SAN RAFAEL CITY COUNCIL AGENDA REPORT

Department: Finance

Prepared by: Paul Navazio
               Finance Director

City Manager Approval: _____

TOPIC: **AUTHORIZE A SOFTWARE SERVICES AGREEMENT WITH TYLER TECHNOLGIES, INC. FOR AN ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM**

SUBJECT: **RESOLUTION AUTHORIZING THE CITY MANAGER TO ENTER INTO A SOFTWARE SERVICES AGREEMENT WITH TYLER TECHNOLOGIES, INC. FOR A NEW ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM AND TO APPROPRIATE AVAILABLE FUNDING TO SUPPORT YEAR 1 PROJECT COSTS THROUGH THE FY 2024-25 BUDGET PROCESS**

EXECUTIVE SUMMARY:

Since 2002, the City has used the Eden System from Tyler Technologies for financial and human resources recordkeeping and reporting. The City's financial and administrative needs have evolved; therefore, the City assessed its business environment and processes to develop system requirements as part of a request for proposals (RFP) for an enterprise resource planning (ERP) system to support the City's day-to-day business operations and compliance reporting. Also, as of March 1, 2027, Tyler Technologies will no longer support the Eden system.

Tyler Technologies, Inc., proposing their MUNIS enterprise resource planning (ERP) system, was the responsible offeror whose proposal is the most advantageous to the City. Staff recommends the City Council authorize the City Manager to execute a Software (as a) Service Agreement with Tyler Technologies for system licensing, data conversion, implementation, and annual system maintenance. The total cost of the proposed contract includes $538,054 in one-time costs and $187,815 in annual recurring costs, starting in FY 2024-25 through FY 2026-27. Thereafter, annual maintenance and support costs would increase by 3% per year for two additional years (through FY 2028-29), with negotiated annual increases thereafter (capped at 5% per year through year ten). Staff recommends that the City Council authorize the allocation and appropriation of $725,869 from available General Fund and Technology Fund resources via the FY 2024-25 budget process to cover year 1 implementation and support costs. Additional funding support will also be requested through the FY 2024-25 budget process to supplement staff resources anticipated to be needed to ensure successful project implementation.

_____
FOR CITY CLERK ONLY

Council Meeting: _____

Disposition: _____

RECOMMENDATION:

Adopt the resolution authorizing the City Manager to enter into an agreement with Tyler Technologies, Inc. for the design, implementation, and annual support of the Tyler/MUNIS ERP system for an initial three (3) year term in a not-to-exceed amount of $1,101,499 and authorize the appropriation of available funding to cover year 1 project costs for $725,869 from the General Fund and Technology Fund via the FY 2024-25 budget process.

BACKGROUND:

On May 7, 2001, the City Council approved Resolution No. 10827 awarding a contract for financial applications systems software and services, Project No. 019- 1430- 104- 8000, to Eden Systems, Inc., for $399,340 and allocated an additional $279,000 in funding out of the General Fund. The agreement was for ten (10) years and granted the City Manager the authority to renew it annually.

ANALYSIS:

What is an ERP System?

An ERP is an integrated software system that helps organizations automate and manage core business processes for optimal performance. An ERP solution is often the pillar financial information system used to record and manage all financial records and minimize risk by improving financial controls and compliance with local, state, and federal requirements, government accounting, and audit-related standards. An integrated ERP system provides a comprehensive solution used across multiple City functions, including but not limited to budgeting, general ledger, payroll, business license collection, accounts receivable, accounts payable, cash management, purchasing, contract management, project and grant accounting, financial reporting, and human resources management.

How long has the City used the Eden System, and why is a change needed?

The City has been using the Eden system since 2002. Since then, Eden has been paired with several systems to accommodate additional functionality. Workarounds, manual processes, and the lack of software integrations have impacted the efficiency of financial and other administrative operations including, causing user error, duplicate or mis-recorded transactions, and an inability to track data across the City. The result is a patchwork of products that are not integrated and require significant manual work to perform common operations and provide adequate reports.

Additionally, Tyler's Eden system now has a final sunset date of March 1, 2027, at which time Tyler will discontinue the support of this solution. After that date, the City will no longer receive updates, security patches, or support. Operating outdated or end-of-life software could present significant risks to the City as it relates to being more vulnerable to cyber threats, business disruptions, and missed opportunities for increased efficiency and effectiveness due to the absence of new technologies and productivity tools and features.

Over the years, the volume and complexity of the City's financial transactions and the need for additional streamlining have become evident. Therefore, staff recommends that the City utilize an Enterprise Resource Planning (ERP) system to streamline procedures, adopt best business practices, and enhance internal controls. Replacing the current system is the prudent option to enhance the functionality needed to modernize services, provide better data reporting, improve business decisions, and better overall services to the community.

How long will it take to migrate data and configure the new ERP system?

A significant effort is required to migrate and implement an ERP system, and City staff estimates that this project will take approximately 18 months to complete. Phase 1 of the project will include the development and implementation of the Tyler/Munis Financial System over twelve months, with a tentative go-live date of July 1, 2025. Phase 2 will entail concurrent development and implementation of the Tyler/Munis Human Resources Management System and Payroll, with a tentative go-live date of January 1, 2026.

Following initial project implementation, supporting core business operations, additional system features will continue to be developed and enhanced to take full advantage of the functionality of the Tyler/Munis ERP System.

What was the selection process for the ERP system?

Procuring and implementing an ERP system is a challenging and time-consuming endeavor. To accomplish this, staff reviewed current business processes, conducted user research to identify existing pain points and opportunities for streamlining, and researched several ERP systems on the market.

On March 8, 2022, the City issued a Request for Proposal (RFP) to seek qualified firms who could demonstrate they possess organizational, functional, and technical capabilities, as well as experience, expertise, and qualifications necessary to fully integrate, a proven ERP solution to meet the City's needs and replace the City's existing financial management system, Eden (Tyler). The RFP is provided as Attachment 3.

Proposals were due April 29, 2022, and a total of two (2) proposals were received. Tyler Technologies submitted a proposal for the MUNIS system, and Unit4 submitted a proposal for Unit4 ERP. Subsequently, City staff from the Finance Department and Digital Service and Open Government Department completed a comprehensive evaluation of the proposals received. City staff reviewed and ranked them based on the following criteria: qualifications and experience of the firms, proposed team and organization, proposed technical project approach, and cost proposal.

Based on its review, City staff determined that Tyler Technologies is the responsible vendor whose proposal is the most advantageous to the City, taking into consideration price and the criteria established for evaluation set forth in the RFP. Tyler Technologies has extensive experience providing Enterprise Resource Planning (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.

Since 2022, City staff have conducted additional due diligence, including interviews with colleagues in other jurisdictions regarding their experiences with Tyler and the MUNIS system. Staff maintains that the City should enter into an agreement with Tyler to implement their MUNIS system.

What are the terms of this agreement?

Staff are recommending the award of a three-year contract in the amount not to exceed $1,101,499 for the development and implementation of the Tyler MUNIS ERP system. Year 1 (FY 2024-25) costs of $725,869 include one-time implementation costs of $538,054 and annual support services costs of $187,815. Annual support costs provided through the Software as a Service Agreement remain at $187,815 per year for Years 2 and 3 (FY 25-26 and FY 26-27) and will increase by 3% per year through years 4 and year 5. Annual support fee increases are capped at 5% per year for years 6 through 10.

The following is a summary of the cost components of the three-year contract term:

Tyler Quote - Update 1/23/24

	One-time Cost	Recurring Fees	Year 1
SUMMARY			
Tyler License Fees	81,681		
Total SaaS		164,890	
Tyler Services	378,000		
3rd Party Hardware / Software	2,363		
	$ 462,044	$ 164,890	
Total Contract (@ Year 1)			$ 626,934
Optional Services	58,200	22,925	
			$ 81,125
			$ 708,059
Est. Travel Expenses (excl. in Contract Costs)	$ 17,810		$ 17,810
TOTAL Contract Amount Year 1	$ 538,054	$ 187,815	$ 725,869
Year 2		$ 187,815	$ 187,815
Year 3		$ 187,815	$ 187,815
TOTAL	$ 538,054	$ 563,445	$ 1,101,499

The initial contract period shall be effective July 1, 2024, through June 30, 2027. Under the proposed agreement, the City would retain the right to terminate the contract by providing a 60-day written notification to Tyler before the expiration of the current term or renewal term. A copy of the proposed contract and cost proposal is provided as Attachment 2.

What security considerations and protections are we putting in place for this system?

The security of City financial and personnel data is of the utmost importance. The greatest risk of a potential data breach is the compromise of any accounts that have access to the ERP system. We are mitigating that risk by enabling multi-factor authentication (MFA) and single sign-on verification through the City's Microsoft accounts. Staff with user accounts on the ERP system will be required to verify both the location they are logging in from and approve number matching through Microsoft's MFA system. The City's cybersecurity training program continues to reinforce vigilance for account users to avoid social engineering from hackers who attempt to compromise access to any of our systems. Finally, Tyler has several security practices in place for their data center and system, including redundancy, data back-ups, annual penetration testing, regular threat briefing, and detection and prevention systems. The City will conduct an audit of Tyler's Security Operations Center report to assess any other cybersecurity risks we should address with the new system.

COMMUNITY OUTREACH:

A news post was created for the RFP issued in March 2022. In addition, City staff developed a list of Frequently Asked Questions (FAQs) to provide additional instructions to prospective bidders. Planning and preparation for this project had been previously noted in the City Council's Goals and Objectives.

FISCAL IMPACT:

The proposed Software Services Agreement with Tyler Technologies for the development, implementation, and support of a new ERP system is for a three-year term and a not-to-exceed amount of $1,101,499. This includes one-time costs of $538,054 and annual support costs of $187,815 through the initial three-year term of the contract. Funding to support the proposed contract and related project costs is available through funding set aside within the City's General Fund and Technology fund for this specific purpose. Funding to support year 1 project costs is proposed to be appropriated through the FY 2024-25 budget process. Annual ongoing support costs will subsequently be incorporated into the annual budget through the term of the software agreement with Tyler Technologies.

OPTIONS:

The City Council has the following options to consider on this matter:

1. Adopt the resolution.
2. Adopt resolution with modifications.
3. Direct staff to return with more information.
4. Take no action.

RECOMMENDED ACTION:

Adopt the resolution authorizing the City Manager to enter into an agreement with Tyler Technologies, Inc. for the design, implementation, and annual support of the Tyler/MUNIS ERP system for an initial three (3) year term in a not-to-exceed amount of $1,101,499 and authorize the appropriation of available funding to cover year 1 project costs for $725,869 from the General Fund and Technology Fund via the FY 2024-25 budget process.

ATTACHMENTS:

1. Resolution
2. Proposed Contract, Cost Proposal and Scope of Work
3. RFP: Enterprise Resource Planning (ERP) System, March 8, 2022

RESOLUTION NO.

RESOLUTION AUTHORIZINGTHE CITY MANAGER TO EXECUTE A SOFTWARE SERVICES AGREEMENT WITH TYLER TECHNOLOGIES, INC. FOR A NEW ENTERPRISE RESOURCE PLANNING (ERP) SYSTEM AND TO APPROPRIATE AVAILABLE FUNDING TO SUPPORT YEAR 1 PROJECT COSTS THROUGH THE FY 2024-25 BUDGET PROCESS

WHEREAS, the City of San Rafael wishes to replace its current Enterprise Resource Planning System which has been in use since fiscal year 2002-03; and

WHEREAS, in March 2022, the City issued a Request for Proposal (RFP) and evaluated all responsive vendors; and

WHEREAS, the City determined that the Tyler Technologies' MUNIS Enterprise Resource Planning (ERP) system best meets the City's financial and human resource management requirements; and

WHEREAS, the City wishes to enter into a Software Services Agreement with Tyler Technologies, Inc. to design, implement and support the proposed MUNIS ERP System; and

WHEREAS, staff has negotiated the terms of the proposed Software Services Agreement with Tyler Technologies for the development, licensing, implementation and ongoing support of the MUNIS ERP System to include one-time services and licensing fees as well as annual support for an initial term of three (3) years, at a cost not-to-exceed $1,101,499; and

WHEREAS, funding for the implementation of a new ERP system is provided through funding set-aside within the City's General Fund and Technology Fund; and

WHEREAS, appropriations supporting Year 1 of the ERP conversion project contract estimated at $684,864 will be included in the FY 2024-25 budget from available General Fund and Technology Fund resources; and

NOW, THEREFORE, BE IT RESOLVED that:

1. The City Council of the City of San Rafael authorizes the City Manager to execute a contract with Tyler Technologies, Inc. for the development, licensing, implementation and support of a new MUNIS / ERP System for a term of three (3) years in an amount not-to-exceed $1,101,499.

2. The City Council authorizes the appropriation of funding from the General Fund and Technology Fund to support year 1 costs of the ERP conversion project as part of the FY 2024-25 budget development process.

I, LINDSAY LARA, Clerk of the City of San Rafael, hereby certify that the foregoing Resolution was duly and regularly introduced and adopted at a regular meeting of the City Council of said City held on Tuesday, the 20th day of February 2024 by the following vote, to wit:

AYES:

NOES:

ABSENT:

_____
Lindsay Lara, City Clerk

Sales Quotation For: **Shipping Address:**

City of San Rafael
PO Box 151560
San Rafael CA 94915-1560

Tyler License Fees and Related Services

Description	Qty	License	Hours	Module Total	Year One Maintenance
Content Management					
Content Manager Core	1	$ 28,006.00	48	$ 28,006.00	$ 0.00
Financial Management					
Accounting	1	$ 77,827.00	192	$ 0.00	$ 0.00
Accounts Payable	1	$ 21,880.00	40	$ 0.00	$ 0.00
Budgeting	1	$ 21,880.00	60	$ 0.00	$ 0.00
Capital Assets	1	$ 19,383.00	48	$ 0.00	$ 0.00
Cash Management	1	$ 15,019.00	40	$ 15,019.00	$ 0.00
Contract Management	1	$ 9,124.00	32	$ 9,124.00	$ 0.00
Project & Grant Accounting	1	$ 15,375.00	48	$ 0.00	$ 0.00
Purchasing	1	$ 34,367.00	124	$ 0.00	$ 0.00
Revenue Management					
Accounts Receivable	1	$ 17,091.00	96	$ 0.00	$ 0.00
Cashiering	1	$ 29,532.00	48	$ 29,532.00	$ 0.00
General Billing	1	$ 10,304.00	40	$ 0.00	$ 0.00
Human Resources Management					
Human Resources & Talent Management	1	$ 14,798.00	160	$ 0.00	$ 0.00

Description		Qty	Imp. Hours		Annual Fee
Payroll w/ESS	1	$ 18,353.00	208	$ 0.00	$ 0.00
	Sub-Total	*$ 332,939.00*		*$ 81,681.00*	*$ 0.00*
	Less Discount	*$ 251,258.00*			*$ 0.00*
	TOTAL	**$ 81,681.00**	**1184**	**$ 81,681.00**	**$ 0.00**

Tyler SaaS and Related Services

Description	Qty	Imp. Hours	Annual Fee
Financial Management			
Accounting	1	0	$ 28,017.00
Accounts Payable	1	0	$ 7,876.00
Budgeting	1	0	$ 7,876.00
Capital Assets	1	0	$ 6,977.00
Cash Management	1	0	$ 5,406.00
Contract Management	1	0	$ 3,284.00
Project & Grant Accounting	1	0	$ 5,535.00
Purchasing	1	0	$ 12,372.00
Human Resources Management			
Human Resources & Talent Management	1	0	$ 6,472.00
Payroll with Employee Access	1	0	$ 6,607.00
Revenue Management			
Accounts Receivable	1	0	$ 6,152.00
Cashiering	1	0	$ 10,566.00
General Billing	1	0	$ 3,709.00
Civic Services			
My Civic	1	80	$ 14,000.00
Content Management			
Content Manager Core	1	0	$ 5,760.00
Data Insights			
Enterprise Analytics and Reporting w Executive Insights	1	96	$ 22,142.00
Open Finance	1	0	$ 21,000.00
Additional			

Description	Quantity			Extended Price
ACFR Statement Builder	1	32		$ 8,925.00
Enterprise Forms Processing (including Common Form Set)	1	0		$ 5,139.00
TOTAL		**208**		**$ 187,815.00**

Professional Services

Description	Quantity	Unit Price	Ext Discount	Extended Price	Maintenance
Executive Insights Implementation	1	$ 8,400.00	$ 0.00	$ 8,400.00	$ 0.00
Install Fee - Open Finance	1	$ 5,600.00	$ 0.00	$ 5,600.00	$ 0.00
Project Management	240	$ 200.00	$ 0.00	$ 48,000.00	$ 0.00
Conversions – See Detailed Breakdown Below				$ 28,700.00	$ 0.00
Onsite Implementation	356	$ 225.00	$ 0.00	$ 80,100.00	$ 0.00
Remote Implementation	1036	$ 200.00	$ 0.00	$ 207,200.00	$ 0.00
TOTAL				**$ 378,000.00**	**$ 0.00**

3rd Party Hardware, Software and Services

Description	Qty	Unit Price	Unit Discount	Total Price	Unit Maint/SaaS	Unit Maint/SaaS Discount	Total Maint/SaaS
Cash Drawer	1	$ 260.00	$ 0.00	$ 260.00	$ 0.00	$ 0.00	$ 0.00
Hand Held Scanner - Model 1950GSR	1	$ 450.00	$ 0.00	$ 450.00	$ 0.00	$ 0.00	$ 0.00
Hand Held Scanner Stand	1	$ 30.00	$ 0.00	$ 30.00	$ 0.00	$ 0.00	$ 0.00
Printer (TM-S9000II)	1	$ 1,623.00	$ 0.00	$ 1,623.00	$ 0.00	$ 0.00	$ 0.00
TOTAL				**$ 2,363.00**			**$ 0.00**

Summary	One Time Fees	Recurring Fees
Total Tyler License Fees	$ 81,681.00	$ 0.00
Total SaaS	$ 0.00	$ 187,815.00

Total Tyler Services	$ 378,000.00	$ 0.00
Total Third-Party Hardware, Software, Services	$ 2,363.00	$ 0.00
Summary Total	**$ 462,044.00**	**$ 187,815.00**
Contract Total	**$ 1,025,489.00**	
Estimated Travel Expenses excl in Contract		
Total	**$ 17,810.00**	

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

Customer Approval: _____   Date: _____

Print Name: _____   P.O.#: _____

All Primary values quoted in US Dollars

Detailed Breakdown of Conversions (Included in Summary Total)

Description	Qty	Unit Price	Unit Discount	Extended Price
Accounting				
AC - Actuals up to 3 years	2	$ 1,500.00	$ 2,250.00	$ 750.00
AC - Budgets up to 3 years	2	$ 1,500.00	$ 2,250.00	$ 750.00
AC Standard COA	1	$ 2,000.00	$ 1,000.00	$ 1,000.00
Accounts Payable				
AP - Checks up to 5 years	1	$ 3,500.00	$ 1,750.00	$ 1,750.00
AP - Invoice up to 5 years	1	$ 5,000.00	$ 2,500.00	$ 2,500.00
AP Standard Master	1	$ 1,800.00	$ 900.00	$ 900.00
Capital Assets				
CA - History	1	$ 2,000.00	$ 1,000.00	$ 1,000.00
CA Std Master	1	$ 3,500.00	$ 1,750.00	$ 1,750.00
General Billing				
GB - Bills up to 5 years	1	$ 4,500.00	$ 2,250.00	$ 2,250.00
GB - Recurring Invoices	1	$ 3,500.00	$ 1,750.00	$ 1,750.00

GB Std CID	1	$ 1,800.00	$ 900.00	$ 900.00
Payroll				
HR Human Resources - Certifications	1	$ 1,400.00	$ 700.00	$ 700.00
HR Human Resources - Education	1	$ 1,400.00	$ 700.00	$ 700.00
HR Human Resources - PM Action History up to 5 years	1	$ 1,400.00	$ 700.00	$ 700.00
HR Human Resources - Position Control	1	$ 1,400.00	$ 700.00	$ 700.00
HR Human Resources - Recruiting	1	$ 1,400.00	$ 700.00	$ 700.00
PR Payroll - Accrual Balances	1	$ 1,500.00	$ 750.00	$ 750.00
PR Payroll - Accumulators up to 5 years	1	$ 1,400.00	$ 700.00	$ 700.00
PR Payroll - Check History up to 5 years	1	$ 1,200.00	$ 600.00	$ 600.00
PR Payroll - Deductions	1	$ 1,800.00	$ 900.00	$ 900.00
PR Payroll - Earning/Deduction Hist up to 5 years	1	$ 2,500.00	$ 1,250.00	$ 1,250.00
PR Payroll - Standard	1	$ 2,000.00	$ 1,000.00	$ 1,000.00
PR Payroll - State Retirement Tables	1	$ 1,400.00	$ 700.00	$ 700.00
Project & Grant Accounting				
PG - Actuals up to 3 years	1	$ 1,500.00	$ 750.00	$ 750.00
PG - Budgets up to 3 years	1	$ 1,500.00	$ 750.00	$ 750.00
PGA Standard	1	$ 2,000.00	$ 1,000.00	$ 1,000.00
Purchasing				
Purchasing - Standard	1	$ 3,000.00	$ 1,500.00	$ 1,500.00
TOTAL				**$ 28,700.00**

Optional Professional Services

Description	Quantity	Unit Price	Ext. Discount	Extended Price	Maintenance
Munis Financials End User Training	80	$ 210.00	$ 0.00	$ 16,800.00	$ 0.00
Munis HCM End User Training	40	$ 210.00	$ 0.00	$ 8,400.00	$ 0.00
TOTAL				**$ 25,200.00**	**$ 0.00**

Tyler License Fee Discount Detail (Excludes Optional Products)

Description	License	License Discount	License Net	Maintenance Basis	Year One Maint Discount	Year One Maint Net
Financial Management						
Accounting	$ 77,827.00	$ 77,827.00	$ 0.00	$ 0.00	$ 0.00	$ 0.00
Accounts Payable	$ 21,880.00	$ 21,880.00	$ 0.00	$ 0.00	$ 0.00	$ 0.00
Budgeting	$ 21,880.00	$ 21,880.00	$ 0.00	$ 0.00	$ 0.00	$ 0.00
Capital Assets	$ 19,383.00	$ 19,383.00	$ 0.00	$ 0.00	$ 0.00	$ 0.00
Cash Management	$ 15,019.00	$ 0.00	$ 15,019.00	$ 0.00	$ 0.00	$ 0.00
Contract Management	$ 9,124.00	$ 0.00	$ 9,124.00	$ 0.00	$ 0.00	$ 0.00
Project & Grant Accounting	$ 15,375.00	$ 15,375.00	$ 0.00	$ 0.00	$ 0.00	$ 0.00
Purchasing	$ 34,367.00	$ 34,367.00	$ 0.00	$ 0.00	$ 0.00	$ 0.00
Human Resources Management						
Human Resources & Talent Management	$ 14,798.00	$ 14,798.00	$ 0.00	$ 0.00	$ 0.00	$ 0.00
Payroll w/ESS	$ 18,353.00	$ 18,353.00	$ 0.00	$ 0.00	$ 0.00	$ 0.00
Revenue Management						
Accounts Receivable	$ 17,091.00	$ 17,091.00	$ 0.00	$ 0.00	$ 0.00	$ 0.00
Cashiering	$ 29,532.00	$ 0.00	$ 29,532.00	$ 0.00	$ 0.00	$ 0.00
General Billing	$ 10,304.00	$ 10,304.00	$ 0.00	$ 0.00	$ 0.00	$ 0.00
Content Management						
Content Manager Core	$ 28,006.00	$ 0.00	$ 28,006.00	$ 0.00	$ 0.00	$ 0.00
TOTAL	**$ 332,939.00**	**$ 251,258.00**	**$ 81,681.00**	**$ 0.00**	**$ 0.00**	**$ 0.00**

Comments

Tyler's quote contains estimates of the amount of services needed, based on our preliminary understanding of the scope, level of engagement, and timeline as defined in the Statement of Work (SOW) for your project. The actual amount of services required may vary, based on these factors.

