a simple download process. Test platforms are utilized on the EB2Gov server when new products are launched. Software enhancements are provided in the software updates as well. Release notes are distributed prior to the releases. Customer enhancement requests are also considered on an individual basis.

Citizens Information Portals:

On-line property taxes and utility billing is an information center accessed by citizens, financial institutions, mortgage companies, title companies, etc., alike. Municipalities can elect to have the search capabilities - by owner name or address – enabled or disabled, at the discretion of the Town.

Property Tax Center – through the Property Tax Center, citizens have access to property tax information using search options which include property ID, owner name, or address. Projections on current principal may be calculated and may be based on any future payment date.

E-Reg Estimates – through E-Reg, citizens can obtain registration estimates for new vehicles and renewals; seamless integration with the Penton Blue Book data, with lookups by VIN or year/make/model allows estimating based on a vehicle’s list price and weight.

Transaction Status – Citizens are able to access the status of any transaction completed online, 24/7, and to see detailed information about which step of the process the transaction has reached.

Training

Adequate training is critical to the success of this project. As mentioned earlier, there is a substantial change in paradigm between your old system and AMASE and ClerkWorks.

Training is provided on the Client site. Training is broken up into two specific sessions. One session is in a no customer environment and, in most cases, on test database. A highly-qualified instructor, away from the distractions of customers provides lectures and hands on. The lectures are designed to provide understanding of the processes to be used with AMASE. The hands-on training puts these principles to work in real world scenarios promptly after the lecture. This method provides the best possible retention and enables the users to ask specific questions about situations that may arise. Module-specific training is optimally provided as close as possible to the actual live date of system implementation. The second part of training is with live customers in the case of ClerkWorks.

Training syllabuses are used to ensure complete knowledge transfer so the Town will become fully capable of managing the system while it is being implemented and beyond.

Documentation

Documentation is provided for all installed modules both printed manuals in binders and electronically.

User Group Meetings

User Group Meetings are generally held every year. One or several will be set up yearly at a customer site for all to join. WebEx meetings are scheduled throughout the year as well.

Table of Contents

Professional Service Agreement	2
Appendix A - Professional Services Proposal	7
CLERKWORKS® Application Software	7
Summary of Projected Services	8
Schedule of Payment	8
Scheduled Timeline	8
Appendix B - Professional Services Detail	9
Software Licenses	9
Reporting Tools	9
Training	9
Implementation and Conversion	9
Modifications to Printed Forms	9
Annual Maintenance and Support Contract	9
Appendix D – License Agreement	10
Appendix E – Maintenance and Support Agreement	17

Professional Service Agreement

This Agreement (the "Agreement") dated as of this 1st day of January 2013 (the "Effective Date") is made and entered into by and between Interware Development Company, Inc.TM (hereinafter referred to as "IDC") a corporation with an address at 22 Gregory Street, Mont Vernon, NH 03057 and The Town of Liberty located at 20 Highland Street, Liberty, NH 03217 (hereinafter referred to as "Client").

The maximum number of users under this contract shall be 2. Additional user licenses may be purchased at any time at the then prevailing License fee plus a pro-rated amount for annual user license support. IDC hereby grants to Client the rights to use of the CLERKWORKS® software as defined, on either a single computer or in the case of a Network installation, on a single server.

1. SCOPE OF SERVICE

IDC will provide professional services ordered by the Client under the terms and conditions of this Agreement and as more fully described in the Professional Services Proposal; (the "Proposal") attached hereto as Appendix A, and made a part hereof. Scheduled service dates will be agreed upon mutually, subject to the availability of appropriate IDC personnel. Client shall be responsible for providing, if required, at no cost to IDC, facilities such as office work space and computer access necessary for IDC personnel to perform their tasks.

2. CHANGE ORDERS

IDC will provide the above described services, as well as, any required change orders, in the form set forth in Appendix C ("Change Orders"), prepared by IDC and approved by Client from time to time. Each Change Order will be subject to the terms and conditions of this Agreement and will identify the project name, description of work, estimated duration and estimated cost to complete the task. Client, upon its acceptance, shall execute the Change Order and return one copy to IDC.

3. ACCEPTANCE

Upon completion of the installation of CLERKWORKS® the Client will be presented with an Acceptance Form for their signature prior to the installation technician departure from the Clients site. Deficiencies may be documented at this time or at any later time and will be corrected in a subsequent release.

4. PERSONNEL

Personnel assigned to perform work under this Agreement shall not in any sense be considered employees of Client nor act in any sense as agents or representatives of Client. Personnel assigned to perform work under this Agreement shall be paid exclusively by IDC for all services performed and IDC shall be responsible for and comply with all requirements and obligations relating to such personnel under local, state, and federal law. Client has no responsibility for withholding any portion of salary or wages due IDC personnel to comply with any aforementioned laws.

5. CHARGES

All charges for services provided by IDC related to this Agreement other than charges for Change Orders, which are set forth in Appendix C are shown in the Fee Schedule attached hereto as Appendix A (the "Professional Services Proposal"). Any changes to the Fee Schedule must be in writing and mutually approved by IDC and Client.

6. GENERAL TERMS AND CONDITIONS

6.1 Billing Terms - Billings will be rendered based on a Schedule of Payment shown in Appendix A. Client promises to pay IDC all properly invoiced amounts on the due date specified. Other section of this Agreement notwithstanding, IDC reserves the right to discontinue services to Client in the event of nonpayment for services on the part of Client. Further, IDC reserves the right to assess on all past due amounts a late payment fee of one and one-half percent (1-1/2%) per month. Client agrees to reimburse IDC for reasonable collection expenses on delinquent accounts.

6.2 Applicable Charges - Client agrees to pay IDC: (i) the charges specified in Appendix A; (ii) Charges for all Change Orders in Appendix C; (iii) fees for all telecommunications services (e.g. telephone and facsimile) required for the provision of the services hereunder, including telephone calls to and from IDC and other calls in furtherance of the services provided hereunder.

6.3 Termination - Upon a 30 day written notice either party can terminate this agreement. This would be a complete termination, allowing Client to contract with whomever it chooses to provide similar services without possibility of reprisal from IDC.

6.4 Disclaimer - IDC warrants that CLERKWORKS® will perform substantially in accordance with the written material. IDC makes no other warranty of any kind related to the products or services provided, hereunder, express or implied, including without limitations warranties of merchantability or fitness for a particular purpose. IDC will provide services under this Agreement in a professional manner consistent with industry standards.

6.5 Limitation of Liability - IDC's entire liability for damages for any cause whatsoever, and regardless of the form of action, shall be limited to the amounts paid by Client's to IDC under Section 6.2.

