

Memorandum



Date: July 16, 2025

To: Honorable Chairman Anthony Rodriguez
and Members, Board of County Commissioners

From: Daniella Levine Cava *Daniella Levine Cava*
Mayor

Agenda Item No. 8(N)(11)

Resolution No. R-759-25

Subject: Request for a Non-Competitive Designated Purchase for Additional Time and Expenditure Authority for Contract No. RFP746, Transit Operations System Replacement Project Solution

Summary

This item is seeking approval of additional time and expenditure authority for the purchase of services related to the Trapeze Operations & Payroll workforce management software (OPS Software) for the Department of Transportation and Public Works (DTPW) provided by Trapeze Software Group, Inc. (Trapeze). The OPS Software is used by DTPW for workforce scheduling and payroll operations for Metrobus and Metrorail and is extensively integrated with the INFORMS Enterprise Resource Planning (ERP) system. The additional time and expenditure authority will allow DTPW to continue to receive maintenance and support for the OPS Software, complete an upgrade to the most current software version, and transition the existing backend database to a modernized Microsoft SQL platform to ensure the security and performance of the system. Replacing the system with an alternative solution would require significant reconfiguration to conform to all payroll rules as well as development of a new integration to INFORMS, both of which could introduce potential service interruptions, additional costs, resource demands from multiple departments, and increased administrative burden. Accordingly, it is in the County's best interest to approve this designated purchase pursuant to Section 2-8.1(b)(3) of the Miami-Dade County Code to ensure the continued provision of workforce scheduling, payroll automation, and transit operations management services.

Recommendation

It is recommended that the Board of County Commissioners (Board) approve this request for a non-competitive designated purchase under *Contract No. RFP746, Transit Operations System Replacement Project (TOSRP) Solution*, by a two-thirds vote of the Board members present, pursuant to Section 2-8.1(b)(3) of the Miami-Dade County Code to extend the contract term by five-years and authorize the increase in expenditure authority in the amount of \$5,500,000. This extension will allow DTPW to continue receiving maintenance and technical support for the OPS Software under the existing contract terms and to engage Trapeze to provide professional services for the upgrade of the OPS Software and migration to a modern, secure backend database.

Background

This competitively established contract was awarded to Trapeze Software Group, Inc. (Trapeze) on March 5, 2013, by the Board via Resolution No. R-190-13. DTPW utilized this contract to purchase, implement, integrate, and now support and maintain the OPS Software, which is essential for daily transit workforce operations. The OPS Software facilitates operator bidding, scheduling, dispatch, vehicle assignments, absence tracking, and payroll processing, ensuring compliance with the Transit Workers Union (TWU) labor agreement.

The OPS Software streamlines transit workforce operations by automating complex scheduling and payroll functions that would otherwise require manual processes. The system's advanced rules engine applies over 47,000 pay calculations in accordance with the TWU labor agreement, ensuring fair and accurate compensation. The OPS Software automates timekeeping for 1,575 bus and rail operators,

reducing administrative workload and ensuring payroll accuracy. Additionally, its automated dispatch and scheduling features enable real-time workforce adjustments, optimizing route coverage and improving service reliability. Accordingly, the OPS Software is essential to preserving operational efficiency and minimizing disruptions to transit service.

Further, the OPS software is heavily integrated with the County's INFORMS payroll system. The development of this integration was a multi-year effort which required resources from DTPW, Information Technology Department, People and Internal Operations Department, and the Office of Enterprise Strategies (formerly under the Office of Management and Budget). This integration required technical development, system modifications, and a financial investment to ensure payroll accuracy and compliance with labor agreements.

DTPW continues to evaluate its technology portfolio on an ongoing basis in coordination with the Information Technology Department and other partners to promote competitive system replacements wherever possible to modernize operations, gain efficiencies, and reduce costs. Extensive industry review was conducted to determine the feasibility of replacement of the OPS Software. Replacing the system with an alternative solution would require significant reconfiguration to conform to all payroll rules as well as development of a new integration to INFORMS, both of which could introduce potential service interruptions, additional costs, resource demands from multiple departments, and increased administrative burden. Trapeze is the proprietary provider of maintenance and support services for the OPS Software. Competition is not practicable due to the proprietary nature of the OPS software and its extensive integration with INFORMS. Accordingly, it is in the County's best interest to approve this designated purchase pursuant to Section 2-8.1(b)(3) of the Miami-Dade County Code to ensure the continued provision of workforce scheduling, payroll automation, and transit operations management services.

Scope

The impact of this item is countywide in nature.

Delegated Authority

The County Mayor or the County Mayor's designee will have the authority to execute Supplemental Agreement No. 7 and exercise all provisions of the contract, including any cancellations or extensions, pursuant to Section 2-8.1 of the County Code and Implementing Order 3-38.

Fiscal Impact/Funding Source

The contract expires on September 30, 2025, and has an existing cumulative allocation of \$10,015,105. If this request is approved, the contract will have a modified cumulative allocation of \$15,515,105 and will expire on September 30, 2030. The requested increase in expenditure authority is based on the negotiated rates for the migration of the OPS Software database to a Microsoft SQL platform, the professional services required to upgrade to an enhanced software version, and ongoing maintenance and support services over the additional five-year term as well as contingency funds for future services, which may include additional services as a result of changes in payrolls rules, collective bargaining agreements, or other operational needs. These costs were determined through an analysis of the required technical enhancements, projected system support needs, and the long-term operational requirements of DTPW.

Department	Existing Cumulative Allocation	Additional Allocation Requested	Modified Cumulative Allocation	Funding Source	Contract Manager
DTPW	\$10,015,105	\$5,500,000	\$15,515,105	DTPW Operating Funds	Alonzo Joseph
Total:	\$10,015,105	\$5,500,000	\$15,515,105		

Track Record/Monitor

Vanessa Stroman of the Strategic Procurement Department (SPD) is the Procurement Contracting Manager. Alonzo Joseph of DTPW is the Chief of Contracts and Procurement.

Awarded Vendor

Vendor	Principal Address	Local Address	Principal
Trapeze Software Group, Inc.	5265 Rockwell Drive N.E Cedar Rapids, IA 52402	None	William Robert Delaney

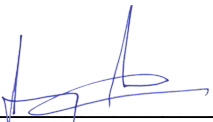
Due Diligence

Pursuant to Resolution No. R-187-12, due diligence was conducted in accordance with SPD's Procurement Guidelines to determine vendor responsibility, including verifying corporate status and that there are no performance and compliance issues through various vendor responsibility lists and a keyword internet search. The lists that were referenced included convicted vendors, debarred vendors, delinquent contractors, suspended vendors, and federal excluded parties. There were no adverse findings relating to vendor responsibility.

Applicability of Ordinances and Contract Measures

- The two percent User Access Program applies where permitted by funding source.
- The Small Business Enterprise Selection Factor does not apply.
- Local Preference does not apply.
- The Living Wage Ordinance does not apply.

Attachment



Jimmy Morales
Chief Operating Officer



MEMORANDUM

(Revised)

TO: Honorable Chairman Anthony Rodriguez
and Members, Board of County Commissioners

DATE: July 16, 2025

FROM: 
Glen Bonzon-Keenan
County Attorney

SUBJECT: Agenda Item No. 8(N)(11)

Please note any items checked.

- ☐ "3-Day Rule" for committees applicable if raised
- ☐ 6 weeks required between first reading and public hearing
- ☐ 4 weeks notification to municipal officials required prior to public hearing
- ☐ Decreases revenues or increases expenditures without balancing budget
- ☐ Budget required
- ☐ Statement of fiscal impact required
- ☐ Statement of social equity required
- ☐ Ordinance creating a new board requires detailed County Mayor's report for public hearing
- ☐ No committee review
- ☒ Applicable legislation requires more than a majority vote (i.e., 2/3's present ☒, 2/3 membership ☐, 3/5's ☐, unanimous ☐, majority plus one ☐, CDMP 7 vote requirement per 2-116.1(3)(h) or (4)(c) ☐, CDMP 2/3 vote requirement per 2-116.1(3) (h) or (4)(c) ☐, CDMP 9 vote requirement per 2-116.1(4)(c) (2) ☐) to approve
- ☐ Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required

Approved _____ Mayor
Veto _____
Override _____

Agenda Item No. 8(N)(11)
7-16-25

RESOLUTION NO. R-759-25

RESOLUTION AUTHORIZING AWARD OF A DESIGNATED PURCHASE PURSUANT TO SECTION 2-8.1(B)(3) OF THE COUNTY CODE BY A TWO-THIRDS VOTE OF THE BOARD MEMBERS PRESENT; AUTHORIZING ADDITIONAL TIME OF FIVE YEARS AND EXPENDITURE AUTHORITY IN THE AMOUNT OF \$5,500,000.00 FOR CONTRACT NO. RFP746; AND AUTHORIZING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO EXECUTE SUPPLEMENTAL AGREEMENT NO. 7 ON BEHALF OF MIAMI-DADE COUNTY AND TO EXERCISE ALL PROVISIONS OF THE CONTRACT, INCLUDING ANY CANCELLATION OR EXTENSIONS, PURSUANT TO SECTION 2-8.1 OF THE CODE OF MIAMI-DADE COUNTY, FLORIDA AND IMPLEMENTING ORDER 3-38

WHEREAS, this Board desires to accomplish the purposes outlined in the accompanying memorandum, a copy of which is incorporated herein by reference,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that:

Section 1. This Board finds it is in the best interest of Miami-Dade County to approve a designated purchase under Contract No. RFP746, Transit Operations System Replacement Project Solution, authorizing additional time of five years and expenditure authority in the amount of \$5,500,000.00 for a total modified contract value of \$15,515,105.

Section 2. This Board authorizes the County Mayor or County Mayor's designee to execute Supplemental Agreement No. 7 to Contract No. RFP746 in substantially the form attached hereto, and to exercise all provisions of the Contract, including any cancellation and extension provisions pursuant to section 2-8.1 of the Code of Miami-Dade County, Florida and Implementing Order 3-38.

The foregoing resolution was offered by Commissioner **Marleine Bastien**, who moved its adoption. The motion was seconded by Commissioner **Danielle Cohen Higgins** and upon being put to a vote, the vote was as follows:

Anthony Rodriguez, Chairman	aye		
Kionne L. McGhee, Vice Chairman	aye		
Marleine Bastien	aye	Juan Carlos Bermudez	aye
Sen. René García	aye	Oliver G. Gilbert, III	aye
Roberto J. Gonzalez	aye	Keon Hardemon	absent
Danielle Cohen Higgins	aye	Eileen Higgins	aye
Natalie Milian Orbis	aye	Raquel A. Regalado	aye
Micky Steinberg	aye		

The Chairperson thereupon declared this resolution duly passed and adopted this 16th day of July, 2025. This resolution shall become effective upon the earlier of (1) 10 days after the date of its adoption unless vetoed by the County Mayor, and if vetoed, shall become effective only upon an override by this Board, or (2) approval by the County Mayor of this resolution and the filing of this approval with the Clerk of the Board.



MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

JUAN FERNANDEZ-BARQUIN, CLERK

By: Basia Pruna
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency.

Bruce Libhaber

SUPPLEMENTAL AGREEMENT NO. 7

Contract Number: **RFP746**

Contract Title: **TRANSIT OPERATIONS SYSTEM REPLACEMENT PROJECT (TOSRP) SOLUTION**

Contractor: **Trapeze Software Group, Inc.
5265 Rockwell Drive NE
Cedar Rapids, Iowa 52402**

In accordance with the above referenced Contract, this Supplemental Agreement No. 7, when properly executed, shall become part of the Contract, and amend the scope of service to include the following work:

- A. In accordance with Contract No. RFP746, as per Article 5, Contract Term, this Supplemental Agreement No. 7 extends the contract term for an additional five (5) years following approval by the Board of County Commissioners. The contract expiration date is therefore extended from September 30, 2025, to September 30, 2030, payable pursuant to the Payment Schedule attached hereto as Attachment B. Notwithstanding the contract expiration date, software maintenance and support services will remain active through March 31, 2031 as detailed in Attachment B.
- B. Trapeze Software Group, Inc. ("Trapeze") shall provide support for the conversion of the existing Oracle database housing the County's Trapeze Operations & Payroll ("OPS") software to a Microsoft SQL database. This conversion support will be performed in accordance with the Statement of Work attached hereto as Attachment A.
- C. Trapeze shall assist Miami-Dade County (the County) with the upgrade of the Trapeze OPS software from Version 15 to Version 21. This upgrade will include planning, discovery, project management, test preparation, acceptance testing, training and cutover go-live support, performed in accordance with the Statement of Work attached hereto as Attachment A.
- D. Trapeze shall provide comprehensive training for County personnel on the upgraded Trapeze OPS Version 21 software. The training sessions will be tailored to the needs of County staff as outlined in the Statement of Work, which is attached hereto as Attachment A. Training will include, but not be limited to, modules covering OPS-Core, OPS Sign-In Terminal, and OPS-MON functionalities
- E. Obligate Trapeze to comply with Miami-Dade County's First Source Hiring Referral Program. This Contract Modification, when properly executed, shall become part of the Contract and shall incorporate the First Source Hiring Referral Program. This provision shall apply only where a vacancy arises due to the departure, reassignment, or staffing of individual engaged, or intended to be engaged, solely for the performance of work under a specific County Contract. If no such vacancy arises in connection with individual assigned on that basis, the Contractor shall have no further obligations under this provision.

FIRST SOURCE HIRING REFERRAL PROGRAM

Pursuant to Section 2-2113 of the Code, for all contracts for goods and services, the Contractor, prior to hiring to fill each vacancy arising under a County contract shall (1) first notify Career Source South Florida ("CSSF"), the designated Referral Agency, of the vacancy and list the vacancy with CSSF according to the Code, and (2) make good faith efforts as determined by the County to fill a minimum of fifty percent (50%) of its employment needs under the County contract through the CSSF. If no suitable candidates can be employed after a Referral Period of three to five days, the Contractor is free to fill its vacancies from other sources. Contractor will be required to provide quarterly reports to the CSSF indicating the name and number of employees hired in the previous quarter, or why referred candidates were rejected. Sanctions for non-compliance shall include, but not be limited to: (i) suspension of Contract until Contractor performs obligations, if appropriate; (ii) default and/or termination; and (iii) payment of \$1,500/employee, or the value of the wages that would have been earned given the noncompliance, whichever is less. Registration procedures and additional information regarding the First Source Hiring Referral Program are available at <https://iapps.careersourcesfl.com/firstsource/>.

- F. Amend Article 1, "Definitions" to reflect that wherever the term "MDT" appears in the contract and any Supplemental Agreements issued thereto, it shall be understood to mean Department of Transportation and Public Works ("DTPW") and/or successor departments.
- G. Trapeze agrees to maintain the pricing specified in Attachment B as firm and fixed for the scope of work defined in the Statement of Work, attached hereto as Attachment A, including Sections 1 through 4. However, pricing related to Section 4 (Software Maintenance and Support Schedule) may be subject to adjustment if Miami-Dade County's operational characteristics change or new modules, system configurations, or services are introduced beyond the defined Statement of Work. Any such changes will be formalized through the execution of a subsequent Supplemental Agreement.

All other terms, covenants and conditions of the original Contract, and any Supplemental Agreement(s) issued thereto, shall remain in full force and effect, except to the extent herein amended.

IN WITNESS WHEREOF, the parties have executed this Supplemental Agreement No. 7 to County Contract No. RFP746, *Transit Operations System Replacement Project (TOSRP) Solution*.

Trapeze Software Group, Inc.

Miami-Dade County

By: Mark Miller

By: _____

Name: Mark Miller

Name: _____

Title: Director

Title: County Mayor or Designee

Date: 2025-05-22

Date: _____

Attest: Mark Miller
Corporate Secretary/Notary

Attest: Juan Fernandez-Barquin
Clerk of the Court and Comptroller

Corporate Seal/Notary

By: _____
(Deputy Clerk Signature)

Approved as to form

and legal sufficiency

Assistant County Attorney

Attachment A: SQL Migration, Additional Upgrade Support and Workforce Management Training Statement of Work
Attachment B: Payment Schedule



Miami-Dade Transit ("Miami")
SQL Migration, Additional Upgrade Support and
Workforce Management Training
Attachment A - Statement of Work

Submitted by:
Trapeze Software Group, Inc.
Carly Caucci, Account Executive
Tel: 289-680-3711
carly.caucci@trapezegrp.com



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1.0 Program Overview

Miami-Dade Transit (“Miami”) is in the process of planning for the upgrade of their Trapeze Software suite. Miami currently uses Trapeze Version 15 to support Scheduling, Operations and Payroll in up to five (5) Bus (CE/NE/CW/BTR,SD) and two (2) Rail Operations divisions (LE/TRR) and over 1,521 total operators across six (6) divisions. Today, Miami’s Trapeze data resides in an Oracle Database.

As part of the overall engagement, Miami is looking for support from Trapeze to:

1. Provide add-on upgrade support services to upgrade the Trapeze Operations & Payroll Software to the latest Trapeze version of software.
2. Conduct functional Role-Based Train-the-Trainer training for up to 200 Miami Operations and Payroll staff members.
3. Support the conversion of Trapeze v21 Database from Oracle to SQL.

The purpose of this document is to provide Miami with a quote and scope of work for each of these engagements. This document outlines the implementation budget, methodology, the efforts required, and expectations of both Trapeze and Miami to complete this program.

The following key success factors have been identified for the program:

- Consistent support from Trapeze professional services personnel throughout the duration of the implementation.
- Meeting project timelines.

1.1 Personnel

To ensure successful completion of this program, Trapeze will utilize the following personnel:

- **Project Manager:** The centralized point of contact for the project. The project manager is responsible for coordinating schedules, deliverables and resources required to deliver the Trapeze services as identified in this statement of work.
- **Implementation Consultant(s):** The primary technical point(s) of contact supporting the Trapeze services for the Trapeze Software as described in this statement of work.
- **Developer(s):** The technical resources responsible for addressing any agreed-upon Software functionality changes required to meet the project and/or business needs.
- **Technical Leadership:** Trapeze leverages both Implementation Leads and Delivery Managers in each functional area to ensure that technical oversight is provided throughout the lifecycle of the project and that all Software products are being implemented with an overarching solution focus in mind.

1.2 Project Management

Trapeze will provide remote project management support for the duration of the program. The Trapeze project manager will be responsible for the successful planning, design, and execution of the project, including effective stakeholder communication, risk mitigation and meeting project milestones. The project manager will be the key

point of contact for Miami for the duration of the project.

Trapeze will also require Miami to assign a project manager (assigned resource) for this implementation. The Miami project manager is expected to attend project status meetings, provide timely and consistent project communications to Miami stakeholders including sharing updates, risks and actions, securing Miami's decisions for project-related items, coordinate and manage Miami resources ensuring the right departments and individuals are engaged during project-related activities, prepare Miami for Acceptance Testing activities, including creating a test schedule, ensuring test coordination, and use and update of the testing log, and ensure Miami-related deliverables and project-activities are communicated and completed successfully and on time.

The two project managers will work together to ensure consistent dialogue is maintained through well-established communication channels.

Successful implementation requires effective and timely communication with all project stakeholders. Trapeze expects the project managers will meet on a bi-weekly basis.

In addition to the responsibilities outlined above, Trapeze project managers will also provide the following key services:

- **Change Management:** If any deliverable(s) need to be changed mid-project, the project manager will identify the impact of the change and initiate necessary actions to ensure timelines and project costs will be adjusted.
- **Milestone Sign-Offs:** With each completed milestone, Miami will be asked to sign off on the milestone and confirm agreement with project moving forward.

1.3 Communication Strategy

Effective and timely communications with all project stakeholders is critical. A successful implementation requires consistent messaging to keep all stakeholders informed with relevant and up-to-date information. To ensure that effective communication practices are followed, Trapeze will adhere to a similar communication plan as outlined below. This communication plan will be finalized during the project kickoff.

Format	Facilitators	Frequency	Individual(s) Responsible	Attendees
Team Meeting and Status Report	Project Team	Weekly	Trapeze Project Manager	Trapeze and Miami Project Team Members
Governance	Project Team	Monthly	Trapeze and Miami Project Managers	Trapeze and Miami Project Leadership Teams

This next section describes the Version 21 Upgrade scope of the program

2.0 Upgrade Introduction - Version 21 Upgrade Support

Miami-Dade Transit (“Miami”) uses Trapeze Version 15 Scheduling (“FX”), Commendations and Complaints (“COM”) and Operations & Payroll (“OPS”) software to support production operations for Transit Scheduling, Operations and Payroll. Miami will be upgrading their Trapeze products to v21 and has requested additional services to support the upgrade of their Trapeze OPS software to the latest available version.

Miami understands that the upgrade of the Trapeze Software must go live at the same time (i.e. cutover for FX, COM and OPS must happen together) and will engage with the Trapeze Mobility, Planning and Scheduling (“MPS”) Team to support upgrading FX and COM.

Additionally, Miami currently runs the Trapeze Software on Oracle 12c. The upgrade portion of this statement of work expects that Miami will be upgrading their Oracle version to Oracle 19c.

The purpose of this document is to provide Miami with a quote and scope of work for upgrade add-on support services to upgrade the Trapeze Operations & Payroll software to the latest Trapeze version of software. Trapeze expects this project will require Miami staff from Operations, Payroll and ITD at a minimum.