Tyler's pricing is based on the scope of proposed products and services contracted from Tyler. Should portions of the scope of products or services be altered by the Client, Tyler reserves the right to adjust prices for the remaining scope accordingly.

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

Tyler's prices do not include applicable local, city or federal sales, use excise, personal property or other similar taxes or duties, which you are responsible for determining and remitting. Installations are completed remotely but can be done onsite upon request at an additional cost.

In the event Client cancels services less than four (4) weeks in advance, Client is liable to Tyler for (i) all non-refundable expenses incurred by Tyler on Client's behalf; and (ii) daily fees associated with the cancelled services if Tyler is unable to re-assign its personnel.

The Implementation Hours included in this quote assume a work split effort of 70% Client and 30% Tyler.

Implementation Hours are scheduled and delivered in four (4) or eight (8) hour increments.

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

As a new Tyler client, you are entitled to a 14-day or a 30-day trial of the Managed Detection and Response cybersecurity service. Please reference https://www.tylertech.com/services/tyler-detect for more information on the service and contact CybersecuritySales@tylertech.com to initiate the trial.

Tyler currently supports the following identity providers (IdP's) for use with Tyler back-office solutions: Microsoft Active Directory through Azure AD, ADFS or Okta AD agent, Google Cloud Identity, Okta, and Identity Automation Rapid Identity. Any requirement by you to use an IdP not supported by Tyler will require additional costs, available upon request.

Tyler Content Manager SE includes up to 1TB of storage. Should additional storage be needed it may be purchased as needed at an annual fee of $5,000 per TB.

The SaaS fees for product that are not named users are based on 100 concurrent users. Should the number of concurrent users be exceeded, Tyler reserves the right to re-negotiate the SaaS fees based upon any resulting changes in the pricing categories.
Your rights, and the rights of any of your end users, to use Tyler's Data & Insights SaaS Services, or certain Tyler solutions which include Tyler's Data & Insights data platform, are subject to the Terms of Services, available at https://www.tylertech.com/terms/data-insights-saas-services-terms-of-service. By signing this sales quotation, or accessing, installing, or using any of the Tyler solutions listed at the linked terms, you certify that you have reviewed, understand, and agree to said terms.

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

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

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

General Billing library includes: standard invoice, standard statement, standard general billing receipt and standard miscellaneous receipt.

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

Standard Project Management responsibilities include project plan creation, initial stakeholder presentation, bi-weekly status calls, updating of project plan task statuses, and go-live planning activities.

Tyler's form library prices are based on the actual form quantities listed, and assume the forms will be provided according to the standard Enterprise ERP form template. Any forms in addition to the quoted amounts and types, including custom forms or forms that otherwise require custom programming, are subject to an additional fee. Please also note that use of the Tyler Forms functionality requires the use of approved printers as well. You may contact Tyler's support team for the most current list of approved printers. Any forms included in this quote are based on the standard form templates provided. Custom forms, additional forms and any custom programming are subject to additional fees not included in this quote. The additional fees would be quoted at the time of request, generally during the implementation of the forms. Please note that the form solution provided requires the use of approved printers. You may contact Tyler's support team for the most current list of approved printers.

SOFTWARE AS A SERVICE AGREEMENT

This Software as a Service Agreement is made between Tyler Technologies, Inc. and the City of San Rafael ("Client").

WHEREAS, Client selected Tyler to provide certain products and services set forth in the Investment Summary, including providing Client with access to Tyler's proprietary software products, and Tyler desires to provide such products and services under the terms of this Agreement;

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

SECTION A – DEFINITIONS

- **"Agreement"** means this Software as a Services Agreement.
- **"Business Travel Policy"** means our business travel policy. A copy of our current Business Travel Policy is attached as Schedule 1 to Exhibit B.
- **"Client"** means the City of San Rafael, California.
- **"Data"** means your data necessary to utilize the Tyler Software.
- **"Data Storage Capacity"** means the contracted amount of storage capacity for your Data identified in the Investment Summary.
- **"Defect"** means a failure of the Tyler Software to substantially conform to the functional descriptions set forth in our written proposal to you, or their functional equivalent. Future functionality may be updated, modified, or otherwise enhanced through our maintenance and support services, and the governing functional descriptions for such future functionality will be set forth in our then-current Documentation.
- **"Defined Users"** means the number of users that are authorized to use the SaaS Services. The Defined Users for the Agreement are as identified in the Investment Summary. If Exhibit A contains Enterprise Permitting & Licensing labeled software, defined users mean the maximum number of named users that are authorized to use the Enterprise Permitting & Licensing labeled modules as indicated in the Investment Summary.
- **"Developer"** means a third party who owns the intellectual property rights to Third Party Software.
- **"Documentation"** means any online or written documentation related to the use or functionality of the Tyler Software that we provide or otherwise make available to you, including instructions, user guides, manuals and other training or self-help documentation.
- **"Effective Date"** means the date by which both your and our authorized representatives have signed the Agreement.
- **"Force Majeure"** means an event beyond the reasonable control of you or us, including, without limitation, governmental action, war, riot or civil commotion, fire, natural disaster, or any other cause that could not with reasonable diligence be foreseen or prevented by you or us.
- **"Investment Summary"** means the agreed upon cost proposal for the products and services

attached as <u>Exhibit A</u>.

- **"Invoicing and Payment Policy"** means the invoicing and payment policy. A copy of our current Invoicing and Payment Policy is attached as <u>Exhibit B</u>.
- **"Order Form"** means an ordering document that includes a quote or investment summary and specifying the items to be provided by Tyler to Client, including any addenda and supplements thereto.
- "**Project Start Date**" – July 1, 2024.
- **"SaaS Fees"** means the fees for the SaaS Services identified in the Investment Summary.
- **"SaaS Services"** means software as a service consisting of system administration, system management, and system monitoring activities that Tyler performs for the Tyler Software, and includes the right to access and use the Tyler Software, receive maintenance and support on the Tyler Software, including Downtime resolution under the terms of the SLA, and Data storage and archiving. SaaS Services do not include support of an operating system or hardware, support outside of our normal business hours, or training, consulting or other professional services.
- **"SLA"** means the service level agreement. A copy of our current SLA is attached hereto as <u>Exhibit C</u>.
- **"Statement of Work"** means the industry standard implementation plan describing how our professional services will be provided to implement the Tyler Software, and outlining your and our roles and responsibilities in connection with that implementation. The Statement of Work is attached as <u>Exhibit E</u>.
- **"Support Call Process"** means the support call process applicable to all of our customers who have licensed the Tyler Software. A copy of our current Support Call Process is attached as <u>Schedule 1</u> to <u>Exhibit C</u>.
- **"Third Party Hardware"** means the third party hardware, if any, identified in the Investment Summary.
- **"Third Party Products"** means the Third Party Software and Third Party Hardware.
- **"Third Party SaaS Services"** means software as a service provided by a third party, if any, identified in the Investment Summary.
- **"Third Party Services"** means the third party services, if any, identified in the Investment Summary.
- **"Third Party Software"** means the third party software, if any, identified in the Investment Summary.
- **"Third Party Terms"** means, if any, the end user license agreement(s) or similar terms for the Third Party Products or other parties' products or services, as applicable, and attached or indicated at <u>Exhibit D</u>.
- **"Tyler"** means Tyler Technologies, Inc., a Delaware corporation.
- **"Tyler Software"** means our proprietary software, including any integrations, custom modifications, and/or other related interfaces identified in the Investment Summary and licensed by us to you through this Agreement.
- **"we", "us", "our"** and similar terms mean Tyler.
- **"you"** and similar terms mean Client.

SECTION B – LICENSE RIGHTS AND SAAS SERVICES

1. <u>Rights Granted</u>.

   1.1 We grant to you a license to use the Tyler Software, if and listed in the Investment Summary, for

your internal business purposes only, in the scope of the internal business purposes disclosed to us as of the Effective Date. You may make copies of the Tyler Software for backup and testing purposes, so long as such copies are not used in production and the testing is for internal use only. Your rights to use the Tyler Software are perpetual but may be revoked if you do not comply with the terms of this Agreement including, without limitation, Section B(4). We will make any such software available to you for download.

1.2 We grant to you the non-exclusive, non-assignable limited right to use the SaaS Services solely for your internal business purposes for the number of Defined Users only. The Tyler Software will be made available to you according to the terms of the SLA. You acknowledge that we have no delivery obligations and we will not ship copies of the Tyler Software as part of the SaaS Services. You may use the SaaS Services to access updates and enhancements to the Tyler Software, as further described in Section C(9).

2. Saas Fees. You agree to pay us the license fees and SaaS Fees. Those amounts are payable in accordance with our Invoicing and Payment Policy. The SaaS Fees are based on the number of Defined Users and amount of Data Storage Capacity. You may add additional users or additional data storage capacity on the terms set forth in Section H(1). In the event you regularly and/or meaningfully exceed the Defined Users or Data Storage Capacity, we reserve the right to charge you additional fees commensurate with the overage(s).

3. Ownership.

3.1 We retain all ownership and intellectual property rights to the SaaS Services, the Tyler Software, and anything developed by us under this Agreement. You do not acquire under this Agreement any license to use the Tyler Software in excess of the scope and/or duration of the SaaS Services.

3.2 The Documentation is licensed to you and may be used and copied by your employees for internal, non-commercial reference purposes only.

3.3 You retain all ownership and intellectual property rights to the Data. You expressly recognize that except to the extent necessary to carry out our obligations contained in this Agreement, we do not create or endorse any Data used in connection with the SaaS Services.

4. Restrictions. You may not: (a) make the Tyler Software or Documentation resulting from the SaaS Services available in any manner to any third party for use in the third party's business operations; (b) modify, make derivative works of, disassemble, reverse compile, or reverse engineer any part of the SaaS Services; (c) access or use the SaaS Services in order to build or support, and/or assist a third party in building or supporting, products or services competitive to us; or (d) license, sell, rent, lease, transfer, assign, distribute, display, host, outsource, disclose, permit timesharing or service bureau use, or otherwise commercially exploit or make the SaaS Services, Tyler Software, or Documentation available to any third party other than as expressly permitted by this Agreement.

5. Software Warranty. We warrant that the Tyler Software will perform without Defects during the term of this Agreement. If the Tyler Software does not perform as warranted, we will use all reasonable efforts, consistent with industry standards, to cure the Defect in accordance with the maintenance and support process set forth in Section C(9), below, the SLA and our then current Support Call Process.

6. <u>SaaS Services</u>.

6.1 Our SaaS Services are audited at least yearly in accordance with the AICPA's Statement on Standards for Attestation Engagements ("SSAE") No. 21. We have attained, and will maintain, SOC 1 and SOC 2 compliance, or its equivalent, for so long as you are timely paying for SaaS Services. The scope of audit coverage varies for some Tyler Software solutions. Upon execution of a mutually agreeable Non-Disclosure Agreement ("NDA"), we will provide you with a summary of our compliance report(s) or its equivalent. Every year thereafter, for so long as the NDA is in effect and in which you make a written request, we will provide that same information. If our SaaS Services are provided using a 3rd party data center, we will provide available compliance reports for that data center.

6.2 You will be hosted on shared hardware in a Tyler data center or in a third-party data center. In either event, databases containing your Data will be dedicated to you and inaccessible to our other customers.

6.3 Our Tyler data centers have fully-redundant telecommunications access, electrical power, and the required hardware to provide access to the Tyler Software in the event of a disaster or component failure. In the event of a data center failure, we reserve the right to employ our disaster recovery plan for resumption of the SaaS Services. In that event, we commit to a Recovery Point Objective ("RPO") of 24 hours and a Recovery Time Objective ("RTO") of 24 hours. RPO represents the maximum duration of time between the most recent recoverable copy of your hosted Data and subsequent data center failure. RTO represents the maximum duration of time following data center failure within which your access to the Tyler Software must be restored.

6.4 We conduct annual penetration testing of either the production network and/or web application to be performed. We will maintain industry standard intrusion detection and prevention systems to monitor malicious activity in the network and to log and block any such activity. We will provide you with a written or electronic record of the actions taken by us in the event that any unauthorized access to your database(s) is detected as a result of our security protocols. We will undertake an additional security audit, on terms and timing to be mutually agreed to by the parties, at your written request. You may not attempt to bypass or subvert security restrictions in the SaaS Services or environments related to the Tyler Software. Unauthorized attempts to access files, passwords or other confidential information, and unauthorized vulnerability and penetration test scanning of our network and systems (hosted or otherwise) is prohibited without the prior written approval of our IT Security Officer.

6.5 We test our disaster recovery plan on an annual basis. Our standard test is not client-specific. Should you request a client-specific disaster recovery test, we will work with you to schedule and execute such a test on a mutually agreeable schedule. At your written request, we will provide test results to you within a commercially reasonable timeframe after receipt of the request.

6.6 We will be responsible for importing back-up and verifying that you can log-in. You will be responsible for running reports and testing critical processes to verify the returned Data.

6.7 We provide secure Data transmission paths between each of your workstations and our servers.

6.8 Tyler data centers are accessible only by authorized personnel with a unique key entry. All other visitors to Tyler data centers must be signed in and accompanied by authorized personnel. Entry attempts to the data center are regularly audited by internal staff and external auditors to ensure no unauthorized access.

6.9 Where applicable with respect to our applications that take or process card payment data, we are responsible for the security of cardholder data that we possess, including functions relating to storing, processing, and transmitting of the cardholder data and affirm that, as of the Effective Date, we comply with applicable requirements to be considered PCI DSS compliant and have performed the necessary steps to validate compliance with the PCI DSS. We agree to supply the current status of our PCI DSS compliance program in the form of an official Attestation of Compliance, which can be found at https://www.tylertech.com/about-us/compliance, and in the event of any change in our status, will comply with applicable notice requirements.

7. <u>License Rights Terminate Upon Migration</u>. When Tyler makes Tyler Software discounted 100% in the Investment Summary (the "Evergreen Modules") licensed pursuant to this Agreement available to the Client for use in live production, the license to the Tyler software listed in Exhibit A, Schedule 1 (hereafter, "Migration Modules") terminates, as do Tyler's maintenance, support, and/or update obligations for such software.

SECTION C –PROFESSIONAL SERVICES

1. <u>Professional Services</u>. We will provide you the various implementation-related services itemized in the Investment Summary and described in the Statement of Work.

2. <u>Professional Services Fees</u>. You agree to pay us the professional services fees in the amounts set forth in the Investment Summary. Those amounts are payable in accordance with our Invoicing and Payment Policy. You acknowledge that the fees stated in the Investment Summary are good-faith estimates of the amount of time and materials required for your implementation. We will bill you the actual fees incurred based on the in-scope services provided to you. Any discrepancies in the total values set forth in the Investment Summary will be resolved by multiplying the applicable hourly rate by the quoted hours.

3. <u>Additional Services</u>. The Investment Summary contains, and the Statement of Work describes, the scope of services and related costs (including programming and/or interface estimates) required for the project based on our understanding of the specifications you supplied. If additional work is required, or if you use or request additional services, we will provide you with an addendum or change order, as applicable, outlining the costs for the additional work. The price quotes in the addendum or change order will be valid for thirty (30) days from the date of the quote.

4. <u>Cancellation</u>. If you cancel services less than four (4) weeks in advance (other than for Force Majeure or breach by us), you will be liable for all (a) daily fees associated with cancelled professional services if we are unable to reassign our personnel and (b) any non-refundable travel expenses already incurred by us on your behalf. We will make all reasonable efforts to reassign personnel in the event you cancel within four (4) weeks of scheduled commitments.

5. <u>Services Warranty</u>. We will perform the services in a professional, workmanlike manner, consistent with industry standards. In the event we provide services that do not conform to this warranty, we will re-perform such services at no additional cost to you.

6. <u>Site Access and Requirements</u>. At no cost to us, you agree to provide us with full and free access to your personnel, facilities, and equipment as may be reasonably necessary for us to provide implementation services, subject to any reasonable security protocols or other written policies provided to us as of the Effective Date, and thereafter as mutually agreed to by you and us.

7. <u>Background Checks</u>. We will ensure that all of our employees employed by us during the Term of this Agreement have undergone criminal background checks prior to hire. All employees sign our confidentiality agreement and security policies.

8. <u>Client Assistance</u>. You acknowledge that the implementation of the Tyler Software is a cooperative process requiring the time and resources of your personnel. You agree to use all reasonable efforts to cooperate with and assist us as may be reasonably required to meet the agreed upon project deadlines and other milestones for implementation. This cooperation includes at least working with us to schedule the implementation-related services outlined in this Agreement. We will not be liable for failure to meet any deadlines and milestones when such failure is due to Force Majeure or to the failure by your personnel to provide such cooperation and assistance (either through action or omission).

9. <u>Maintenance and Support</u>. For so long as you timely pay your SaaS Fees according to the Invoicing and Payment Policy, then in addition to the terms set forth in the SLA and the Support Call Process, we will:

    9.1 perform our maintenance and support obligations in a professional, good, and workmanlike manner, consistent with industry standards, to resolve Defects in the Tyler Software (subject to any applicable release life cycle policy);

    9.2 provide support during our established support hours;

    9.3 maintain personnel that are sufficiently trained to be familiar with the Tyler Software and Third Party Software, if any, in order to provide maintenance and support services;

    9.4 make available to you all releases to the Tyler Software (including updates and enhancements) that we make generally available without additional charge to customers who have a maintenance and support agreement in effect; and

    9.5 provide non-Defect resolution support of prior releases of the Tyler Software in accordance with any applicable release life cycle policy.

    We will use all reasonable efforts to perform support services remotely. Currently, we use a third-party secure unattended connectivity tool called Bomgar, as well as GotoAssist by Citrix. Therefore, you agree to maintain a high-speed internet connection capable of connecting us to your PCs and server(s). You agree to provide us with a login account and local administrative privileges as we may reasonably require to perform remote services. We will, at our option, use the secure connection to assist with proper diagnosis and resolution, subject to any reasonably applicable security protocols.

If we cannot resolve a support issue remotely, we may be required to provide onsite services. In such event, we will be responsible for our travel expenses, unless it is determined that the reason onsite support was required was a reason outside our control. Either way, you agree to provide us with full and free access to the Tyler Software, working space, adequate facilities within a reasonable distance from the equipment, and use of machines, attachments, features, or other equipment reasonably necessary for us to provide the maintenance and support services, all at no charge to us. We strongly recommend that you also maintain your VPN for backup connectivity purposes.

For the avoidance of doubt, SaaS Fees do not include the following services: (a) onsite support (unless Tyler cannot remotely correct a Defect in the Tyler Software, as set forth above); (b) application design; (c) other consulting services; or (d) support outside our normal business hours as listed in our then-current Support Call Process. Requested services such as those outlined in this section will be billed to you on a time and materials basis at our then current rates. You must request those services with at least one (1) weeks' advance notice.

10. <u>Support of Migration Modules</u>. Beginning on the commencement of the initial term as set forth in Section F (1) of this Agreement, and contingent upon Client's timely payment of annual SaaS Fees for Tyler Evergreen Modules, Client is entitled to receive, at no additional charge, maintenance and support for the Migration Modules until Tyler makes the Tyler Evergreen Modules available for use in live production.

SECTION D – THIRD PARTY PRODUCTS

1. <u>Third Party Hardware</u>. We will sell, deliver, and install onsite the Third Party Hardware, if you have purchased any, for the price set forth in the Investment Summary. Those amounts are payable in accordance with our Invoicing and Payment Policy.

2. <u>Third Party Software</u>. As part of the SaaS Services, you will receive access to the Third Party Software and related documentation for internal business purposes only. Your rights to the Third Party Software will be governed by the Third Party Terms.

3. <u>Third Party Products Warranties</u>.

   3.1 We are authorized by each Developer to grant access to the Third Party Software.

   3.2 The Third Party Hardware will be new and unused, and upon payment in full, you will receive free and clear title to the Third Party Hardware.

   3.3 You acknowledge that we are not the manufacturer of the Third Party Products. We do not warrant or guarantee the performance of the Third Party Products. However, we grant and pass through to you any warranty that we may receive from the Developer or supplier of the Third Party Products.

4. <u>Third Party Services</u>. If you have purchased Third Party Services, those services will be provided independent of Tyler by such third-party at the rates set forth in the Investment Summary and in accordance with our Invoicing and Payment Policy.

SECTION E - INVOICING AND PAYMENT; INVOICE DISPUTES

1. Invoicing and Payment. We will invoice you the SaaS Fees and fees for other professional services in the Investment Summary per our Invoicing and Payment Policy, subject to Section E(2).