In no event shall IDC, its officers, agents and or employees, be liable under or in connection with this Agreement under any theory of tort, contract, strict liability or other legal or equitable theory for lost profits, special, incidental or consequential damages.

6.6 Confidentiality - IDC will treat as confidential; information so designated in writing by the Client, (the "Confidential Information") and will make the same effort to safeguard such information as it does in protecting its own proprietary data. This provisions shall not apply to any Confidential Information which (a) is already known to IDC when received, (b) is or becomes publicly known through publication or otherwise and through no wrongful act of IDC, (c) is received from a third party without similar restriction and without breach of this Agreement, (d) is disclosed by third party without similar restriction. Client will treat as confidential, information so designated in writing by the IDC, (the "Confidential Information") and will make the same effort to safeguard such information as it does in protecting its own proprietary data. This provisions shall not apply to any Confidential Information which (a) is already known to Client when received, (b) is or becomes publicly known through publication or otherwise and through no wrongful act of Client, (c) is received from a third party without similar restriction and without breach of this Agreement, (d) is disclosed by third party without similar restriction.

- 6.7 Ownership** - IDC shall retain all rights in all materials developed by IDC and any inventions, creations and improvements whether or not patentable or copyrightable, conceived or made in connection with the performance of its obligations hereunder, even if modifications or enhancements are paid for by the Client. Any and all software or other intellectual property required to be delivered to Client hereunder shall be subject to IDC Standard License Agreement a copy of which is attached hereto as Appendix D
- 6.8 Non-Solicitation** - Client agrees not to knowingly solicit for employment, without the prior written consent of IDC management, any employee or agent of the other party who performs work during the term of this Agreement and for until two (2) years after said person has ceased performing any such work.
- 6.9 Assignment** - This Agreement shall bind and inure to the benefit of the permitted successors and assigns of the parties. IDC reserves the right to assign and/or subcontract services to qualified agents at IDC's sole discretion.
- 6.10 Waiver** - The failure of either party to exercise any of its rights or to enforce any of the provisions of this Agreement on any occasion shall not be a waiver of such right or provision, nor affect the right of such party thereafter to enforce each and every provision of this Agreement.
- 6.11 Headings** - The headings in this Agreement are for purposes of reference only and shall not limit or affect any of the terms hereof.
- 6.12 Statute of Limitations** - No action, regardless of form, may be brought by either party more than two (2) years after the cause of action has accrued, or in the case of any action for nonpayment, more than two (2) years from the date the last payment was due.
- 6.13 Relationship** - Nothing contained in this Agreement shall be construed to imply a partnership, joint venture or principal and agent relationship between IDC and Client and neither party shall have any right, power or authority to create any obligation, express or implied, on behalf of the other party.
- 6.14 Severability** - If any provisions of this Agreement are invalid under any applicable statute or rule of law, then the affected provision shall be curtailed and limited only to the extent necessary to bring said provision within legal requirements and this Agreement as so modified shall continue in full force and effect.
- 6.15 Notices** - Any notices required or permitted to be made or given to either party hereto will be sufficiently made or given on the date of mailing, via certified mail or overnight carrier, if sent to such party addressed to it at its address set forth below, or to such other address as it shall designate by written notice to the other party:

IDC: Interware Development Company, Inc.
22 Gregory Street
Mont Vernon, NH 03057
Attn: President

Client: The Town of Liberty
20 Highland Street
Liberty, NH 03217
Town Clerk, Town Clerk/Tax Collector

- 6.16 Hold Harmless** - Each party (as "Indemnitor") shall hold harmless and indemnify the other party (as "Indemnitee") from all damages to the other party's tangible property and from all claims and liability for personal

injuries, including death, to the extent caused by the negligence or willful misconduct of their respective agents, employees, or representatives. Indemnitee shall promptly notify Indemnitor in writing of any such claim and shall give Indemnitor the right to defend and settle any such claim using counsel of Indemnitor's choice. In no event shall an indemnitor hereunder be liable for any amounts payable in settlement of any such claim without such indemnitor's prior written consent. This Hold Harmless shall include all costs and expenses, including reasonable attorneys' fees.

Client shall hold IDC harmless and indemnify IDC against any and all data losses or corruption, which may occur during the operation of the software whether direct, indirect or consequential. It shall be the Client responsibility to ensure adequate backups of data and programs are made as a safeguard. IDC shall provide assistance to Client in the event of data loss or corruption.

IDC agrees to defend, indemnify and hold harmless the Client from any and all debts, claims, causes of action, demands and liability arising out of, occurring during the term of this agreement, and occasioned directly by the IDC error or omission, negligence or fault, including any claim that is based on the assertion that the "Buyers" use of the software products under this Agreement constitutes an infringement of any United States patent, copyright, trade secret, trademark, or other property rights. In the event that the software products are ultimately held to be infringing by a court of competent jurisdiction, or at any time its use by the Client is enjoined, the IDC shall, at its election: 1.) procure for the Client the right to continue to use the software products; or 2.) modify or replace the software products so that they become non-infringing or create some form of immunity for the Client.

IDC will at its own expense maintain and keep in force all insurance required by law for its employees, including any employees of subcontractor employed by the IDC, including disability, workers compensation meeting all requirements of the state in which software is installed, unemployment and public liability insurance at least as hereinafter set forth so as to protect it and the Client from claims for personal injury and property damage for the entire pendency of the project.

6.17 Injunctive Relief Client acknowledges that the breach of any of its obligations under Section 6.6 may be likely to cause or threaten irreparable harm to IDC and, accordingly, Client agrees that in such event. IDC shall be entitled to equitable relief to protect its interest therein, including but not limited to preliminary and permanent injunctive relief.

6.18 Appendices - The following attached appendices shall by this reference become an integral part of this Agreement.

- Appendix A - Professional Services Proposal
- Appendix B - Professional Services Detail
- Appendix C - Change Orders
- Appendix D - License Agreement
- Appendix E - Maintenance and Support Agreement

6.19 Force Majeure - Neither party shall be liable for any delay in or failure of performance due to any cause or condition beyond its reasonable control, whether foreseeable or not.

6.20 Entire Agreement - This Agreement and any attached appendices constitute the entire agreement between the parties and shall supersede all proposals or prior agreements, oral or written, and all other communications between the parties relating to the subject matter of this Agreement, including but not limited to, any Client purchase order. This Agreement shall not be varied by any oral agreement or representation or by other than an instrument in writing of subsequent date hereto, executed by both parties by their duly authorized representatives. This Agreement shall be construed in accordance with, and its performance governed by, the laws of the State of New Hampshire.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement under seal by their duly authorized representatives as of the day and year first written below

Interware Development Company, Inc.

