

**SAN RAFAEL CITY COUNCIL  
FINANCE SUBCOMMITTEE MEETING**

**MONDAY, DECEMBER 11, 2023 | 1:00-2:30 PM**

**ROOM 201  
SAN RAFAEL CITY HALL  
1400 FIFTH AVENUE, SAN RAFAEL, CALIFORNIA**

**AGENDA**

**1. Call to Order**

**2. Open Time for Public Expression**

The public is welcome to address the subcommittee at this time on matters not on the agenda that are within its jurisdiction. Please be advised that pursuant to Government Code Section 54954.2, the subcommittee is not permitted to discuss or take action on any matter not on the agenda unless it determines that an emergency exists, or that there is a need to take immediate action which arose following posting of the agenda. Comments may be no longer than two minutes and should be respectful to the community.

**3. Fire Dispatch Services Agreement**

*Update on the status of establishing an Agreement to transfer Fire Dispatch Services for SRFD from the County Sheriff's Office to the Marin Fire Department.*

**4. Contract(s) for Vegetation Management Services**

*The Subcommittee will receive a preview of a City Council agenda item seeking authorization to enter into one or more Master Services Agreements with vendors to perform Vegetation Management Services.*

**5. Risk Manager Job Specification**

*Discussion of a proposal to establish a new Risk Manager job specification and to reclassify an existing authorized staffing position as a Risk Manager.*

**6. Update on Project to Upgrade the City's Integrated Enterprise Resource Planning (ERP) System**

*The Subcommittee will receive a status report on the project to upgrade the City's ERP System, including integrated Financial System, Payroll, and Human Resources Management.*

**7. Future Meetings – Long-Range Calendar**

*The Subcommittee will discuss the scheduling of future Finance Subcommittee meetings, topics and threshold criteria.*

**8. Adjournment**

*Any records relating to an agenda item, received by a majority or more of the Council less than 72 hours before the meeting, shall be available for inspection in the City Clerk's Office, Room 209, 1400 Fifth Avenue, and placed with other agenda-related materials on the table in front of the Council Chamber prior to the meeting. Sign Language interpreters and assistive listening devices may be requested by calling (415) 485-3066 (voice), emailing [Lindsay.lara@cityofsanrafael.org](mailto:Lindsay.lara@cityofsanrafael.org) or using the*

*California Telecommunications Relay Service by dialing "711", at least 72 hours in advance of the meeting. Copies of documents are available in accessible formats upon request. Public transportation is available through Golden Gate Transit, Line 22 or 23. Paratransit is available by calling Whistlestop. Wheels at (415) 454-0964. To allow individuals with environmental illness or multiple chemical sensitivity to attend the meeting/hearing, individuals are requested to refrain from wearing scented products.*

**Contracts for “On-Call” Vegetation Management Services**

- An agenda item is being prepared for the City Council meeting of December 18<sup>th</sup> to authorize the City Manager to enter into a Master Service Agreement with selected vendors to perform “on call” vegetation management services.
- The City’s Public Works and Fire Departments perform several types of routine vegetation management work throughout the year through contracts with various vendors. Recently, the two departments combined their respective service needs into one RFP to improve the procurement process, leverage greater purchasing power, and facilitate contract management related to these activities.
- The services and requirements outlined in the RFP are consistent, both in scope and levels of service as has been required in the past. The RFP process, and resulting Master Services Agreements, are largely designed to better align the procurement process with City’s Purchasing Policy and best practices.
- The following chart summarized the recommended annual authorized not-to-exceed contract amounts, by contractor, over a four-year term:

Contractor	Category	Department	Annual NTE Total	Four Year NTE Total
Forester + Kroeger	B	FD	\$500,000	\$2,000,000
Jorge’s Tree Service	A	FD	\$250,000	\$1,000,000
Mountain Enterprise	B	FD	\$1,000,000	\$4,000,000
SkyView Tree Experts	A	FD	\$200,000	\$800,000
West Coast Tree Service	A	FD	\$50,000	\$200,000
Forester + Kroeger	A	PW	\$600,000	\$2,400,000
Treemasters	A	PW	\$200,000	\$800,000
West Coast Arborist	A	PW	\$100,000	\$400,000
Jorge’s Tree Services	C	PW	\$75,000	\$300,000
Treemasters	C	PW	\$150,000	\$600,000
<b>Total</b>			<b>\$3,125,000</b>	<b>\$12,500,000</b>