2. Invoice Disputes. If you believe any delivered software or service does not conform to the warranties in this Agreement, you will provide us with written notice within thirty (30) days of your receipt of the applicable invoice. The written notice must contain reasonable detail of the issues you contend are in dispute so that we can confirm the issue and respond to your notice with either a justification of the invoice, an adjustment to the invoice, or a proposal addressing the issues presented in your notice. We will work with you as may be necessary to develop an action plan that outlines reasonable steps to be taken by each of us to resolve any issues presented in your notice. You may withhold payment of the amount(s) actually in dispute, and only those amounts, until we complete the action items outlined in the plan. If we are unable to complete the action items outlined in the action plan because of your failure to complete the items agreed to be done by you, then you will remit full payment of the invoice. We reserve the right to suspend delivery of all SaaS Services, including maintenance and support services, if you fail to pay an invoice not disputed as described above within fifteen (15) days of notice of our intent to do so.

SECTION F – TERM AND TERMINATION

1. Term. The initial term of this Agreement is from the Effective Date through June 30, 2027, unless earlier terminated as set forth below.   Upon expiration of the initial term, this Agreement will renew automatically for additional one (1) year renewal terms at our then-current SaaS Fees, subject to Exhibit B Section 1, unless terminated in writing by either party at least sixty (60) days prior to the end of the then-current renewal term. Your right to access or use the Tyler Software and the SaaS Services will terminate at the end of this Agreement.

2. Termination. This Agreement may be terminated as set forth below. In the event of termination, you will pay us for all undisputed fees and expenses related to the software, products, and/or services you have received, or we have incurred or delivered, prior to the effective date of termination. Disputed fees and expenses in all terminations other than your termination for cause must have been submitted as invoice disputes in accordance with Section E(2).

   2.1 Failure to Pay SaaS Fees. You acknowledge that continued access to the SaaS Services is contingent upon your timely payment of SaaS Fees. If you fail to timely pay the SaaS Fees, we may discontinue the SaaS Services and deny your access to the Tyler Software. We may also terminate this Agreement if you don't cure such failure to pay within forty-five (45) days of receiving written notice of our intent to terminate.

   2.2 For Cause. If you believe we have materially breached this Agreement, you will invoke the Dispute Resolution clause set forth in Section H(3). You may terminate this Agreement for cause in the event we do not cure, or create a mutually agreeable action plan to address, a material breach of this Agreement within the thirty (30) day window set forth in Section H(3).

   2.3 Force Majeure. Either party has the right to terminate this Agreement if a Force Majeure event suspends performance of the SaaS Services for a period of forty-five (45) days or more.

2.4 <u>Lack of Appropriations</u>. If you should not appropriate or otherwise make available funds sufficient to utilize the SaaS Services, you may unilaterally terminate this Agreement upon thirty (30) days written notice to us. You will not be entitled to a refund or offset of previously paid, but unused SaaS Fees. You agree not to use termination for lack of appropriations as a substitute for termination for convenience.

SECTION G – INDEMNIFICATION, LIMITATION OF LIABILITY AND INSURANCE

1. <u>Intellectual Property Infringement Indemnification</u>.

    1.1 We will defend you against any third party claim(s) that the Tyler Software or Documentation infringes that third party's patent, copyright, or trademark, or misappropriates its trade secrets, and will pay the amount of any resulting adverse final judgment (or settlement to which we consent). You must notify us promptly in writing of the claim and give us sole control over its defense or settlement. You agree to provide us with reasonable assistance, cooperation, and information in defending the claim at our expense.

    1.2 Our obligations under this Section G(1) will not apply to the extent the claim or adverse final judgment is based on your use of the Tyler Software in contradiction of this Agreement, including with non-licensed third parties, or your willful infringement.

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

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

    1.5 The defense and indemnification covenants contained herein will survive the termination or cancellation of this Agreement.

2. <u>General Indemnification</u>.

    2.1 We will indemnify and hold harmless you and your agents, officials, and employees from and against any and all third-party claims, losses, liabilities, damages, costs, and expenses (including reasonable attorney's fees and costs) for (a) personal injury or property damage to the extent caused by our negligence or willful misconduct; or (b) our violation of PCI-DSS requirements or a law applicable to our performance under this Agreement. You must notify us promptly in writing of the claim and give us sole control over its defense or settlement. You agree to provide us with reasonable assistance, cooperation, and information in defending the claim at our expense.

2.2 To the extent permitted by applicable law, you will indemnify and hold harmless us and our agents, officials, and employees from and against any and all third-party claims, losses, liabilities, damages, costs, and expenses (including reasonable attorney's fees and costs) for personal injury or property damage to the extent caused by your negligence or willful misconduct; or (b) your violation of a law applicable to your performance under this Agreement. We will notify you promptly in writing of the claim and will give you sole control over its defense or settlement. We agree to provide you with reasonable assistance, cooperation, and information in defending the claim at your expense.

2.3 The defense and indemnification covenants contained herein will survive the termination or cancellation of this Agreement.

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

4. **LIMITATION OF LIABILITY. EXCEPT AS OTHERWISE EXPRESSLY SET FORTH IN THIS AGREEMENT, OUR LIABILITY FOR DAMAGES ARISING OUT OF THIS AGREEMENT, WHETHER BASED ON A THEORY OF CONTRACT OR TORT, INCLUDING NEGLIGENCE AND STRICT LIABILITY, SHALL BE LIMITED TO YOUR ACTUAL DIRECT DAMAGES, NOT TO EXCEED (A) DURING THE INITIAL TERM, AS SET FORTH IN SECTION F(1), TOTAL FEES PAID AS OF THE TIME OF THE CLAIM; OR (B) DURING ANY RENEWAL TERM, THE THEN-CURRENT ANNUAL SAAS FEES PAYABLE IN THAT RENEWAL TERM. THE PARTIES ACKNOWLEDGE AND AGREE THAT THE PRICES SET FORTH IN THIS AGREEMENT ARE SET IN RELIANCE UPON THIS LIMITATION OF LIABILITY AND TO THE MAXIMUM EXTENT ALLOWED UNDER APPLICABLE LAW, THE EXCLUSION OF CERTAIN DAMAGES, AND EACH SHALL APPLY REGARDLESS OF THE FAILURE OF AN ESSENTIAL PURPOSE OF ANY REMEDY. THE FOREGOING LIMITATION OF LIABILITY SHALL NOT APPLY TO CLAIMS THAT ARE SUBJECT TO SECTIONS G(1) AND G(2).**

5. **EXCLUSION OF CERTAIN DAMAGES. TO THE MAXIMUM EXTENT PERMITTED BY APPLICABLE LAW, IN NO EVENT SHALL WE BE LIABLE FOR ANY SPECIAL, INCIDENTAL, PUNITIVE, INDIRECT, OR CONSEQUENTIAL DAMAGES WHATSOEVER, EVEN IF WE HAVE BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES.**

6. Insurance. During the course of performing services under this Agreement, we agree to maintain the following levels of insurance: (a) Commercial General Liability of at least $1,000,000; (b) Automobile Liability of at least $1,000,000; (c) Professional Liability of at least $2,000,000 (with a Cyber Protection sublimit of $1,000,000); (d) Workers Compensation complying with applicable statutory requirements; and (e) Excess/Umbrella Liability of at least $5,000,000. We will add you as an additional insured to our Commercial General Liability and Automobile Liability policies, which will automatically add you as an additional insured to our Excess/Umbrella Liability policy as well. Tyler's insurance is primary for claims under Tyler's Commercial General Liability or Automobile Liability policies that are caused, in whole or in part, by Tyler as respects the Agreement. We will provide you with copies of certificates of insurance upon your written request.

Tyler waives subrogation, but only on claims under Tyler's Commercial General Liability or Automobile Liability policies that arise out of or relate to the Agreement and are between Tyler and Client, except to the extent the damage or injury is caused by Client.

SECTION H – GENERAL TERMS AND CONDITIONS

1. <u>Additional Products and Services</u>. You may purchase additional products and services at the rates set forth in the Investment Summary for twelve (12) months from the Effective Date by executing a mutually agreed addendum. If no rate is provided in the Investment Summary, or those twelve (12) months have expired, you may purchase additional products and services at our then-current list price, also by executing a mutually agreed addendum. The terms of this Agreement will control any such additional purchase(s), unless otherwise specifically provided in the addendum.

2. <u>Optional Items</u>. Pricing for any listed optional products and services in the Investment Summary will be valid for twelve (12) months from the Effective Date.

3. <u>Dispute Resolution</u>. Each party agrees to provide the other party with written notice within thirty (30) days of becoming aware of a dispute. Each party agrees to cooperate with in trying to reasonably resolve all disputes, including, if requested by either party, appointing a senior representative to meet and engage in good faith negotiations with its appointed senior representative. Senior representatives will convene within thirty (30) days of the written dispute notice, unless otherwise agreed. All meetings and discussions between senior representatives will be deemed confidential settlement discussions not subject to disclosure under Federal Rule of Evidence 408 or any similar applicable state rule. If the parties fail to resolve the dispute, then the parties shall participate in non-binding mediation in an effort to resolve the dispute. If the dispute remains unresolved after mediation, then either party may assert its respective rights and remedies in a court of competent jurisdiction. Nothing in this section shall prevent you or us from seeking necessary injunctive relief during the dispute resolution procedures.

4. <u>Taxes</u>. The fees in the Investment Summary do not include any taxes, including, without limitation, sales, use, or excise tax. If you are a tax-exempt entity, you agree to provide us with a tax-exempt certificate. Otherwise, we will pay all applicable taxes to the proper authorities and you will reimburse us for such taxes. If you have a valid direct-pay permit, you agree to provide us with a copy. For clarity, we are responsible for paying our income taxes, both federal and state, as applicable, arising from our performance of this Agreement.

5. <u>Nondiscrimination</u>. We will not discriminate against any person employed or applying for employment concerning the performance of our responsibilities under this Agreement. This discrimination prohibition will apply to all matters of initial employment, tenure, and terms of employment, or otherwise with respect to any matter directly or indirectly relating to employment concerning race, color, religion, national origin, age, sex, sexual orientation, ancestry, disability that is unrelated to the individual's ability to perform the duties of a particular job or position, height, weight, marital status, or political affiliation. We will post, where appropriate, all notices related to nondiscrimination as may be required by applicable law.

6. <u>E-Verify</u>. We have complied, and will comply, with the E-Verify procedures administered by the U.S. Citizenship and Immigration Services Verification Division for all of our employees assigned to your project.

7. <u>Subcontractors</u>. We will not subcontract any services under this Agreement without your prior written consent, not to be unreasonably withheld.

8. <u>Binding Effect; No Assignment</u>. This Agreement shall be binding on, and shall be for the benefit of, either your or our successor(s) or permitted assign(s). Neither party may assign this Agreement without the prior written consent of the other party; provided, however, your consent is not required for an assignment by us as a result of a corporate reorganization, merger, acquisition, or purchase of substantially all of our assets.

9. <u>Force Majeure</u>. Except for your payment obligations, neither party will be liable for delays in performing its obligations under this Agreement to the extent that the delay is caused by Force Majeure; provided, however, that within ten (10) business days of the Force Majeure event, the party whose performance is delayed provides the other party with written notice explaining the cause and extent thereof, as well as a request for a reasonable time extension equal to the estimated duration of the Force Majeure event.

10. <u>No Intended Third Party Beneficiaries</u>. This Agreement is entered into solely for the benefit of you and us. No third party will be deemed a beneficiary of this Agreement, and no third party will have the right to make any claim or assert any right under this Agreement. This provision does not affect the rights of third parties under any Third Party Terms.

11. <u>Entire Agreement; Amendment</u>. This Agreement represents the entire agreement between you and us with respect to the subject matter hereof, and supersedes any prior agreements, understandings, and representations, whether written, oral, expressed, implied, or statutory. Purchase orders submitted by you, if any, are for your internal administrative purposes only, and the terms and conditions contained in those purchase orders will have no force or effect. This Agreement may only be modified by a written amendment signed by an authorized representative of each party.

12. <u>Severability</u>. If any term or provision of this Agreement is held invalid or unenforceable, the remainder of this Agreement will be considered valid and enforceable to the fullest extent permitted by law.

13. <u>No Waiver</u>. In the event that the terms and conditions of this Agreement are not strictly enforced by either party, such non-enforcement will not act as or be deemed to act as a waiver or modification of this Agreement, nor will such non-enforcement prevent such party from enforcing each and every term of this Agreement thereafter.

14. <u>Independent Contractor</u>. We are an independent contractor for all purposes under this Agreement.

15. <u>Notices</u>. All notices or communications required or permitted as a part of this Agreement, such as notice of an alleged material breach for a termination for cause or a dispute that must be submitted to dispute resolution, must be in writing and will be deemed delivered upon the earlier of the following: (a) actual receipt by the receiving party; (b) upon receipt by sender of a certified mail, return receipt signed by an employee or agent of the receiving party; (c) upon receipt by sender of proof of email delivery; or (d) if not actually received, five (5) days after deposit with the United States Postal Service authorized mail center with proper postage (certified mail, return receipt requested) affixed and addressed to the other party at the address set forth on the signature page

hereto or such other address as the party may have designated by proper notice. The consequences for the failure to receive a notice due to improper notification by the intended receiving party of a change in address will be borne by the intended receiving party.

16. <u>Client Lists</u>. You agree that we may identify you by name in client lists, marketing presentations, and promotional materials.

17. <u>Confidentiality</u>. Both parties recognize that their respective employees and agents, in the course of performance of this Agreement, may be exposed to confidential information and that disclosure of such information could violate rights to private individuals and entities, including the parties. Confidential information is nonpublic information that a reasonable person would believe to be confidential and includes, without limitation, personal identifying information (*e.g.*, social security numbers) and trade secrets, each as defined by applicable state law. Each party agrees that it will not disclose any confidential information of the other party and further agrees to take all reasonable and appropriate action to prevent such disclosure by its employees or agents. The confidentiality covenants contained herein will survive the termination or cancellation of this Agreement. This obligation of confidentiality will not apply to information that:
    (a) is in the public domain, either at the time of disclosure or afterwards, except by breach of this Agreement by a party or its employees or agents;
    (b) a party can establish by reasonable proof was in that party's possession at the time of initial disclosure;
    (c) a party receives from a third party who has a right to disclose it to the receiving party; or
    (d) is the subject of a legitimate disclosure request under the open records laws or similar applicable public disclosure laws governing this Agreement; provided, however, that in the event you receive an open records or other similar applicable request, you will give us prompt notice and otherwise perform the functions required by applicable law.

18. <u>Quarantining of Client Data</u>. Some services provided by Tyler require us to be in possession of your Data. In the event we detect malware or other conditions associated with your Data that are reasonably suspected of putting Tyler resources or other Tyler clients' data at risk, we reserve the absolute right to move your Data from its location within a multi-tenancy Tyler hosted environment to an isolated "quarantined" environment without advance notice. Your Data will remain in such quarantine for a period of at least six (6) months during which time we will review the Data, and all traffic associated with the Data, for signs of malware or other similar issues.   If no issues are detected through such reviews during the six (6) month period of quarantine, we will coordinate with you the restoration of your Data to a non-quarantined environment. In the event your Data must remain in quarantine beyond this six (6) month period through no fault of Tyler's, we reserve the right to require payment of additional fees for the extended duration of quarantine. We will provide an estimate of what those costs will be upon your request.

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

20. <u>Governing Law</u>. This Agreement will be governed by and construed in accordance with the laws of your state of domicile, without regard to its rules on conflicts of law. Exclusive jurisdiction for litigation of any dispute, controversy or claim arising out of or in connection with this Agreement shall be only in the Federal or State court with competent jurisdiction located in Marin County,

California, and the parties submit to the personal jurisdiction and venue therein.

21. <u>Multiple Originals and Authorized Signatures</u>. This Agreement may be executed in multiple originals, any of which will be independently treated as an original document. Any electronic, faxed, scanned, photocopied, or similarly reproduced signature on this Agreement or any amendment hereto will be deemed an original signature and will be fully enforceable as if an original signature. Each party represents to the other that the signatory set forth below is duly authorized to bind that party to this Agreement.

22. <u>Cooperative Procurement</u>. To the maximum extent permitted by applicable law, we agree that this Agreement may be used as a cooperative procurement vehicle by eligible jurisdictions. We reserve the right to negotiate and customize the terms and conditions set forth herein, including but not limited to pricing, to the scope and circumstances of that cooperative procurement.

23. <u>Data & Insights Solution Terms</u>. Your use of certain Tyler solutions includes Tyler's Data & Insights data platform. Your rights, and the rights of any of your end users, to use Tyler's Data & Insights data platform is subject to the Data & Insights SaaS Services Terms of Service, available at https://www.tylertech.com/terms/data-insights-saas-services-terms-of-service. By signing a Tyler Agreement or Order Form, or accessing, installing, or using any of the Tyler solutions listed at the linked terms, you certify that you have reviewed, understand, and agree to said terms.

24. <u>Contract Documents</u>. This Agreement includes the following exhibits:

Exhibit A	Investment Summary
	Schedule 1: Migration Modules
Exhibit B	Invoicing and Payment Policy
	Schedule 1: Business Travel Policy
Exhibit C	Service Level Agreement
	Schedule 1: Support Call Process
Exhibit D	Third Party Terms
Exhibit E	Statement of Work

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

Tyler Technologies, Inc.   City of San Rafael, California

By:_____   By:_____

Name:_____   Name:_____

Title:_____   Title:_____

Date:_____   Date:_____

<u>Address for Notices:</u>   <u>Address for Notices:</u>
Tyler Technologies, Inc.   City of San Rafael

14

One Tyler Drive
Yarmouth, ME 04096
Attention: Chief Legal Officer

1400 Fifth Avenue
San Rafael, CA 94901
Attention: _____

Exhibit A
Investment Summary

The following Investment Summary details the software and services to be delivered by us to you under the Agreement. This Investment Summary is effective as of the Effective Date, despite any expiration date in the Investment Summary that may have lapsed as of the Effective Date. Capitalized terms not otherwise defined will have the meaning assigned to such terms in the Agreement. In the event of conflict between the Agreement and terms in the Comments section of this Investment Summary, the language in the Agreement will prevail.

Tyler sales quotation to be inserted prior to Agreement execution.

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**Exhibit A
Schedule 1
Migration Modules**

Fixed Assets
Requisitions
Project Accounting
Purchasing
Payroll
Cash Register Interface
Human Resources
Data Dictionaries
Accounts Receivable
GL/AP
Human Resources

Exhibit B
Invoicing and Payment Policy

We will provide you with the software and services set forth in the Investment Summary of the Agreement. Capitalized terms not otherwise defined will have the meaning assigned to such terms in the Agreement.

Invoicing: We will invoice you for the applicable software and services in the Investment Summary as set forth below. Your rights to dispute any invoice are set forth in the Agreement.

1. SaaS Fees.
    1.1 SaaS Fees are invoiced on an annual basis, beginning on the commencement of the Project Start Date set forth in Section A of this Agreement. Your annual SaaS fees for the initial term are set forth in the Investment Summary.

    1.2 Upon expiration of the initial term, we agree to limit increases to the annual SaaS fees according to the following schedule:

Year (after expiration of the initial 3-year Project term)	Cap on Increases
4	3%
5	3%
6	5%
7	5%
8	5%
9	5%
10	5%

2. Thereafter, your annual SaaS fees will be at our then-current rates.   Beginning on the commencement of the Project Start Date, Client shall no longer be required to pay annual support fees for the Migration Modules.

3. License Fees: License fees are invoiced 100% on the date when we provide you with access to the applicable Tyler Software (the "Software Access Date").

4. Other Tyler Software and Services.

    4.1 *VPN Device*: The fee for the VPN device will be invoiced upon installation of the VPN.

    4.2 *Implementation and Other Professional Services (including training)*: Implementation and other professional services (including training) are billed and invoiced as delivered, at the

rates set forth in the Investment Summary.

4.3 *Consulting Services*: If you have purchased any Business Process Consulting services, if they have been quoted as fixed-fee services, they will be invoiced 50% upon your acceptance of the best practice recommendations, by module, and 50% upon your acceptance of custom desktop procedures, by module. If you have purchased any Business Process Consulting services and they are quoted as an estimate, then we will bill you the actual services delivered on a time and materials basis.

4.4 *Conversions*: Fixed-fee conversions are invoiced 50% upon initial delivery of the converted Data, by conversion option, and 50% upon Client acceptance to load the converted Data into Live/Production environment, by conversion option. Where conversions are quoted as estimated, we will bill you the actual services delivered on a time and materials basis.

4.5 *Requested Modifications to the Tyler Software*: Requested modifications to the Tyler Software are invoiced 50% upon delivery of specifications and 50% upon delivery of the applicable modification. You must report any failure of the modification to conform to the specifications within thirty (30) days of delivery; otherwise, the modification will be deemed to be in compliance with the specifications after the 30-day window has passed. You may still report Defects to us as set forth in this Agreement.

4.6 *Other Fixed Price Services*: Other fixed price services are invoiced as delivered, at the rates set forth in the Investment Summary. For the avoidance of doubt, where "Project Planning Services" are provided, payment will be due upon delivery of the Implementation Planning document.

4.7 *Annual Services*: Unless otherwise indicated in this Exhibit B, fees for annual services are due annually, in advance, commencing on the availability of the service. Your annual fees for the initial term are set forth in the Investment Summary. Upon expiration of the initial term, your annual fees will be at our then-current rates.

3. <u>Third Party Products and Hardware</u>*.*

3.1 *Third Party Software License Fees*: License fees for Third Party Software, if any, are invoiced when we make it available to you for downloading.

3.2 *Third Party Software Maintenance*: The first year maintenance fee for the Third Party Software is invoiced when we make it available to you for downloading. Subsequent annual maintenance fees for Third Party Software are invoiced annually, in advance, at then-current rates, upon each anniversary thereof.

3.3 *Hardware*: Third Party Hardware costs, if any, are invoiced upon delivery.

3.4 *Hardware Maintenance*: The first year maintenance fee for Hardware is invoiced upon delivery of the hardware. Subsequent annual maintenance fees for hardware are invoiced annually, in advance, at then-current rates, upon each anniversary thereof.

3.5 *Third Party Services:* Fees for Third Party Services, if any, are invoiced as delivered, along

with applicable expenses, at the rates set forth in the Investment Summary. For the avoidance of doubt, Finite Matters will invoice Client directly for any services fees for Pattern Stream.

3.6 *Third Party SaaS*: Third Party SaaS Services fees, if any, are invoiced annually, in advance, commencing with availability of the respective Third Party SaaS Services. Pricing for the first year of Third Party SaaS Services is indicated in the Investment Summary. Pricing for subsequent years will be at the respective third party's then-current rates.

4. Transaction Fees. Unless paid directly by an end user at the time of transaction, per transaction (call, message, etc.) fees are invoiced on a quarterly basis. Fees are indicated in Exhibit A and may be increased by Tyler upon notice of no less than thirty (30) days.