The Town of Liberty

By: _____

By: _____

Name: Sandra J. Rowe

Name: Town Clerk

Title: President

Title: Town Clerk/Tax Collector

Date:

Date:

Appendix A - Professional Services Proposal

CLERKWORKS® Application Software

The implementation of the CLERKWORKS® system is an auto registration application that requires the commitment of the Client and IDC management and personnel. Outlined below are the project approaches necessary to ensure the successful implementation of the CLERKWORKS® software.

Outlined below in the Summary of Professional Services schedule is software license, training, maintenance, and the work effort necessary for the implementation of CLERKWORKS®. These estimates are based on IDC's experience with the implementation of CLERKWORKS®.

- **Conversion Plan**

Existing data will be converted as part of the installation of the CLERKWORKS® software. Depending on the accuracy of the existing data, the conversion plan may consist of automated processes and may or may not include some manual processes.

- **Training**

Training will be offered at a location as convenient as possible. Training material will be provided for each user.

- **Implementation**

Additional setup, not included in the conversion, is performed. Application setup consultation with the Client is performed.

- **Support**

On-going support, through the purchase of our required Software Maintenance and Support Agreement. Help-desk support is available to assist in frequently asked "how to" questions.

All installations require remote access providing Interware Development Company, Inc. the ability to remote into the Clients system for incident troubleshooting. Remote access includes the use of a third party software such as Screen Connect for connection. Client is responsible to have internet access.

Summary of Projected Products

Description	Fee
CLERKWORKS® Software including Registration and Titling; Licensing; POS; and online services including E-Reg, Dogs online, Vitals online and all current online services	
Blue Book – Autos (2 users)	\$
TOTAL	\$

Summary of Projected Services

Description	Fee
CLERKWORKS® Implementation, set up, conversion	\$
CLERKWORKS® Training including, Licensing; MV and titles	\$
Boat Registration Software Training	\$
TOTAL	\$

Annual Maintenance and Support Contract

Annual Contract	
Annual Update and Support for Motor Vehicle; Dog Licensing; POS	\$
TOTAL	\$

Note: Annual support fees due for non-optional software support, and any other annual fees specified herein shall be considered automatically renewed each successive 12 month period and shall be billed annually with no more than a 10 % increase per year. In the event that Client budgeting authority decides not to fund those accounts necessary to support the Contract after the first year, the Client will be under no obligation to purchase the services listed for that year, and the "Seller" will be under no obligation to provide those services. The Client understands that should there be no funding of the necessary accounts, Client continued use of the system will be in violation of the license agreement and therefore not be entitled to use software. Further, no updates or support of any kind will be provided by IDC and / or its authorized agents. Use of the software will not only be a violation of the license terms but may also become non-compliant with State regulations. IDC shall not be responsible to Client in any manner or form in the event of this non-funding.

See *Appendix E Maintenance and Support Agreement* for detailed description of agreement

Schedule of Payment

Description	Fee
Billed in December – Due January 1 st each year for all support services Jan 1 through Dec 31 st	\$
Blue Book – Autos	
TOTAL	\$

Scheduled Timeline

Interware Development Company, Inc. will schedule an anticipated installation date upon receipt of the contract and initial payment.

Appendix B - Professional Services Detail

Software Licenses

Software Licenses
Motor Vehicle Registration and Title Software
Dog Licenses Software
Point of Sale
E-Reg; Dogs; Vitals online; POS online, etc.

Note: See *Appendix D* License Agreement

Reporting Tools

Crystal Reports
Crystal Reports
See Note

Note: Crystal Reports license is used by the MIS department for development of customized reports at an additional cost. The users of CLERKWORKS® use a runtime version of Crystal reports (included with CLERKWORKS®) for the daily printing of standard reports.

Training

Training	Hours
As specified in Quote	

Note: Training may be performed via Logmein.com remotely.

Implementation and Conversion

Conversion is performed on a best effort basis. Not all fields of information may be converted. Manual updates to the converted data may be required to be performed by the Client. Conversion may be performed at Interware Development Company, Inc.'s office or on client site, as preferred by IDC.

Modifications to Printed Forms
None

Appendix D – License Agreement

LICENSE AGREEMENT

This Agreement (the Agreement) dated as of this day of _____ (the "Effective Date") is made and entered into by and between Interware Development Company, IncTM (hereinafter referred to as "IDC") a corporation with an address at 22 Gregory Street, Mont Vernon, NH 03057 and Town of Liberty located at 20 Highland Street, Liberty, NH 03217(hereinafter referred to as "Client").

RECITALS

WHEREAS CLERKWORKS®, a client/server software application, designed to manage Auto Registration operations has been developed, AND

WHEREAS, IDC wishes Client to acknowledge IDC's ownership of the CLERKWORKS® System and Client wishes to license the CLERKWORKS® System from IDC for its internal use.

NOW THEREFORE, In consideration of the foregoing and the mutual covenants contained herein, the parties agree as follows:

1. DEFINITIONS

1.1 "Documentation" shall mean literature developed or published by IDC or Client, which describes the use and functionality of the Licensed Programs and training materials produced by IDC, or Client for the Licensed Programs.

1.2 "Licensed Programs" shall mean any software programs of CLERKWORKS® System hereto, including Documentation, ideas, concepts, know-how techniques and methodologies.

1.3 "Modifications" shall mean any and all changes or additions made by IDC to the Licensed Program.

1.4 "Users" shall mean the total number of individual licensed users who have access to the CLERKWORKS® System.

2. OWNERSHIP

2.1 Acknowledgment of Ownership.

Client hereby agrees and acknowledges that all right, title and interest, including without limitation all proprietary rights to all patents, copyrights, trademarks, trade secrets and all other intellectual property of any nature, in and to the Licensed Programs in whatever form, including any written documentation and other material explaining in or referring to such Licensed Programs, and including any modifications, enhancements and derivative works of

the Licensed Programs made by or for IDC or for Client shall belong to and remain solely and exclusively the property of IDC.

2.2 Assignment by Client

Without limiting Section 2.1 above, Client hereby assigns to IDC any and all intellectual property rights including without limitation copyrights, patents, trade secrets and trademarks, that Client has or may acquire in and to the Licensed Programs and any and all modifications, enhancements and derivative work that Client may make to Licensed Programs, and upon request of IDC, from time to time, Client agrees to assign de novo and affirm such assignment by signing documents evidencing such assignment as presented by IDC.

2.3 Title

Client agrees that IDC has represented that the Licensed Programs are or contain proprietary information and trade secrets of IDC, whether or not any portion thereof may be copyrighted or patented. Client further agrees that Client's modifications to the Licensed Programs, however extensive, shall not reduce IDC title or ownership rights in the Licensed Programs.