Miami has requested these add-on services to help support its operations and payroll teams and minimize disruptions to its operations. The add-on services include planning, discovery, project management, test preparation, acceptance testing, and cutover go-live support for the upgrade.

The following Workforce Management (Trapeze OPS) software modules are included in this upgrade:

- OPS-Core (Bidding, Dispatch, Timekeeping, Workforce Management and Yard Management)
- OPS Sign-In Terminal (OPS-SIT)
- OPS-MON
- OPS Custom Reports

Miami has identified the following key success factors for the version 21 upgrade:

1. Smooth transition from v15 to v21 with minimal downtime.
2. Ensure that existing customizations are implemented in v21 without defects.
3. Consistent support from Trapeze professional services personnel throughout the duration of the implementation.
4. Achieve agreed-upon project timelines.

This document will outline the implementation budget and the efforts required from both Trapeze and Miami to upgrade the Trapeze OPS Software.

2.1 Implementation Methodology Overview

This project will be executed in according to the key activities identified below:

1. Project Kick-off
2. Hardware Procurement/Staging and Site Preparation
3. Test Strategy Design
4. Internal Acceptance Testing
5. Software Installation and Configuration
6. Acceptance Testing
7. Parallel System Acceptance Testing
8. Cutover Planning
9. Deployment and Closure

2.2 Project Kick-off

Within 30 days of contracting, Trapeze resources will be on-site at the Miami offices for up to two (2) days to conduct the project kick-off meetings. The meeting goals and objectives will be to align stakeholders on project scope and timelines, as well as review roles, responsibilities, key risks, and assess the preliminary project schedule. Project teams from both Trapeze and Miami are expected to join the kick-off meeting.

Working with the Miami Project Manager, the Trapeze Project Manager will lead the creation of an agenda which will be agreed upon in advance and project team members from the various business areas will be scheduled as needed.

For a successful upgrade Trapeze recognizes that the project team will need to gain a deep understanding of Miami's business processes. To do this, Trapeze plans to be on-site working directly with Miami and their business stakeholders and end users throughout each phase of this project as described in this Statement of Work.

2.3 Hardware Procurement/Staging and Site Preparation

Once the kick-off activities are completed, Miami will begin staging the network equipment and servers. All components will need to be configured as closely as possible to their final state to validate the performance of the Software.

Trapeze will not be responsible for the hardware procurement, installation, or configuration of items such as servers, network equipment, printers, or workstations. Trapeze will provide recommendations for all hardware and server specifications as required for the proposed Trapeze Software. Additionally, should Miami have any questions, a Trapeze Implementation Consultant will be available for consultation related to hardware or server specifications.

The following includes a non-exhaustive list of installation-specific areas which Trapeze encourages Miami to track and manage as part of new server staging based on the existing environment:

-
- ODBC connections 32/64-bit

- Service Account Users and Installation Folder Access
- Server Login Permissions
- Sign in Terminal URL Rewrites
- Terminal Services Configuration
- Employee Pictures
- Attachment Folders / Shared Drive
- Windows Services Schedules

2.4 Test Strategy Design

Following the project kick-off activities, Trapeze will provide on-site services to conduct a thorough review of Miami's current operations management procedures as they relate to the Trapeze OPS Software.

Over the course of five (5) trips of up to five (5) days each in duration, the Trapeze team will work with Miami's various business units to review current operational processes and review and document the testing strategy for each business area. The Trapeze project team will create a comprehensive Test Strategy with input from Miami designed to ensure appropriate test coverage for the upgrade.

The Test Strategy is a Trapeze-led document which describes the testing objectives, schedule, activities, deliverables, and resources required to conduct Trapeze OPS functional testing. A Test Summary will be used by the team to track pass/fail data for any identified Test Cases. The Test Cases are a high-level description of what needs to be tested for that case. Any differences identified through the course of testing will be entered by Miami into a Test Log, which will be reviewed, addressed and categorized prior to exiting the testing phase.

It is expected that the Miami project Subject Matter Experts (SME's) prepare in advance for these meetings by collecting and documenting any key business processes as well as understanding any critical edge cases which will need to be tested.

The team will spend the first trip reviewing the Bidding and Employee Services modules for Bus Operations. The second trip will focus on Dispatch processes including Sign in Terminal and Yard Management for Bus Operations. The third trip will focus on Rail processes overall and how their testing processes might be different from Bus Operations. The final two (2) trips are expected to take two (2) weeks with a focus on Timekeeping test case coverage. During each on-site trip the Trapeze Implementation Consultant will conduct Software demonstrations for key changes within each module of version 21.

After each trip, a draft Test Strategy will be sent for review and refinement, and at the end of the final trip the consolidated test plan will be delivered to Miami for approval. Miami is expected to review and approve this final document within ten (10) days of receipt. This document will be maintained and updated throughout the project as changes are identified and it is expected that the Miami team will execute these test cases during User Acceptance Testing. Any defects identified in version 15 that must be addressed immediately will be handed off to the Trapeze long term maintenance support program. If it is acceptable to wait until after the upgrade, any agreed-upon defects will be added to the version 21 test plan to ensure they are covered as part of the upgrade. Any new customizations or introduction of new software features will be addressed through the Trapeze change

order process.

At the completion of the Test Strategy Design meetings, the project schedule will be agreed upon and baselined by Trapeze and Miami.

2.5 Internal Acceptance Testing

Internal Acceptance Testing (IAT) will be completed by Trapeze before any Software is handed over to Miami. Miami will be required to provide a recent copy of the production database to facilitate this testing.

Trapeze will use this copy to create a local testing environment leveraging Miami's production database and configurations and the upgraded Software version to support all IAT activities. Please note that the Trapeze server specifications will not match Miami's architecture and will be used to test WM production functionality only and not system performance.

Following the completion of an internal upgrade to v21, Trapeze will begin the subsequent testing activities as part of IAT.

2.5.1 Software Functionality Testing

A Trapeze Implementation Consultant will perform unit and regression testing to ensure completeness and accuracy of all standard Trapeze OPS functions.

Upon completion of unit and regression testing, the Trapeze Implementation Consultant will run a series of tests in the Trapeze local testing environment to ensure all Software functions properly against Miami's specific data and configurations. This will allow Trapeze to proactively determine any potential data-related issues and ensure all standard setup and configuration tasks are performed for Miami.

2.5.2 Trapeze Integration Testing

A Trapeze Implementation Consultant will perform unit and regression testing to ensure completeness and accuracy of the standard interfaces for the Trapeze FX scheduling to Trapeze OPS integration, OPS HR Imports (Employees, Accruals, Skills) and the OPS Payroll Export. These tests are designed to ensure these integrations, imports and exports continue to transfer the data in the manner and format in which it is transferred in Miami's current implementation.

In preparation for these tests, Miami will be required to provide interface files.

2.5.3 Payroll Data Comparison

Trapeze will compare static payroll data between v15 and v21. Each a holiday and non-holiday pay period will be calculated in v15 and v21 and a payroll file will be generated. The payroll files from both outputs will be compared for consistency.

2.5.4 Custom Reports Testing

A Trapeze Implementation Consultant will validate the accuracy of Trapeze-developed custom reports to ensure

the reports are functioning in the same manner and with the same output as they currently function in v15.

Trapeze will assess root cause and resolve all issues identified during Internal Acceptance Testing prior to installing v21 in Miami's test environment.

Trapeze is aware that Miami has created Custom SQL queries which are leveraged for ongoing operations. During the Test Design sessions, these queries should be identified by Miami and prioritized for testing. Trapeze will run the queries to ensure they are capturing the same data in v21 as they did in v15 and identify any adjustments that might be required.

Trapeze will provide a recommendation or a solution if one exists and where applicable for each query issue raised. Generally, this type of support is outside of the scope Trapeze offers. Due to the impact to Miami's business however, Trapeze has accounted for spending up to ten (10) days (or eighty (80) hours) to support Miami's refinement of the queries and their output. This estimate is for planning purposes only and does not represent a cap on effort. Trapeze will complete the necessary support to ensure proper functionality in v21, where possible, as part of the fixed fee engagement, and no additional costs will be incurred unless materially more work is identified and Miami formally approves a change in scope.

2.5.5 Software Installation and Configuration

Following the completion of Internal Acceptance Testing, Trapeze will work with Miami to remotely perform the upgrade procedures in Miami's test environment. The upgrade will be based on the steps documented during Trapeze's Internal Acceptance Testing. Miami will provide Trapeze with a recent v15 production database backup and Trapeze will upgrade the database to v21 and install v21 of the Trapeze OPS software in Miami's test environment.

Miami will be required to complete all hardware installations (including all server configurations and database management software) in time for the test environment installation. To assist Trapeze with the installation, Miami will provide remote access (VPN, etc.) to all necessary servers. If remote access is unavailable, Zoom will be used as an alternate method for connecting to the servers.

2.5.6 Installation Testing

Installation testing will occur after the Software is installed in Miami's test environment. Trapeze will conduct this test to ensure that Trapeze OPS v21 is functioning within Miami's test environment as well as with third party software, as necessary.

During Installation testing, Miami will grant Trapeze remote access to their servers to perform Software testing to validate Software functionality. Trapeze will validate:

- Applications are connected to the appropriate database(s)
- General Software functionality is working as designed:
 - Service shell can successfully start and run as an application and a service (where applicable)
 - Custom services (where applicable) are running in the service shell
 - Trapeze OPS Software client application (where applicable) can successfully start and run
 - Admin user can log in to the application

- Test users can log in to the application using LDAP integration (where applicable)
- Sampling of key Software screens can be opened
- Security configuration screen can be opened, users can be added and saved
- Sampling of key properties and configuration screens can be opened
- Configuration data is present based on a sampling of configuration screens
- Integrations are functioning as expected

2.6 Acceptance Testing

Acceptance Testing involves Miami utilizing the Trapeze OPS Software in the test environment to ensure it responds accurately to user inputs and all features and functions work.

Prior to the commencement of Acceptance Testing, the Miami team will be expected to develop a testing schedule that allows sufficient time and resources to properly execute the agreed upon test cases. Each functional team will be responsible for supplementing the Trapeze test cases with their own. A shared document will be created to track the status of each test case, the expected tester, and the expected completion timeframe.

A testing log will be created and maintained by Miami SMEs to track any defects identified during testing including any relevant screen shots. A daily stand-up call will be scheduled by Trapeze with Trapeze OPS resources to review items found during testing. This stand-up will be held daily for the first four (4) weeks of Acceptance Testing to prioritize items identified. Testing progress, and results will be shared weekly to ensure the team is maintaining the testing schedule and help determine timelines for Round 2 of Acceptance Testing.