5. Expenses*.* The service rates in the Investment Summary do not include travel expenses. Expenses for Tyler delivered services will be billed as incurred and only in accordance with our then-current Business Travel Policy, plus a 10% travel agency processing fee. Our current Business Travel Policy is attached to this Exhibit B as Schedule 1. Copies of receipts will be provided upon request. Receipts for miscellaneous items less than twenty-five dollars and mileage logs are not available.

6. Credit for Prepaid Maintenance and Support Fees for Migration Modules. Client will receive a credit for the maintenance and support fees prepaid for the Migration Modules for the time period commencing on the first day of the initial term, as set forth in Section F (1) of this Agreement. Migration Modules are listed at Exhibit A, Schedule 1.

Payment. Payment for undisputed invoices is due within forty-five (45) days of the invoice date. We prefer to receive payments electronically. Our electronic payment information is available by contacting AR@tylertech.com.

**Exhibit B
Schedule 1
Business Travel Policy**

1. Air Travel

   A. Reservations & Tickets

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

   Employees are encouraged to make advanced reservations to take full advantage of discount opportunities. Employees should use all reasonable efforts to make travel arrangements at least two (2) weeks in advance of commitments. A seven (7) day advance booking requirement is mandatory. When booking less than seven (7) days in advance, management approval will be required.

   Except in the case of international travel where a segment of continuous air travel is six (6) or more consecutive hours in length, only economy or coach class seating is reimbursable. Employees shall not be reimbursed for "Basic Economy Fares" because these fares are non-refundable and have many restrictions that outweigh the cost-savings.

   B. Baggage Fees

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

   - Up to five (5) days = one (1) checked bag
   - Six (6) or more days = two (2) checked bags

   Baggage fees for sports equipment are not reimbursable.

2. Ground Transportation

    A. Private Automobile

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

    B. Rental Car

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

    C. Public Transportation

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

    D. Parking & Tolls

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

3. Lodging

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

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

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

Employees are not authorized to reserve non-traditional short-term lodging, such as Airbnb, VRBO, and HomeAway. Employees who elect to make such reservations shall not be reimbursed.

4. Meals and Incidental Expenses

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

Per diem for Alaska, Hawaii, U.S. protectorates and international destinations are provided separately by the Department of State and will be determined as required.

A. Overnight Travel

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

Departure Day

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

Return Day

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

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

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

Breakfast	15%
Lunch	25%
Dinner	60%

B. Same Day Travel

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

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

5. Internet Access – Hotels and Airports

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

6. International Travel

All international flights with the exception of flights between the U.S. and Canada should be reserved through TMC using the "lowest practical coach fare" with the exception of flights that are six (6) or more consecutive hours in length. In such event, the next available seating class above coach shall be reimbursed.

When required to travel internationally for business, employees shall be reimbursed for photo fees, application fees, and execution fees when obtaining a new passport book, but fees related to passport renewals are not reimbursable. Visa application and legal fees, entry taxes and departure taxes are reimbursable.

The cost of vaccinations that are either required for travel to specific countries or suggested by the U.S. Department of Health & Human Services for travel to specific countries, is reimbursable.

Section 4, Meals & Incidental Expenses, and Section 2.b., Rental Car, shall apply to this section.

Exhibit C

Exhibit C
SERVICE LEVEL AGREEMENT

I.   Agreement Overview

This SLA operates in conjunction with, and does not supersede or replace any part of, the Agreement. It outlines the information technology service levels that we will provide to you to ensure the availability of the application services that you have requested us to provide. All other support services are documented in the Support Call Process. This SLA does not apply to any Third Party SaaS Services. All other support services are documented in the Support Call Process.

II.   Definitions. Except as defined below, all defined terms have the meaning set forth in the Agreement.

Actual Attainment: The percentage of time the Tyler Software is available during a calendar month, calculated as follows: (Service Availability – Downtime) ÷ Service Availability.

Client Error Incident: Any service unavailability resulting from your applications, content or equipment, or the acts or omissions of any of your service users or third-party providers over whom we exercise no control.

Downtime: Those minutes during Service Availability, as defined below, when all users cannot launch, login, search or save primary data in the Tyler Software. Downtime does not include those instances in which only a Defect is present.

Emergency Maintenance Window: (1) maintenance that is required to patch a critical security vulnerability; (2) maintenance that is required to prevent an imminent outage of Service Availability; or (3) maintenance that is mutually agreed upon in writing by Tyler and the Client.

Planned Downtime: Downtime that occurs during a Standard or Emergency Maintenance window.

Service Availability: The total number of minutes in a calendar month that the Tyler Software is capable of receiving, processing, and responding to requests, excluding Planned Downtime, Client Error Incidents, denial of service attacks and Force Majeure. Service Availability only applies to Tyler Software being used in the live production environment.

Standard Maintenance: Routine maintenance to the Tyler Software and infrastructure. Standard Maintenance is limited to five (5) hours per week.

III.   Service Availability

      a.   Your Responsibilities

Whenever you experience Downtime, you must make a support call according to the procedures outlined in the Support Call Process. You will receive a support case number.

      b.   Our Responsibilities

Exhibit C

When our support team receives a call from you that Downtime has occurred or is occurring, we will work with you to identify the cause of the Downtime (including whether it may be the result of Planned Downtime, a Client Error Incident, denial of service attack or Force Majeure). We will also work with you to resume normal operations.

        c.   <u>Client Relief</u>

Our targeted Attainment Goal is 100%. You may be entitled to credits as indicated in the Client Relief Schedule found below. Your relief credit is calculated as a percentage of the SaaS Fees paid for the calendar month.

In order to receive relief credits, you must submit a request through one of the channels listed in our Support Call Process within fifteen days (15) of the end of the applicable month. We will respond to your relief request within thirty (30) day(s) of receipt.

The total credits confirmed by us will be applied to the SaaS Fee for the next billing cycle. Issuing of such credit does not relieve us of our obligations under the Agreement to correct the problem which created the service interruption.

Credits are only payable when Actual Attainment results in eligibility for credits in consecutive months and only for such consecutive months.

Client Relief Schedule	
Actual Attainment	**Client Relief**
99.99% - 98.00%	Remedial action will be taken
97.99% - 95.00%	4%
Below 95.00%	5%

IV.   Maintenance Notifications

We perform Standard Maintenance during limited windows that are historically known to be reliably low-traffic times. If and when maintenance is predicted to occur during periods of higher traffic, we will provide advance notice of those windows and will coordinate to the greatest extent possible with you.

Not all maintenance activities will cause application unavailability. However, if Tyler anticipates that activities during a Standard or Emergency Maintenance window may make the Tyler Software unavailable, we will provide advance notice, as reasonably practicable, that the Tyler Software will be unavailable during the maintenance window.

Exhibit C
Schedule 1

**Exhibit C
Schedule 1
Support Call Process**

Support Channels

Tyler Technologies, Inc. provides the following channels of software support for authorized users*:
  (1) On-line submission (portal) – for less urgent and functionality-based questions, users may create support incidents through the Tyler Customer Portal available at the Tyler Technologies website. A built-in Answer Panel provides users with resolutions to most "how-to" and configuration-based questions through a simplified search interface with machine learning, potentially eliminating the need to submit the support case.
  (2) Email – for less urgent situations, users may submit emails directly to the software support group.
  (3) Telephone – for urgent or complex questions, users receive toll-free, telephone software support.
      Channel availability may be limited for certain applications.

Support Resources

A number of additional resources are available to provide a comprehensive and complete support experience:
  (1) Tyler Website – www.tylertech.com – for accessing client tools, documentation, and other information including support contact information.
  (2) Tyler Search -a knowledge based search engine that lets you search multiple sources simultaneously to find the answers you need, 24x7.
  (3) Tyler Community –provides a venue for all Tyler clients with current maintenance agreements to collaborate with one another, share best practices and resources, and access documentation.
  (4) Tyler University – online training courses on Tyler products.

Support Availability

Tyler Technologies support is available during the local business hours of 8 AM to 5 PM (Monday – Friday) across four US time zones (Pacific, Mountain, Central and Eastern). Tyler's holiday schedule is outlined below. There will be no support coverage on these days.

New Year's Day	Labor Day
Martin Luther King, Jr. Day	Thanksgiving Day
Memorial Day	Day after Thanksgiving
Independence Day	Christmas Day

For support teams that provide after-hours service, we will provide you with procedures for contacting support staff after normal business hours for reporting Priority Level 1 Defects only. Upon receipt of

Exhibit C
Schedule 1

such a Defect notification, we will use commercially reasonable efforts to meet the resolution targets set forth below.

We will also make commercially reasonable efforts to be available for one pre-scheduled Saturday of each month to assist your IT staff with applying patches and release upgrades, as well as consulting with them on server maintenance and configuration of the Tyler Software environment.

Incident Handling

Incident Tracking

Every support incident is logged into Tyler's Customer Relationship Management System and given a unique case number. This system tracks the history of each incident. The case number is used to track and reference open issues when clients contact support. Clients may track incidents, using the case number, through Tyler's Customer Portal or by calling software support directly.

Incident Priority

Each incident is assigned a priority level, which corresponds to the Client's needs. Tyler and the Client will reasonably set the priority of the incident per the chart below. This chart is not intended to address every type of support incident, and certain "characteristics" may or may not apply depending on whether the Tyler software has been deployed on customer infrastructure or the Tyler cloud. The goal is to help guide the Client towards clearly understanding and communicating the importance of the issue and to describe generally expected response and resolution targets in the production environment only.

References to a "confirmed support incident" mean that Tyler and the Client have successfully validated the reported Defect/support incident.

Priority Level	Characteristics of Support Incident	Resolution Targets[*]
1 Critical	Support incident that causes (a) complete application failure or application unavailability; (b) application failure or unavailability in one or more of the client's remote location; or (c) systemic loss of multiple essential system functions.	Tyler shall provide an initial response to Priority Level 1 incidents within one (1) business hour of receipt of the incident. Once the incident has been confirmed, Tyler shall use commercially reasonable efforts to resolve such support incidents or provide a circumvention procedure within one (1) business day. For non-hosted customers, Tyler's responsibility for lost or corrupted data is limited to assisting the Client in restoring its last available database.

Exhibit C
Schedule 1

Priority Level	Characteristics of Support Incident	Resolution Targets*
2 High	Support incident that causes (a) repeated, consistent failure of essential functionality affecting more than one user or (b) loss or corruption of data.	Tyler shall provide an initial response to Priority Level 2 incidents within four (4) business hours of receipt of the incident. Once the incident has been confirmed, Tyler shall use commercially reasonable efforts to resolve such support incidents or provide a circumvention procedure within ten (10) business days. For non-hosted customers, Tyler's responsibility for loss or corrupted data is limited to assisting the Client in restoring its last available database.
3 Medium	Priority Level 1 incident with an existing circumvention procedure, or a Priority Level 2 incident that affects only one user or for which there is an existing circumvention procedure.	Tyler shall provide an initial response to Priority Level 3 incidents within one (1) business day of receipt of the incident. Once the incident has been confirmed, Tyler shall use commercially reasonable efforts to resolve such support incidents without the need for a circumvention procedure with the next published maintenance update or service pack, which shall occur at least quarterly. For non-hosted customers, Tyler's responsibility for lost or corrupted data is limited to assisting the Client in restoring its last available database.
4 Non-critical	Support incident that causes failure of non-essential functionality or a cosmetic or other issue that does not qualify as any other Priority Level.	Tyler shall provide an initial response to Priority Level 4 incidents within two (2) business days of receipt of the incident. Once the incident has been confirmed, Tyler shall use commercially reasonable efforts to resolve such support incidents, as well as cosmetic issues, with a future version release.

Response and Resolution Targets may differ by product or business need

Incident Escalation

If Tyler is unable to resolve any priority level 1 or 2 defect as listed above or the priority of an issue has elevated since initiation, you may escalate the incident to the appropriate resource, as outlined by each product support team. The corresponding resource will meet with you and any Tyler staff to establish a mutually agreeable plan for addressing the defect.

Remote Support Tool

Some support calls may require further analysis of the Client's database, processes or setup to diagnose a problem or to assist with a question. Tyler will, at its discretion, use an industry-standard remote support tool. Tyler's support team must have the ability to quickly connect to the Client's system and view the site's setup, diagnose problems, or assist with screen navigation. More information about the remote support tool Tyler uses is available upon request.

Exhibit D
Third Party Terms

ThinPrint Terms. Your use of Tyler Forms software and forms is subject to the End User License Agreement terms for ThinPrint Engine, ThinPrint License Server, and Connected Gateway found here: https://www.thinprint.com/en/legal-notes/eula/. By signing a Tyler Agreement or Order Form, or accessing, installing, or using Tyler Forms software or forms, you agree that you have read, understood, and agree to such terms.

DocOrigin Terms. Your use of Tyler Forms software and forms is subject to the DocOrigin End User License Agreement available for download here: https://eclipsecorp.us/eula/. By signing a Tyler Agreement or Order Form including Tyler forms software or forms, or accessing, installing, or using Tyler Forms software or forms, you agree that you have read, understood, and agree to such terms.

**Exhibit E
Statement of Work**

Statement of Work, if applicable, to be inserted prior to Agreement execution.

San Rafael, CA

SOW from Tyler Technologies, Inc.

11/15/2023

Presented to:

City of San Rafael CA
PO Box 151560
San Rafael, CA 94915-1560

Contact:
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Part 1: Executive Summary

1. Project Overview

1.1 Introduction

Tyler Technologies ("Tyler") is the largest and most established provider of integrated software and technology services focused solely on the public sector. Tyler's end-to-end solutions empower public sector entities including local, state, provincial and federal government, to operate more efficiently and connect more transparently with their constituents and with each other. By connecting data and processes across disparate systems, Tyler's solutions transform how clients gain actionable insights that solve problems in their communities.

1.2 Project Goals

This Statement of Work ("SOW") documents the methodology, implementation stages, activities, and roles and responsibilities, and project scope listed in the Investment Summary of the Agreement between Tyler and the City (collectively the "Project").

The overall goals of the project are to:

- Successfully implement the contracted scope on time and on budget
- Increase operational efficiencies and empower users to be more productive
- Improve accessibility and responsiveness to external and internal customer needs
- Overcome current challenges and meet future goals

1.3 Methodology

This is accomplished by the City and Tyler working as a partnership and Tyler utilizing its depth of implementation experience. While each Project is unique, all will follow Tyler's six-stage methodology. Each of the six stages is comprised of multiple work packages, and each work package includes a narrative description, objectives, tasks, inputs, outputs/deliverables, assumptions, and a responsibility matrix.

Tailored specifically for Tyler's public sector clients, the project methodology contains Stage Acceptance Control Points throughout each Phase to ensure adherence to scope, budget, timeline controls, effective communications, and quality standards. Clearly defined, the project methodology repeats consistently across Phases, and is scaled to meet the City's complexity and organizational needs.

Tyler's Six Stage Project Methodology

The methodology adapts to both single-phase and multiple-phase projects.

To achieve Project success, it is imperative that both the City and Tyler commit to including the necessary leadership and governance. During each stage of the Project, it is expected that the City and Tyler Project teams work collaboratively to complete tasks. An underlying principle of Tyler's Implementation process is to employ an iterative model where the City's business processes are assessed, configured, validated, and refined cyclically in line with the project budget. This approach is used in multiple stages and work packages as illustrated in the graphic below.

Iterative Project Model
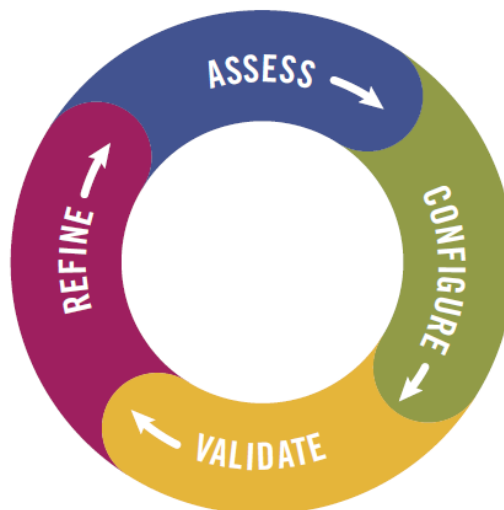
The delivery approach is systematic, which reduces variability and mitigates risks to ensure Project success. As illustrated, some stages, along with work packages and tasks, are intended to be overlapping by nature to complete the Project efficiently and effectively.

Part 2: Project Foundation

2. Project Governance

Project governance is the management framework within which Project decisions are made. The role of Project governance is to provide a decision-making approach that is logical, robust, and repeatable. This allows organizations to have a structured approach for conducting its daily business in addition to project related activities.

This section outlines the resources required to meet the business needs, objectives, and priorities for the Project, communicate the goals to other Project participants, and provide support and guidance to accomplish these goals. Project governance defines the structure for escalation of issues and risks, Change Control review and authority, and Organizational Change Management activities. Throughout the Statement of Work Tyler has provided RACI Matrices for activities to be completed throughout the implementation which will further outline responsibilities of different roles in each stage. Further refinement of the governance structure, related processes, and specific roles and responsibilities occurs during the Initiate & Plan Stage.

The chart below illustrates an overall team perspective where Tyler and the City collaborate to resolve Project challenges according to defined escalation paths. If project managers do not possess authority to determine a solution, resolve an issue, or mitigate a risk, Tyler implementation management and the City Steering Committee become the escalation points to triage responses prior to escalation to the City and Tyler executive sponsors. As part of the escalation process, each Project governance tier presents recommendations and supporting information to facilitate knowledge transfer and issue resolution. The City and Tyler executive sponsors serve as the final escalation point.

Project Governance Relationships

CLIENT LEADERSHIP	TYLER LEADERSHIP
EXECUTIVE SPONSOR Champions the project, secures buy-in, provides oversight and ultimate decision-making	**EXECUTIVE SPONSOR** Provides oversight and ultimate decision-making
STEERING COMMITTEE Monitors progress, goals and objectives	**IMPLEMENTATION MANAGER** Monitors progress
PROJECT MANAGER Oversees project schedule and tasks	**PROJECT MANAGER** Oversees project schedule and tasks

3. Project Scope Control

3.1 Managing Scope and Project Change

Project Management governance principles contend that there are three connected constraints on a Project: budget, timeline, and scope. These constraints, known as the "triple constraints" or project management triangle, define budget in terms of financial cost, labor costs, and other resource costs. Scope is defined as the work performed to deliver a product, service or result with the specified features and functions, while time is simply defined as the schedule. The Triple Constraint theory states that if you change one side of the triangle, the other two sides must be correspondingly adjusted. For example, if the scope of the Project is increased, cost and time to complete will also need to increase. The Project and executive teams will need to remain cognizant of these constraints when making impactful decisions to the Project. A simple illustration of this triangle is included here, showing the connection of each item and their relational impact to the overall Scope.

Project Management Triangle
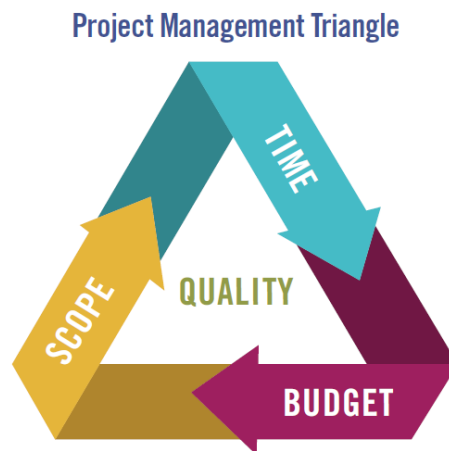
A pillar of any successful project is the ability to properly manage scope while allowing the appropriate level of flexibility to incorporate approved changes. Scope and changes within the project will be managed using the change control process outlined in the following section.

3.2 Change Control

It may become necessary to change the scope of this Project due to unforeseeable circumstances (e.g., new constraints or opportunities are discovered). This Project is being undertaken with the understanding that Project scope, schedule, and/or cost may need to change to produce optimal results for stakeholders. Changes to contractual requirements will follow the change control process specified in the final contract, and as described below.

3.3 Change Request Management

Should the need for a change to Project scope, schedule, and/or cost be identified during the Project, the change will be brought to the attention of the Steering Committee and an assessment of the change will occur. While such changes may result in additional costs and delays relative to the schedule, some changes may result in less cost to the City; for example, the City may decide it no longer needs a deliverable originally defined in the Project. The Change Request will include the following information:

- The nature of the change.
- A good faith estimate of the additional cost or associated savings to the City, if any.
- The timetable for implementing the change.
- The effect on and/or risk to the schedule, resource needs or resource responsibilities.

The City will use its good faith efforts to either approve or disapprove any Change Request within ten (10) Business Days (or other period as mutually agreeable between Tyler and the City). Any changes to the Project scope, budget, or timeline must be documented and approved in writing using a Change Request form. These changes constitute a formal amendment to the Statement of Work and will supersede any conflicting term in the Statement of Work.

Change Request Process

NEED	SCOPE	DETAILS	REQUEST	CHANGES	SCHEDULE
CLIENT IDENTIFIES NEED/ DESIRE FOR CHANGE	TYLER ASSESSES / DETERMINES OUT OF SCOPE	CLIENT DETAILS NEED IN CHANGE REQUEST FORM	IF TYLER AGREES WITH THE REQUEST	CLIENT AUTHORIZES OR DECLINES THE CHANGE	SCHEDULE ADJUSTED TO ACCOMMODATE THE CHANGE IF NECESSARY
			If Tyler Agrees with Request, Estimate provided to client, otherwise reason for denial provided		Including addition of new tasks that result from the change

4. Acceptance Process

The implementation of a Project involves many decisions to be made throughout its lifecycle. Decisions will vary from higher level strategy decisions to smaller, detailed Project level decisions. It is critical to the success of the Project that each City office or department designates specific individuals for making decisions on behalf of their offices or departments.

Both Tyler and the City will identify representative project managers. These individuals will represent the interests of all stakeholders and serve as the primary contacts between the two organizations.

The coordination of gaining City feedback and approval on Project deliverables will be critical to the success of the Project. The City project manager will strive to gain deliverable and decision approvals from all authorized City representatives. Given that the designated decision-maker for each department may not always be available, there must be a designated proxy for each decision point in the Project. Assignment of each proxy will be the responsibility of the leadership from each City department. The proxies will be named individuals that have the authorization to make decisions on behalf of their department.