3. LICENSE

Subject to the terms of this Agreement, IDC hereby grants the Client a perpetual, nonexclusive, nontransferable license to use the Licensed Program.

3.1 Authorization

This Agreement authorizes Client to

- (a) Use Licensed Programs and to make copies thereof pursuant to the terms herein as required to support up to only the number of Users for which license fees have been paid under this Agreement for the sole use of Client.
- (b) Use other manufacturers products contained in the Licensed Program or provide by IDC in connection with the Licensed Program solely in accordance with their respective manufacturer's license authorization.
- (c) Copy the Licensed Programs in print or machine-readable form for the sole purpose of backup
- (d) Use the one copy of Documentation supplied with Licensed Programs
- (e) Use the Licensed Programs in machine-readable (object code or executable) form.

3.2 Conditions

The following conditions apply:

- (a) Client will not distribute, reproduce, copy, incorporate, use or allow access to the Licensed Programs for any purpose other than for internal use by Client.
- (b) Client shall neither sub-license the Licensed Programs nor have any right to use the Licensed Programs in connection with any time sharing network or service bureau or any other third party service arrangement

(c) Client is granted no rights with respect to source code for the Licensed Programs nor any other right or interest, except as expressly provided for by Section 10 of this Agreement.

(d) Client agrees to affix all copyright, trademarks and other proprietary notices to any and all media containing complete or partial contents of the Licensed Programs.

(e) Client agrees not to reverse engineer or disassemble any Licensed Programs or portion thereof provided in machine-readable form unless it obtains IDC's written permission, which may be withheld by IDC for any reason.

(f) Client agrees not to sub-license, assign, pledge or transfer this License or any Licensed Programs to any group, organization, or third-party, except as expressly provided in this Agreement

(g) Client agrees that if Client elects to license additional Licensed Programs for additional Users upon such license and Client's receipt of an additional Licensed Programs such Licensed Programs shall become subject to the terms of this Agreement.

(h) Client agrees to use the Licensed Program to process only Client's internal data. Client agrees not to allow other parties to use the Licensed Programs except as provided by this Agreement.

3.3 Administration of License

The Client will implement methods reasonably acceptable to IDC to ensure that copies of the Licensed Programs and Modifications are made as expressly provided by this Agreement and to ensure compliance by Client with the other terms and conditions of the license granted in this Agreement as well as delivery to IDC of all future Licensed Programs, Modifications and Documentation.

3.4 Technical Support, Maintenance, Upgrades and Enhancements

The licenses granted in this Section 3 shall not entitle Client to any technical support, maintenance, upgrades or enhancements for the Licensed Programs provided by IDC. The parties may enter into a separate agreement concerning such technical support, maintenance, upgrades or enhancements for the Licensed Programs to be provided to Client by IDC provided that any such agreement shall be in writing and shall be signed by both parties.

4. DISCLAIMER OF WARRANTIES

4.1 Disclaimer

The parties agree that IDC will not be liable, under any theory of liability of every nature and description, however arising, for any damages of any kind or lost profits, lost income, lost data, costs of procurement of substitute products or services, loss of use, or interruption of business, or for any direct, indirect, special, incidental, or consequential damages of any kind even if IDC is notified of the possibility of such damages.

Client shall hold IDC harmless and indemnify IDC against any and all data losses or corruption, which may occur during the operation of the software whether direct, indirect or consequential. It shall be the "CLIENTS" responsibility to ensure adequate backups of data and programs are made as a safeguard. IDC shall provide assistance to Client in the event of data loss or corruption.

4.2 Intellectual Property

IDC warrants to Client that Licensed Programs, Documentation and other material created thereunder (if any) and their use do not violate any U.S. Patent, copyright or trade secret of any third person. The warranty of this paragraph 4.2 shall not apply if infringement is due to the use or incorporation of any material not supplied by IDC

to Client, or is due to any change or modification of material by anyone other than IDC, or is due to the use of any materials in a process specified by anyone other than IDC.

5. LIMITATION OF LIABILITY

In no event shall IDC, its officers, agents and employees, be liable under or in connection with this Agreement under any theory of tort, contract, strict liability or other legal or equitable theory for lost profits, special, incidental or consequential damages.

6. TERM and TERMINATION

6.1 Effectiveness

This Agreement is effective upon its acceptance by IDC and upon delivery of the Licensed Programs to Client and shall remain in force until terminated in accordance with section 6.3 of the Professional Service Agreement.

6.2 Termination

IDC may terminate this Agreement or any license granted hereunder by written notice to Client

(a) If Client breaches any material or payment term or condition of this Agreement, or any related Maintenance or Support Agreement and fails to remedy the breach within thirty (30) days after being given notice thereof, or

(b) If Client ceases to be actively engaged in business or utilizes or attempts to utilize the Licensed Programs, Modifications or Documentation outside of the scope of this Agreement, or

(c) If Client attempts any assignment contrary to the provision of Section 10.3 below, or

(d) In the event of Client's insolvency, inability to pay debts as they become due, voluntary bankruptcy, or involuntary bankruptcy, or

(e) If substantially all of the assets of the Client are sold and/or if there is a change in ownership of the Client, other than a sale of stock on a national stock exchange

6.3 Survival

The provisions of Sections 2, 4 and 5 shall survive the termination of this Agreement or licenses granted herein. Upon termination of this Agreement for any reason, all licenses granted by IDC under this Agreement will terminate.

6.4 Return of Materials

Upon any termination for any reason of any licenses granted hereunder, the entity holding the terminated license shall return all copies of the Licensed Programs, Modifications and Documentation in its possession or control to IDC, or at IDC option, destroy all such copies and certify in writing to IDC that all such copies have been destroyed. All copies residing in any computer memory or storage device shall be erased.

7. CONFIDENTIALITY

7.1 General

Client acknowledges that the Licensed Programs and Documentation are confidential and of substantial value to IDC, which value would be impaired if such information were wrongly disclosed to third parties "IDC Confidential

Information". Client agrees that it will not disclose to any third party any IDC Confidential Information except as authorized under this Agreement or as otherwise required by law, and will take every reasonable precaution to protect the confidentiality of such information with its employees and others, to ensure the protection, confidentiality and security of, and to satisfy its obligations under this Agreement with respect to the use, confidentiality and copying of the License Programs. Client shall be relieved of this obligation of confidentiality to the extent that such information is required to be disclosed pursuant to the order of a court or other governmental agency, provided that Client has given IDC prompt advance notice hereof to enable IDC to seek a protective order or otherwise prevent such disclosure.