Category A – Routine Tree and Vegetation Management Services

Category B – Wildfire Fuel Reduction

Category C – Emergency “On-Call” Vegetation Management Services

**Funding:** Funding to support these contracts will be covered by appropriations within the Public Works (General Fund, Storm Drain Fund, Assessment District Funds) and Fire (Measure C- Wildfire Prevention Fund) annual budgets. Currently, funding provided through Measure C- Wildfire Prevention Fund is secured through reimbursement from the Marin Wildfire Prevention Agency (MWPA). As these funds are not included within the Fire Department’s current FY23/24 budget, supplemental appropriations are anticipated to requested no later than the mid-year

budget update. Funding to support years 2 through 4 will be included in the respective annual budgets for the two departments.

**Why this is different than past:** We anticipate receiving the same level of services as in past years; however, by appropriately combining these services into a single procurement process authorization is required by the City Council prior to approval.

Through this process, staff is transitioning from a reactive to proactive approach for procurement of vegetation management contract services. Benefits of doing this are:

- cut down the number of contracts going through the approval process (saves staff time)
- better rates and able to build a list of “on-call” vendors
- improves tracking of expenditures via project accounting
- lock in rates for more stable forecasting,
- expedite service requests with a standing contract versus drafting a new contract for each project.
  - o Especially important for emergency response and streamlining subsequent FEMA reimbursement requests.

**Subject: Risk Manager Job Specification**

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Over a decade ago, the City had a dedicated Risk Manager position providing oversight, but due to the economic crises facing public agencies at that time, the position was eliminated with tasks absorbed elsewhere. However, due to capacity constraints and changes in regulatory requirements, reassignment of this work is not sustainable in the long term. Therefore, the City requested that Municipal Resource Group, LLC (“MRG”) conduct an assessment of its Risk Management function. The MRG assessment concluded that the City should create a Risk Manager job classification, and staff worked with MRG to create a draft job description. Adding a Risk Manager position would allow the City to recruit someone with technical expertise to meet the full scope of municipal Risk Management best practices, and to help mitigate the City’s risk exposure.

Based on MRG’s thorough analysis of the organizational structure of the administrative functions of the City, plans to recommend the deletion of a vacant position, and the addition of an Risk Manager position at the December 18, 2023 City Council meeting.

**AGENDA ITEM #6**

**SUBJECT: UPDATE ON PROJECT TO UPGRADE CITY’S INTEGRATED ENTERPRISE RESOURCE (ERP) SYSTEM**

- An agenda item is being prepared for the City Council meeting of January 16, 2024 recommending that the City Council authorize the City Manager to execute a Software Services Agreement with Tyler Technologies, Inc, to implement an conversion of the City’s ERP from the legacy Tyler/Eden platform to the upgraded Tyler Enterprise (Munis) platform.
- The integrated ERP conversion project will upgrade the City’s Financial System (incl. General Ledger, Purchasing/Account Payable, Accounts Receivable, Cash Management, Budgeting, Project/Grants Accounting, Fixed Assets, and Contract Management modules), Payroll System and Human Resources Management (HRM) System.
- The Software Services Agreement and related Scope of Work contemplates customized development, and implementation of the new Tyler Enterprise system as well as data conversion, staff training and ongoing system support.
- Costs for the ERP implementation project include estimated one-time costs of approx. \$450,000, and annual recurring support costs of approx. \$165,000. The Software Services Agreement constitutes a multi-year contract with annual, capped, escalation costs. Staff is also evaluating the pros/cons of including selected optional services that may be included in the staff recommendation to be presented to the City Council.