Miami will have thirty (30) business days in which to perform an initial comprehensive end-to-end round of Acceptance Testing for the Trapeze OPS Software. Subsequent rounds will be scheduled based on the issues identified during Round 1. Subsequent rounds are expected to take less time than the initial round, and certainly no longer than thirty (30) business days. It is expected that Miami will begin all end-to-end rounds of Acceptance Testing no more than five (5) business days after Trapeze has confirmed that the environment is ready for testing activities.

2.6.1 Training in Preparation for Testing

In preparation for Acceptance Testing, Trapeze will deliver up to four (4) hours of Refresher and UI Training to the Miami SME's who will conduct Acceptance Testing. This training will cover Software functionality and any visual variations between Miami's current version (v15) and the upgraded version (v21) and is designed to prepare Miami's SMEs to navigate the v21 Trapeze OPS solution to complete all required testing. Trapeze will also provide up to one (1) day of remote System Administration training.

2.6.2 User Acceptance Testing

During the Acceptance Testing period, Miami is expected to perform User Acceptance Testing by executing the test scenarios as documented in the Test Strategy.

Trapeze will provide on-site resources for up to fifteen (15) days across three (3) trips to support Miami's Trapeze OPS Acceptance Testing activities. This support is intended to ensure that Miami SME's have a clear

understanding of the Acceptance Testing activities and expectations. The focus, timing and duration of these trips will be agreed-upon by the project teams during the project, however Trapeze recommends Miami allocate at least one (1) week-long trip for Operations Acceptance Testing support and at least one (1) week-long trip for Payroll Acceptance Testing support. During the on-site trips it is expected that Miami Subject Matter Experts (SME) are available for the duration of the time that Trapeze is onsite.

During testing Miami will need to identify someone to adjust workspace and security group changes as they arise to support testing efforts.

2.6.3 Timekeeping Dry Run

During the Acceptance Testing period, Miami is expected to execute a Timekeeping Dry Run. Timekeeping Dry Run is when Miami end users enter data for two full pay periods into version 21. One of these pay periods must include a holiday. The data entered during this Timekeeping Dry Run will be leveraged to validate Payroll calculations for the pay periods entered.

2.6.4 Integration Testing

During the Acceptance Testing period, Miami will execute Integration Testing which will involve Miami reviewing all integration points and interfaces for the Workforce Management solution. It is expected that certain Integration Testing occurs in parallel with User Acceptance Testing as data development will be required to complete this activity.

Integration Testing Activities include:

- Employee/HR Integration
 - Employee demographic and status information
 - Employee Accruals
 - Employee Skills
- Payroll Integration
- CAD/AVL Integration
 - OPS-MON
- Schedule Integration
 - Trapeze FX

2.6.5 Testing Defect Review Tracking and Resolution

During Acceptance Testing activities, Miami will document and prioritize any defects encountered throughout the testing period (if any exist). Following the completion of a round of testing, Miami will supply Trapeze with a complete list of all perceived defects, which Trapeze will assess for root cause and resolve where appropriate based on the severity levels defined below. Any workaround proposed to address a defect must be reviewed, approved, and formally accepted by Miami before its considered satisfactory.

1. Critical – Defect causes failure of critical functionality or critical data, and no workaround is available.
 - This can include but is not limited to:

- System crashing
 - Non-recoverable conditions
 - Data loss or corruption
 - Security concerns leading to breach of information and/or misuse, or severely affecting system performance and/or functionality
 - Performance defects leading to unavailability or loss of functionality
2. Major – Defect partially impairs critical functionality. A workaround is available but difficult to execute.
- This can include but is not limited to:
 - System crashing or aborting during normal operation of a non-critical flow
 - Missing functionality
 - Inconsistent logic or display of data
 - Slow responsiveness and underperformance of the system
 - Missing security or system patches, minor breach of information
3. Minor – Defect impairs non-critical functionality with a satisfactory workaround available.
- This can include but is not limited to:
 - Minor usability issues such as inconsistent display
 - Tab/shortcut keys not working
 - Missing input validation
 - System recoverable errors

Miami will identify the priority of each defect and indicate the desired resolution sequence (1 = soonest resolution desired). It is expected that Trapeze and Miami will mutually agree on which report issues are critical, major, and required for go-live. Unless otherwise agreed by both parties, minor report issues will be addressed post deployment of the upgrade. Trapeze will make every reasonable effort to resolve defects of the same severity levels based on sequential order.

During the Acceptance Testing period, Trapeze will work remotely to resolve all critical and major defects during up to two (2) rounds of Acceptance Testing. If an updated Software solution is required to resolve the defect(s), Trapeze will provide the updated Software encompassing all defect fixes.

Miami will then test and validate the Software to ensure all defects have been rectified. If further defects are identified, Trapeze will evaluate and work to resolve them, and Miami will execute another round of Acceptance Testing.

Once the Acceptance Testing has been completed and all critical and major defects are resolved, Acceptance Testing support as outlined in this project will be considered complete. All remaining support and defects will be transitioned to the Trapeze maintenance and support program, who will provide new Software builds addressing defects, as necessary.

2.7 Parallel System Acceptance Testing

Parallel System Acceptance Testing is designed to ensure that there are no errors or omissions from the system requirements, as well as to identify and resolve data related errors, and to ensure reports and interfaces function as expected. For OPS-SIT this will also ensure that sign-in cards are functioning and producing correct reads from the sign-in devices.

This testing activity occurs after the deployment of the Trapeze OPS Software in the Miami v21 pre-production environment, and it involves Miami utilizing the Version 21 Trapeze OPS Software in the pre-production

environment to ensure it responds accurately to user inputs, and the features and functions of the Software work as designed.

2.7.1 Parallel Preparation

In preparation for the parallel a new database upgrade will be executed to ensure the timeliness of parallel data. During this upgrade, the Miami IT team is encouraged to participate to track and update the deployment plan for the go live activities.

2.7.2 End User Training

In preparation for Parallel System Acceptance Testing, Miami is expected to complete the end user training to ensure that all end users are familiar with the upgraded Trapeze OPS Software. Trapeze will provide remote consulting support as Miami prepares for the training as needed. It is recommended that Miami record all Trapeze-led train-the-trainer sessions so they can be leveraged when training Miami end users, as well as all remaining Subject Matter Experts.

2.7.3 Parallel Testing

During the Parallel Testing period, testing will be conducted by using the Trapeze OPS version 21 Software to complete day-to-day production operations in parallel with the Trapeze OPS version 15 software. This dual entry will verify the OPS21 software is functioning as expected and as documented. At the completion of parallel, the payroll export file will be compared to the production version 15 payroll for accuracy.

Trapeze will provide up to ten (10) days of on-site support for Parallel Testing over two (2) trips at a single location per trip. The project teams will determine the best uses for this time (i.e. supporting two shifts of Bus or Rail Operations; one shift for each of Operations and Payroll; or a combination thereof).

2.8 Cutover Planning

Cutover Planning is designed to ensure a seamless cutover from your current production environment to your upgraded environment. To support these activities, Trapeze will lead the creation of the Cutover Plan with input and review from Miami. The teams will execute dry runs to confirm the steps and timing of each activity required for cutover.

2.8.1 Cutover Plan

The cutover plan will identify the overall approach for the deployment phase of the upgrade project. The cutover plan will describe the processes by which Trapeze will migrate Miami from their existing Trapeze v15 system to the Trapeze v21 systems as well as the expected downtime for the cutover, as determined during the cutover dry run activities. Miami and Trapeze will also mutually agree on when cutover will begin as users will be instructed to exit the system during the cutover. Miami will be responsible for reviewing any existing business continuity plans and enhancing these as needed to support business continuity for the entire duration of the cutover.

The cutover plan will include tasks and activities required for the cutover, as well as mitigation strategies

(including the rollback plan) that will be used in the event of any unforeseen results. The cutover plan will also outline resource requirements for the cutover activities, as well as their responsibilities and the deadlines by which they need to accomplish their tasks.

Miami will be responsible for scheduling, coordinating, and communicating cutover activities to all needed Miami resources (including those using FX, COM and OPS) to ensure all prerequisites are met, all resources scheduled, and all parties are prepared.

2.8.2 Production Dry Run

To complete the production dry run, Miami will provide a current copy of the production database which Trapeze will restore over the existing pre-production database in the Miami environment. Trapeze resources will then complete the process to be used during the production cutover (for FX, COM and OPS) to bring the database up to the new software version compatibility and configure it for the pre-production Miami environment. Miami is expected to engage any team members who will be part of the cutover activities, such as Network Admin, Oracle DBA's, FX, COM and OPS testers, etc..

The objective of the production dry run is to more accurately estimate the time required for all cutover activities, estimate the total outage window, as well as to prepare for a smooth transition for cutover.

Trapeze will migrate the necessary software, ancillary data, configuration settings, security, and workspaces from the test environment to the pre-production environment. Mock-cutover happens in pre-production environment which is used for Parallel acceptance testing and later this environment is leveraged as Production environment.

Miami will then conduct high level testing to ensure the cutover process and Trapeze software (including FX, COM and OPS) is working as expected.

2.9 Version 21 Software Rollout – Go-live Support.

Trapeze will provide on-site support of six (6) Trapeze OPS people for the initial day of launch/cutover of the version 21 Trapeze Software and three (3) Trapeze OPS people for the following five (5) days each for deployment support. Through planning with Miami, these resources will be allocated to various locations as required.

During the on-site support period, the Trapeze resources will provide “over-the-shoulder” support to Miami operations staff. This support will include answering questions regarding system functions, investigating issues, etc. It is recommended this support be augmented with support directly from Miami project SMEs.

After the go-live support period is complete, any newly identified critical or major defects will be resolved by the Trapeze Project team. Any remaining or newly identified minor defects will be transitioned to the Trapeze long-term maintenance support team for resolution.

2.10 Project Closure

Upon completion of the on-site go-live support services, all ongoing support will continue to be provided through Trapeze's long-term maintenance program. At this time, the project will be considered complete and project closure will be processed.