The following process will be used for accepting Deliverables and Control Points:

- The City shall have five (5) business days from the date of delivery, or as otherwise mutually agreed upon by the parties in writing, to accept each Deliverable or Control Point. If the City does not provide acceptance or acknowledgement within five (5) business days, or the otherwise agreed upon timeframe, not to be unreasonably withheld, Tyler deems the Deliverable or Control Point as accepted.
- If the City does not agree the Deliverable or Control Point meets requirements, the City shall notify Tyler project manager(s), in writing, with reasoning within five (5) business days, or the otherwise agreed-upon timeframe, not to be unreasonably withheld, of receipt of the Deliverable.
- Tyler shall address any deficiencies and redeliver the Deliverable or Control Point. The City shall then have two (2) business days from receipt of the redelivered Deliverable or Control Point to accept or again submit written notification of reasons for rejecting the milestone. If the City does not provide acceptance within two (2) business days, or the otherwise agreed upon timeframe, not to be unreasonably withheld, Tyler deems the Deliverable or Control Point as accepted.

5. Roles and Responsibilities

The following defines the roles and responsibilities of each Project resource for the City and Tyler. Roles and responsibilities may not follow the organizational chart or position descriptions at the City, but are roles defined within the Project. It is common for individual resources on both the Tyler and City project teams to fill multiple roles. Similarly, it is common for some roles to be filled by multiple people.

5.1 Tyler Roles & Responsibilities

Tyler assigns a project manager prior to the start of each Phase of the Project (some Projects may only be one Phase in duration). Additional Tyler resources are assigned as the schedule develops and as needs arise.

5.1.1 Tyler Executive Manager

Tyler executive management has indirect involvement with the Project and is part of the Tyler escalation process. This team member offers additional support to the Project team and collaborates with other Tyler department managers as needed to escalate and facilitate implementation Project tasks and decisions.

- Provides clear direction for Tyler staff on executing on the Project Deliverables to align with satisfying the City 's overall organizational strategy.
- Authorizes required Project resources.
- Resolves all decisions and/or issues not resolved at the implementation management level as part of the escalation process.
- Acts as the counterpart to the City 's executive sponsor.

5.1.2 Tyler Implementation Manager

- Tyler implementation management has indirect involvement with the Project and is part of the Tyler escalation process. The Tyler project managers consult implementation management on issues and outstanding decisions critical to the Project. Implementation management works toward a solution with the Tyler Project Manager or with City management as appropriate. Tyler executive management is the escalation point for any issues not resolved at this level.
- Assigns Tyler Project personnel.
- Provides support for the Project team.
- Provides management support for the Project to ensure it is staffed appropriately and staff have necessary resources.
- Monitors Project progress including progress towards agreed upon goals and objectives.

5.1.3 Tyler Project Manager

- The Tyler project manager(s) provides oversight of the Project, coordination of Tyler resources between departments, management of the Project budget and schedule, effective risk, and issue management, and is the primary point of contact for all Project related items. As requested by the City, the Tyler Project Manager provides regular updates to the City Steering Committee and other Tyler governance members. Tyler Project Manager's role includes responsibilities in the following areas:

5.1.3.1 Contract Management

- Validates contract compliance throughout the Project.
- Ensures Deliverables meet contract requirements.
- Acts as primary point of contact for all contract and invoicing questions.
- Prepares and presents contract milestone sign-offs for acceptance by the City project manager(s).
- Coordinates Change Requests, if needed, to ensure proper Scope and budgetary compliance.

5.1.3.2 Planning

- Delivers project planning documents.
- Defines Project tasks and resource requirements.
- Develops initial Project schedule and Project Management Plan.
- Collaborates with the City project manager(s) to plan and schedule Project timelines to achieve on-time implementation.

5.1.3.3 Implementation Management

- Tightly manages Scope and budget of Project to ensure Scope changes and budget planned versus actual are transparent and handled effectively and efficiently.
- Establishes and manages a schedule and Tyler resources that properly support the Project Schedule and are also in balance with Scope/budget.
- Establishes risk/issue tracking/reporting process between the City and Tyler and takes all necessary steps to proactively mitigate these items or communicate with transparency to the City any items that may impact the outcomes of the Project.
- Collaborates with the City 's project manager(s) to establish key business drivers and success indicators that will help to govern Project activities and key decisions to ensure a quality outcome of the project.
- Collaborates with the City 's project manager(s) to set a routine communication plan that will aide all Project team members, of both the City and Tyler, in understanding the goals, objectives, status, and health of the Project.

5.1.3.4 Resource Management

- Acts as liaison between Project team and Tyler manager(s).
- Identifies and coordinates all Tyler resources across all applications, Phases, and activities including development, forms, installation, reports, implementation, and billing.
- Provides direction and support to Project team.
- Manages the appropriate assignment and timely completion of tasks as defined in the Project Schedule, task list, and Go-Live Checklist.
- Assesses team performance and adjusts as necessary.
- Consulted on in Scope 3rd party providers to align activities with ongoing Project tasks.

5.1.4 Tyler Implementation Consultant

- Completes tasks as assigned by the Tyler project manager(s).
- Documents activities for services performed by Tyler.
- Guides the City through software validation process following configuration.
- Assists during Go-Live process and provides support until the City transitions to Client Services.
- Facilitates training sessions and discussions with the City and Tyler staff to ensure adequate discussion of the appropriate agenda topics during the allotted time.
- May provide conversion review and error resolution assistance.

5.1.5 Tyler Sales

- Supports Sales to Implementation knowledge transfer during Initiate & Plan.
- Provides historical information, as needed, throughout implementation.
- Participates in pricing activities if additional licensing and/or services are needed.

5.1.6 Tyler Technical Services

- Maintains Tyler infrastructure requirements and design document(s).
- Involved in system infrastructure planning/review(s).
- Provides first installation of licensed software with initial database on servers.
- Supports and assists the project team with technical/environmental issues/needs.
- Deploys Tyler products.

5.2 City Roles & Responsibilities

City resources will be assigned prior to the start of each Phase of the Project. One person may be assigned to multiple Project roles.

5.2.1 City Executive Sponsor

The City executive sponsor provides support to the Project by providing strategic direction and communicating key issues about the Project and its overall importance to the organization. When called upon, the executive sponsor also acts as the final authority on all escalated Project issues. The executive sponsor engages in the Project, as needed, to provide necessary support, oversight, guidance, and escalation, but does not participate in day-to-day Project activities. The executive sponsor empowers the City steering committee, project manager(s), and functional leads to make critical business decisions for the City.

- Champions the project at the executive level to secure buy-in.
- Authorizes required project resources.
- Actively participates in organizational change communications.

5.2.2 City Steering Committee

The City steering committee understands and supports the cultural change necessary for the Project and fosters an appreciation for the Project's value throughout the organization. The steering committee oversees the City project manager and Project through participation in regular internal meetings. The City steering committee remains updated on all Project progress, Project decisions, and achievement of Project milestones. The City steering committee also serves as primary level of issue resolution for the Project.

- Works to resolve all decisions and/or issues not resolved at the project manager level as part of the escalation process.
- Attends all scheduled steering committee meetings.
- Provides support for the project team.
- Assists with communicating key project messages throughout the organization.
- Prioritizes the project within the organization.
- Ensures the project staffed appropriately and that staff have necessary resources.
- Monitors project progress including progress towards agreed upon goals and objectives.
- Has the authority to approve or deny changes impacting the following areas:
  - Cost
  - Scope
  - Schedule
  - Project Goals
  - City Policies
  - Needs of other client projects

5.2.3 City Project Manager

The City shall assign project manager(s) prior to the start of this project with overall responsibility and authority to make decisions related to Project Scope, scheduling, and task assignment. The City Project Manager should communicate decisions and commitments to the Tyler project manager(s) in a timely and efficient manner. When the City project manager(s) do not have the knowledge or authority to make decisions, he or she engages the necessary resources to participate in discussions and make decisions in a

timely fashion to avoid Project delays. The City project manager(s) are responsible for reporting to the City steering committee and determining appropriate escalation points.

5.2.3.1 Contract Management

- Validates contract compliance throughout the project.
- Ensures that invoicing and Deliverables meet contract requirements.
- Acts as primary point of contact for all contract and invoicing questions. Collaborates on and approves Change Requests, if needed, to ensure proper scope and budgetary compliance.

5.2.3.2 Planning

- Reviews and accepts project planning documents.
- Defines project tasks and resource requirements for the City project team.
- Collaborates in the development and approval of the project schedule.
- Collaborates with Tyler project manager(s) to plan and schedule project timelines to achieve on-time implementation.

5.2.3.3 Implementation Management

- Tightly manages project budget and scope.
- Collaborates with Tyler project manager(s) to establish a process and approval matrix to ensure that scope changes and budget (planned versus actual) are transparent and handled effectively and efficiently.
- Collaborates with Tyler project manager to establish and manage a schedule and resource plan that properly supports the project schedule as a whole and is also in balance with scope and budget.
- Collaborates with Tyler project manager(s) to establish risk and issue tracking and reporting process between the City and Tyler and takes all necessary steps to proactively mitigate these items or communicate with transparency to Tyler any items that may impact the outcomes of the project.
- Collaborates with Tyler project manager(s) to establish key business drivers and success indicators that will help to govern project activities and key decisions to ensure a quality outcome of the project.
- Routinely communicates with both the City staff and Tyler, aiding in the understanding of goals, objectives, current status, and health of the project by all team members.
- Manages the requirements gathering process and ensure timely and quality business requirements are being provided to Tyler.

5.2.3.4 Resource Management

- Acts as liaison between project team and stakeholders.
- Identifies and coordinates all City resources across all modules, phases, and activities including data conversions, forms design, hardware and software installation, reports building, and satisfying invoices.
- Provides direction and support to project team.
- Builds partnerships among the various stakeholders, negotiating authority to move the project forward.
- Manages the appropriate assignment and timely completion of tasks as defined.
- Assesses team performance and takes corrective action, if needed.
- Provides guidance to City technical teams to ensure appropriate response and collaboration with Tyler Technical Support Teams to ensure timely response and appropriate resolution.
- Owns the relationship with in-Scope 3rd party providers and aligns activities with ongoing project tasks.

- Ensures that users have appropriate access to Tyler project toolsets as required.
- Conducts training on proper use of toolsets.
- Validates completion of required assignments using toolsets.

5.2.4 City Functional Leads

- Makes business process change decisions under time sensitive conditions.
- Communicates existing business processes and procedures to Tyler consultants.
- Assists in identifying business process changes that may require escalation.
- Contributes business process expertise for Current & Future State Analysis.
- Identifies and includes additional subject matter experts to participate in Current & Future State Analysis.
- Validates that necessary skills have been retained by end users.
- Provides End Users with dedicated time to complete required homework tasks.
- Acts as an ambassador/champion of change for the new process and provide business process change support.
- Identifies and communicates any additional training needs or scheduling conflicts to the City project manager.
- Actively participates in all aspects of the implementation, including, but not limited to, the following key activities:
  - Task completion
  - Stakeholder Meeting
  - Project Management Plan development
  - Schedule development
  - Maintenance and monitoring of risk register
  - Escalation of issues
  - Communication with Tyler project team
  - Coordination of City resources
  - Attendance at scheduled sessions
  - Change management activities
  - Modification specification, demonstrations, testing and approval assistance
  - Data analysis assistance
  - Decentralized end user training
  - Process testing
  - Solution Validation

5.2.5 City Power Users

- Participate in project activities as required by the project team and project manager(s).
- Provide subject matter expertise on the City business processes and requirements.
- Act as subject matter experts and attend Current & Future State Analysis sessions as needed.
- Attend all scheduled training sessions.
- Participate in all required post-training processes as needed throughout project.
- Test all application configuration to ensure it satisfies business process requirements.
- Become application experts.
- Participate in Solution Validation.
- Adopt and support changed procedures.
- Complete all deliverables by the due dates defined in the project schedule.
- Demonstrate competency with Tyler products processing prior to Go-live.
- Provide knowledge transfer to the City staff during and after implementation.

- Participate in conversion review and validation.

5.2.6 City End Users

- Attend all scheduled training sessions.
- Become proficient in application functions related to job duties.
- Adopt and utilize changed procedures.
- Complete all deliverables by the due dates defined in the project schedule.
- Utilize software to perform job functions at and beyond Go-live.

5.2.7 City Technical Lead

- Coordinates updates and releases with Tyler as needed.
- Coordinates the copying of source databases to training/testing databases as needed for training days.
- Coordinates and adds new users, printers and other peripherals as needed.
- Validates that all users understand log-on process and have necessary permission for all training sessions.
- Coordinates interface development for City third party interfaces.
- Develops or assists in creating reports as needed.
- Ensures on-site system meets specifications provided by Tyler.
- Assists with software installation as needed.
- Extracts and transmits conversion data and control reports from the City's legacy system per the conversion schedule set forth in the project schedule.

5.2.7.1 City Upgrade Coordination

- Becomes familiar with the software upgrade process and required steps.
- Becomes familiar with Tyler's releases and updates.
- Utilizes Tyler resources to stay abreast of the latest Tyler releases and updates, as well as the latest helpful tools to manage the City's software upgrade process.
- Assists with the software upgrade process during implementation.
- Manages software upgrade activities post-implementation.
- Manages software upgrade plan activities.
- Coordinates software upgrade plan activities with City and Tyler resources.
- Communicates changes affecting users and department stakeholders.
- Obtains department stakeholder acceptance to upgrade production environment.

5.2.8 City Change Management Lead

- Validates that users receive timely and thorough communication regarding process changes.
- Provides coaching to supervisors to prepare them to support users through the project changes.
- Identifies the impact areas resulting from project activities and develops a plan to address them proactively.
- Identifies areas of resistance and develops a plan to reinforce the change.
- Monitors post-production performance and new process adherence.

Part 3: Project Plan

6. Project Stages

Work Breakdown Structure

The Work Breakdown Structure (WBS) is a hierarchical representation of a Project or Phase broken down into smaller, more manageable components. The top-level components are called "Stages" and the second level components are called "Work Packages". The work packages, shown below each stage, contain the high-level work to be done. The detailed Project Schedule, developed during Project/Phase Planning and finalized during subsequent stages, lists the tasks to be completed within each work package. Each stage ends with a "Control Point", confirming the work performed during that stage of the Project has been accepted by the City.

Work Breakdown Structure (WBS)

1. Initiate & Plan	2. Assess & Define	3. Prepare Solution	4. Production Readiness	5. Production	6. Close
1.1 Initial Coordination	2.1 Solution Orientation	3.1 Initial System Deployment	4.1 Solution Validation	5.1 Go Live	6.1 Phase Close Out
1.2 Project/Phase Planning	2.2 Current & Future State Analysis	3.2 Configuration	4.2 Go Live Readiness	5.2 Transition to Client Services	6.2 Project Close Out
1.3 GIS Planning*	2.3 Modification Analysis	3.3 Process Refinement	4.3 End User Training	5.3 Post Go Live Activities	
1.4 Infrastructure Planning	2.4 Conversion Assessment	3.4 Conversion Delivery			
1.5 Stakeholder Meeting	2.5 Data Assessment	3.5 Data Delivery			
		3.6 Modifications*			

Items noted with an asterisk in the graphic above relate to specific products and services. If those products and services are not included in the scope of the contract, these specific work packages will be noted as "Intentionally Left Blank" in Section 6 of the Statement of Work.

6.1 Initiate and Plan

The Initiate and Plan stage involves Project initiation, infrastructure, and planning. This stage creates a foundation for the Project by identifying and establishing sequence and timing for each Phase as well as verifying scope for the Project. This stage will be conducted at the onset of the Project, with a few unique items being repeated for the additional Phases as needed.

6.1.1 Initial Coordination

Prior to Project commencement, Tyler management assigns project manager(s). Additional Project resources will be assigned later in the Project as a Project schedule is developed. Tyler provides the City with initial Project documents used to gather names of key personnel, their functional role as it pertains to the Project, as well as any blackout dates to consider for future planning. the City gathers the information requested by the provided deadline ensuring preliminary planning and scheduling can be conducted moving the Project forward in a timely fashion. Internally, the Tyler Project Manager(s) coordinate with sales to ensure transfer of vital information from the sales process prior to scheduling a Project Planning Meeting with the City's team. During this step, Tyler will work with the City to establish the date(s) for the Project and Phase Planning session.

Objectives:

- Formally launch the project.
- Establish project governance.
- Define and communicate governance for Tyler.
- Identify City project team.

STAGE 1	Initial Coordination																
	Tyler								City								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power	Department Heads	End Users	Technical Leads
Tyler project team is assigned	A	R	C	I	I	I	I		I		I						
City project team is assigned									A	I	R	I	I	I			
Provide initial project documents to the City		A	R	C			C		I		I						
Gather preliminary information requested			I						A		R	C		C		C	C
Sales to implementation knowledge transfer		A	R	I	I	I	I				I						
Create Project Portal to store project artifacts and facilitate communication		A	R								I						

Inputs	Contract documents
	Statement of Work

Outputs/Deliverables	Working initial project documents
	Project portal

Work package assumptions:

- Project activities begin after the agreement has been fully executed.

6.1.2 Project/Phase Planning

Project and Phase planning provides an opportunity to review the contract, software, data conversions and services purchased, identify applications to implement in each Phase (if applicable), and discuss implementation timeframes.

During this work package Tyler will work with the City to coordinate and plan a formal Project planning meeting(s). This meeting signifies the start of the Project and should be attended by all City Project team members and the Tyler Project Manager. The meeting provides an opportunity for Tyler to introduce its implementation methodology, terminology, and Project management best practices to the City's Project Team. This will also present an opportunity for project managers and Project sponsors to begin to discuss Project communication, metrics, status reporting and tools to be used to measure Project progress and manage change.

Tyler will work with the City Project Team to prepare and deliver the Project Management Plan as an output of the planning meeting. This plan will continue to evolve and grow as the Project progresses and will describe how the project will be executed, monitored, and controlled.

During project planning, Tyler will introduce the tools that will be used throughout the implementation. Tyler will familiarize the City with these tools during project planning and make them available for review and maintenance as applicable throughout the project. Some examples are Solution validation plan, issue log, and go-live checklist.

STAGE 1	Project/Phase Planning																
	Tyler								City								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power	Department Heads	End Users	Technical Leads
Schedule and conduct planning session(s)		A	R						I		C	C	I				

	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts	Department Heads	End Users	Technical Leads
Develop Project Management Plan		A	R						I		C	C	I				
Develop initial project schedule		A	R	I	I	I	I		I	I	C	C	I	I	C		I

Inputs	Contract documents
	Statement of Work
	Guide to Starting Your Project

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Project Management Plan	Delivery of document
	Project Operational Plan	Delivery of document
	Initial Project Schedule	City provides acceptance of schedule based on resource availability, project budget, and goals.

Work package assumptions:

- City has reviewed and completed the Guide to Starting Your Project document.

6.1.3 Infrastructure Planning

Procuring required hardware and setting it up properly is a critical part of a successful implementation. This task is especially important for Tyler-hosted/SaaS deployment models. Tyler will be responsible for building the environments for a hosted/SaaS deployment, unless otherwise identified in the Agreement. Tyler will install Licensed Software on application server(s) or train the City to install License Software. The City is responsible for the installation and setup of all peripheral devices.

Objectives:

- Ensure the City's infrastructure meets Tyler's application requirements.
- Ensure the City's infrastructure is scheduled to be in place and available for use on time.

STAGE 1	Infrastructure Planning																
	Tyler								City								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts	Department Heads	End Users	Technical Leads
Provide Infrastructure Requirements and Design Document		A	R		C		C				I						I
Initial Infrastructure Meeting		A	R		C		C				C						C

	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power	Department Heads	End Users	Technical Leads
Schedule SaaS Environment Availability		A	R			C					I						
Schedule Installation of All Licensed Software		A	R			C					I						I
Infrastructure Audit		A	R			C					I						C

Inputs	Initial Infrastructure Requirements

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Completed Infrastructure Requirements	Delivery of Requirements
	Infrastructure Audit	System Passes Audit Criteria

6.1.4 Stakeholder Meeting

Communication of the Project planning outcomes to the City Project team, executives and other key stakeholders is vital to Project success. The Stakeholder meeting is a strategic activity to inform, engage, gain commitment, and instill confidence in the City team. During the meeting, the goals and objectives of the Project will be reviewed along with detail on Project scope, implementation methodology, roles and responsibilities, Project timeline and schedule, and keys to Project success.

Objectives:

- Formally present and communicate the project activities and timeline.
- Communicate project expectations.

STAGE 1	Stakeholder Meeting																
	Tyler								City								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power	Department Heads	End Users	Technical Leads
Create Stakeholder Meeting Presentation	I	A	R	I	I				I	I	C		I				
Review Stakeholder Meeting Presentation		I	C						A		R		C				
Perform Stakeholder Meeting Presentation	I	A	R	I	I				I	I	C	I	I	I	I	I	I

Inputs	Agreement
	SOW

	Project Management Plan	
Outputs / Deliverables		**Acceptance Criteria [only] for Deliverables**
	Stakeholder Meeting Presentation	

Work package assumptions:

- None

6.1.5 Intentionally left blank.

6.1.6 Control Point 1: Initiate & Plan Stage Acceptance

Acceptance criteria for this stage includes completion of all criteria listed below.

Note: Advancement to the Assess & Define stage is not dependent upon Tyler's receipt of this stage acceptance.

Initiate & Plan Stage Deliverables:

- Project Management Plan
- Initial Project Schedule

Initiate & Plan stage acceptance criteria:

- All stage deliverables accepted based on acceptance criteria previously defined
- Project governance defined
- Project portal made available to the City
- Stakeholder meeting complete

6.2 Assess & Define

The Assess & Define stage will provide an opportunity to gather information related to current City business processes. This information will be used to identify and define business processes utilized with Tyler software. The City collaborates with Tyler providing complete and accurate information to Tyler staff and assisting in analysis, understanding current workflows and business processes.

6.2.1 Solution Orientation

The Solution Orientation provides the Project stakeholders a high-level understanding of the solution functionality prior to beginning the current and future state analysis. The primary goal is to establish a foundation for upcoming conversations regarding the design and configuration of the solution.

Tyler utilizes a variety of tools for the Solution Orientation, focusing on City team knowledge transfer such as: eLearning, documentation, or walkthroughs. The City team will gain a better understanding of the major processes and focus on data flow, the connection between configuration options and outcome, integration, and terminology that may be unique to Tyler's solution.

Objectives:

- Provide a basic understanding of system functionality.
- Prepare the City for current and future state analysis.