IDC covenant and agrees that all Client information relating to Client's business including, but not limited to, financial information, sales information, business plans and all other proprietary or confidential information (collectively Client Confidential Information) shall be held in confidence, shall not be disclosed to any third party and shall be used only in connection with this Agreement. IDC shall use reasonable efforts to protect the Client Confidential Information

7.2 Security

Client agrees that the Licensed Programs are confidential trade secrets of IDC and are licensed to Client as such. Client will protect the Licensed Programs with at least the protection it gives to its own software and in any event with no less than reasonable care. Client shall be fully responsible for the conduct of all its employees, contractors, agents and representatives that may in any way breach this Agreement.

7.3 Proprietary Notices

Client shall not remove any IDC trademark, copyright or other proprietary notices from any part of the Licensed Programs, and shall reproduce such notices on any copies of such materials made by Client.

7.4 Remedies

Each Party acknowledges that the breach of any of its obligations under this Section 7 is likely to cause or threaten irreparable harm to the other party, accordingly, each party agrees that in such event, IDC shall be entitled to equitable relief to protect its interest therein, including but not limited to preliminary and permanent injunctive relief.

8. EXPORT REGULATIONS

Without affecting the scope of the licenses granted herein, in the event Client transfers the Licensed Programs to any location outside the United States, Client hereby agrees to comply with all applicable United States export laws and regulations.

9. SOURCE CODE

During the term of this agreement IDC agrees upon request of client to deposit the source code for the Licensed Programs in an escrow account with an escrow agent reasonably acceptable to Client pursuant to an escrow agreement entered into among IDC, Client and such escrow agent. All expenses related to an escrow account including attorney fees related to a review on behalf of IDC of any agreements will be the sole responsibility of the Client.

10. MISCELLANEOUS

10.1 Governing Law

The rights and obligations of the parties under this Agreement will be governed by and construed under the laws of the State of New Hampshire.

10.2 Entire Agreement - Enforcement of Rights

(a) Client acknowledges that it has read this Agreement, understands it and agrees to be bound by its terms and conditions

(b) Client agrees that this Agreement sets forth the entire agreement and understanding of the parties relating to the subject matter herein and merges all prior discussions between them and supersedes all proposals, oral and written and all other communication between the parties relating to the subject matter of this Agreement. The foregoing notwithstanding, the preprinted terms and conditions of any purchase order or ordering document issued by the Client with this Agreement which are in addition to or inconsistent with the terms and conditions of this Agreement shall not be binding on IDC and shall not be deemed to modify this Agreement.

(c) No modification of or amendment to this Agreement, nor any waiver of any rights under this Agreement, will be effective unless in writing and signed by the party to be charged.

(d) The failure by either party to enforce any rights hereunder will not be construed as a waiver of any rights of such party.

(e) This Agreement supersedes all rights and obligations between IDC and Client as may have been derived through prior contracts between IDC and Client except as to the Professional Service and Maintenance Support Agreement.

(f) Should litigation arise concerning this Agreement, the prevailing party shall be entitled to its attorney fees and court costs, in addition to any other relief it may be awarded.

(g) No waiver of any breach of any provision of this Agreement shall constitute a waiver of any prior, concurrent or subsequent breach of the same or any other provision hereof and no waiver shall be effective unless made in writing and signed by an authorized representative of both parties.

10.3 Assignment: The rights and liabilities of the parties hereto will bind and inure to the benefit of their successors, executors or administrators; provided however, that Client shall not assign or delegate this Agreement or any of its licenses, rights or duties under this Agreement, whether by operation of law or otherwise in any manner which is in violation of this Agreement and without the prior written consent of IDC. Any attempted assignment in violation of the provisions of this Section 10.3 will be void.

10.4 No Third-Party Beneficiary: IDC and Client intend that only IDC and Client will benefit from, and are entitled to enforce the provisions of, this Agreement and that no third-party beneficiary is intended under this Agreement.

10.5 Severability: In the event that any provision of this Agreement becomes or is declared by a court of competent jurisdiction to be illegal, unenforceable, or void, this Agreement will continue in full force and effect without such provision.

10.6 Notices: Any required notices hereunder will be given in writing, via certified mail, or next day express delivery service at the address of each party set forth above, or to such other address as either party any substitute by written notice to the other in the manner contemplated herein, and will be deemed served when delivered or, if delivery is not accomplished by reason of some fault of the addressee, when tendered.

10.7 Titled and Subtitles: The titles and subtitles used in this Agreement are used for convenience only and are not to be considered in construing or interpreting this Agreement.

10.8 Third-party proprietary software: Third party proprietary software (if any) as described above and/or as identified in the Appendices is provided for Client use on a sub-license basis on the same terms as set forth herein and in accordance with the third-party proprietary software Licenses.

Accepted By:

Interware Development Company, Inc.

By: _____

Name: Sandra J. Rowe

Title: President

Date:

Accepted By:

The Town of Liberty

By: _____

Name: Town Clerk

Title: Town Clerk/Tax Collector

Date:

Appendix E – Maintenance and Support Agreement

SOFTWARE MAINTENANCE AND SUPPORT AGREEMENT

Interware Development Company, Inc.[™] ("IDC") Located at 22 Gregory Street, Mont Vernon, NH 03057 agrees to provide and The Town of Liberty located 20 Highland Street, Liberty, NH 03217 (hereinafter referred to as "Client") agrees to purchase maintenance service for IDC's CLERKWORKS® (Software").

1 DEFINITION

1.1 "Principal Period of Maintenance ("PPM") shall mean that period of time between 8:00 a.m. and 5:00 p.m. Eastern Standard Time, Monday through Friday, (except national holidays listed in section 1.4) during which IDC's Technical Service Representatives are available for assistance and to answer Client requests recognized by IDC. Helpline recordings may be made during the PPM when Helpline Operators or Technical Service Representatives are not available and the call report will be logged and responded to by appropriate personnel as soon as possible.

1.2 "On-Site PPM Support" is defined as the on-site PPM support that is provided at the Clients' facilities. If IDC determines on-site support is required the support will be provided in accordance with local time zone practices.

1.3 "Coverage Window" is defined as that period of time commencing on the Coverage Start Date and terminating on the Coverage End Date as specified below. The Coverage Start Date commences on the date of the execution of the contract.

1.4 "National Holidays" are New Year's Day; Martin Luther King, Jr. Day; George Washington's Birthday; Memorial Day; Independence Day; Labor Day; Veteran's Day; Thanksgiving and the day after; Christmas Day. The exact day is based on the day observed by financial institutions in New Hampshire.