2.11 Upgrade Responsibilities and Deliverables

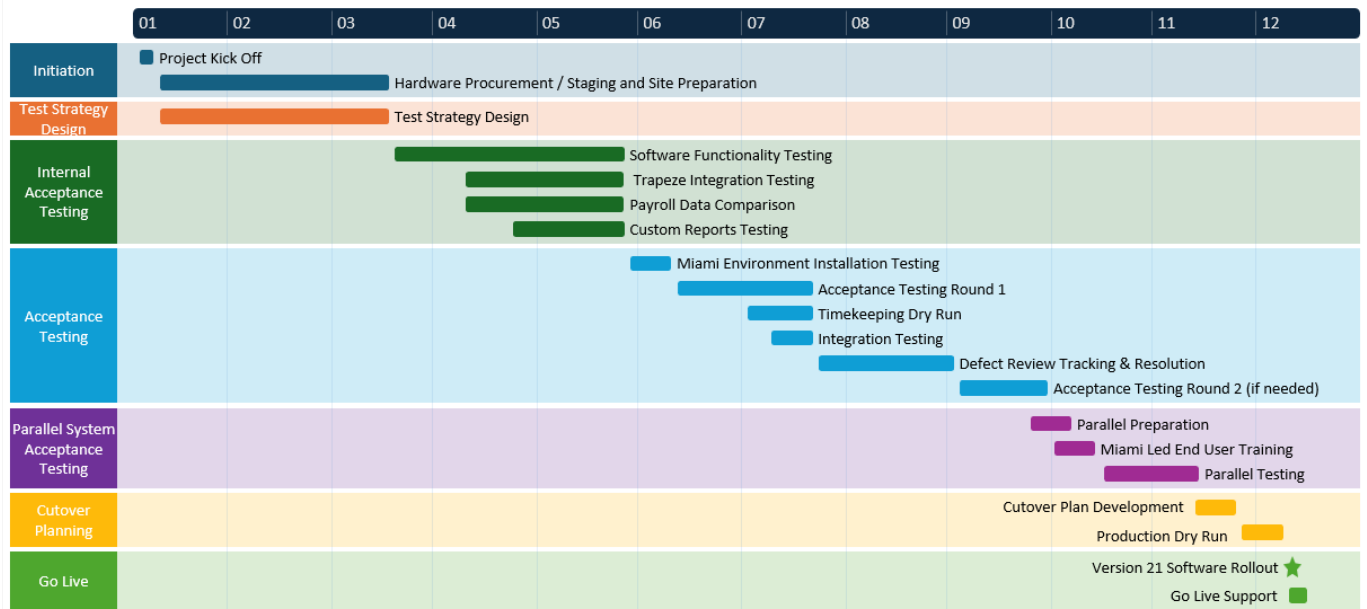
Activity	Trapeze Responsibilities	Miami Responsibilities	Deliverables
Project Kick-off	- Lead project kick-off meeting - Develop and maintain project schedule	- Provide input for Miami-led activities - Provide database backup - Procure and install all necessary hardware - Ensure all appropriate staff attend the Kick-off - Assist with developing and maintaining the project schedule	- Kick-off meeting - Preliminary project schedule
Hardware Procurement/Staging and Site Preparation	Consult as required	Stage and set-up the Trapeze OPS Version 21 environment	Trapeze OPS v21 environment
Test Strategy Design	Conduct test strategy discovery and design meetings	Consult as required	Test Strategy
Internal Acceptance Testing	Perform Internal Acceptance Testing	- Consult as required - Provide Trapeze with backups of the Miami database to utilize during IAT - Populate the test environment with the latest production data to confirm that the testing goes as smoothly as possible for future production database conversions	Trapeze provides acknowledgement of completion of IAT activities to Miami
Software Installation and Configuration	- Perform database migration activities - Conduct database migration dry run - Complete Software version upgrade - Perform Installation Testing	- Provide technical consulting as required - Upload production database backups as necessary	Installed v21 Trapeze OPS Software
Acceptance Testing	- Deliver v21 pre-testing Refresher and UI training - Support Miami during Testing	- Lead Acceptance Testing effort - Perform any required subsequent round of Testing - Complete prioritization of defect(s) - Re-test defect resolutions	- Prioritized defects log - Software releases, as necessary
Parallel System Acceptance Testing	Refresh the v21 pre-prod environment database	- Conduct end-user training as appropriate - Perform dual entry	Version 21 Trapeze Software and Payroll Export confirmed ready for cutover

Activity	Trapeze Responsibilities	Miami Responsibilities	Deliverables
Cutover Planning	- Define Trapeze-led cutover activities and prepare cutover documentation - Consult as required	Define Miami led cutover activities including activities required for the Scheduling team. Practice cutover process	Cutover documentation prepared and confirmed
Software Rollout and Closure	- Complete any final setup/migration activities to finalize the production environment - Provide cutover support - Finalize and close all contract deliverables - Prepare for and lead a Trapeze Customer Care transition call	- Lead and support rollout activities, including scheduling, coordinating, actioning, and communicating progress related to deployment and cutover - Provide frontline support for end user questions - Escalate issues to Trapeze - Update the production system to ensure all records are up to date - Ensure data correctness - Confirm connectivity, logins, etc. - Confirm finalization and closure of all contract deliverables - Clear any outstanding project balance - Participate in Customer Care transition call	Version 21 Trapeze Software operational and functional in Miami's production environment

2.12 Upgrade Project Duration

The upgrade activities are expected to be completed within twelve (12) months from the completion of the project kick-off meeting. It is expected during this time that Miami's scheduling team will work with Trapeze MPS team to test and prepare for the V21 upgrade. If there are any delays in the FX or COM testing that impact the OPS upgrade timeline a change order may be considered.

At a high level, this timeline is:



If Miami places the project on hold, a Request for Change form will need to be filled in to outline and agree to the terms of the delay, including payment for services rendered to date.

Trapeze requires fourteen (14) days written notice when Miami is ready to resume the project. Trapeze will then require a mobilization period to ramp up the project again, a change order may be required to fund this ramp up.

If the project remains on hold for more than ninety (90) days, Trapeze reserves the right to re-evaluate the project, including updating the pricing to then-current rates or additional services. Should Miami choose to not resume the project, any payments previously invoiced will not be refunded.

2.13 Upgrade Project Assumptions

2.13.1 General Pricing Assumptions

1. The services outlined in this statement of work will be delivered as a fixed-fee engagement.
2. Pricing does not include any applicable taxes or expenses associated with Miami and any of its resources assigned to the project.
3. This project is expected to be complete within no more than twelve (12) months from the initial project kick-off meeting.
 - Timeline extensions resulting from Miami internal processes, such as readiness, approval timelines or resource availability which do not require additional Trapeze support, shall not, on their own, require a change order or incur additional costs. A change order will only be considered if delays result from a material change in scope or additional service requests beyond the original fixed fee engagement, subject to mutual agreement by both parties.
4. This project will take advantage of the existing Trapeze infrastructure, data sources and software unless otherwise stated.
5. Miami will migrate their Trapeze v15 products to Oracle 19c prior to the upgrade project commencing.
6. The Trapeze FX Software will remain the scheduling source for the Trapeze OPS Software for the duration of this Upgrade project.
7. Miami will upgrade the Trapeze FX and COM Software to Version 21 in parallel with the OPS Version upgrade.
8. It is expected that Trapeze OPS Software will continue to function in Version 21 as it does in Version 15 today, except for intended general product changes.
9. Training will be delivered utilizing Miami's upgraded version of the Trapeze Software suite (v21).
10. Any services or requests not identified within this statement of work, including reviewing, or correcting data integrity issues, are considered outside the scope of this engagement and will need to be addressed through a change order. Additional costs may apply based on the nature of the change.
11. Expenses have been included for up to nineteen (19) on-site trips for up to seventy-three (73) days in support of the following OPS activities:
 - Project kick-off and Initiation
 - Test Strategy Design Review
 - User Acceptance Testing
 - Parallel Testing
 - Deployment
12. Miami will have a test environment installed and configured prior to the software installation activities.
13. There will be no training material or documentation provided for the training activity outside of the standard Trapeze user guides.
 - This statement applies to the upgrade only and does not apply to the Training services

14. If required, Miami will obtain the appropriate application user manuals from the Trapeze Collaborate website prior to training.
15. On-site travel assumes a minimum of two weeks' notice is provided by Miami to Trapeze in advance of any on-site trip being scheduled. Additional charges may be required if insufficient notice is provided.
16. The delivery of on-site services is conditional on the guidance of the latest travel and health advisories issued by relevant authorities, as well as appropriate workplace safety precautions being implemented at Miami. Trapeze and Miami may opt to exercise alternate remote options if on-site services are not feasible.
17. Any services or requests that are outside the scope of this implementation will need to be addressed through a change order. Additional costs may apply based on the nature of the change.
18. Services to support the implementation of new features or configuration changes in v21 have not been included. Configuration or customization of new features or functions can be considered post upgrade.

<<<<<<<<<<<<<<<<<<<END OF TRAPEZE OPS VERSION 21 UPGRADE SCOPE >>>>>>>>>>>>>>>>>>

This next section describes the Training scope of the program

3.0 Training Introduction – Staff Training

Miami-Dade Transit Agency (“Miami”) has identified that it would be beneficial to provide functional Role-Based training for their Operations & Payroll staff on the use of the Trapeze OPS Software used to support operations.

The roles identified to receive training are the following with the Trapeze OPS modules used by each role listed within parenthesis:

- Bus Operations
 - General Superintendent (Employees, Bidding, Dispatch, Workforce Management, Reports)
 - Transit Operations Supervisors (Employees, Bidding, Dispatch, Reports)
 - Bus Traffic Controllers (Dispatch, Reports)
 - Transit Supervisor (Employees, Bidding, Dispatch, Reports)
 - Clerical Division Staff (Employees, Bidding, Dispatch, Reports)
 - Superintendents (Employees, Bidding, Dispatch, Workforce Management, Reports)
 - Section Chiefs (Employees, Bidding, Dispatch, Workforce Management, Reports)
 - Instructors (Employees, Bidding, Dispatch, Workforce Management, Reports)
 - Bus Services Administration (Employees, Bidding, Reports)
- Rail Operations
 - Rail Yard Masters (Employees, Bidding, Dispatch, Workforce Management, Reports)
 - Chief Supervisor Rail Traffic Controller (Employees, Bidding, Dispatch, Workforce Management, Reports)
 - Train Supervisor (Employees, Bidding, Dispatch, Workforce Management, Reports)
 - DTPW Training Specialist 3 (Employees, Bidding, Dispatch, Workforce Management, Reports)
- Scheduling
 - Scheduling Staff (Employees, Bidding, Reports)
- County HR/Timekeeping
 - County HR Staff (Timekeeping)
- DTPW – HR and Performance Analysis
 - DTPW Support Staff (Work Planner, Reports)

This training will be conducted on Version 21 of the Trapeze OPS Software with FX as the scheduling source and include the following modules:

- OPS-Core (Employees, Bidding, Dispatch, Yard Management, Workforce Management, Timekeeping, Reports)

- OPS Sign-In Terminal (OPS-SIT)
- OPS-MON

Miami's objectives for the Trapeze OPS Version 21 training are:

- Increased consistency of use and quality of work by the Miami team using Trapeze OPS.
- Increased value from the Trapeze WM Software application.
- Increased confidence in using the Trapeze OPS product to support daily operations.
- Increased knowledge of new features and functions to support daily operations.
- Overall reduction in operation and maintenance costs by utilizing best practices and new features.

To support Miami in achieving these goals Trapeze will use a Train-the-Trainer approach. Using this method, Trapeze will prepare role-based training agendas and conduct trainer training.