STAGE 2	Solution Orientation																
	Tyler								City								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power	Department Heads	End Users	Technical Leads
Provide pre-requisites			A	R							I	I		I	I		I
Complete pre-requisites											A	R		C			C
Conduct orientation			A	R							I	I		I	I		I

Inputs	Solution orientation materials
	Training Plan

6.2.2 Current & Future State Analysis

The Current & Future State Analysis provides the Project stakeholders and Tyler an understanding of process changes that will be achieved with the new system.

The City and Tyler will evaluate current state processes, options within the new software, pros and cons of each based on current or desired state and make decisions about the future state configuration and processing. This may occur before or within the same timeframe as the configuration work package. The options within the new software will be limited to the scope of this implementation and will make use of standard Tyler functionality.

The City will adopt the existing Tyler solution wherever possible to avoid project schedule and quality risk from over customization of Tyler products. It is the City's responsibility to verify that in-scope requirements are being met throughout the implementation if functional requirements are defined as part of the contract. The following guidelines will be followed when evaluating if a modification to the product is required:

- A reasonable business process change is available.
- Functionality exists which satisfies the requirement.
- Configuration of the application satisfies the requirement.
- An in-scope modification satisfies the requirement.

Requirements that are not met will follow the agreed upon change control process and can have impacts on the project schedule, scope, budget, and resource availability.

STAGE 2	Current & Future State Analysis	
	Tyler	City

RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power	Department Heads	End Users	Technical Leads
Current State process review			A	R	I	I	I				C	C	C	C			C
Discuss future-state options			A	R	C	C	C				C	C	C	C			C
Make future-state decisions (non-COTS)			C	C	C	C	C				A	R	I	C			C
Document anticipated configuration options required to support future state			A	R	C	C	C				I	I	I	I			I

Inputs	City current state documentation
	Solution Orientation completion

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Documentation that describes future-state decisions and configuration options to support future-state decisions.	Delivery of document

Work package assumptions:

- City attendees possess sufficient knowledge and authority to make future state decisions.
- The City is responsible for any documentation of current state business processes.
- The City can effectively communicate current state processes.

6.2.3 Data Assessment

Given the completion of the Current & Future State Analysis, the Data Assessment will provide the implementation team the design for data delivery prior to configuration. The data Assessment will also allow the Tyler and the City teams to identify the data that will be configured within the Tyler System. The team will develop and map out dataset structures to ensure that data is structured in a way that allows maximum utility.

The teams will review any existing data publish and metadata standards for the City's current data program to determine any necessary adjustments or configuration needs. Finally, the implementation team develops data workflows to map data from the source system(s) into the Tyler system, discussing any additional data requirements as needed.

Objectives:

- Communicate a common understanding of the project goals with respect to data.
- Ensure complete and accurate source data is available for review/transfer.
- If source data is a Tyler legacy system, Tyler performs the data mappings. If source data is from a third-party, client is responsible for mapping the data from the source to the Tyler system.
- Document the data conversion/loading approach.

STAGE 2	Data Conversion Assessment																
	Tyler								City								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power	Department Heads	End Users	Technical Leads
Extract Data from Source Systems			I		C						A						R
Complete Data Analysis/Mapping		A	R	C	C						I	C		C			I
Review and Scrub Source Data			I	I	I						A	R		C			I
Build/Update Data Conversion Plan			R	C	C						C	I	I	I			I

Inputs	City Source data
	City Source data Documentation (if available)

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Data Conversion Plan built/updated (if applicable)	City Acceptance of Data Conversion Plan, if Applicable
		City acceptance of Solution Design Document

Work package assumptions:

- If the source data is a Tyler system Tyler's Conversion Engineers extract and map the data into the standard Munis conversion format. If the source data is from a third-party the client will provide Tyler with the data in a mutually agreed upon format.
- Tyler will work with the City representatives to identify business rules before writing the conversion.
- City subject matter experts and resources most familiar with the current data will be involved in the data conversion planning effort.

6.2.4 Conversion Assessment

Data Conversions are a major effort in any software implementation. Tyler's conversion tools facilitate the predictable, repeatable conversion process that is necessary to support a successful transition to the Tyler system. The first step in this process is to perform an assessment of the existing ("legacy") system(s), to better understand the source data, risks, and options available. Once the data has been analyzed, the plan for data conversion is completed and communicated to the appropriate stakeholders.

Objectives:

- Communicate a common understanding of the project goals with respect to data.
- Ensure complete and accurate source data is available for review/transfer.
- Map the data from the source to the Tyler system.
- Document the data conversion/loading approach.

STAGE 2	Data Conversion Assessment																
	Tyler								City								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power	Department Heads	End Users	Technical Leads
Extract Data from Source Systems			I		C						A						R
Review and Scrub Source Data			I	I	I						A	R		C			I
Build/Update Data Conversion Plan			R	C	C						C	I	I	I			I

Inputs	City Source data
	City Source data Documentation (if available)

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Data Conversion Plan built/updated	City Acceptance of Data Conversion Plan, if Applicable

Work package assumptions:

- Tyler will be provided with data from the Legacy system(s) in a mutually agreed upon format.
- Tyler will work with the City representatives to identify business rules before writing the conversion.
- City subject matter experts and resources most familiar with the current data will be involved in the data conversion planning effort.

6.2.5 Intentionally left blank.

6.2.6 Intentionally left blank.

6.2.7 Control Point 2: Assess & Define Stage Acceptance

Acceptance criteria for this Stage includes completion of all criteria listed below.

<u>Note</u>: Advancement to the Prepare Solution Stage is dependent upon Tyler's receipt of the Stage Acceptance.

Assess & Define Stage Deliverables:

- Documentation of future state decisions and configuration options to support future state decisions.
- Modification specification document.
- Assess & Define Stage Acceptance Criteria:
- All stage deliverables accepted based on criteria previously defined.
- Solution Orientation is delivered.
- Conversion data extracts are received by Tyler.
- Data conversion plan built.

6.3 Prepare Solution

During the Prepare Solution stage, information gathered during the Initiate & Plan and Assess & Define stages will be used to install and configure the Tyler software solution. Software configuration will be validated by the City against future state decisions defined in previous stages and processes refined as needed to ensure business requirements are met.

6.3.1 Initial System Deployment

The timely availability of the Tyler Solution is important to a successful Project implementation. The success and timeliness of subsequent work packages are contingent upon the initial system deployment of Tyler Licensed Software on an approved network and infrastructure. Delays in executing this work package can affect the project schedule.

Objectives:

- All licensed software is installed and operational.
- The City can access the software.

STAGE 3	Initial System Deployment (Hosted/SaaS)*	
	Tyler	City

RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power	Department Heads	End Users	Technical Leads
Prepare hosted environment			A				R				I						C
Install Licensed Software with Initial Database on Server(s) for Included Environments			A				R				I						C
Install Licensed Software on City Devices (if applicable)			I				C				A						R
Tyler System Administration Training (if applicable)			A				R				I						C

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Licensed Software is Installed on the Server(s)	Software is accessible
	Licensed Software is Installed on City Devices (if applicable)	Software is accessible
	Installation Checklist/System Document	System meets prescribed checklist
	Infrastructure Design Document (C&J – If Applicable)	

Work package assumptions:

- The most current available version of the Tyler Licensed Software will be installed.
- The City will provide network access for Tyler modules, printers, and Internet access to all applicable City and Tyler Project staff.

6.3.2 Configuration

The purpose of Configuration is to prepare the software product for validation.

Tyler staff collaborates with the City to complete software configuration based on the outputs of the future state analysis performed during the Assess and Define Stage. The City collaborates with Tyler staff iteratively to validate software configuration.

Objectives:

- Software is ready for validation.
- Educate the City Power User how to configure and maintain software.
- Prepare standard interfaces for process validation (if applicable).

STAGE 3	Configuration																
	Tyler								City								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power	Department Heads	End Users	Technical Leads
Conduct configuration training			A	R							I	C		C			
Complete Tyler configuration tasks (where applicable)			A	R							I	I		I			
Complete City configuration tasks (where applicable)			I	C							A	R		C			
Standard interfaces configuration and training (if applicable)			A	R			C				I	C		C			C
Updates to Solution Validation testing plan			C	C							A	R		C			C

Inputs	Documentation that describes future state decisions and configuration options to support future state decisions.

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Configured System	

Work package assumptions:

- Tyler provides guidance for configuration options available within the Tyler software. The City is responsible for making decisions when multiple options are available.

6.3.3 Process Refinement

Tyler will educate the City users on how to execute processes in the system to prepare them for the validation of the software. The City collaborates with Tyler staff iteratively to validate software configuration options to support future state.

Objectives:

- Ensure that the City understands future state processes and how to execute the processes in the software.
- Refine each process to meet the business requirements.
- Validate standard interfaces, where applicable.
- Validate forms and reports, where applicable.

STAGE 3	Process Refinement																
	Tyler								City								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power	Department Heads	End Users	Technical Leads
Conduct process training			A	R							I	C	I	C			
Confirm process decisions			I	C					A		R	C	I	C			
Test configuration			I	C							A	R		C			
Refine configuration (City Responsible)			I	C							A	R		C			
Refine configuration (Tyler Responsible)			A	R							I	I		I			
Validate interface process and results			I	C			C				A	R		C			C
Update City-specific process documentation (if applicable)			I	C							A	R		C			
Updates to Solution Validation testing plan			C	C							A	R		C			C

Inputs	Initial Configuration
	Documentation that describes future state decisions and configuration options to support future state decisions.
	Solution validation test plan

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Updated solution validation test plan	
	Completed City-specific process documentation (completed by City)	

Work package assumptions:

▪ None

6.3.4 Conversion Delivery

The purpose of this task is to transition the City's data from their source ("legacy") system(s) to the Tyler system(s). The data will need to be mapped from the legacy system into the new Tyler system format. A well-executed data conversion is key to a successful cutover to the new system(s).

With guidance from Tyler, the City will review specific data elements within the system and identify / report discrepancies. Iteratively, Tyler will collaborate with the City to address conversion discrepancies. This process will allow for clean, reconciled data to transfer from the source system(s) to the Tyler system(s). Reference Conversion Appendix for additional detail.

Pull Data & Conversion Balancing Reports → Map Conversion → Write & Run Conversion Program → Load Data for Testing / Report & Correct Errors → Validate Data → Conversion Reviews Completed → Final Conversion
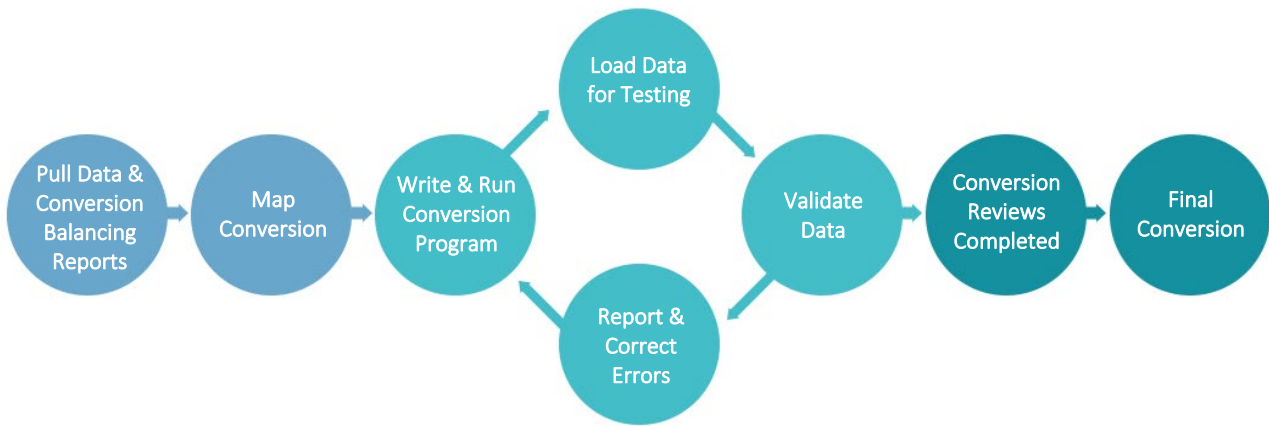
Objectives:

▪ Data is ready for production (Conversion).

STAGE 3	Data Delivery & Conversion															
	Tyler							City								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power Users)	Department Heads	End Users	Technical Leads
Provide data crosswalks/code mapping tool			A	C	R						I	I		I			

Populate data crosswalks/code mapping tool		I	C	C				A	R		C		
Iterations: Conversion Development		A	C	R				I					I
Iterations: Deliver converted data		A		R	I			I					I
Iterations: Proof/Review data and reconcile to source system		C	C	C				A	R		C		C

Inputs	
	Data Conversion Plan
	Configuration

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Code Mapping Complete / Validated	
	Conversion Iterations / Reviews Complete	Conversion complete, verified, and ready for final pass

Work package assumptions:

- The City will provide a single file layout per source system as identified in the investment summary.
- The City subject matter experts and resources most familiar with the current data will be involved in the data conversion effort.
- The City project team will be responsible for completing the code mapping activity, with assistance from Tyler.

6.3.5 Intentionally left blank.

6.3.6 Intentionally left blank.

6.3.7 Control Point 3: Prepare Solution Stage Acceptance

Acceptance criteria for this Stage includes all criteria listed below in each Work Package.

Note: Advancement to the Production Readiness Stage is dependent upon Tyler's receipt of the Stage Acceptance.

Prepare Solution Stage Deliverables:

- Licensed software is installed.
- Installation checklist/system document.
- Conversion iterations and reviews complete.

Prepare Solution Stage Acceptance Criteria:

- All stage deliverables accepted based on criteria previously defined.
- Software is configured.
- Solution validation test plan has been reviewed and updated if needed.

6.4 Production Readiness

Activities in the Production Readiness stage will prepare the City team for go-live through solution validation, the development of a detailed go-live plan and end user training. A readiness assessment will be conducted with the City to review the status of the project and the organizations readiness for go-live.

6.4.1 Solution Validation

Solution Validation is the end-to-end software testing activity to ensure that the City verifies all aspects of the Project (hardware, configuration, business processes, etc.) are functioning properly, and validates that all features and functions per the contract have been deployed for system use.

Objectives:

- Validate that the solution performs as indicated in the solution validation plan.
- Ensure the City organization is ready to move forward with go-live and training (if applicable).

STAGE 4		Solution Validation														
	Tyler							City								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power	Department Heads	End Users	Technical Leads
Update Solution Validation plan			A	R	C						C	C		C			
Update test scripts (as applicable)			C	C	C						A	R		C			
Perform testing			C	C	C						A	R		C			
Document issues from testing			C	C	C						A	R		C			
Perform required follow-up on issues			A	R	C						C	C		C			

Inputs	Solution Validation plan
	Completed work product from prior stages (configuration, business process, etc.)

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Solution Validation Report	City updates report with testing results

Work package assumptions:

- Designated testing environment has been established.
- Testing includes current phase activities or deliverables only.

6.4.2 Go-Live Readiness

Tyler and the City will ensure that all requirements defined in Project planning have been completed and the Go-Live event can occur, as planned. A go-live readiness assessment will be completed identifying risks or actions items to be addressed to ensure the City has considered its ability to successfully Go-Live. Issues and concerns will be discussed, and mitigation options documented. Tyler and the City will jointly agree to move forward with transition to production. Expectations for final preparation and critical dates for the weeks leading into and during the Go-Live week will be planned in detail and communicated to Project teams.

Objectives:

- Action plan for go-live established.
- Assess go-live readiness.
- Stakeholders informed of go-live activities.

STAGE 4	Go-Live Readiness																
	Tyler								City								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power	Department Heads	End Users	Technical Leads
Perform Readiness Assessment	I	A	R	C	C	I	C	I	I	I	I		I				I
Conduct Go-Live planning session		A	R	C							C	C	C	C	C		C
Order peripheral hardware (if applicable)			I							A	R						C
Confirm procedures for Go-Live issue reporting & resolution		A	R	I	I	I	I				C	C	I	I	I	I	I
Develop Go-Live checklist		A	R	C	C						C	C	I	C			C
Final system infrastructure review (where applicable)			A				R				C						C

Inputs	Future state decisions
	Go-live checklist

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables

	Updated go-live checklist	Updated Action plan and Checklist for go-live delivered to the City

Work package assumptions:

- None

6.4.3 End User Training

End User Training is a critical part of any successful software implementation. Using a training plan previously reviewed and approved, the Project team will organize and initiate the training activities.

Train the Trainer: Tyler provides one occurrence of each scheduled training or implementation topic. City users who attended the Tyler sessions may train additional users. Additional Tyler led sessions may be contracted at the applicable rates for training.

Tyler will provide standard application documentation for the general use of the software. It is not Tyler's responsibility to develop City specific business process documentation. City-led training labs using City specific business process documentation if created by the City can be added to the regular training curriculum, enhancing the training experiences of the end users.

Objectives:

- End users are trained on how to use the software prior to go-live.
- The City is prepared for on-going training and support of the application.

STAGE 4	End User Training																
	Tyler								City								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power	Department Heads	End Users	Technical Leads
Update training plan		A	R	C							C		I		C		
End User training (Tyler-led)		A	R	C							C	C	I	C	C	C	
Train-the-trainer		A	R	C							C	C	I	C			
End User training (City-led)			C	C							A	R	I	C	C	C	

Inputs	Training Plan
	List of End Users and their Roles / Job Duties
	Configured Tyler System

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	End User Training	City signoff that training was delivered

Work package assumptions:

- The City project team will work with Tyler to jointly develop a training curriculum that identifies the size, makeup, and subject-area of each of the training classes.
- Tyler will work with the City as much as possible to provide end-user training in a manner that minimizes the impact to the daily operations of City departments.
- The City will be responsible for training new users after go-live (exception—previously planned or regular training offerings by Tyler).

6.4.4 Control Point 4: Production Readiness Stage Acceptance

Acceptance criteria for this stage includes all criteria listed below. Advancement to the Production stage is dependent upon Tyler's receipt of the stage acceptance.

Production Readiness stage deliverables:

- Solution Validation Report.
- Update go-live action plan and/or checklist.
- End user training.

Production Readiness stage acceptance criteria:

- All stage deliverables accepted based on criteria previously defined.
- Go-Live planning session conducted.

6.5 Production

Following end user training the production system will be fully enabled and made ready for daily operational use as of the scheduled date. Tyler and the City will follow the comprehensive action plan laid out during Go-Live Readiness to support go-live activities and minimize risk to the Project during go-live. Following go-live, Tyler will work with the City to verify that implementation work is concluded, post go-live activities are scheduled, and the transition to Client Services is complete for long-term operations and maintenance of the Tyler software.

6.5.1 Go-Live

Following the action plan for Go-Live, defined in the Production Readiness stage, the City and Tyler will complete work assigned to prepare for Go-Live.

The City provides final data extract and Reports from the Legacy System for data conversion and Tyler executes final conversion iteration, if applicable. If defined in the action plan, the City manually enters any data added to the Legacy System after final data extract into the Tyler system.

Tyler staff collaborates with the City during Go-Live activities. The City transitions to Tyler software for day-to day business processing.

Some training topics are better addressed following Go-Live when additional data is available in the system or based on timing of applicable business processes and will be scheduled following Go-Live per the Project Schedule.

Objectives:

- Execute day to day processing in Tyler software.
- City data available in Production environment.

STAGE 5	Go-Live																
	Tyler								City								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power	Department Heads	End Users	Technical Leads
Provide final source data extract, if applicable			C		C						A						R
Final source data pushed into production environment, if applicable		A	C	R							I	C		C			C
Proof final converted data, if applicable			C	C	C						A	R		C			
Complete Go-Live activities as defined in the Go-Live action plan			C	C	C					A	R	C	I	C			
Provide Go-Live assistance		A	R	C	C			I			C	C	I	C		I	C

Inputs	Comprehensive Action Plan for Go-Live
	Final source data (if applicable)

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Data is available in production environment	City confirms data is available in production environment

Work package assumptions:

- The City will complete activities documented in the action plan for Go-Live as scheduled.
- External stakeholders will be available to assist in supporting the interfaces associated with the Go-Live live process.
- The City business processes required for Go-Live are fully documented and tested.
- The City Project team and subject matter experts are the primary point of contact for the end users when reporting issues during Go-Live.
- The City Project Team and Power User's provide business process context to the end users during Go-Live.

6.5.2 Transition to Client Services

This work package signals the conclusion of implementation activities for the Phase or Project with the exception of agreed-upon post Go-Live activities. The Tyler project manager(s) schedules a formal transition of the City onto the Tyler Client Services team, who provides the City with assistance following Go-Live, officially transitioning the City to operations and maintenance.

Objectives:

- Ensure no critical issues remain for the project teams to resolve.
- Confirm proper knowledge transfer to the City teams for key processes and subject areas.

STAGE 5	Transition to Client Services																
	Tyler								City								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power	Department Heads	End Users	Technical Leads
Transfer City to Client Services and review issue reporting and resolution processes	I	I	A	I	I			R	I	I	C	C		C			
Review long term maintenance and continuous improvement			A					R			C	C		C			

Inputs	Open item/issues List

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Client Services Support Document	

Work package assumptions:

- No material project issues remain without assignment and plan.

6.5.3 Post Go-Live Activities

Some implementation activities are provided post-production due to the timing of business processes, the requirement of actual production data to complete the activities, or the requirement of the system being used in a live production state.

Objectives:

- Schedule activities that are planned for after Go-Live.
- Ensure issues have been resolved or are planned for resolution before phase or project close.

STAGE 5		Post Go-Live Activities																
		Tyler								City								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed		Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power	Department Heads	End Users	Technical Leads
Schedule contracted activities that are planned for delivery after go-live		A	R	C	C	C	C	I				C	C	I	C			C
Determine resolution plan in preparation for phase or project close out		A	R	C	C	C		I				C	C	I	C			

Inputs	List of post Go-Live activities

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Updated issues log	

Work package assumptions:

- System is being used in a live production state.

6.5.4 Control Point 5: Production Stage Acceptance

Acceptance criteria for this Stage includes completion of all criteria listed below:

- Advancement to the Close stage is not dependent upon Tyler's receipt of this Stage Acceptance.
- Converted data is available in production environment.

Production Stage Acceptance Criteria:

- All stage deliverables accepted based on criteria previously defined.
- Go-Live activities defined in the Go-Live action plan completed.
- Client services support document is provided.

6.6 Close

The Close stage signifies full implementation of all products purchased and encompassed in the Phase or Project. The City transitions to the next cycle of their relationship with Tyler (next Phase of implementation or long-term relationship with Tyler Client Services).