2. COVERED SOFTWARE IDC shall provide maintenance services to Client for Software during the Coverage Window.

3. TERMINATION

3.1 Subject to the provisions set forth in the Professional Services Agreement, including the appendices, services provided hereunder shall terminate on the "Coverage End" date, unless otherwise terminated by Client or IDC with no less than thirty (30) days prior written notice after the first year. Written notification must be sent to:

Interware Development Company, Inc. [™]
22 Gregory Street
Mont Vernon, NH 03057
Attn: President

The Town of Liberty
20 Highland Street
Liberty, NH 03833
Town Clerk, Town Clerk/Tax Collector

Client's termination of this Agreement any time during the Coverage Window shall result in the forfeiture of entire prepayment. Termination by Client would act as a complete termination of all obligations of Client to IDC. If IDC

terminates this Agreement during a valid Coverage Window, IDC will promptly refund to Client the prorated amount for any prepaid service period remaining.

4. MAINTENANCE CHARGES

4.1 IDC will provide maintenance services in accordance with the provisions of this Agreement during the Coverage Window. Maintenance Charges are directly affected by the number of Users. Additional Users will increase the annual maintenance fee. Client agrees to pay for the Annual Maintenance Charges as set forth below and as specified in appendix B:

Annual Maintenance Charge

Annual license and support fees due for non-optional software support, licensing fees plus any other annual fees specified herein shall be considered automatically renewed each successive 12 month period and shall be billed annually to increase no more than 10% per year. In the event that Client budgeting authority decides not to fund those accounts necessary to support the Contract after the first year, the Client will be under no obligation to purchase the services listed for that year, and the "Seller" will be under no obligation to provide those services. The Client understands that should there be no funding of the necessary accounts, Client continued use of the system will be in violation of the license agreement and therefore not be entitled to use software. Further, no updates or support of any kind will be provided by IDC and / or its authorized agents. Use of the software will not only be a violation of the license terms but may also become non-compliant with state regulations. IDC shall not be responsible to Client in any manner or form in the event of this non-funding.

4.2 This Agreement may be adjusted to reflect additions, deletions or modification of service during the Coverage Window upon written agreement by both parties; however, IDC reserves the right to deny any service adjustments during a previously agreed upon Coverage Window.

4.3 IDC may provide a Renewal Maintenance and Support Agreement for service renewal prior to the current Coverage End Date. IDC and Client must sign a Renewal Maintenance and Support Agreement prior to continuation of maintenance services. If said Renewal Maintenance and Support Agreement is not signed by Client and returned to IDC prior to the Coverage End Date, then Client is solely liable for any cost incurred due to possible maintenance service lapse or service termination.

5. BILLING TERMS

The maintenance charges set forth in Section 4 will commence on the first day of each current Coverage window. Client agrees to prepay all charges for the current Coverage Window. Charges for partial months during the Coverage Window shall be prorated based on the number of days of service provided during the actual calendar month. IDC will invoice Client for any additional services requested as incurred based upon the Additional Charges specified in Section 6. All invoices are due and payable within thirty (30) days of the date of invoice.

6. ADDITIONAL CHARGES

6.1 Service Request Outside the PPM

IDC's current on-call hourly rate will apply when Client requests work to start outside the PPM. Such service will be provided on a resource available basis. IDC's or its Authorized Agent's minimum hourly rate will apply at the rates set forth below for each service call requested by Client outside the PPM. If an on-site visit is required then travel costs plus applicable hotel, meals and other living expenses will be per diem. An authorized Client

representative must authorize work requested, by faxing, an order for work to commence outside the PPM period. Current hourly rates reflected. IDC reserves the right to increase the hourly rate to reflect increased cost of doing business.

Hourly Rates

Consultant	\$ 85.00
Reports Specialist	\$ 95.00
Senior Consultant	\$125.00
Technical Specialists	\$100.00
Developer	\$125.00
Designer Developer	\$150.00

6.2 Standard Rates

Charges of IDC or its Authorized Agents for service will be authorized in writing by the Client and invoiced by IDC. Client's written request for any service, not otherwise provided hereunder, shall be provided at IDC's then current minimum hourly rates subject to the availability of personnel and resources. If an on-site visit is required then travel costs plus applicable hotel, meals and other living expenses will be charged at cost. The minimum hourly rates are:

Hourly Rates

Consultant	\$ 85.00
Reports Specialist	\$ 95.00
Senior Consultant	\$125.00
Technical Specialists	\$100.00
Developer	\$125.00
Designer Developer	\$150.00

Note: Current hourly rates reflected. IDC reserves the right to increase the hourly rate to reflect increased cost of doing business.

6.3 Improper Use

Any maintenance services or consultation which is attributable to improper use of the Software or to third party Hardware or Software not covered herein, will be provided on an available resource basis only and shall be charged to Client separately at the then current IDC on-call hourly rate shown in Section 6.2 plus parts and travel and living expenses at costs.

6.4 Travel

IDC agrees to use Client Travel Agent or consultant if travel, car rental and hotel are required. If this is the case, Client agrees to purchase airline tickets or other travel tickets sent these tickets to IDC prior to travel and make hotel accommodations for IDC personnel. Not applicable if client site is within 90 miles of IDC office.

6.5 Training

Client agrees that the Maintenance Services as outlined in this Agreement will not be used by Client as a training vehicle.

7. **SOFTWARE MAINTENANCE SERVICES** IDC offers the following Software Maintenance Services as described below.

7.1 Application Software Update Service Application Software Update Service provides the right to use the latest release of the Software on designated central processing units. It includes the distribution of releases (i.e. media and documentation) which contain corrections to program problems and/or enhancement to performance of capability.

Where IDC's investigation reveals that the Software contains a problem, IDC will thereafter provide Client a new copy of the corrected Software (or the affected portion) in machine readable form together with written installation procedures. Such corrections will be provided to Client in a subsequent application update, or earlier if available, except that IDC shall not be required to provide such corrections during a period commencing thirty (30) days prior to the release date of the next scheduled Software update which next scheduled Software update release shall be provided to Client promptly upon release.

7.2 Helpline Service Helpline Service provides telephone access to technical assistance during the PPM as required for the diagnosis of Software problems. This assistance is provided for the current Software release as well as the immediately preceding CLERKWORKS® Software release. IDC reserves the right to offer Helpline support only to users trained in the CLERKWORKS® modules.

IDC shall respond to Client within four (4) business hours of Client's call to investigate the facts and circumstances related to the suspected problem. This may require the use of remote diagnostic procedures, subject to the provisions of Section 10.2 below. Client will cooperate fully with IDC's investigation as outlined in Section 10.5 when technical assistance is requested at Client's Facilities, Client will provide, at no cost to IDC, working space and provide access to Client's computer network facilities

If technical assistance is requested at times other than the PPM. It will be provided upon written agreement, subject to the availability of appropriate resources and personnel, at IDC's then current rates for such service as set forth in Section 6.1.

IDC will notify Client where IDC's investigation reveals no Software problem. If Client desires IDC to continue the investigation, IDC will give Client written notification that if the continued investigation reveals no Software problem, IDC will invoice and Client agrees to pay for services expended at IDC's then standard rates as outlined in Section 6.2 and, if required, travel and living expenses at cost subject to the provisions of Section 6.4.

Technical assistance is offered and provided with the understanding that IDC may need to coordinate a resolution between the Client and a third party. Such coordination is possible when the Client has a current maintenance arrangement with the cognizant third party. IDC does not represent itself as an expert on all installed Software and Hardware. We may rely on the third party for resolution when necessary.

8. MAINTENANCE SERVICES NOT INCLUDED

- 8.1** Repair or damage resulting from misuse, neglect, abuse or accidents caused by Client; acts of God; Failure of electrical power, lack of electrical power, or unusual physical or electrical stress or causes external to the Hardware or Software.
- 8.2** Movement, relocation or reinstallation of CLERKWORKS® Software or any related software, except in connection with rearrangement due to additional Hardware or Software installed and maintained hereunder.
- 8.3** Any software not specified in Section 2 or subsequent amendments or Client purchase orders as acknowledged by IDC.

9. **MOVEMENT OF SOFTWARE** Client shall not move the Software to a different installation location unless specifically agreed to in writing by IDC. Client shall give IDC reasonable written notice prior to a requested move date. Maintenance charges and coverage will be continued during Software movement and reinstallation. IDC reserves the right to charge for software movement or relocation services.

10. **CONDITIONS OF MAINTENANCE SERVICE**

- 10.1 In the event any or all of the Software for which maintenance is ordered hereunder in accordance with Section 2 are not covered by this Maintenance and Support Agreement or the current Maintenance and Support Agreement is not renewed and client wishes to enter into a Renewal Agreement, then, subject to IDC approval and immediately prior to the effective date of maintenance hereunder, such Software must be upgraded to the current version and release level. IDC may elect to offer Software upgrade kits to upgrade Client's Software from a designated release to the current production release level. The kit will include documentation, media and installation instructions. This cost of this upgrade kit will be One Hundred and Fifty percent (150%) of the cost specified in Section 4.1 for each yearly coverage Window or
prorated amount if less than a year.
- 10.2 IDC maintenance services provided hereunder is contingent upon (i) IDC's ability to recreate and duplicate
any Client reported problem, (ii) Client's proper use of the Software as described in the documentation or training provided by IDC, (iii) Client's completion of training courses provided by IDC or Authorized Agent, (iv) Client not making unauthorized changes to any Software, and (v) no non-IDC supported third party software being involved.
- 10.3 Any maintenance service which is attributable to improper use of the Software shall be charged to Client separately, at then prevailing costs as outline in Section 6.2, plus travel and living expenses at IDC's actual cost, subject to the provisions of Section 6.4, provided such travel cost are approved in advance by Client in writing.
- 10.4 If persons other than those authorized by IDC perform unauthorized modifications to the Software, IDC may, at its option, immediately discontinue service for any such affected Software.
- 10.5 Any release or updates for operating system or third party software received directly by Client from the Hardware/Third Party Software manufacturer shall be coordinated with IDC to insure compatibility with the
then current release of the IDC Software. IDC shall be relieved of responsibility for maintenance and performance of the IDC's Software on an operating system release level or update not supported by IDC.

11. **CLIENT RESPONSIBILITY**

- 11.1 Client, at no charge to IDC, shall provide IDC access to the Hardware or Software when, in the opinion of IDC, such access is necessary to enable performance of services hereunder. IDC will comply with Client's security regulations.
- 11.2 Client shall provide remote data communication access to the Software installed on the Hardware to enable IDC to conduct remote diagnostic procedures provided IDC complies with Client's security policies and procedures. **Client is required to have Internet access to FTP site for software**

upgrades.

- 11.3 The Client shall, at IDC's request, specify a qualified representative who will be the local point of technical contact for Software problem resolution.
- 11.4 Client shall not perform or attempt to perform any changes to the Software covered by this Agreement during the Coverage Window.
- 11.5 It shall be the "CLIENTS" responsibility to ensure adequate backups of data and programs are made as a safeguard. IDC shall provide assistance to Client in the event of data loss or corruption.
- 11.6 Client is responsible for the proper backup of all data.

12. GENERAL TERMS AND CONDITIONS

12.1 Applicable Charges - Client agrees to pay IDC: (i) the charges specified in this Agreement (ii) IDCs' reasonable travel and living expenses incurred by IDC personnel for required travel for the provision of the services hereunder, and (iii) all taxes, however, designated paid or payable to IDC under this Agreement, exclusive of taxes based on the net income of IDC. If any charges under this Agreement are exempt from sales or use tax liability, Client shall provide to IDC, upon execution of this Agreement, evidence of tax exemption acceptable to the relevant taxing authority.

12.2 Confidentiality - IDC will treat as confidential; information so designated in writing by the Client, (the "Confidential Information") and will make the same effort to safeguard such information as it does in protecting its own proprietary data. This provisions shall not apply to any Confidential Information which (a) is already known to IDC when received, (b) is or becomes publicly known through publication or otherwise and through no wrongful act of IDC, (c) is received from a third party without similar restriction and without breach of this Agreement, (d) is disclosed by third party without similar restriction.

12.3 Ownership - IDC shall retain all rights in all materials developed by IDC and any inventions, creations and improvements whether or not patentable or copyrightable, conceived or made in connection with the performance of its obligations hereunder, even if modifications or enhancements are paid for by the Client. Any and all software or other intellectual property required to be delivered to Client hereunder shall be subject to IDC Standard License Agreement a copy of which is attached hereto as Appendix D.

12.4 Non-Solicitation - Both parties agree not to knowingly solicit for employment, without the prior written consent of the other party, any employee or agent of the other party who performs work during the term of this Agreement and for until two (2) years after said person has ceased performing any such work.

12.5 Waiver - The failure of either party to exercise any of its rights or to enforce any of the provisions of this Agreement on any occasion shall not be a waiver of such right or provision, nor affect the right of such party thereafter to enforce each and every provision of this Agreement.

12.6 Headings - The headings in this Agreement are for purposes of reference only and shall not limit or affect any of the terms hereof.

12.7 Statute of Limitations - No action, regardless of form, may be brought by either party more than two (2) years after the cause of action has accrued, or in the case of any action for nonpayment, more than two (2) years from the date the last payment was due.