	One-time Cost	Recurring Fees
SUMMARY		
Tyler License Fees	81,681	
Total SaaS		164,809
Tyler Services	356,900	
3rd Party Hardware / Software	4,013	
	\$ 442,594	\$164,890
Total Contract (@ Year 1)		\$ 607,484
Optional Services	[ ]	[ ]
Est. Travel Expenses (excl. in Contract Costs)	\$ 19,180	

- Funding has been set-aside in both the Technology Fund and General Fund (Assigned Fund Balance) to support this project. Additional resources are anticipated to be requested – likely through the FY2024/25 budget process - to supplement staff capacity and support successful implementation of this critical ERP project. Resources may include a combination of technical expertise related to optimizing the functionality of the new system as well as resources to back-fill for existing staff and maintain core day-to-day operations through the conversion period.

**Project Timeline (Tentative):**

- Contract Execution – January/February 2024
- Review and Update of Critical Implementation Elements, Businesses Processes and Workflows – Feb 2024 – July 2024
- Project Kick-off – July 2024
  - Financial System Implementation – July 2024-June 2025 -> Go-Live July 2025
  - Payroll HRMS – Nov/Dec 2024 – Dec 2025 -> Go-Live January 2026.

**Background:**

- Since 2002, the City has used the Eden System from Tyler Technologies for financial and human resources recordkeeping and reporting. As of 2027, Tyler Technologies will no longer support the Eden platform.
- In March 2022, following an assessment of the City's evolving business practices and financial system requirements, an RFP was issued to identify vendors/systems best suited to meet the City's needs and requirements.
- Two (2) proposals were received in response to the City's RFP, and following an evaluation, City staff determined the proposal from Tyler Technologies for the MUNIS system best met the City's requirements. In addition, Tyler Technologies, Inc. has extensive experience providing Financial Management Software (ERP) solutions to other municipalities. Additionally, as the current provider of the current ERP (Eden) used by the City, Tyler is familiar with the City's existing financial data structure.
- For several reasons, including uncertainty during the COVID-19 pandemic, and departure of key senior staff, the ERP conversion project was put on hold.
- It has been over a year since the City released the RFP in 2022, and during that time the City has made several additions to its executive team. As the ERP conversion project remains a top priority for the City's management team, the project was re-initiated with a review/refresh of the City's needs, reengaging with Tyler Technologies, and interviews with other jurisdictions regarding their experiences with Tyler and the MUNIS system.
- Based these efforts, Staff is prepared to recommend to the City Council the authorization to enter into the proposed Software Services Agreement and related Scope of Work for implementation of a new ERP, Payroll and HRMS System.

## TYLER / MUNIS ERP CONVERSION QUOTE COMPARISON

	Tyler Quote - Update 11/23/23		Tyler Quote - Original 7//21/22		Change
	One-time Cost	Recurring Fees	One-time Cost	Recurring Fees	
SUMMARY					
Tyler License Fees	81,681		113,807		(32,126)
Total SaaS		164,809		175,108	(10,299)
Tyler Services	356,900		342,100		14,800
3rd Party Hardware / Software	4,013		4,013		-
	\$ 442,594	\$ 164,890	\$ 459,920	\$ 175,108	
Total Contract (@ Year 1)		\$ 607,484		\$ 635,028	\$ (27,544)
Optional Services					
Est. Travel Expenses (excl. in Contract Costs)	\$ 19,180		\$ 19,180		\$ -

	Tyler Quote - Update 11/23/23		Tyler Quote - Original 7//21/22	
	One-time Cost	Recurring Fees	One-time Cost	Recurring Fees
Optional Items				
My Civic		14,000		14,000
ACFR Statement Builder		8,925		8,925
Managed Detection Response		30,000		30,000
				-
Professional Services				
Install Fee - Managed Detection	1,000		1,000	
Muni Financials End-User Training	16,800		16,800	
Munis HCM - End User Training	8,400		8,400	
Onsite Implementation	9,000		8,400	
Remote Implementation	24,000		22,200	
	59,200		56,800	
Optional 3rd Party Hardware, Software Services				
Pattern Stream Automated Document System	8,880		8,880	
Pattern Stream Automated Document System		18,810		18,810