6.6.1 Phase Closeout

This work package represents Phase completion and signals the conclusion of implementation activities for the Phase. The Tyler Client Services team will assume ongoing support of the City for systems implemented in the Phase.

Objectives:

- Agreement from Tyler and the City teams that activities within this phase are complete.

STAGE 6	Phase Close Out															
	Tyler								City								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power Users)	Department Heads	End Users	Technical Leads
Reconcile project budget and status of contract Deliverables	I	A	R						I	I	C						
Hold post phase review meeting		A	R	C	C	C	C				C	C	C	C			C
Release phase-dependent Tyler project resources	A	R	I								I						

Participants	Tyler	City
	Project Leadership	Project Manager
	Project Manager	Project Sponsor(s)
	Implementation Consultants	Functional Leads, Power Users, Technical Leads
	Technical Consultants (Conversion, Deployment, Development)	
	Client Services	

Inputs	Contract
	Statement of Work
	Project artifacts

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Final action plan (for outstanding items)	
	Reconciliation Report	
	Post Phase Review	

Work package assumptions:

- Tyler deliverables for the phase have been completed.

6.6.2 Project Closeout

Completion of this work package signifies final acceptance and formal closing of the Project.

At this time the City may choose to begin working with Client Services to look at continuous improvement Projects, building on the completed solution.

Objectives:

- Confirm no critical issues remain for the project teams to resolve.
- Determine proper knowledge transfer to the City teams for key processes and subject areas has occurred.
- Verify all deliverables included in the Agreement are delivered.

STAGE 6		Project Close Out															
		Tyler								City							
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed		Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power	Department Heads	End Users	Technical Leads
Conduct post project review			A	R	C	C	C	C				C	C	C	C			C
Deliver post project report to City and Tyler leadership		I	A	R						I	I	C						
Release Tyler project resources		A	R	I								I						

Inputs	Contract
	Statement of Work

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables

	Post Project Report	City acceptance; Completed report indicating all project Deliverables and milestones have been completed

Work package assumptions:

- All project implementation activities have been completed and approved.
- No critical project issues remain that have not been documented and assigned.
- Final project budget has been reconciled and invoiced.
- All Tyler deliverables have been completed.

6.6.3 Control Point 6: Close Stage Acceptance

Acceptance criteria for this Stage includes completion of all criteria listed below.

Close Stage Deliverables:

- Post Project Report.

Close Stage Acceptance Criteria:

- Completed report indicating all Project deliverables and milestones have been completed.

7. General Assumptions

Tyler and the City will use this SOW as a guide for managing the implementation of the Tyler Project as provided and described in the Agreement. There are a few assumptions which, when acknowledged and adhered to, will support a successful implementation. Assumptions related to specific work packages are documented throughout the SOW. Included here are general assumptions which should be considered throughout the overall implementation process.

7.1 Project

- Project activities will begin after the Agreement has been fully executed.
- The City Project Team will complete their necessary assignments in a mutually agreed upon timeframe to meet the scheduled go-live date, as outlined in the Project Schedule.
- Sessions will be scheduled and conducted at a mutually agreeable time.
- Additional services, software modules and modifications not described in the SOW or Agreement will be considered a change to this Project and will require a Change Request Form as previously referenced in the definition of the Change Control Process.
- Tyler will provide a written agenda and notice of any prerequisites to the City project manager(s) ten (10) business days or as otherwise mutually agreed upon time frame prior to any scheduled on-site or remote sessions, as applicable.
- Tyler will provide guidance for configuration and processing options available within the Tyler software. If multiple options are presented by Tyler, the City is responsible for making decisions based on the options available.
- Implementation of new software may require changes to existing processes, both business and technical, requiring the City to make process changes.

- The City is responsible for defining, documenting, and implementing their policies that result from any business process changes.

7.2   Organizational Change Management

Unless otherwise contracted by Tyler, City is responsible for managing Organizational Change. Impacted City resources will need consistent coaching and reassurance from their leadership team to embrace and accept the changes being imposed by the move to new software. An important part of change is ensuring that impacted City resources understand the value of the change, and why they are being asked to change.

7.3   Resources and Scheduling

- City resources will participate in scheduled activities as assigned in the Project Schedule.
- The City team will complete prerequisites prior to applicable scheduled activities. Failure to do so may affect the schedule.
- Tyler and the City will provide resources to support the efforts to complete the Project as scheduled and within the constraints of the Project budget.
- Abbreviated timelines and overlapped Phases require sufficient resources to complete all required work as scheduled.
- Changes to the Project Schedule, availability of resources or changes in Scope will be requested through a Change Request. Impacts to the triple constraints (scope, budget, and schedule) will be assessed and documented as part of the change control process.
- The City will ensure assigned resources will follow the change control process and possess the required business knowledge to complete their assigned tasks successfully. Should there be a change in resources, the replacement resource should have a comparable level of availability, change control process buy-in, and knowledge.
- The City makes timely Project related decisions to achieve scheduled due dates on tasks and prepare for subsequent training sessions. Failure to do so may affect the schedule, as each analysis and implementation session is dependent on the decisions made in prior sessions.
- The City will respond to information requests in a comprehensive and timely manner, in accordance with the Project Schedule.
- The City will provide adequate meeting space or facilities, including appropriate system connectivity, to the project teams including Tyler team members.
- For on-site visits, Tyler will identify a travel schedule that balances the needs of the project and the employee.

7.4   Data

- Data will be converted as provided and Tyler will not create data that does not exist.
- The City is responsible for the quality of legacy data and for cleaning or scrubbing erroneous legacy data.
- Tyler will work closely with the City representatives to identify business rules before writing the conversion. The City must confirm that all known data mapping from source to target have been identified and documented before Tyler writes the conversion.
- All in-scope source data is in data extract(s).
- Each legacy system data file submitted for conversion includes all associated records in a single approved file layout.

- The City will provide the legacy system data extract in the same format for each iteration unless changes are mutually agreed upon in advance. If not, negative impacts to the schedule, budget and resource availability may occur and/or data in the new system may be incorrect.
- The City Project Team is responsible for reviewing the converted data and reporting issues during each iteration, with assistance from Tyler.
- The City is responsible for providing or entering test data (e.g., data for training, testing interfaces, etc.)

7.5   Facilities

- The City will provide dedicated space for Tyler staff to work with City resources for both on-site and remote sessions. If Phases overlap, City will provide multiple training facilities to allow for independent sessions scheduling without conflict.
- The City will provide staff with a location to practice what they have learned without distraction.

8. Glossary

Word or Term	Definition
Acceptance	Confirming that the output or deliverable is suitable and conforms to the agreed upon criteria.
Accountable	The one who ultimately ensures a task or deliverable is completed; the one who ensures the prerequisites of the task are met and who delegates the work to those responsible. [Also see RACI]
Application	A computer program designed to perform a group of coordinated functions, tasks, or activities for the benefit of the user.
Application Programming Interface (API)	A defined set of tools/methods to pass data to and received data from Tyler software products
Agreement	This executed legal contract that defines the products and services to be implemented or performed.
Business Process	The practices, policy, procedure, guidelines, or functionality that the client uses to complete a specific job function.
Business Requirements Document	A specification document used to describe Client requirements for contracted software modifications.
Change Request	A form used as part of the Change Control process whereby changes in the scope of work, timeline, resources, and/or budget are documented and agreed upon by participating parties.
Change Management	Guides how we prepare, equip and support individuals to successfully adopt change in order to drive organizational success & outcomes
Code Mapping [where applicable]	An activity that occurs during the data conversion process whereby users equate data (field level) values from the old system to the values available in the new system. These may be one to one or many to one. Example: Old System [Field = eye color] [values = BL, Blu, Blue] maps to New Tyler System [Field = Eye Color] [value = Blue].
Consulted	Those whose opinions are sought, typically subject matter experts, and with whom there is two-way communication. [Also see RACI]
Control Point	This activity occurs at the end of each stage and serves as a formal and intentional opportunity to review stage deliverables and required acceptance criteria for the stage have been met.
Data Mapping [where applicable]	The activity determining and documenting where data from the legacy system will be placed in the new system; this typically involves prior data analysis to understand how the data is currently used in the legacy system and how it will be used in the new system.
Deliverable	A verifiable document or service produced as part of the Project, as defined in the work packages.
Go-Live	The point in time when the Client is using the Tyler software to conduct daily operations in Production.
Informed	Those who are kept up-to-date on progress, often only on completion of the task or deliverable, and with whom there is just one-way communication. [Also see RACI]

Infrastructure	The composite hardware, network resources and services required for the existence, operation, and management of the Tyler software.
Interface	A connection to and potential exchange of data with an external system or application. Interfaces may be one way, with data leaving the Tyler system to another system or data entering Tyler from another system, or they may be bi-directional with data both leaving and entering Tyler and another system.
Integration	A standard exchange or sharing of common data within the Tyler system or between Tyler applications
Legacy System	The software from which a client is converting.
Modification	Custom enhancement of Tyler's existing software to provide features or functions to meet individual client requirements documented within the scope of the Agreement.
On-site	Indicates the work location is at one or more of the client's physical office or work environments.
Organizational Change	The process of changing an organization's strategies, processes, procedures, technologies, and culture, as well as the effect of such changes on the organization.
Output	A product, result or service generated by a process.
Peripheral devices	An auxiliary device that connects to and works with the computer in some way. Some examples: scanner, digital camera, printer.
Phase	A portion of the Project in which specific set of related applications are typically implemented. Phases each have an independent start, Go-Live and closure dates but use the same Implementation Plans as other Phases of the Project. Phases may overlap or be sequential and may have different Tyler resources assigned.
Project	The delivery of the software and services per the agreement and the Statement of Work. A Project may be broken down into multiple Phases.
RACI	A matrix describing the level of participation by various roles in completing tasks or Deliverables for a Project or process. Individuals or groups are assigned one and only one of the following roles for a given task: Responsible (R), Accountable (A), Consulted (C), or Informed (I).
Remote	Indicates the work location is at one or more of Tyler's physical offices or work environments.
Responsible	Those who ensure a task is completed, either by themselves or delegating to another resource. [Also see RACI]
Scope	Products and services that are included in the Agreement.

Solution	The implementation of the contracted software product(s) resulting in the connected system allowing users to meet Project goals and gain anticipated efficiencies.
Stage	The top-level components of the WBS. Each Stage is repeated for individual Phases of the Project.
Standard	Software functionality that is included in the base software (off-the-shelf) package; is not customized or modified.
Statement of Work (SOW)	Document which will provide supporting detail to the Agreement defining Project-specific activities, services, and Deliverables.
System	The collective group of software and hardware that is used by the organization to conduct business.
Test Scripts	The steps or sequence of steps that will be used to validate or confirm a piece of functionality, configuration, enhancement, or Use Case Scenario.
Training Plan	Document(s) that indicate how and when users of the system will be trained relevant to their role in the implementation or use of the system.
Validation (or to validate)	The process of testing and approving that a specific Deliverable, process, program, or product is working as expected.
Work Breakdown Structure (WBS)	A hierarchical representation of a Project or Phase broken down into smaller, more manageable components.
Work Package	A group of related tasks within a project.

Part 4: Appendices

9.   Conversion

9.1.1 Accounting

9.1.1.1 Accounting - Actuals

- Summary account balances
- Up to 3 years

9.1.2 Accounting - Budgets

- Original budget, budget adjustments, revised budget summaries for accounts
- Up to 3 years

9.1.3 Accounts Payable

- Vendor Master file including names, addresses, SSN/FID, contacts, phone numbers
- Multiple remittance addresses
- Year-to-date 1099 amounts

9.1.4 Accounts Payable - Checks

- Check header data including vendor, warrant, check number, check date, overall check amount, GL cash account and clearing information
- Check detail data including related document and invoice numbers for each check
- Up to 5 years

9.1.5 Accounts Payable - Invoices

- Invoice header data containing general information for the invoice
- Invoice detail data containing line-specific information for the invoice
- Up to 5 years

9.1.6 Capital Assets Master

- Asset description, status, acquisition quantity, date and amount, codes for asset class, subclass, department, custodian, flags for capitalization and depreciation, estimated life, serial number, model, model year, depreciation method, life-to-date depreciation amount, last depreciation date, disposal information (if any), purchase information, if any (vendor, PO, Invoice)

9.1.7 General Billing

- Customer information

9.1.8 General Billing – Bills

- 5 years of open and closed invoices

- General Ledger information so open invoices can be processed in Enterprise ERP

9.1.9 General Billing – Recurring Invoices

- General Billing Invoices that are sent on a regular basis
- Header records with general information about the invoice
- Detail records with line-specific information

9.1.10 Project Accounting

- Segments, account strings and fund string allocation table
- Requires the use of a Tyler provided (Chart of Accounts) spreadsheet for design and entry of the data to be converted

9.1.11 Project Grant Accounting - Actuals

- Summary project ledger string balances. If linking to GL, must be converted at the same time.
- Up to 3 years

9.1.12 Project Grant Accounting – Budget

- Original project ledger budget amounts. If linking to GL, must be converted at the same time.
- Up to 3 years

9.1.13 Purchase Orders

- Open purchase orders header data including vendor, buyer, date, accounting information, etc.
- Open purchase orders detail data including line-item descriptions, quantities, amounts, etc.
- Closed purchase orders header data including vendor, buyer, date, accounting information, etc.
- Closed purchase orders detail data including line-item descriptions, quantities, amounts, etc.

9.1.14 Human Resources Management

- Payroll Employee Master data including data such as name, address, SSN, legacy employee ID, date of birth, hire date, activity status (such as active/inactive), leave/termination code and date, phone(s), e-address, marital status, gender, race, personnel status (such as full-time, part-time, etc.), highest degree, advice-delivery (print/email/both) and check location, plus primary group, job, location, and account information

9.1.15 Payroll – Certifications

- Certification area and certification type codes, certification number and effective date, expiration date, and required-by date, codes for certification level and subjects

9.1.16 Payroll – Education

- Codes, for institution, type of degree, and area(s) of study

9.1.17 Payroll – PM Action History

- A variety of Personnel actions, such as job or salary changes and dates these events occurred.

- Up to 5 years

9.1.18 Payroll – Position Control

- Position, description, status, job code, bargaining group, location, number of employees allowed for each, FTE percentage, GL account, and max/min grade and step

9.1.19 Payroll – Recruiting

- Application requisition applicant master data, plus applicant references, certifications, education, skills, tests, work history, and interviews

9.1.20 Payroll – Accrual Balances

- Employee Accrual Balances including Vacation, Holiday, and other Leave balances
- Start of year balance, earned to date, used to date

9.1.21 Payroll – Accumulators

- YTD, QTD, MTD amounts for employee pay and deductions
- Needed for mid-calendar-year go-live
- May not be needed if converting earnings/deductions history
- Up to 5 years

9.1.22 Payroll – Check History

- Up to 5 years, additional years must be quoted. We convert amounts for earnings and deductions in employee check history, check number and date.

9.1.23 Payroll – Earning/Deduction Hist.

- Up to 5 years, additional years must be quoted. Earning and deduction history broken down my individual codes (earnings and deduction) and amounts per pay period, the detail of these lines, sums the check history in opt 4.

9.1.24 Payroll - Deductions

- Employee Deductions - including employee ID, deduction codes, tax information, and direct deposit information

9.1.25 Payroll – State Retirement Tables

- Specific state-required data, plus related service years information, when appropriate
- Needed for some states

10. Additional Appendices

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11. Project Timeline

11.1 ERP Project Timeline

The Project Timeline establishes a target duration for each phase of the project. The timeline needs to account for resource availability, business goals, size and complexity of the project, and task duration requirements. These will be reviewed and adjusted, if needed, during the Initiate and Plan Stage. Refer to the Project Stages section of this SOW for information on work packages associated with each stage of the implementation. Durations may be revised when the Agreement is signed and further refined during the project.

Eden to Enterprise ERP project start dates are dependent on wave availability. Waves are a common implementation start month for a group of Eden clients. Each wave has a designated number of slots available for clients to sign up – once those slots are full you must choose an alternate wave with availability. A signed agreement is required to reserve your spot in a specific wave.

Phase	Functional Area(s)	Modules	Duration
1	Financials	• Accounting • Accounts Payable • Budgeting • Capital Assets • Cash Management • Contract Management • Project & Grant Accounting • Purchasing • Accounts Receivable • General Billing • Cashiering • Open Finance	12 Months or as defined in the Project Plan and mutually agreed upon Average Days/Month: 7
	System Wide	• Analytics & Reporting w Executive Insights • Enterprise Forms • Content Manager Core • Enterprise ERP Admin & Security	
2	Human Resources Management	• Payroll with Employee Access • Human Resources & Talent Management • Time & Attendance w Mobile Access	12 Months or as defined in the Project Plan and mutually agreed upon Average Days/Month: 5

11.2 Intentionally left blank.

City of San Rafael

Digital Service & Open Government

Request for Proposal (RFP)

Enterprise Resource Planning System (ERP)

ISSUE DATE: March 8, 2022

RESPONSE DEADLINE:

Jessica MacLeod, Director of Digital Service & Open Government

Jessica.Macleod@cityofsanrafael.org

I. INTRODUCTION

1.1 WHAT WE ARE LOOKING FOR

The City of San Rafael (CITY OF SAN RAFAEL) seeks to implement a commercially available, native cloud-based (SaaS) ERP solution that provides broad administrative functionality, long term sustainability and adaptability, and a modern user experience.

 The City has undertaken extensive user research to determine the needs across the City and how they relate to various functionality in the ERP system (see Appendix A). Your proposal should be submitted as a combination of written content and recorded video product demonstrations where this document can be used as a guide for the demo script. Please note any area(s) not directly supported by the ERP before the demo and provide possible vendors.

1.2 BACKGROUND

The City of San Rafael currently manages a technology environment for financial transactions that relies on manual entry, imports and exports of CSVs, paper-based processes, and disparate solutions for maintaining financial records and reporting incoming revenue and budgeting. Workarounds, manual processes, and the lack of software integrations have impacted the efficiency of financial operations

including causing user error, duplicate or mis-recorded transactions, and an inability to track data across the City.

The City of San Rafael's current on-premises ERP system, "Eden" by Tyler Technologies, has reached end of life. The City wishes to replace it with a cloud-based SaaS ERP system. The city expects to have ~75 users of the ERP system in various capacities and ~400 employees in the payroll system. We are looking for a new landscape of software solutions to help us manage a digital workforce.

The City seeks a formal proposal from respondents to assist in establishing an ERP initiative that will:

- Replace the City's current ERP system and provide additional capabilities not available in the current system
- Reduce duplicative data entry
- Eliminate department and system specific "shadow" systems, such as MS Excel spreadsheets, MS Access database, manual reports, and forms that staff use because our current enterprise systems do not meet their needs
- Simplify and standardize processes
- Reduce manual processes
- Eliminate multiple sources of the same data, information, and other electronic content
- Improve or upgrade reporting tools
- Integrate core ERP systems and other systems beyond the core

1.3 RFP CONTACT

With the release of this RFP, all communications must be directed in writing via email to the contact person below. No other City employee, consultant, or contractor is empowered to speak for the City with respect to this RFP. Any oral communication is considered unofficial and non-binding to the City. After the proposal deadline, vendors should not contact the RFP Coordinator or any other City official or employee, except to respond to a request by the RFP Coordinator.

The RFP contact is:

Jessica MacLeod
Department of Digital Service & Open Government
Email: jessica.macleod@cityofsanrafael.org

1.4 TIMELINE

Stage	Date
RFI Released	1/5/2022
RFI Responses Due	1/31/2022

Stage	Date
RFP Released	3/8/2022
Deadline for RFP Questions	3/21/2022
Response to final questions posted	4/4/2022
Deadline for submitting RFP proposal	4/15/2022
Vendor presentations or interviews (if requested)	5/2/2022 - 6/30/2022
Vendor Selected	7/1/2022

II. SCOPE OF WORK

Replace the City of San Rafael's ERP system with a modern, cloud-based solution that solves for the following business process challenges:

- Reduce duplicative data entry
- Eliminate department and system-specific "shadow" systems, such as MS Excel spreadsheets, MS Access database, manual reports, and forms that staff use because our current enterprise systems do not meet their needs
- Simplify and standardize processes
- Reduce manual processes
- Eliminate multiple sources of the same data, information, and other electronic content
- Improve or upgrade reporting tools
- Integrate core ERP systems and other systems beyond the core
- Total cost of ownership (need to define)

In addition to delivering the technology, provide expert guidance to ensure the success of the ERP replacement project through:

- Project Management
- Business Process Redesign
- Software Configuration
- Keeping existing systems running until migration is complete
- Development:
    - o Enhancements and Modifications (if applicable)
    - o Integration
    - o Automated Interfaces or Scripts
    - o Custom Reports, Queries, and Forms
    - o Custom Workflows

- o Data Conversion
- o Workaround Development (as may be needed for SaaS solutions)
- Security Configuration
- Automated Testing and User Acceptance Testing
- Support for Organizational Change Management, Knowledge Transfer, and Communications
- System Administrator Training
- End-User Training
- Documentation
- Deployment (Roll-Out) Support
- Post-Implementation Support

For a detailed overview of the current business process and technical challenges related to the City's ERP system, please refer to the Appendix (A, B, and C).

III. TECHNICAL PROPOSAL FORMAT

3.1 INTRODUCTION AND EXECUTIVE SUMMARY

On the cover or first page of your proposal, please provide contact information, including name, title, address, email, and phone number. Please provide a brief introduction highlighting why you would be a good partner for the City on this project.

3.2 SOLUTION DESIGN

CITY OF SAN RAFAEL will judge all vendors on the same scale as follows. CITY OF SAN RAFAEL may change these criteria as the process continues.

Criteria
Can Integrate with the City's Current Systems
Reporting and Budgeting
Grant and Project Tracking and Reporting
Employee Management, Payroll, Timekeeping, Portals
PO Based Invoicing and Vendor Portal
Expense Invoicing, Reoccurring payments, Credit Card Coding
POS, Revenue Collection and Billing (AR Inv)
Reconciliation, Treasury

Can Integrate with the City's Current Systems

CITY OF SAN RAFAEL needs a system that can manage both automated and manual document loading as systems change overtime. CITY OF SAN RAFAEL is looking for a solution that can integrate via modern API's as well as from legacy systems, FTP, csv, etc. CITY OF SAN RAFAEL users also need to be able to

bulk import documents into the system where legacy systems cannot integrate and to support monthly financial processes.