Miami is still considering if the training will be completed in advance of the V21 Upgrade but at a minimum, the training engagement is expected to kick-off within three (3) months of Version 21 Cutover. If Miami and Trapeze mutually agree, the training can be run in parallel with the upgrade but Miami understands that if this decision is made it will impact the timelines for the upgrade.

This document is to provide Miami with a quote and scope of work for supporting training of their staff and outlines the implementation budget and the efforts required from both Trapeze and Miami.

3.1 Implementation Methodology Overview

This project will be executed according to the key activities identified below:

1. Project Kick-off
2. Module Based Discovery
3. Training
4. Project Closure

3.2 Project Kick Off

At the start of this project Trapeze and Miami will hold a remote project kick-off meeting to align stakeholders on training scope and timelines, as well as review roles, responsibilities, and key risks. Working with the Miami Project Manager, the Trapeze Project Manager will lead creation of a kickoff deck and lead the meeting. The meeting is expected to be less than two (2) hours in duration.

Project teams from both Trapeze and Miami are expected to attend the kick-off meeting. For Miami, this should include leaders of the departments and functional teams with roles identified to be trained.

3.3 Module Based Discovery

Following the project kick-off activities, Trapeze will provide on-site services to conduct module-based discovery of Miami's current operations management procedures as they relate to the Trapeze OPS Software.

These discovery meetings will be ten (10) days held onsite over up to three (3) trips where a Trapeze Implementation Consultant will observe Miami staff using the Trapeze OPS modules in action. These meetings with Miami staff members will identify how each module (Employees, Bidding, Dispatch, etc.) is used and the specific functions utilized by Miami staff. For example, how the Employee Profile is used, and which functions are executed within the Employee Profile module.

As part of these sessions Trapeze will meet with Miami users to discuss how they currently utilize the screens and functions in each of the system's modules and take notes on Miami processes. As the Training will focus on Miami's roles and include customizations specific to DTPW, Trapeze will also determine module-specific functions the different user roles utilize, and determine the currently used customizations for the different user roles. Using this information, Trapeze will prepare role-based training agendas targeted at each role, and prepare training and discussion points.

Once each training agenda is drafted Trapeze will share these with Miami for feedback. Miami will have up to five (5) days to review that training agenda after which they will provide feedback to Trapeze.

In addition to Trapeze meeting with Miami end-users to discuss their duties in Trapeze OPS, Miami will be required to provide a recent backup of their production environment database and restore the test environment with this recent production backup prior to commencing the on-site process reviews.

3.4 Training

Trapeze will provide Miami onsite functional Role-Based Training using a Train-the-trainer approach. This method is designed to ensure Miami Trapeze OPS users receive training tailored to their roles.

Trapeze OPS training will be based on the Miami-approved role-based training agendas with sessions varying in length based on the modules, functions, and topics to be covered within each role. Miami resources are encouraged to participate in all training sessions related to their defined role. Training sessions cannot exceed fifteen (15) employees per session.

The detailed training agenda will be provided by Trapeze prior to the start of training. Both Trapeze and Miami will mutually agree on the key training topics and training session frequency as part of the final training agendas. The training will take place across multiple short sessions spread across several weeks. Training content will be based on the topics outlined above.

3.4.1 Training Requirements

To facilitate the onsite training, Miami is responsible for setting up a dedicated classroom environment that includes the following training equipment:

- A networked computer for each trainee, with access to the test system
- Whiteboard and markers
- LCD projector

3.4.2 Training Preparation

Miami will have a test environment installed and configured, and user access, workspaces, and security set up for all trainees prior to the scheduled training date. Miami is also welcome to download appropriate user manuals from the Trapeze Collaborate website prior to training.

It is expected that all trainees understand the functionality of the Trapeze Software and its link to Miami operations. Trainees are encouraged to review the Trapeze user guides and familiarize themselves with the applications prior to the start of training.

Miami will be required to provide a recent backup of their test environment database prior to the start of training to allow Trapeze resources to prepare for training. Trapeze will also require remote access to Miami's Trapeze environments (test and production).

3.4.3 Role-Based Training

Trapeze will conduct onsite functional Role-Based Train-the-Trainer training over twenty-five (25) days across up to six (6) trips to cover 6 Training Streams. It is expected Miami has 10-15 participants attending each session tailored to their role.

Stream 1 will cover Employees, Bidding, Dispatch, Workforce Management and Reports over eight (8) days in duration, four (4) days each for Bus Operations and Rail Operations. The attendees for these sessions will be chosen from the following groups:

- Bus Operations
 - General Superintendent
 - Superintendents
 - Section Chiefs

- Instructors
- Rail Operations
 - Rail Yard Masters
 - Chief Supervisor Rail Traffic Controller
 - Train Supervisor
 - DTPW Training Specialist 3

Stream 2 will cover Employees, Bidding, Dispatch, and Reports over five (5) days in duration. The attendees for this session will be chosen from the following groups

- Transit Operations Supervisors
- Transit Supervisor
- Clerical Division Staff

Stream 3 will cover Dispatch and Reports over three (3) days for the Bus Traffic Controllers.

Stream 4 will cover Employees, Bidding and Reports over three (3) days. The attendees for this session will be chosen from the following groups

- Bus Services Administration
- Scheduling Staff

Stream 5 will cover Timekeeping over three (3) days for the County HR Staff.

Stream 6 will cover Work Planner and Reports over three (3) day for the DPTW Support Staff.

Miami is expected to record these training sessions to aid in training remaining Miami users. These trainees will then be expected to train all remaining Miami users.

The above durations by role is a guideline and is there is flexibility in utilizing the twenty-four (24) onsite days across roles. Training agendas will be finalized with Miami post module-based discovery.

3.5 Project Closure

Once Trapeze has conducted the training session outlined, the project will be considered complete and project closure will be processed. Miami can then proceed with the remaining end user training, post project closure.

3.6 Training Responsibilities and Deliverables

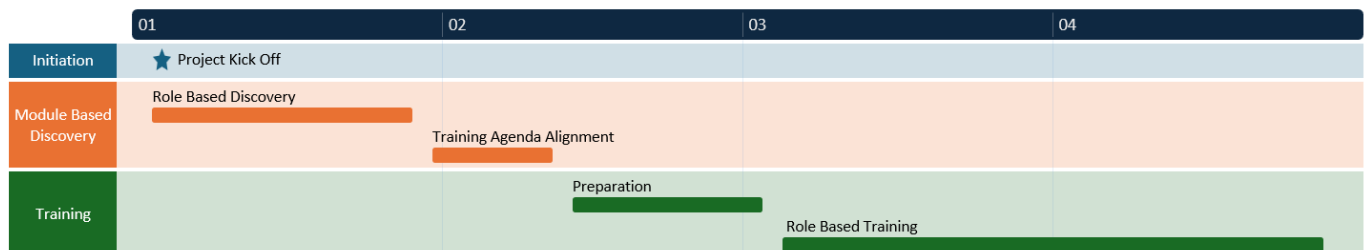
Activity	Trapeze Responsibilities	Miami Responsibilities	Deliverables
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Project Kick-off	- Lead project kick-off meeting - Collaborate with Miami in developing training agenda	- Provide input for Miami-led activities - Assist with developing and maintaining the training agenda	- Kick-off meeting - Kick-off Presentation (MS PowerPoint) - Training Agenda
Module Based Discovery	- Meet with end users, and understand how Miami uses Trapeze OPS. - Create agendas tailored to Miami's roles.	- Schedule time for Trapeze to meet with end users. - Consult as needed - Review and approve all agendas. - Determine appropriate resources to be trained.	Training agendas
Training Services	Conduct training sessions	Ensure trainees are prepared and engaged in all training activities	Completed Train-the-Trainer training sessions

3.7 Training Project Duration

This upgrade training engagement is expected to be completed within four (4) months from the project kick-off meeting.

At a high level, the timeline is:



If the length of the project exceeds four (4) months from the kick-off meeting, either due to Miami readiness or resourcing delays, a change order may be required to fund the extension.

If Miami places the project on hold, a Request for Change form will need to be filled in to outline and agree to the terms of the delay, including payment for services rendered to date.

Trapeze requires fourteen (14) days written notice when Miami is ready to resume the project. Trapeze will then require a mobilization period to ramp up the project again, a change order may be required to fund this ramp up.

If the project remains on hold for more than ninety (90) days, Trapeze reserves the right to re-evaluate the project, including updating the pricing to then-current rates or additional services. Should Miami choose to not resume the project, any payments previously invoiced will not be refunded.

3.8 Training Project Assumptions

1. The training services outlined in this statement of work are a fixed fee engagement.
2. Any services or requests not identified within this statement of work will be considered outside the scope of this engagement and will need to be addressed through a change order.
3. All Software will take advantage of existing Trapeze infrastructure, data sources unless otherwise stated.
4. Functional Role-Based training will be based on using Miami's Trapeze OPS Software Version 21 (v21) and the processes, configurations, and software used by Miami at that time, including leveraging FX as the scheduling source.
 - Training agendas will reflect Miami's processes, configurations, and software as approved during the Process Discovery phase of the project. Miami acknowledges change to process, configurations, and data elements will not be captured in the training materials without a change order.
5. Should Miami elect to conduct the training in parallel with the upgrade, Miami understands there will be impact on the Upgrade timeline. Miami will have a test environment installed and configured prior to the scheduled training date.
6. The maximum number of attendees for each training session is fifteen (15).

<<<<<<<<<<<<<<<<<<<END OF THE TRAINING SCOPE>>>>>>>>>>>>>>>>>

This next section describes the Oracle to MS SQL Migration scope of the program.

4.0 Migration Introduction – Oracle to MS SQL Database Migration

Miami has identified the need to convert from an Oracle database to using Microsoft SQL (“MS SQL”) database.

The purpose of this document is to provide Miami with a quote and scope of work for supporting the conversion of its Trapeze Version 21 Software Oracle database into a MS SQL database. This conversion will cover all Trapeze Software in production use at Miami at the time, which at the time of writing is Trapeze OPS, Trapeze COM and Trapeze FX.

Trapeze will be responsible for the database conversion and rollout. Miami will consult and test during the conversion process with Trapeze’s support.

This document outlines the implementation services to be provided by Trapeze, as well as the support required from Miami staff and resources.

4.1 Implementation Methodology Overview

This project will be executed in according to the key activities identified below:

1. Project Kick-off
2. Discovery Meeting
3. Database Migration in Trapeze Test Environment
4. Internal Acceptance Testing in Trapeze Environment
5. Database and Software Preparation in Miami Test Environment
6. Acceptance Testing
7. Cutover Preparation
8. Deployment and Closure

4.2 Project Kick-off

Within three (3) months of completing the V21 Upgrade, Trapeze and Miami will hold a remote project kick-off meeting to align stakeholders on project scope and timelines, as well as review roles, responsibilities, key risks, and preliminary project schedule. Working with the Miami Project Manager, the Trapeze Project Manager will lead creation of a kickoff deck and lead the meeting.