12.8 Relationship - Nothing contained in this Agreement shall be construed to imply a partnership, joint venture or principal and agent relationship between IDC and Client and neither party shall have any right, power or authority to create any obligation, express or implied, on behalf of the other party.

12.9 Severability - If any provisions of this Agreement are invalid under any applicable statute or rule of law, then the affected provision shall be curtailed and limited only to the extent necessary to bring said provision within legal requirements and this Agreement as so modified shall continue in full force and effect.

12.10 Notices - Any notices required or permitted to be made or given to either party hereto will be sufficiently made or given on the date of mailing, via certified mail or overnight delivery, if sent to such party addressed to it at its address set forth below, or to such other address as it shall designate by written notice to the other party:

Interware Development Company, Inc.
22 Gregory Street
Mont Vernon, NH 03057
Attn: President

Client:
The Town of Liberty
20 Highland Street
Liberty, NH 03217
Attn: Town Clerk, Town Clerk/Tax Collector

12.11 Hold Harmless - Each party (as "Indemnitor") shall hold harmless and indemnify the other party(as "Indemnitee") from all damages to the other party's tangible property and from all claims and liability for personal injuries, including death, to the extent caused by the negligence or willful misconduct of their respective agents, employees, or representatives. Indemnitee shall promptly notify Indemnitor in writing of any such claim and shall give Indemnitor the right to defend and settle any such claim using counsel of Indemnitor's choice. In no event shall an indemnitor hereunder be liable for any amounts payable in settlement of any such claim without such indemnitor's prior written consent. This Hold Harmless shall include all costs and expenses, including reasonable attorneys' fees. Client shall hold IDC harmless and indemnify IDC against any and all data losses or corruption, which may occur during the operation of the software whether direct, indirect or consequential. It shall be the "CLIENTS" responsibility to ensure adequate backups of data and programs are made as a safeguard. IDC shall provide assistance to Client in the event of data loss or corruption

12.12 Injunctive Relief - Client acknowledges that the breach of any of its obligations under Section 12.3 may be likely to cause or threaten irreparable harm to IDC and, accordingly, Client agrees that in such event. IDC shall be entitled to equitable relief to protect its interest therein, including but not limited to preliminary and permanent injunctive relief.

12.13 Order of Precedence - If there is any conflict among the provisions of this Agreement and the License Agreement, Appendix A, the provisions of the License Agreement shall control.

12.14 Appendices - The following attached appendices shall by this reference become an integral part of this Agreement.

APPENDIX D - License Agreement

12.15 Force Majeure - Neither party shall be liable for any delay in or failure of performance due to any cause or condition beyond its reasonable control, whether foreseeable or not.

12.16 Entire Agreement - This Agreement and any attached appendices constitute the entire agreement between the parties and shall supersede all proposals or prior agreements, oral or written, and all other communications between the parties relating to the subject matter of this Agreement, including but not limited to, any Client purchase order. This Agreement shall not be varied by any oral agreement or representation or by other than an instrument in writing of subsequent date hereto, executed by both parties by their duly authorized representatives. This Agreement shall be construed in accordance with, and its performance governed by, the laws of the State of New Hampshire.

13. **WARRANTIES** IDC warrants that it will perform maintenance services in accordance with the terms and conditions of this Amendment. IDC MAKES NO OTHER WARRANTIES OF ANY KIND, EITHER EXPRESSED OR IMPLIED, INCLUDING, BUT NOT BY WAY OF LIMITATION, ANY IMPLIED WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE OR AGAINST INFRINGEMENT WITH RESPECT TO THE SERVICES, TECHNICAL INFORMATION OR TECHNICAL ASSISTANCE PROVIDED BY IDC PURSUANT TO THIS AGREEMENT.

14. **LIMITATION OF REMEDIES** IDC's entire liability for breach of the maintenance obligations described herein for any cause or action whatsoever and, regardless of the form of action (including negligence) shall be limited to the Client's actual direct damages not to exceed the Maintenance Charges paid under the Agreement during the immediately preceding twelve (12) month period. IN NO EVENT SHALL IDC, ITS OFFICERS, AGENTS AND EMPLOYEES BE LIABLE UNDER OR IN CONNECTION WITH THIS AGREEMENT UNDER ANY THEORY OF TORT, CONTRACT, STRICT LIABILITY OR OTHER LEGAL OR EQUITABLE THEORY FOR LOST PROFITS, SPECIAL, INCIDENTAL OR CONSEQUENTIAL DAMAGES.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement under seal by their duly authorized representatives as of the day and year first written below

Interware Development Company, Inc.

The Town of Liberty

By: _____

By: _____

Name: Sandra J. Rowe

Name: Town Clerk

Title: President

Title: Town Clerk/Tax Collector

Date:

Date:



Wendy Chase <wchase@newmarketnh.gov>

[Newmarket NH] Eagle Scout Dominic Scarponi (Sent by Rob Sargent, ScoutmasterTroop200@outlook.com)

4 messages

Contact form at Newmarket NH <vtstdmailer@vt-s.net>

Wed, Oct 25, 2017 at 10:04 AM

Reply-To: ScoutmasterTroop200@outlook.com

To: wchase@newmarketnh.gov

Hello wendy,

Rob Sargent (ScoutmasterTroop200@outlook.com) has sent you a message via your contact form (<https://www.newmarketnh.gov/users/wendy/contact>) at Newmarket NH.

If you don't want to receive such e-mails, you can change your settings at <https://www.newmarketnh.gov/user/181/edit>.

Message:

Dear Members of the Town Council and Town Administrator,

The Scouts, Leaders and Members of the Committee Boy Scout Troop 200 of Newmarket, New Hampshire take great pleasure in announcing that:

Having completed the requirements for, and having been examined by an Eagle Scout Board of Review
Dominic Joseph Scarponi
Was found worthy of the rank of Eagle Scout.

In honor of this achievement, we have scheduled an Eagle Scout Court of Honor for 5:00pm on November 25, 2017, at American Legion Post #67, Main Street, Newmarket, NH. You are, of course, welcome to attend, if you are available.

We would appreciate a letter or certificate acknowledging his achievement. We will compile it with other acknowledgments and place in a scrap book commemorating this special occasion. Letters can be sent to Dominic in care of the address below.

Thank you for taking time from your extremely busy schedule to help our community recognize the achievements and service of Eagle Scout Dominic Scarponi.

Sincerely,

D. Robert Sargent, II – Scoutmaster
16 Parker Street
Exeter, NH 03833

Wendy Chase <wchase@newmarketnh.gov>

Wed, Oct 25, 2017 at 10:23 AM

To: Steve Fournier <sfournier@newmarketnh.gov>

[Quoted text hidden]

--

Wendy

Wendy V. Chase
Executive Assistant to the Town Administrator