What it is	Who uses it	What it does	How it integrates	Plan
Tyler Eden	All Departments	ERP system for City core financials and human resources including general ledger, accounts payables, cash receipting, payroll, budgeting, reporting, fixed assets.	System of financial and HR record	Replace
Quadrant	Finance, Parking Services	Centralizes revenues for daily cash-receipt transactions. Finance staff imports all transactions daily across transactions into quadrant, reviews, and exports to EDEN	Cash receipting subledger which holds transactional detail. Daily transactions are exported from Quadrant daily and imported into EDEN	Replace
HdL Prime	Finance	Business License platform	Cash and payment received online via HdL are entered as a batch in Quadrant	Maintain
Trakit	Community Development, Public Works	Citywide permit management and land management system.	Exports into Quadrant	Replacement in Progress
ActiveNet	Library and Recreation (Recreation)	Recreation software for camp and program registration, facility and park rentals, and pools.	Exports into Quadrant	Replacement in Progress
Elavon	Library and Recreation (Recreation)	Online payment gateway	Entered into Quadrant	Maintain
EZcare	Library and Recreation (Childcare)	Childcare registration software	Entered into Quadrant	Maintain
Sierra	Library and Recreation (Library)	Library circulation system (patron management, collection management, billing)	Entered into Quadrant	Maintain
Paris - IntegraPark	Parking Services	Monthly parking registration and billing system	Entered into Quadrant	Maintain
Ventek	Parking Services	Parking kiosk payment systems	Exports into Quadrant	Maintain
SKIDATA/Sentry	Parking Services	System for entry into parking structures	Exports into Quadrant	Maintain
FirstData	Parking Services	Processes credit card transactions at meters and parking lot kiosks	Entered into Quadrant	Maintain
DataTicket	Parking Services	Parking citation processing	Exports into Quadrant	

What it is	Who uses it	What it does	How it integrates	Plan
Park Mobile	Parking Services	Mobile application for user accounts and meter payments	Entered into Quadrant	Maintain
CitySupport	Police Department	Alarm permit registration and payment. False alarm billing.	Entered into Quadrant	Maintain
UKG (Kronos)	Police Department	Police Department scheduling and workforce timekeeping	Exports into Eden	Maintain
Telestaff	Fire Department	Fire Department scheduling and workforce timekeeping	Exports into Eden	Maintain
Stripe	City Manager's Office, Economic Development	Online payment forms integrated through City's website provider ProudCity. Online payments for Cannabis license fees integrated with Camino	Entered into Quadrant	Maintain
Quickbooks	Community Development, Fire Department, Parking Services	Used for ambulance billing, inter-agency revenues, recently used for billing by Community Development for violations and plan review (moved to Trakit in 9/2021).	Entered into Quadrant	Maintain
Excel	All Departments	Used for a variety of purposed including custom reporting, secondary audit control for revenues, tracking of grant funds, and wires	Acts as a reconciliation and analysis tool	Maintain
WestAmerica point of sale terminals	Community Development, Public Works	Over-the-counter, credit card processing connected to City bank account with WestAmerica	Entered into Quadrant	Maintain
HRWeb	All Departments except Police and Fire	Timesheet software – integrated into Eden	Exports into Eden	Replace

Criteria
Breadth of document types and process supported through integration
Open API's and automation of manual data imports and exports
Users to extract template and import data into system
Quick "Copy/Paste" of data tables when creating multiline single documents
Failure reporting, automation workflow

Insightful Reporting and Collaborative Budgeting

CITY OF SAN RAFAEL wants to simplify its chart of accounts as much as possible to enable a system that easily evolves as priorities change over the years. CITY OF SAN RAFAEL is looking to manage budgeting, reporting and projects as much as is practical through more flexible means such as references/tags. Projects and grants need to be tracked and users need to be able to set up autogenerated reports for external partners. The city needs a system where generated reports are fast, visually insightful and where users can instantly see the detail. We need a process that allows for the collaborative development of budgets and encumbrances and where details and communications can be tracked and maintained. Monthly budget spend and reporting needs to be quick, clear and easily notable when funds are being transferred between period or classifications.

Criteria
Report details are quick and easy to understand when looking at charts and numbers
Users and Super Users have ability to deliver automated reports to variety of locations (email, FTP, dashboard, website)
Tag and project reporting. Tag auditing and gap workflows.
Collaborative budget development process and workflow, detail notation and communication notation, approval process
Budget forecast reporting, encumbrance visibility and easy movement and adjustments

Employee Management, Payroll, Timekeeping, Portals

CITY OF SAN RAFAEL's most complex payroll requirements are in the Police and Fire Departments currently managed through "Kronos". CITY OF SAN RAFAEL is seeking to maintain Kronos but manage all other payroll activities through its ERP-linked portal where Kronos numbers are imported. CITY OF SAN RAFAEL needs a collaborative tool that allows managers to update changes to their staff, big and small (vacation/sick). CITY OF SAN RAFAEL also has contractual adjustments that need to be managed through workflow automation or through reporting processes, like yearly increases.

Criteria
Employee portal, forms reports, management
Timekeeping, overtime, rules management or reporting
Exception management and reporting
Payroll processing workflow

PO Based Invoicing and Vendor Portal

CITY OF SAN RAFAEL uses BID EXPRESS to manage the cities "Many Quotes" to "Best Quote" and needs the ERP/Vendor Portal to take over the management after the final quote is selected. CITY OF SAN RAFAEL manages many long-term projects where vendors are creating invoices over time against 1 or more Master Purchase Orders (POs) associated to a contract. The vendor portal should be strongly integrated

to the ERP and allow the vendor to work directly within the system to communicate with city staff. The main need is for vendors to look up open POs with the City and apply invoices to them based on services provided for City staff to approve. Vendors need to be able to attach eDocs generated by the vendor's system and add tags, etc., that the vendors' systems will need to match our payments to their vendor-invoice. They need to be able to pull out of the system what payments are coming and what PO/internal invoice(s) they cover. Ideally, the system will also be able to maintain a log of all correspondence associated with the PO, such as: final contracting, terms, legal documents, and eSignature, and act as a "one-stop shop" for active vendors.

Criteria
Vendor ease, upload, load, paste, attach their A/P invoice to city's PO
Vendor user experience and simplicity
Automation of workflow and communication
Vendor reporting (open contracts, payments, tasks/action items)
Vendor one-stop shop: communications, terms and contract management, w/ eSignature

Expense Invoicing, Credit Card Coding, Contract Automation, Project Coding

CITY OF SAN RAFAEL needs to simplify the accounting overhead associated with normal expenses. CITY OF SAN RAFAEL needs workflow automation that allows accounting best practices around creating line of sight in contract payables and to distribute single payment contracts over their terms. CITY OF SAN RAFAEL needs to manage recurring vendor payments automatically that potentially change each month. CITY OF SAN RAFAEL needs a modern credit card expense recording platform that allows credit card holders to upload receipts and provide the necessary coding/tagging for reporting.

Criteria
Recurring expenses, linking and automation
Contract distribution over time automation
Mobile credit card expense reporting
Project coding, tagging and exception reporting/process management
Workflow automation of multi period contracts: prepaid, period bills, linked bills, PO's, payments, etc.

Workflow Automation of Multi-Period Contracts to cover:

S1: City receives and pays an annual contract for a service. Need to book the contract each month against a prepaid liability.

S2: City has a contract that is charged a monthly fixed rate, like rent, and needs to create PO liabilities, then pay each month when the money is due to the vendor.

S3: City has a contract that bills monthly but the amount changes each month (like electric bills). Need to create PO liabilities that cover the forecasted amount then pay each month when the exact bill comes in (higher/lower) and close.

S4: City opens a contract with a vendor for approximately 1 million, each month's expenses are forecasted, and the vendor will invoice against that PO contract. Need to create a multi-period contract that draws down against the current month and adjusts the final period contract so the total always matches the original.

Payments and Invoicing (AR Inv)

CITY OF SAN RAFAEL needs an omni channel POS that can manage the variety of special invoicing across the City done today in QuickBooks (QB). QB provides city staff the ability to create invoices and send them to the public to pay them. CITY OF SAN RAFAEL's POS needs are to provide city services to the public in an easy, self-service fashion or through the support of staff. Miscellaneous specialized systems for revenue, like meter collection, need to either integrate directly into the ERP or into the POS collection system. CITY OF SAN RAFAEL needs all hardware to be lightweight and easily set up by users without IT. CITY OF SAN RAFAEL has a handful of cash locations like the city pool and the city office desk.

Criteria
Online and Over the counter invoice payments
Online services (licenses, QR Coded Tickets)
Customer communication, notification
Workflow automation reconciliation of payments
POS: Payment and Invoicing, types

Reconciliation and Treasury

CITY OF SAN RAFAEL needs a banking reconciliation, audit and treasury function that evolves over time to reconcile banking information automatically using business rules and configurations created by finance users without leveraging consulting or IT resources. Bank integration should allow CITY OF SAN RAFAEL to pay batches of bills in the ERP system and have the bank complete automatically without duplicate effort. These should include all standard banking payments (ACH, wire, and checks). CITY OF SAN RAFAEL's bank details should automatically import daily so city staff never need to log into the bank system to see available funds, etc. Time delays in payments (like checks) should automatically reconcile from the clearing accounts and only the open records needing automation tweaking should remain. Miscellaneous funds (state deposits) that are unknown until they arrive should automatically clear any associated forecasted sales order in the system.

Criteria
Banking payment execution
Bank page detail integration and automation
Automation of payable and bank pages
Workflow automation, revenue stream tagging,
User ability to evolve reconciliation automation

3.3 RESPONSE TO SCOPE OF WORK

This section is where you tell us how your solution meets and/or exceeds our needs. Please describe how you would deliver the solution outlined in the Section 2 "Scope of Work" by commenting on your ability to meet the key requirements. This section is a critical component of the proposal and should include a detailed description of your work plan and project organization.

As a separate section of your Technical Proposal, please describe:

1. Your ability to assist with a process flow discovery phase.
2. How you would phase-in implementation of your solution according to the City's desire to rollout specific modules over time.
3. Strategies for allocating vendor staff and engaging City staff to support the solution, grow the usage and adoption of various modules, and develop customized reports and dashboards as needed.
4. Strategies for integration/communication with the City's critical systems.
5. Your user experience, ability to incorporate the City's digital brand, and ability to meet usability standards and ADA requirements.
    - Project Management
    - Business Process Redesign
    - Software Configuration
    - Keeping existing systems running until migration is complete
    - Development:
        - Enhancements and Modifications (if applicable)
        - Integration
        - Automated Interfaces or Scripts
        - Custom Reports, Queries, and Forms
        - Custom Workflows
        - Data Conversion
        - Workaround Development (as may be needed for SaaS solutions)
    - Security Configuration
    - Automated Testing and User Acceptance Testing
    - Support for Organizational Change Management, Knowledge Transfer, and Communications
    - System Administrator Training
    - End-User Training
    - Documentation
    - Deployment (Roll-Out) Support
    - Post-Implementation Support

3.4 CUSTOMER SUCCESS

ERP implementations are notoriously expensive, time-consuming, and at potential risk of inflating costs, leaving the client organization with an overly complex system that is difficult to administer, use, and maintain over time.

Please include in your response what you believe measures of success are for an ERP implementation, as well as what preparations the City of San Rafael should be taking to guarantee a successful, efficient, and cost-effective implementation of your platform.

1. How do you define a successful ERP implementation for a City in our current state? What do you recommend the City and the vendor measure to track success and impact of the engagement?
2. What resources do you recommend we should have in place at the City of San Rafael to support the ERP transition, based on examples of successful ERP replacements you have worked on at other cities?
3. What resources are provided by your company to guarantee the success of this implementation and post-implementation adoption and benefits of the new system?
4. What Cities are examples of optimal implementations you have been a part of, and who are the primary contacts we can be in touch with to discuss their approach to the project?
5. Please include any insights that we should consider to help our City make this transition with ease.

3.5 VENDOR BACKGROUND AND COMPANY QUALIFICATIONS

Describe your organization's history, structure, strategy, and work. Focus on your ability to be a good partner on this project. Please list any relevant awards your team has received. Provide a copy of your firm's audited financial statements, including a detailed balance sheet and profit and loss statement for up to three years, or alternatively submit Dun & Bradstreet reports or similar financial reports that provide the City with sufficient information to evaluate the financial strength of the company.

Please note: If you have had a contract terminated for default during the past five (5) years, or have been involved in litigation regarding a contract, this fact should be disclosed along with your position on the matter(s). If you have experienced no such terminations for default in the past five (5) years and have not been involved in contract litigation, then you should indicate as such.

3.6 STAFFING, SUPPORT, AND KEY STAFF QUALIFICATIONS

Describe the team that would work on this project. Include a list of key team members. Make the case for why they will be great partners on this project. Note if any staff will be located in San Rafael and their general availability to the City staff on this project.

Please provide bios, resumes or whatever you think best highlights the strength of the team that would be working on this project. Let us know how the team would be structured; if your team includes multiple firms, please let us know how long you have worked together. For legal purposes, we will need you to designate one firm as the prime contractor and all others as subcontractors.

3.7 REFERENCES AND ADDITIONAL INFORMATION

Please provide three (3) references, including their contact information and details on your history with them. Customer references should preferably be government entities similar in size, scope and complexity to the City of San Rafael. Note that incorrect contact information will be considered as a negative reference.

3.8 RECORDED DEMO AND PRODUCT DOCUMENTATION

If you did not respond to the RFI in January, please include a series of recorded videos demonstrating your product, using the criteria listed in section *3.2 Solution Design* as your demo guide. Any area not directly supported by the ERP should be noted before the demo and recommended third party products or vendors should be provided. Any RFP responses that are submitted without an RFI response will be at a significant disadvantage in their evaluation.

All email submissions must contain a link to the recorded demo that can be accessed and viewed online and does not require any downloads or require third-party software to view. Submissions may also include additional materials that may be useful to the review team such as slide decks, white papers, architecture diagrams, technical and security documentation, or other supplementary materials.

IV. PRICING PROPOSAL

List all costs associated with your proposed deliverable, using the template below. Understanding the level of effort and cost for each deliverable will help us better understand the structure of the proposed work. The tables below are to be used as helpful guides when completing this section. If your pricing model does not match the structure of the tables, please submit the same level of detailed information in the format that best matches your pricing model.

However, this will be a fixed price engagement rather than based on time and materials or hours worked. Note that the total price for years one and two will be used as the basis for comparing price proposals. Quantities provided are estimates only and the actual amount may be more or less. Also, the City may choose to purchase all, some, or none of these deliverables.

Please note:

- The cost quoted in this proposal will be considered a best and final offer.
- Any taxes due will be assumed to be included in your price of services.
- You will bear the onus of any errors made in pricing the services (e.g., omitting a component of the services).
- The Price Proposal MUST be submitted separately from the remainder of the proposal. No price information may be included in the Technical Proposal.
- All prices are inclusive of travel. No additional charges, including travel lodging, subsistence, miscellaneous (ad-hoc) expenses and other expenses, will be allowed.

As a high-level overview, your pricing proposal will consist of individual sections for licensing, modules, integration, and implementation. After all of these tables have been completed, please fill in the aggregate cost table below. Please enter the total price for years one and two; note that the total price for years one and two will be used as the basis for comparison when evaluating price.

4.1 AGGREGATE COST

Aggregate Cost	Year 1 Price	Year 2 Price	Optional Year 3 Price
License fees			
Module fees (if applicable)			
Implementation or start up fees			
Yearly total			
Total price for years 1+2			

4.2 MODULE FEES

If applicable, please use the table below to provide prices for the individual modules of your solution.

Module Fees	Year 1 Price	Year 2 Price	Optional Year 3 Price
Total Fixed Module Cost			

4.3 LICENSE FEES

Enter all fees associated with user/software licenses in the table below. If your solution utilizes a different pricing scheme (e.g., dollar value of capital projects/year), please describe this structure, including unit prices (if applicable) and estimated year 1 and 2 licensing costs to the City. Describe how your pricing structure varies based on the quantity of licenses issued/volume of construction per year (or any other variable).

License Fees	QTY	Unit Price	Year 1 Price	QTY	Unit Price	Year 2 Price	QTY	Unit Price	Year 3 Price
Administrator									
Project Manager									
Analyst									
Casual Internal User									

License Fees	QTY	Unit Price	Year 1 Price	QTY	Unit Price	Year 2 Price	QTY	Unit Price	Year 3 Price
Group of users: *If licenses are issued for batches of users with varying permission levels.*									
Unlimited User Model									
Total License Cost									

4.4 IMPLEMENTATION FEES

In the table below, please provide all costs associated with project startup/implementation. If the cost of these additional deliverables is zero, please indicate it here. If there are additional costs to meet our technical requirements, please indicate them here.

Implementation or Start Up Fees	Year 1 Price	Year 2 Price	Optional Year 3 Price
IMPLEMENTATION: *As described in the Technical Proposal, including analyzing requirements, installation, configuration, customization, and testing*			
TRAINING AND ADOPTION: *As described in the Technical Proposal*			
ONGOING SUPPORT AND MAINTENANCE: *As described in the Technical Proposal*			
PROCESS FLOW DISCOVERY PHASE: *As described in the Technical Proposal*			
HOSTING CHARGES			
MIGRATING HISTORICAL DATA: *All costs associated with the process of transferring data between storage types, formats, or computer systems, as described in the Technical Proposal*			
OPTIONAL CONSULTING SERVICES *Hourly Rate or estimate*			
Total Fixed Implementation Cost			

4.5 SUPPLEMENTAL INTEGRATION FEES (IF APPLICABLE)

We are looking for a solution that can communicate with several key existing systems. While some integrations should be considered a standard part of the implementation, there may be some supplemental integrations recommended. Given that there are multiple ways we could achieve this goal, integrations are an optional service; use the table below to provide fixed prices, as applicable.

Integration Fees	TWO-WAY		ONE-WAY *To the solution*		ONE-WAY *FROM THE SOLUTION*	
	REAL TIME	DAILY	REAL TIME	DAILY	REAL TIME	DAILY

V. How We Choose

Proposals that have met all minimum evaluation criteria will be evaluated according to the comparative evaluation criteria that follow in this section. Vendors will be rated as Highly Advantageous, Advantageous, or Not Advantageous based on the following high-level guidelines throughout each component of the proposal. The team will use the comparative evaluation criteria to assist in their evaluation of each Vendor's overall qualifications.

5.1 PRESENTATION CRITERIA

1. **Highly Advantageous:** The proposal is well-written in clear, concise, plain language. Images, videos, and diagrams are used frequently to provide a "demos not memos" style to the proposal. Materials are organized and easy to navigate. As a whole, the proposal provides a complete response to this RFP and provides multiple relevant examples of past successes for similar organizations.
2. **Advantageous:** The proposal is clear and well-organized. It provides a complete response to this RFP and includes examples of past successes.
3. **Not Advantageous:** The proposal does not address all aspects of the RFP. It is poorly written and/or difficult to read. It does not provide adequate information to evaluate the vendor's ability to successfully meet the City's goals.

5.2 VENDOR PROFILE AND EXPERIENCE

1. **Highly Advantageous:** The vendor has 3 or more years of experience with similar projects for public sector organizations of similar complexity and size. The project would be well staffed with support available on an ongoing basis. References (if needed) rated the vendor highly.

2. **Advantageous:** The vendor has at least 1 year but less than 3 years experience with similar projects in large, complex, and/or public sector organizations. The project would be well staffed. References (if needed) rated the vendor satisfactory.
3. **Not Advantageous:** The vendor has less than a year of experience with similar projects in large, complex organizations and/or in the public sector. The project would not be well staffed. References (if needed) rated the vendor less than satisfactory.

5.3 VENDOR DEMONSTRATION

1. **Highly Advantageous:** Recorded demonstrations are provided in short video format as part of the proposal. Presenters are well-organized and provide a clear, concise presentation. The presentation demonstrates strong insight into the City's requirements, as described in the RFP. Technical staff that will work on the project are the primary presenters, and all questions posed by the City were specifically addressed.
2. **Advantageous:** Presenters are organized. Presentation demonstrates understanding of the City's requirements, as described in the RFP. Technical staff that will work on the project are part of the presentation.
3. **Not Advantageous:** Presenters are not organized and/or provide an unclear presentation. Presentation demonstrates little understanding into the City's requirements, as described in the RFP. Technical staff that will work on the project are not part of the presentation.

5.4 RESPONSE TO THE SCOPE OF WORK

1. **Highly Advantageous:** Meets all documented user needs, technical requirements, and data requirements. Is extremely user friendly, intuitive, and does not require extensive training. Streamlines workflows, incorporates automation where appropriate, and will require only a low or moderate degree of effort on the part of City staff to implement.
2. **Advantageous:** Meets most of the documented user needs, technical requirements, and data requirements. Leverages off-the shelf solutions, templates, and other tools that makes streamlining workflows easy and intuitive. Provides options for integrations and automation. Is somewhat user friendly and provides ample training to make up for any gaps in usability.
3. **Not Advantageous:** Meets few user needs, technical requirements, and data requirements. Does not appear to be user friendly or intuitive. Requires extensive training, customization, and in-house specialists at the City to configure, implement, and train staff.

Appendix A:
User Research- Summary of Findings and Recommendations

1. **Utilize modular, component-based software solutions with open APIs for sharing data so Departments can use best of breed solutions for specific business needs**

- The City currently relies on a variety of legacy, enterprise systems with limited integrations and sharing of data.
- Many processes rely on the use manual entry and the importing/ exporting of CSVs to record financial transactions to the general ledger.
- Business applications change across the City's software ecosystem as technology improves as new solutions provide greater functionality and efficiency. The City should have the flexibility to be able to adapt to a rapidly changing technology space.
- The city's current one-size-fits all software solutions do not offer "best in breed" solutions for business process problems (for example: EDEN currently solves some needs around employee information (payroll, benefits, employee data) but does not solve the City's need for solutions centered on the entire employee lifecycle).

2. **Centralize cash/receipting into a platform that integrates with all financial business applications and is used by all Departments for reconciliation.**
   - Cash/Receipting processes primarily rely on manual entry, utilize disparate systems that do not talk to each other.
   - Over-the-counter transactions are not processed consistently Citywide with only Parking and Finance interfacing directly with the current cashiering solution (Quadrant).
   - The current system may be prone to user error through mistyped or duplicate entries.
   - The current receipting system in place (Quadrant) does not offer automated integrations, has updates that regularly break connections with other systems, and is run by a small, one-person company that cannot keep up with development demands of the City.

3. **Develop a digital workflow and document management solution for invoicing and credit card payments.**
   - