

REQUEST FOR PROPOSAL

Sealed Price Proposals for the following will be received by the Procurement Manager until 4:00 P.M., Eastern Time, September 10, 2026, and at that time publicly opened in Conference Room 436, City Hall located at 415 Broad Street., Kingsport, TN with only the names of the submitters being read aloud. All proposals will be considered for award or rejection at a later date.

PROJECT: Project Management and Consulting Support Services for the Implementation Process and Go-Live Support for Tyler Technologies Financial Information System (FIS) and UKG Human Capital Management (HCM) System

Documents for the above referenced item are available online at kingsporttn.gov/city-services/purchasing. Interested parties may also contact the Procurement Department at (423) 229-9419.

By submission of a signed proposal, the offeror certifies total compliance with Title VI and Title VII of the Civil Rights Act of 1964, as amended, and all regulations promulgated thereunder.

No submitted proposals may be withdrawn for a period of ninety (90) days after the scheduled closing time of the receipt of proposals. All proposals shall be signed, sealed and addressed to the Procurement Manager, City of Kingsport, 415 Broad Street., Kingsport, TN 37660 and marked "FIS & HCM System Implementation" The City by its governing regulations reserves the right to accept or reject any or all proposals received, to waive any informalities in bidding and to re-advertise.

PUB 1T: 08/08/26

Chris McCartt
City Manager



August 8, 2026

PROJECT: Project Management and Consulting Support Services for the Implementation Process and Go-Live Support for Tyler Technologies Financial Information System (FIS) and UKG Human Capital Management (HCM) System

Dear Prospective Submitter:

You are invited to submit a sealed price proposal for the above project. A copy of the Public Notice, and Request for Proposal are attached. Please make certain your Proposal is signed by an authorized representative of your company. Other items may be required to be included in your proposal so please read the documents thoroughly.

If you have questions please contact me at (423) 229-9315 or email brentmorelock@kingsporttn.gov . We look forward to receiving your proposal.

Regards,

Brent Morelock, CPPO, CPPB
Procurement Manager

PROCUREMENT PROCESS

- A. Proposals will be received by the Procurement Manager until 4:00 P.M., Eastern Time on September 10, 2026 at which time it will be publicly opened in Conference Room 436, City Hall, 415 Broad Street, Kingsport, Tennessee.
- B. The Sealed Proposal shall be signed by an authorized representative and the sealed envelope addressed as follows:
 - Procurement Manager
 - City of Kingsport
 - 415 Broad Street
 - Kingsport, Tennessee 37660
 - Proposal for FIS & HCM System Implementation
- C. An original hard copy and six (6) additional hard copies of the Proposal are required.
- D. Proposals, modifications, or corrections received after the scheduled closing time of the receipt of Proposals will not be considered. The City of Kingsport is not responsible for delays in delivery by mail, courier, etc.
- E. No submitted Proposal may be withdrawn for a period of ninety (90) days after the scheduled closing time of the receipt of Proposals.
- F. No oral interpretation will be made to any Proposer as to the meaning of the Proposal Specifications or any part thereof. Each written request for clarification or interpretation shall be made in writing to the City.

NOTE – It is the intent of the City to issue one (1) addendum, if necessary. Written request for clarification and/or interpretation must be submitted via email to the Procurement Manager by the end of the business day, August 24, 2026 and the addendum will be issued by 4:00 P.M., Eastern Time, on August 28, 2026 and will be available online at <https://www.kingsporttn.gov/city-services/purchasing/>. Written requests for clarification shall be submitted to the Procurement Manager by email to brentmorelock@kingsporttn.gov

It shall be the Proposer's responsibility to make inquiry as to the addenda issued. Any and all addenda shall become part of the scope of work, and all Proposers shall be bound by such addenda, whether or not received by Proposer.

- G. A non-mandatory pre-proposal conference will be held from 2:00 to 4:00 P.M., Eastern Time, on August 19, 2026 @ City Hall, Conference Room 436, 415 Broad Street, Kingsport, TN 37660. Those not able to attend in person may join via Microsoft Teams @

Join: <https://teams.microsoft.com/meet/283642527496164?p=jua1Av4RbwaMINC3Sa>

Meeting ID: 283 642 527 496 164

Passcode: fU7ZE6Gp

General Terms and Conditions

- A. Taxes – The City is exempted from Federal Excise Taxes, State of Tennessee and local sales taxes and Proposer must quote prices which do not include such taxes, unless by law the taxes must be a part of the price. Exemption Certificates will be furnished upon request.
- B. Indemnification – The City of Kingsport, its officers, agents and employees shall be held harmless from liability from any claims, damages and actions of any nature arising from the use of any service and/or materials furnished by the Proposer, provided that such liability is not attributable to negligence on the part of the using agency of failure of the using agency to use the materials in the manner outlined by the Proposer in descriptive literature or specifications submitted with the Proposal. The City will not indemnify the successful Proposer.
- C. Patent Liability – The successful Proposer, at his own expense, will defend any suit which may be brought against the City to the extent that it is based on a claim that the goods furnished through a

contract/agreement infringes a United States patent, and in any such suit will pay those costs and damages which are attributable to such claims and finally awarded against the City.

- D. Limitation of Remedies – Any remedies in the Proposer's Proposal, to include Agreement, License Product Agreement, Terms and Conditions, Literature, etc., that may be considered in agreement to waive the legal rights of the citizens of the City of Kingsport may be considered cause for rejection.
- E. All agreements related to the purchase and sale of any product pursuant to this bid document will include the following conditions: "Notwithstanding anything in this section to the contrary, any provision of provisions of this Section will not apply to the extent they are (it is) finally determined by a court of competent jurisdiction, including Appellate review if pursued, to violate the laws or Constitution of the State of Tennessee."
- F. Insurance – During any work performed by the successful Proposer(s) on the premises of the City or otherwise, the successful Proposer(s) agrees to take such measures as to effectually prevent any accident to persons or property during or in connection with the work; and especially to indemnify and save harmless the City from all loss, costs, damages, expense and liability for property damage and for bodily injuries to, or death of, any persons, including without limitation, as to both property damage and bodily injury, and the Proposer and the City and their representative agents and employees, occasioned in any way by the acts or omissions of the Proposer, or the Proposer's agents, employees, during or in connection with said work, excepting only property damage, bodily injury or death caused by the sole negligence of the City, its agents or employees.

The successful Proposer shall maintain such insurance as will protect it from claims under Workers' Compensation Acts and from any claims for bodily injuries, including death, either to its employees or others, and from all claims on account of property damage, which may arise in connection from said work.

All Certificates of insurance and policies shall contain the following clause: "The insurance covered by this Certificate will not be canceled or materially altered, except after thirty (30) days written notice has been received by the City."

Insurance required with a minimum of One Million Dollars (\$1,000,000.00) limits are Comprehensive General Public and Professional Liability, Comprehensive Automobile Liability and Owner's Liability.

This requirement will be effective for the life of any contract/agreement entered into by the Proposer and the City.

- G. F.O.B. – All prices will be quoted F.O.B. Kingsport, Tennessee, delivery to City of Kingsport's location shall be without additional charge.
- H. By submission of a signed Proposal, the Proposer certifies total compliance with Title VI and Title VII of the Civil Rights Act of 1964, as amended, and all regulations promulgated thereunder.
- I. Contracts and purchases will be made or entered into with the lowest, responsible, compliant Proposer meeting specifications for the particular grade or class of material, work or service desired in the best interest and advantage to the City of Kingsport. Responsible Proposer is defined as a Proposer whose reputation, past performance, and business and financial capabilities are such that he would be judged by the appropriate City authority to be capable of satisfying the City's needs for a specific contract or purchase order.
- J. The City reserves the right to determine the low Proposer either on the basis of the individual items or on the basis of all items included in its Request for Proposal, unless otherwise expressly provided in the Request for Proposal. The City reserves the right to accept any item or group of items of any kind and to modify or cancel in whole or in part, its Request for Proposal. The City reserves the right to award to multiple vendors.
- K. All contracts or purchase orders issued for this award will be governed by the laws of the State of Tennessee. Arbitration is not permitted and if a dispute arises between the parties concerning any aspect of the contract or purchase order and it cannot be resolved by mutual agreement, any party may resort to resolution of the dispute by litigation in the state or federal courts for Kingsport, Sullivan County, Tennessee. The parties waive their right to a jury trial. Mandatory and exclusive venue and

jurisdiction for any disputes shall be in state or federal courts for Kingsport, Sullivan County, Tennessee.

- L. The City, in accordance with its governing directives, reserves the right to reject any and all Proposals, to waive any informality or irregularities in Proposals and unless otherwise specified by the Proposer, to accept any item.
- M. All contracts, purchase orders, and any documents or material obtained by the City may be subject to disclosure in whole or in part pursuant to the Tennessee Open Records Act set out in T.C.A. 10-7-503 et seq. without regard to any provision contained in the document declaring information confidential.
- N. All contracts or purchase orders will include a provision that is not assignable by the Proposer without the written consent of the City.

O. CONFLICT OF INTEREST:

1. No Board Member or officer of the City of Kingsport or other person whose duty it is to vote for, let out, overlook or in any manner superintend any of the work for the City of Kingsport has a direct interest in the award of the vendor providing goods or services.
2. No employee, officer or agent of the grantee or sub-grantee will participate in selection, or in the award or administration of an award supported by Federal funds if a conflict of interest, real or apparent, would be involved. Such a conflict would arise when the employee, officer or agent, any member of their immediate family, his or her partner, or an organization, which employs, or is about to employ, any of the above, has a financial or other interest in the firm selected for award.
3. The grantee's or sub-grantees officers, employees or agents will neither solicit nor accept gratuities, favors or anything of monetary value from vendors, potential vendors, or parties to sub-agreements.
4. Do you or any officers/part-owners/stake-holders/employees of this company have any relative(s) (relatives include spouse, children, stepchildren or any to whom you are related by blood or marriage) that are currently employed by the City of Kingsport, Tennessee, including the Kingsport City School System or serve on the Kingsport Board of Mayor and Aldermen or the Kingsport Board of Education? _____ Yes _____ No

If you answered yes please state the name and relationship of the employee or member of the Kingsport Board of Mayor and Aldermen or Kingsport Board of Education member

5. Are you or any officers/part-owners/stake-holders/employees of this company also employees of the City of Kingsport, including the Kingsport City School System or serve on the Kingsport Board of Mayor and Aldermen or Kingsport Board of Education? _____ Yes _____ No

If you answered yes please state the name of the employee or board member

6. By submission of this form, the vendor is certifying that no conflicts of interest exist.

P. DRUG FREE WORKPLACE REQUIREMENTS:

1. Private employers with five or more employees desiring to contract for construction services attest that they have a drug free workplace program in effect in accordance with TCA 50-9-112.

Q. ELIGIBILITY:

1. The vendor is eligible for employment on public contracts because no convictions or guilty pleas or pleas of nolo contender to violations of the Sherman Anti-Trust Act, mail fraud or state criminal violations with an award from the State of Tennessee or any political subdivision thereof have occurred.

R. GENERAL:

1. Vendor fully understands the preparation and contents of the attached offer and of all pertinent circumstances respecting such offer.

2. Such offer is genuine and is not a collusive or sham offer.

S. IRAN DIVESTMENT ACT:

1. Concerning the Iran Divestment Act (TCA 12-12-101 et seq.), by submission of this bid/quote/proposal, each vendor and each person signing on behalf of any vendor certifies, and in the case of a joint bid/quote/proposal, each party thereto certifies as to its own organization, under penalty of perjury, that to the best of its knowledge and belief that each vendor is not on the list created pursuant to § 12-12-106.

T. NON-COLLUSION:

1. Neither the said vendor nor any of its officers, partners, owners, agents, representatives, employees or parties interest, including this affiant, has in any way colluded, conspired, connived or agreed, directly or indirectly, with any other responder, firm, or person to submit a collusive or sham offer in connection with the award or agreement for which the attached offer has been submitted or to refrain from making an offer in connection with such award or agreement, or collusion or communication or conference with any other firm, or, to fix any overhead, profit, or cost element of the offer price or the offer price of any other firm, or to secure through any collusion, conspiracy, connivance, or unlawful agreement any advantage against the City of Kingsport or any person interested in the proposed award or agreement.
2. The price or prices quoted in the attached offer are fair, proper and not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the firm or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

U. BACKGROUND CHECK REQUIREMENT FOR SCHOOL SYSTEM SUPPLIERS:

1. In submitting this bid/quote/proposal, you are certifying that you are aware of the requirements imposed by TCA § 49-5-413 (d) to conduct criminal background checks through the Tennessee Bureau of Investigation and the Federal Bureau of Investigation on yourself and any of your employees who may come in direct contact with students or who may come on or about school property anytime students are present. You are further certifying that at no time will you ever permit any individual who has committed a sexual offense or who is a registered sex offender to come in direct contact with children or to come on or about school property while students are present.

V. NON-BOYCOTT OF ISRAEL AFFIDAVIT

1. Concerning the Non-Boycott of Israel Act (TCA 12-4-1 et seq.), by submission of this bid/quote/proposal, each supplier and each person signing on behalf of any supplier certifies, and in the case of a joint bid/quote/proposal, each party thereto certifies as to its own organization, under penalty of perjury, that to the best of its knowledge and belief that each supplier is not boycotting Israel pursuant to § 12-4-1 and will not during the term of any award. Note: Applicable only to contracts of \$250,000 or more and to suppliers with 10 or more employees.

W. ACCESSIBILITY

1. Offeror/Bidder warrants that its services conform to the accessibility guidelines as required by 28 CFR Part 25, including, but not limited to, supporting assistive software or devices such as large-print interfaces, text-to-speech output, refreshable braille displays, voice-activated input, and alternate keyboard or pointer interfaces, established by the World Wide Web Consortium's Web Content Accessibility Guidelines 2.1 (WCAG 2.1), and the accessibility guidelines established by Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 794d), and implementing regulations set forth in 36 C.F.R. Part 1194. Offeror/Bidder shall provide City a current completed Voluntary Product Accessibility Template (VPAT) to detail compliance with 28 CFR Part 25. Failure to comply with these requirements shall result in the City rejecting the proposal/bid.

**CITY OF KINGSPORT and KINGSPORT CITY SCHOOLS,
Kingsport, Tennessee**

REQUEST FOR PROPOSALS (RFP)

**Project Management and Consulting Support
Services for the
Implementation Process and Go-Live Support
OF
Tyler Technologies Financial Information System (FIS)
and
UKG Human Capital Management (HCM) System**

Issue Date: August 8, 2026

1. BACKGROUND

The City of Kingsport and Kingsport City Schools is seeking proposals from qualified firms to provide independent project management and consulting services for the implementation of a new Financial Information System (FIS) and Human Capital Management (HCM) solution.

The City of Kingsport (“City”) and the Kingsport City Schools (“KCS”), previously contracted with a consultant to assist in the competitive selection of a new financial information system (“FIS”) and a human capital management (“HCM”) solution. Through that process, the City and KCS selected Tyler Technologies (“Tyler”) to replace its legacy Central Square (Naviline) solution for financial management and selected UKG to implement a new HCM solution to replace Central Square HCM. Kingsport City Schools (“KCS”) will implement UKG HCM to replace Skyward HCM.

The City and KCS require independent project management oversight, industry expertise, and ongoing consulting assistance to support its internal implementation team through the successful configuration, testing, training, go-live, and post-live stabilization of both the Tyler FIS and UKG HCM solutions.

This Scope of Work (SOW) defines the services sought from qualified consulting firms. The selected Consultant will work collaboratively with the City and KCS’s Project Manager(s), Steering Committee, Core Team, and the Tyler and UKG implementation teams to promote on-time, on-budget, and high-quality implementations that meet the City and KCS’s operational needs. The City’s objective is to engage a consultant capable of assuming primary responsibility for project management while allowing City staff to remain focused on daily operations and critical project decisions.

2. PURPOSE AND OBJECTIVES

The primary purpose of this engagement is to provide the City and KCS with dedicated, independent support to maximize the success of the FIS and HCM implementations. Key objectives include:

- Ensuring effective vendor management and accountability throughout the project lifecycle
- Applying municipal government industry best practices to configuration, process design, data conversion, and testing decisions
- Proactively identifying, documenting, and mitigating risks, issues, and scope changes
- Maintaining clear, consolidated project planning and communication across all parties
- Supporting thorough validation, data migration and conversion, and training.

- Change management to promote user adoption and minimize post-go-live disruptions

The implementation support could effectively encompass three distinct workstreams, each functioning as its own project:

- 1) City Financial Information System (FIS)
- 2) City Human Capital Management (HCM)
- 3) School Human Capital Management (HCM)

While these projects are related, each will have unique requirements, timelines, deliverables, and implementation considerations.

For example, the City's HCM implementation will differ significantly from the School System's HCM implementation due to differences in business processes, operational needs, payroll and HR practices, system configurations, project schedules, and overall deliverables. The implementation plan and level of support should recognize these as three separate workstreams rather than a single consolidated project.

During all phases of the project, the consultant shall:

- Act as the City's Representative to the vendor and primary project manager.
- Coordinate all project activities.
- Monitor project schedule and budget.
- Ensure contractual compliance.
- Reduce implementation risk.
- Provide executive and operational reporting.
- Oversee successful implementation through post-go-live stabilization.

The engagement should be structured to provide support for eighteen (18) - twenty-four (24) months of active implementation activities plus an additional three (3) months of post-live stabilization support, aligned with the Tyler and UKG project schedules.

3. Consultant Responsibilities

The selected Consultant shall provide the following services organized into three primary phases. All services shall be delivered in a collaborative, transparent manner that builds City staff capability while ensuring project discipline.

Phase I – Implementation Project Oversight

The Consultant shall provide ongoing project oversight services that apply to both the FIS and HCM implementations. The consultant should provide and ensure that cross-cutting services form the foundation of successful project governance throughout all city

departments. Also, the consultant is expected to provide sufficient staffing to perform and manage these services, with minimal reliance on city personnel.

1.1 Project Oversight Tasks

- **Vendor Management:** Act as an extension of the City's team in coordinating with Tyler and UKG Project Managers; track commitments, escalate issues, and ensure vendor accountability.
- **Industry Best Practices Advisor:** Provide counsel on municipal government and school system leading practices for financial, payroll, HR, and related processes during configuration and process design decisions.
- **Risk and Decision Management:** Identify, document, and track risks, issues, and key decisions; facilitate timely resolution and escalation when needed.
- **Project Scheduling & Planning Coordination:** Review, advise on, and help maintain integrated project schedules; identify dependencies and critical path impacts across vendors and City workstreams.
- **Project Management Process Support:** Assist the City's Project Solutions Manager(s), department directors and subject matter experts, with planning logistics, status reporting, action item tracking, and adherence to the City's internal governance requirements.
- **System Set-up & Configuration Support:** Provide guidance during configuration sessions to help ensure solutions align with City and School needs and documented future-state processes.

1.2 Other ongoing activities include:

- Conduct and/or attend regular (weekly and monthly) Project Status Meetings with City teams and vendors to review scope, schedule, cost, progress, and risks against plans.
- Support City management of overall project scope; identify potential out-of-scope items and assist in initiating formal change control processes and change orders when required.
- Develop, document, maintain, and actively drive resolution of a comprehensive project RAID Log (Risks, Assumptions, Issues, Decisions) for the combined FIS and HCM program; support escalation to City and vendor executive management as necessary.
- Data and Conversion efforts shall oversee and provide guidance for all data conversion efforts
 1. Data Extraction: Coordinate and oversee the extraction of required data from legacy systems, ensuring all necessary financial, payroll, human resources, and related data elements are identified, accurately extracted, and delivered in accordance with the implementation schedule.
 2. Data Cleansing: Assist the City in identifying and resolving data quality issues prior to conversion, including duplicate records, incomplete or

inaccurate data, inconsistent formatting, obsolete records, and other anomalies that could negatively impact the implementation.

3. **Data Mapping:** Review and validate the mapping of legacy data elements to the new Tyler FIS and UKG HCM data structures, ensuring data relationships, field definitions, business rules, and conversion requirements are accurately documented and consistently applied.
4. **Data Conversion Validation:** Develop and oversee processes for validating converted data through reconciliation, sampling, exception reporting, and user verification to confirm data accuracy, completeness, and integrity prior to production deployment.
5. **Conversion Issue Management:** Establish and maintain a structured process for tracking, documenting, prioritizing, and resolving data conversion issues in collaboration with City staff, Tyler Technologies, UKG, and other applicable vendors.
6. **Conversion Readiness:** Advise the City on data conversion readiness, monitor completion of conversion milestones, and provide recommendations regarding readiness for mock conversions, testing cycles, and final production conversion activities.

1.3 Phase I Deliverables for the City and KCS

- Develop a Master Project plan.
- Establish and manage a detailed implementation schedule.
- Convey a governance structure.
- Oversee a communication plan.
- Call and manage a steering committee.
- Develop and manage a risk management plan.
- Develop and manage management plans and procedures.
- Establish agreeable change control procedures.
- Establish a quality assurance plan.
- Active attendance and participation in weekly and monthly Project Status meetings
- Ensure project document retention.
- Comprehensive FIS and HCM Project reports and (initial development and ongoing maintenance/updates)
- Monthly Project Status Reports summarizing progress, accomplishments, upcoming activities, risks/issues/decisions, schedule status, and recommendations

1.4 Coordinate discussion, decision, planning and implementation of all interfaces including:

- Banking
- Payroll – Integration from UKG.
- Budget – ClearGov and PatternStream
- Purchasing – P Cards specifically

- Accounts Payable
- Accounts Receivable – Hansen
- Utility Billing – Hansen integration into FIS
- Asset Management
- Fleet Management
- Timekeeping – UKG
- Benefits
- Retirement- TCRS, Mission Square, and Empower
- Document Management
- Other third-party systems

Phase II – FIS Implementation Support with Tyler Technologies

The Consultant shall support the City and KCS through all stages of the Tyler Technologies FIS implementation, providing hands-on assistance, review, coordination, and subject-matter guidance at each phase.

2.1 Initiate & Plan

- Review Tyler’s proposed Project Management Plan and Project Schedule; provide written counsel and recommended edits to the City team prior to formal acceptance.
- Participate in the Stakeholder Meeting to offer clarification, answer questions, and document resulting action items.
- Develop a Consolidated Implementation Plan that captures all project tasks and clearly maps interdependencies across Tyler, UKG, the City and KCS, any third-party vendors, and the Consultant. This plan shall function as the master project roadmap and be maintained/updated throughout the engagement.

Deliverables:

- Review and make recommendations on Tyler’s Project Management Plan and Project Schedule
- Consolidated Implementation Plan (initial version and subsequent updates)
- Attendance and documentation support for the Stakeholder Meeting

2.2 Requirements

- Actively participate in Tyler’s Solution Orientation sessions to help ensure City participants understand prerequisites and gain a thorough understanding of the new system’s capabilities and configuration approach.
- Participate side-by-side with City staff in Current & Future State analysis sessions; assist the City and KCS in clearly communicating its desired future state to the Tyler configuration team, mediate process-related roadblocks, and document action items or scope modifications.

- Support Tyler’s Conversion Assessment by helping the City and KCS identify essential data elements requiring transfer to the new system. Provide data specialist assistance as needed to extract preliminary data from legacy systems or to develop mapping specifications for the Tyler environment.

Deliverables:

- Preparation for and active participation in Tyler Solution Orientation
- Preparation for and active participation in Current & Future State Analysis sessions
- Preparation for and active participation in Conversion Assessment activities
- Validate project timeline.
- Validate staffing plan.
- Validate implementation deliverables.
- Review assumptions.
- Review implementation risks.
- Review critical path.
- Recommend modifications when necessary.

2.3 Prepare Solution

- Participate in solution configuration sessions, process refinement workshops, and conversion planning meetings (including integration validation sessions).
- Assist in coordinating and overseeing initial solution configuration testing performed by the City’s functional leads.
- Review and provide written comments on the Solution Validation testing plan.
- Coordinate City updates to process documentation impacted by the new system.
- Support verification of converted data by establishing a clear, systematic tracking methodology and a structured process for communicating issues to the Tyler conversion team or the City’s data extraction team.

Deliverables:

- Preparation for and participation in solution configuration sessions
- Written review and feedback on the Solution Validation testing plan
- Data conversion verification methodology and supporting tracking tools/processes

2.4 Production Readiness

- Manage and oversee execution of the solution validation plan to confirm that each critical business process has been properly reviewed and validated, thereby reducing the risk of complications at go-live.
- Participate in Go-Live planning sessions and provide counsel to support the City and KCS in making an informed go-live readiness decision.
- Review the end-user training plan provided by Tyler and provide written comments and recommendations as appropriate.
- Assist the City and KCS in coordinating staff schedules and resources to ensure the right personnel receive the appropriate level and volume of training for their roles.

Deliverables:

- Written review and feedback on the Training Plan
- Preparation for and participation in Go-Live Planning sessions

2.5 Go-Live and Post-Live Support

- Support the City's execution of the approved Go-Live Action Plan, including monitoring of Go-Live balancing procedures and coordination of interfaces and integrations.
- Participate in mock go-live exercises to validate tasks, timing, and readiness of all parties.
- Provide on-site (or remote, as mutually agreed) presence during the actual go-live transition to assist the City and KCS in achieving a smooth cutover.
- Support the City and KCS in final verification and formal sign-off confirming that all data and key processes are in place and no critical issues remain unresolved.
- Provide dedicated post-live support for a period of three (3) months following go-live, including assistance with scheduled post-live activities and resolution of system-related issues that arise during stabilization.
- At the conclusion of the project, develop and facilitate review of project close-out documentation, including a Lessons Learned Report and documentation of signed agreements covering all phases of the engagement.

Deliverables:

The consultant shall coordinate with the implementation team to

- Documentation of the fully executed Go-Live Action Plan
- Project Close-out Plan
- Lessons Learned Report
- Consolidated Final Report summarizing the entire FIS implementation support engagement

Phase III – HCM Implementation Support with UKG

The Consultant shall provide parallel support for the UKG HCM implementation, tailored to UKG's implementation methodology while maintaining consistency with the overall program governance established in Phase I.

3.1 Initiate & Plan

- Review UKG's proposed project goals and success criteria; provide counsel and recommended edits to the City and KCS team prior to acceptance.
- Participate in the project kickoff meeting to provide clarification, support City and KCS objectives, and document action items.

Deliverables:

- Review and write recommendations on UKG's Project Goals and Success Criteria
- Attendance and support at the Kickoff Meeting

- Validate project timeline.
- Validate staffing plan.
- Validate implementation deliverables.
- Review assumptions.
- Review implementation risks.
- Review critical path.
- Recommend modifications when necessary.

3.2 Requirements

- Actively participate in UKG’s discovery process sessions side-by-side with City staff to help articulate the desired future state to the UKG configuration team, mediate any process roadblocks, and document action items or scope modifications.
- Once system requirements are defined, review and comment on UKG’s project timeline and detailed project plan; ensure integration of UKG tasks into the overall Consolidated Implementation Plan.

Deliverables:

- Preparation for and active participation in UKG discovery sessions
- Review and written comments on UKG’s Project Plan
- Updated Consolidated Implementation Plan incorporating HCM workstreams

3.3 Prepare Solution

- Track completion of defined Build-phase tasks and coordinate initial unit testing performed by the City and KCS’s functional leads.
- Participate in Build Review calls to facilitate City and KCS confirmation of the system design and to track action items, risks, and decisions.
- Support verification of converted employee data and testing of integration designs by establishing systematic tracking processes and structured communication of issues to the UKG conversion team or City data team.
- Assist the City in designing a comprehensive plan for manager and end-user training.

Deliverables:

- Preparation for and participation in Build Review calls
- Data conversion verification methodology (HCM-specific)
- Manager and End-user Training Plan

3.4 Production Readiness

- Support the City’s execution of the approved Go-Live Action Plan, including monitoring of Go-Live balancing procedures and coordination of interfaces and integrations.
- Participate in mock go-live exercises to validate tasks, timing, and readiness of all parties.

- Provide on-site (or remote, as mutually agreed) presence during the actual go-live transition to assist the City and KCS in achieving a smooth cutover.
- Support the City and KCS in final verification and formal sign-off confirming that all data and key processes are in place and no critical issues remain unresolved.
- Provide dedicated post-live support for a period of three (3) months following go-live, including assistance with scheduled post-live activities and resolution of system-related issues that arise during stabilization.
- At the conclusion of the project, develop and facilitate review of project close-out documentation, including a Lessons Learned Report and documentation of signed agreements covering all phases of the engagement.

Deliverables:

The consultant shall coordinate with the implementation team to:

- Documentation of the fully executed Go-Live Action Plan
- Project Close-out Plan
- Lessons Learned Report
- Consolidated Final Report summarizing the entire HCM implementation support engagement

3.5 Go Live and Post-Live Support

- Support the City's preparation for and execution of Go-Live in accordance with the approved Go-Live plan, including monitoring of balancing procedures and coordination of interfaces and integrations.
- Participate in mock go-live simulations to validate readiness and refine cutover procedures.
- Provide on-site (or remote, as agreed) support during the go-live transition to help ensure a smooth cutover with minimal operational disruption.
- Support final verification and sign-off activities confirming data integrity and process readiness.
- Deliver three (3) months of post-live support, assisting with scheduled stabilization activities and resolution of any system-related issues that emerge.
- At project conclusion, develop and review all project close-out documentation, including a Lessons Learned Report and final signed agreements covering all phases of the HCM engagement.

4. PROJECT TESTING AND TRAINING

The consultant shall manage and ensure that all aspects of testing and training are coordinated and executed for all appropriate personnel for both the City and KCS. As such the following expectations are outlined:

- Manage and oversee execution of functional testing, parallel testing, and data validation activities.

- Assist the City and KCS in performing the manager and end-user training plan developed in the Build phase.
- Coordinate and participate in Go-Live planning sessions to support the City and KCS's go-live readiness decision. Recommend a "Go/NO GO" decision.

Training Oversight

The consultant shall develop and oversee:

- Testing strategy.
- Test scripts.
- Unit testing.
- Integration testing.
- User Acceptance Testing.
- Payroll parallel testing.
- Financial reconciliation testing.
- Security testing.
- Disaster recovery testing.
- Final production readiness testing.

Coordinate:

- Training schedule.
- Super-user training.
- Department training.
- Executive training.
- Training documentation.
- Knowledge transfer.
- Training effectiveness assessments.

Deliverables:

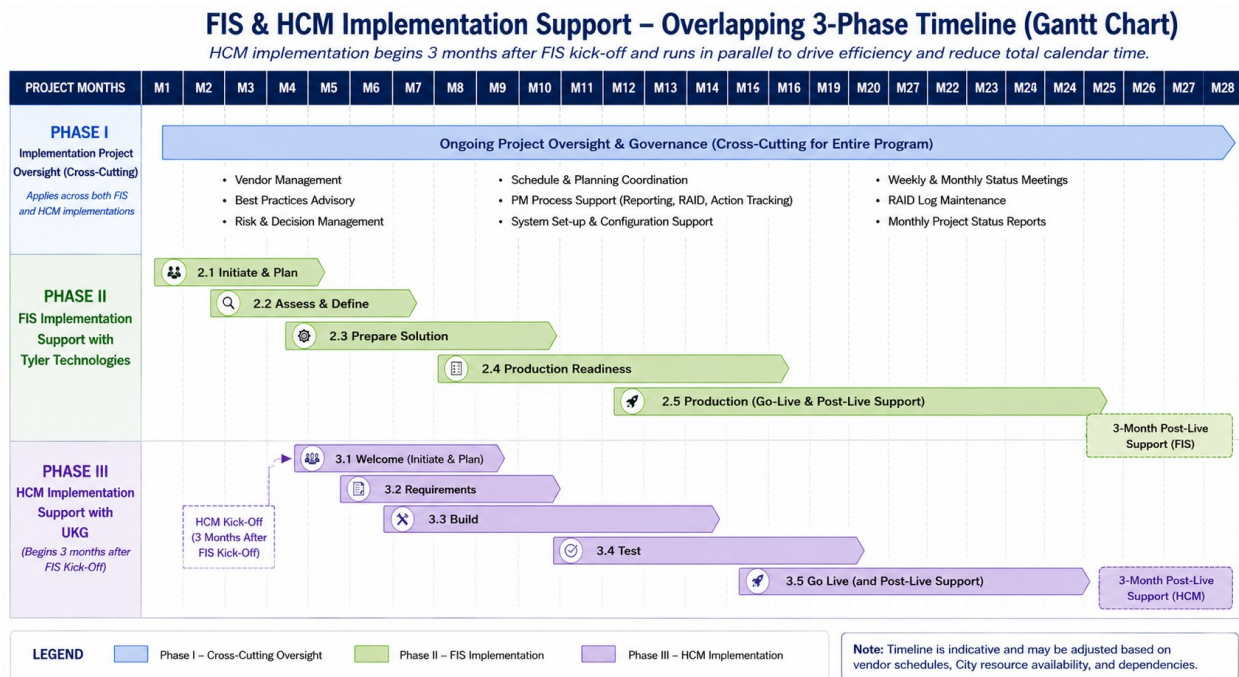
- Preparation for and participation in Go-Live Planning sessions
- Coordination and facilitation of Go-Live planning activities

5. PROJECT SCHEDULE AND TIMING

The Consultant's performance of services under this SOW is dependent upon the project schedules established and maintained by Tyler Technologies for the FIS implementation and by UKG for the HCM implementation. The Consultant shall align its resources and

activities to support those schedules and shall proactively communicate any potential impacts or recommended adjustments.

Although the phases appear to be somewhat sequential, many of the phase activities will run concurrently. Review the Gantt chart below for a suggested crossover.



The Consultant shall not be responsible for delays, cost overruns, or other impacts caused by the software vendors, the City and KCS, third parties, or circumstances outside the Consultant's reasonable control. The Consultant will, however, promptly identify such factors and recommend mitigation strategies to the City and KCS.

For planning purposes, proposers should assume an engagement duration of up to twenty-seven (27) months total (approximately eighteen (18) - twenty-four (24) months of active implementation support plus three (3) months of post-live stabilization), subject to confirmation once Tyler and UKG provide their detailed project schedules and go-live target dates.

6. PROPOSER QUALIFICATIONS

Proposing firms must demonstrate the following preferred qualifications and experience:

- Preferred ten (10) years of experience providing independent ERP implementation oversight.
- Experience serving as the owner's representative for a preferred ten (10) public-sector ERP implementations.
- Prior experience providing project management, implementation oversight, and consulting support for Tyler Technologies FIS/ERP and UKG (or similar HCM)

solutions within municipal and school environments. Including a deep understanding of school workflows and employee contracts.

- Proven track record supporting full lifecycle public-sector financial, payroll, human resources, and related system implementations, including data conversion, integration, testing, training, and post-go-live stabilization.
- Deep knowledge of municipal government business processes, chart of accounts design, fund accounting, payroll compliance, HR workflows, and change management in the public sector.
- Demonstrated expertise in developing and maintaining RAID logs, consolidated multi-vendor project plans, change control processes, and executive-level status reporting.
- Availability of qualified, dedicated personnel (including a proposed engagement lead or project manager) with relevant professional certifications (e.g., PMP) and direct, hands-on experience on comparable Tyler and/or UKG municipal and school implementations.
- Strong references from similar municipal clients, with preference given to references involving Tyler FIS and/or UKG HCM projects.

7. RFP RESPONSE REQUIREMENTS

Interested firms shall submit a complete response that addresses all of the following elements. Incomplete responses may be deemed non-responsive. The response will receive a weighted score of a maximum of 100 points, in keeping with Tennessee Code Annotated, Section 12-3-1207 subsection (h) to “...state the relative importance of price and other evaluation factors.”

1. **Executive Summary: (5 Points)** Brief overview of the firm’s understanding of the City’s needs, the scope of work, and why the firm is well-positioned to deliver successful outcomes.
2. **Approach and Methodology: (25 Points)** Detailed description of how the firm will deliver the services described in this SOW, including coordination with Tyler and UKG teams, use of tools/templates for RAID management and status reporting, risk escalation protocols, and knowledge transfer to City staff.
3. **Project Team and Experience: (20 Points)** Organization chart for the proposed team, identification of the engagement lead/project manager and other key personnel, and concise resumes (2–3 pages each) highlighting relevant Tyler/UKG municipal implementation experience and role on this engagement.
4. **Pricing: (15 Points)** Detailed time-and-materials proposal with a clearly stated not-to-exceed total contract value. The proposal must include:
 - Fully burdened hourly rates for all proposed staff categories/roles (including any subcontractors)
 - Estimated total hours and associated fees broken down by major Phase (I, II, III sub-phases) and key task areas
 - All anticipated project expenses (travel, materials, etc.) – note that the total proposal should be inclusive of professional fees and expenses

- Any assumptions regarding level of effort, number of on-site visits, or other factors that could affect cost
- 5. **Project Schedule/Timeline: (10 Points)** High-level proposed timeline or work plan aligned with typical Tyler and UKG implementation durations (or explicit assumptions if specific vendor schedules are not yet available). Identify any resource ramp-up or key milestone support periods.
- 6. **References: (10 Points)** References from municipal or local government clients for similar FIS/HCM implementation support engagements. Include client name, project description, dates, contract value range (optional), and current contact name/title/phone/email.
- 7. **Value-Added Differentiators: (10 Points)** Any proprietary tools, templates, accelerators, training methodologies, or other capabilities that distinguish the firm and would benefit the City and KCS (e.g., data validation scripts, change management frameworks, post-go-live hyper-care models). Specific work with other Tennessee municipalities of similar size and/or scope.
- 8. **Contractual Compliance: (5 Points)** Confirmation of willingness to execute the City's standard professional services agreement (sample available upon request) and to meet insurance, indemnification, and other standard municipal contracting requirements.

8. GENERAL PROVISIONS

- **Direction and Reporting:** The selected Consultant shall perform all services under the direction of the City and KCS's designated Project Manager(s) and shall provide regular status updates to the City and KCS's Steering Committee as requested.
- **Ownership of Work Product:** All work products, documentation, plans, reports, RAID logs, training materials, and other deliverables developed under this engagement shall become the sole property of the City of Kingsport, Tennessee.
- **No Warranty on Software:** The Consultant makes no representations or warranties, express or implied, regarding the operation, functionality, performance, or effectiveness of Tyler Technologies or UKG software solutions. The Consultant is not responsible for the software vendors' performance, defects, or delays attributable to the vendors or other parties outside the Consultant's reasonable control.
- **Billing and Payment:** Services will be billed monthly on a time-and-materials basis, with detailed invoices supporting hours by task/role and reimbursable expenses, up to the not-to-exceed contract limit established in the final agreement.
- **Scope Changes:** The City and KCS reserve the right to modify the scope of services, add or remove tasks, adjust resource levels, or extend/reduce the engagement duration via written change order. Any such changes will be negotiated in good faith between the parties.
- **Independent Contractor:** The selected Consultant shall perform services as an independent contractor and shall not be considered an employee, agent, or partner of the City and KCS for any purpose.