Project teams from both Trapeze and Miami are expected to attend the kick-off meeting.

4.3 Discovery Meeting

The discovery meetings for the database migration will be held remotely via Zoom. These sessions will span multiple meetings to confirm the project scope and requirements. While the duration of each session may vary, the meetings are expected to be no more than four (4) hours and conducted over a two (2) week period, however, additional time may be allocated as needed to ensure a thorough understanding of the necessary changes to the existing database system, without incurring additional costs.

In preparation for these discussions, Miami will be expected to provide Trapeze with any relevant operational materials and/or documentation requested. The following topics will be covered during these meetings and calls:

- Review current operational policies and procedures as they relate to the Trapeze database.
- Discuss specific Software customization items that may be impacted by the change.
- Discuss impacted rules mapping, custom reports workspaces as necessary.

A document describing the approach to be taken and clarifications reviewed during the Discovery meeting will be documented and provided to Miami for review and confirmation.

At the completion of the Discovery meetings, the project schedule will be agreed upon and baselined by Trapeze and Miami.

4.4 Database Migration in Trapeze Test Environment

The initial migration from Oracle to MS SQL will be completed by Trapeze in a Trapeze Test Environment. This step involves Trapeze converting the Trapeze Version 21 database from Oracle to MS SQL.

Upon conversion to MS SQL, should data issues exist due to primary key violations, Trapeze will identify the problematic data and correct it within the Trapeze Test Environment, as necessary. This data could include, but is not limited to, employee information or details, ancillary data, or data types and formats. Miami will be advised if any changes are required to the production data and will be expected to complete these changes in production before testing in Miami's environment begins.

Trapeze will document the steps and timing of the conversion as reference for UAT and cutover.

This initial conversion will be the starting point to assess the necessary downtime required for production cutover. If necessary, Trapeze and Miami will work together to identify strategies to minimize downtime.

4.5 Internal Acceptance Testing in Trapeze Environment

Following the conversion, Trapeze will validate the converted data, and conduct Internal Acceptance Testing focusing on generic product functionality and Miami's customizations within the Trapeze Software.

Trapeze's Internal Testing will be performed to ensure that basic product functionality, as well as Miami's customizations, are working in Version 21 MS SQL as they do in Version 21 Oracle at that time. This allows Trapeze to proactively determine any potential data-related issues.

During Internal Acceptance Testing, Trapeze will:

- Test generic Trapeze software functionality for the modules in use in Miami's production environment.
- Identify any database related issues with the actively used workspaces and make recommendations for rebuild/repair as needed.
- Compare custom reports for Oracle versus MS SQL database output consistency and resolve and issues.
- Conduct a timekeeping comparison for a historical period to compare Oracle versus MS SQL database results to ensure consistent results.
- Test Miami customizations to confirm there are no database related issues.

Generic Trapeze testing will be performed using Trapeze standard test scripts, recording pass/fail results of each scenario in a Test Summary document. Trapeze does not intend on creating test scripts for Miami's custom reports, timekeeping comparison results, or customizations, but will document the scenario's tested and record pass/fail results in the test summary. Trapeze can share the final test summary results and any applicable generic test scripts with Miami. Miami is expected to create test scripts for any custom reports or custom functions.

Trapeze will not test integrations, workflows involving 3rd party software or external components, and non-standard/non-custom reports or queries. These would be a joint effort between ITD and Subject Matter Experts at ITD and HR-Payroll People Internal and Operations Department (PIOD). Trapeze to provide support, guidance and troubleshooting for issues.

4.6 Database Conversion and Software Preparation in Miami Test Environment

Upon completion of IAT, Trapeze will complete the Oracle to SQL Database conversion in Miami's test environment for Miami's acceptance testing activities.

Separately a reference Trapeze version 21 documentation will be provided with the following:

- Trapeze defined tables, fields, and their MS SQL Server data types.
- Trapeze defined stored views, stored procedures, and functions.

Miami will provide remote access (VPN, etc.) to all necessary servers. If remote access is unavailable, Zoom will be used as an alternate method for connecting to the servers.

Trapeze will assist with installing any updated release of Trapeze Version 21 Software in the case of MS SQL conversion specific fixes. Miami will be expected to test and patch the production environment for FX and/or OPS prior to Oracle to SQL production conversion.

Upon completion of the database preparation activities, the Trapeze Version 21 software will be pointed to the new MS SQL database so Miami can begin Acceptance Testing.

4.7 Acceptance Testing

Following Database Preparation, Miami will be responsible for conducting Acceptance Testing. Trapeze OPS will provide up to five (5) days of onsite support for Miami's Operations and Payroll teams for the first week of Miami's Acceptance Testing. During the on-site trip it is expected that Miami Subject Matter Experts (SME) are available to support Trapeze as needed. Separately, the Trapeze MPS team will provide up to five (5) days of remote support for Miami's Scheduling team to support Miami's Acceptance Testing.

Miami will have fifteen (15) business days in which to perform an initial comprehensive end-to-end round of Acceptance Testing. All subsequent end-to-end rounds of Acceptance Testing must be completed in no more than ten (10) business days.

Acceptance Testing is designed for Miami to ensure the Software is functioning properly within their environment, as well as with third party software, as necessary. Miami will perform testing of key Software functionality and validate the following to ensure the Software is functioning properly in Miami's test environment.

- Applications are connected to the appropriate database(s).
- General Software functionality is working as it currently functions in Miami's production environment.
- Validate integrations, workflows involving third party software or external components, and non-standard/non-custom reports or queries
- All configurations and settings are functioning.
- No changes have resulted because of the conversion from Oracle to MS SQL.

Miami is encouraged to document the tests they intend to perform prior to beginning Acceptance Testing. Trapeze will supply a Test Log for Miami to enter any items encountered during testing which require Trapeze's review.

4.7.1 Testing Defect Review Tracking and Resolution

During Acceptance Testing, Miami will document and prioritize any defects encountered throughout the testing period (if any exist). Following the completion of a round of testing, Miami will supply Trapeze with a complete list of all perceived defects, which Trapeze will assess for root cause and resolve where appropriate based on the severity levels defined below. Any workaround proposed to address a defect must be reviewed, approved, and formally accepted by Miami before it is considered satisfactory.

1. Critical – Defect causes failure of critical functionality or critical data and no workaround is available.
 - This can include but is not limited to:
 - System crashing
 - Non-recoverable conditions
 - Data loss or corruption
 - Security concerns leading to breach of information and/or misuse, or severely affecting system performance and/or functionality.
 - Performance defects leading to unavailability or loss of functionality.
2. Major – Defect partially impairs critical functionality. A workaround is available but difficult to execute.

- This can include but is not limited to:
 - System crashing or aborting during normal operation of a non-critical flow.
 - Missing functionality
 - Inconsistent logic or display of data
 - Slow responsiveness and underperformance of the system
 - Missing security or system patches, minor breach of information
- 3. Minor – Defect impairs non-critical functionality with a satisfactory workaround available.
 - This can include but is not limited to:
 - Minor usability issues such as inconsistent display
 - Tab/shortcut keys not working
 - Missing input validation
 - System recoverable errors

Miami will identify the priority of each defect and indicate the desired resolution sequence (1 = soonest resolution desired). Trapeze will make every effort to resolve defects of the same severity levels based on sequential order. These updates will be included as part of the weekly status meetings that will happen throughout the lifecycle of the project.

At the completion of each round of testing, Trapeze will work remotely to resolve all critical and major defects (if any exist). If an updated Software solution is required to resolve the defect(s), Trapeze will provide the updated Software encompassing all defect fixes. Miami will be asked to test and validate the Software to ensure all defects have been rectified. If further defects are identified, Trapeze will evaluate and work to resolve them, and Miami will be asked to execute another round of Acceptance Testing.

Once Miami confirms that all critical and major defects have been resolved, Acceptance Testing will be considered complete, and the Software deemed ready for production use. Miami will be required to sign off on the Acceptance Testing. All minor defects will be transitioned to the Trapeze maintenance and support program, who will provide new Software builds addressing post-deployment defects, as necessary.

4.8 Cutover Preparation and Dry Run

During the Cutover Preparation activities, Trapeze will remotely execute the Oracle to MS SQL Migration, and with Miami's support, document the steps and timing that will be performed during production cutover.

These steps will include:

- Scheduling and Operations outage preparation activities.
- Database backup, conversion, and rollback procedures.
- Data mapping and data correction processes.
- Software installation and connection steps.
- Post migration testing and validation plan.
- Communication strategy.

It is expected Miami will be available to consult on the cutover steps, brainstorm on how to minimize downtime, validate software connectivity steps, and confirm testing and validation plan.

Trapeze anticipates completing the Cutover Preparation activities within two (2) weeks of Acceptance Testing signoff. During this time it is expected that Miami will patch the Production applications, if necessary.

4.9 Deployment and Closure

During the deployment activities, Trapeze OPS will be onsite for five (5) days to convert the databases in Miami's production environment and provide post conversion support. The Trapeze MPS team will support remotely as needed. Trapeze will support Miami ITD to ensure third party interfaces work as expected post migration and to answer any questions that may arise during the conversion process in the production environments. Miami subject matter experts ("SMEs") are expected to be the first level support for end users during the deployment activities.

4.9.1 Deployment Support

Trapeze will provide thirty (30) business days of remote support upon production cutover to the MS SQL database. Miami can leverage these services during standard business hours to address any non-critical questions or support needs that may arise from using the Software to support live customer operations.

4.9.2 Closure

At the completion of the production cutover, all ongoing support will be provided through Trapeze's long-term maintenance program. At this time, the project will be considered complete and project closure will be processed.

4.10 Migration Responsibilities and Deliverables

Activity	Trapeze Responsibilities	Miami Responsibilities	Deliverables
Project Kick-off	- Create and Lead project kick-off meeting - Develop and maintain project schedule	- Provide input for Miami-led activities - Provide database backup - Procure and install all necessary hardware - Ensure all appropriate staff attend the Kick-off - Assist with developing and maintaining the project schedule	- Kick-off meeting - Preliminary project schedule
Initial Discovery Meeting	Lead discovery meeting	Consult as required	Updated project schedule to align on project

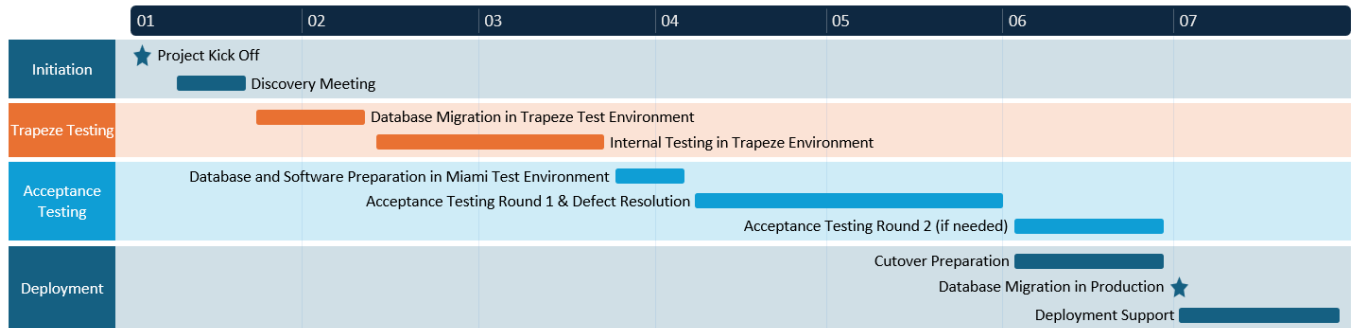
Activity	Trapeze Responsibilities	Miami Responsibilities	Deliverables
			approach and address any revisions
Database migration in Trapeze Environment	Complete the Oracle to MS SQL migration	Consult as required	Database Converted from Oracle to MS SQL
Internal Acceptance Testing	Perform Internal Acceptance Testing	Consult as required	Trapeze provides acknowledgement of completion of IAT activities to Miami
Database Preparation in Miami's Test Environment	- Lead database conversion in Miami's test environment - Perform any data mapping, correction, or subsequent rounds of conversion - Provide data mapping documentation	- Perform any data corrections in test and productions - Provide Trapeze access to test environment - Manage servers, databases, backup procedures, database maintenance practices, and Windows environments and security, including installation of Trapeze pre-requisite Software (e.g. ODBC connections, Internet Information Services (IIS), database servers, etc.) - Install Trapeze software updates	Database ready for Acceptance Testing
Acceptance Testing	- Support Miami during Testing - Address Critical and Major defects identified	- Lead Acceptance Testing effort - Perform any required subsequent round of Testing - Complete prioritization of defect(s) - Re-test defect resolutions	- Prioritized defects log - Software releases, as necessary

Activity	Trapeze Responsibilities	Miami Responsibilities	Deliverables
Cutover Preparation & Dry Runs	• Prepare cutover documentation • Practice cutover process	• Consult on the cutover steps, brainstorm on how to minimize downtime, validate software connectivity steps, and confirm testing and validation plan. • Provide and perform activities required for third party integrations	• Cutover documentation prepared and confirmed
Deployment and Closure	• Provide onsite OPS cutover service converting the Oracle database to MS SQL and reconnected to Trapeze Software • Finalize and close all contract deliverables • Prepare for and lead a Trapeze Customer Care transition call • Provide onsite and remote support as described and resolve any Critical and Major defects identified	• Participate and support deployment activities, including scheduling, coordinating, and communicating progress related to deployment and cutover • Provide frontline support for end user questions • Escalate issues to Trapeze • Update the production system to ensure all records are up to date • Validate interface and third party integration connectivity • Confirm connectivity, logins, etc. • Confirm finalization and closure of all contract deliverables • Clear any outstanding project balance • Participate in Customer Care transition call	• Trapeze Version 21 Software operational and functional in Miami's production environment against MS SQL database

4.11 Migration Project Duration

This Oracle to MS SQL migration implementation is expected to be completed within seven (7) months from the completion of the project kick-off meeting. Following contract execution, a mobilization period may be needed, however, Trapeze will work to minimize this mobilization period through proactive planning with Miami.

At a high level, this timeline is:



If the length of the project exceeds seven (7) months from the kick-off meeting, either due to Miami readiness or resourcing delays, a change order may be required to fund the extension.

If Miami places the project on hold, a Request for Change form will need to be filled in to outline and agree to the terms of the delay, including payment for services rendered to date.

Trapeze requires fourteen (14) days written notice when Miami is ready to resume the project. Trapeze will then require a mobilization period to ramp up the project again, a change order may be required to fund this ramp up.

If the project remains on hold for more than ninety (90) days, Trapeze reserves the right to re-evaluate the project, including updating the pricing to then-current rates or additional services. Should Miami choose not to resume the project, any payments previously invoiced will not be refunded.

4.12 Migration Project Assumptions

4.12.1 General Pricing Assumptions

1. The baseline implementation is a fixed-fee engagement.
2. Pricing does not include any applicable taxes or expenses associated with Miami and any of their resources assigned to the project.
3. This project is expected to be complete within no more than seven (7) months from the initial project kick-off meeting.
 - Timeline extensions resulting from Miami internal processes, such as readiness, approval timelines or resource availability which do not require additional Trapeze support, shall not, on their own, require a change order or incur additional costs. A change order will only be considered if delays result from a material change in scope or additional service requests beyond the original fixed fee engagement subject to mutual agreement by both parties.
2. No changes to Software configuration have been included in this statement of work.
3. Miami is responsible for the purchase and installation of any required server and workstation hardware and software (servers shall be preconfigured to Trapeze's specifications), if necessary.

4. Any services or requests not identified within this statement of work, including reviewing or correcting data integrity issues, will be considered outside the scope of this engagement and will need to be addressed through a change order. Additional costs may apply based on the nature of the change.
5. The database for all Trapeze Scheduling and Operations & Payroll Software must be converted from Oracle to MS SQL at the same time and as part of this engagement and Miami Scheduling team is expected to participate in testing and cutover preparedness within the timelines agreed to in the project plan
6. Any documentation provided by Trapeze in support of the various activities outlined in this statement of work will be standard documentation (i.e. not customized or tailored to Miami's processes, procedures or customizations).
7. All Miami staff who use Trapeze Software in production are expected to be readily available for all conversion, testing and deployment activities. This may include staff from Scheduling, Operations, and Payroll.
8. Onsite services have been provided for one (1) week to support Acceptance Testing and one (1) week to provide cutover and post deployment support. All other services will be performed remotely.
9. Miami is expected to have a rollback plan should the conversion encounter issues. Trapeze will review and provide feedback on the rollback plan.
10. Miami is responsible for testing and resolving issues arising from database conversion involving third party applications and any non-Trapeze written reports.

4.12.2 Project-Specific Assumptions

Mobility Planning and Scheduling (MPS) Trapeze FX Assumptions:

11. During the initial round of Software Conversion, the Trapeze team will be responsible for ensuring the MPS customizations for Miami work correctly with MS SQL.

Workforce Management (WM) Trapeze OPS Assumptions:

12. During the initial round of Software Conversion, the Trapeze team will be responsible for ensuring the following WM customizations for Miami work correctly with MS SQL:
 - Standard Employee and Department of Highway Safety and Motor Vehicles Import
 - Standard Vehicle Import
 - Random Drug and Alcohol Substance Abuse (RDASA) Import/Export
 - Department of Highway Safety and Motor Vehicles (DHSMV) Export
 - Automatic Passenger Counter (APC) Export
 - Medical Scheduler Import
 - PDS/PeopleSoft eDiscipline Import/Export
 - Accrual Generation Service
 - INFORMS Export
 - Standard Operational Events Import
 - OPS-MON
 - Custom Reports
 - Miami - Bid Rosters.trc6
 - Miami - BiWeekly Par.trc6
 - Miami - Dispatch Report.trc6

- <<<<<<<<<<<<<<<END OF ORACLE TO MS SQL DATABASE MIGRATION SCOPE >>>>>>>>>>>>>>>>>>

Here for the journey is more than our tagline – It's our commitment to you. Our value is in our ability to address your needs and please your riders. We always strive to do both.

Thank you for taking the time to review this proposal. Please reach out to us with any questions or comments. Your feedback is always appreciated.



Attachment B – Payment Schedule

1. Migration Project Budget

a. Implementation Costs

Item	Description	Total
1	Implementation Costs	\$449,463.00
2	Management Discount	(\$16,636.00)
	Total	\$432,827.00

*The total cost above includes all implementation costs required for the database conversion support as outlined in the Statement of Work.

b. Payment Milestones for Migration Project

Milestone	Description	Acceptance Criteria	% of Project Value
1	Project-Kickoff	Completion of project kick-off meeting and delivery of the preliminary project schedule.	20%
2	Discovery Meeting	Completion of the discovery meeting to align on approach.	20%
3	Initial Database Migration – Test	Completion of the first database migration from Oracle to MS SQL in Miami’s test environment.	20%
4	Internal Acceptance Testing	Trapeze provides acknowledgement of completion of internal acceptance testing activities.	20%
5	Acceptance Testing	Resolution of critical and major issues.	10%
6	Production Center	Completion of the production database cutover.	10%

*The payment milestones above shall be followed throughout the Migration Project implementation.

2. Upgrade Project Budget

a. Implementation Costs

Item	Description	Total
1	Implementation Costs	\$1,381,788
2	Management Discount	(\$85,759.00)
	Total	\$1,296,029

b. Long-term Support Costs for Custom Development

Note: The Annual Maintenance for the custom development begins 04/01/2027.

Attachment B – Payment Schedule

c. Payment Milestones for Upgrade Project

Milestone	Description	Acceptance Criteria	% of Project Value
1	Project-Kickoff	Upon Completion of project kick-off meeting and delivery of the preliminary project schedule.	10%
2	Design Document	Delivery and approval of the test strategy design document for the first module reviewed between Trapeze and Miami.	15%
3	Software Installation	Successful first installation of v21 Trapeze OPS Software into a Miami test environment.	20%
4	Initial Round of Acceptance Testing Complete	Completion of the initial acceptance testing period.	30%
5	Acceptance Testing and Defect Resolution	Completion of acceptance testing and resolution of all critical and major defects, with Miami's approval indicating system readiness.	20%

3. Training Project Budget

a. Training Costs

Item	Description	Total
1	Training Services	\$194,868
2	Management Discount	(\$11,231)
	Total	\$183,637

b. Payment Milestones for Training Project

Item	Description	Acceptance Criteria	% of Project Value
1	Training Discovery	Completion of first role-based discovery trip	30%
2	Training Agenda	Delivery of first Training Agenda	30%
3	Training Session – Initial	Completion of first training trip	30%
4	Training Session – Final	Completion of final training trip as outlined in the baseline project schedule	10%

Attachment B – Payment Schedule

4. Software Maintenance and Support Schedule

Product	Operational Characteristic	Term Start	Term End	Amount
Trapeze OPS	1940 Tot. Drivers	04/01/2026	03/31/2027	\$531,628
Trapeze OPS	1940 Tot. Drivers	04/01/2027	03/31/2028	\$637,193
Trapeze OPS	1940 Tot. Drivers	04/01/2028	03/31/2029	\$688,168
Trapeze OPS	1940 Tot. Drivers	04/01/2029	03/31/2030	\$722,577
Trapeze OPS	1940 Tot. Drivers	04/01/2030	03/31/2031	\$758,706

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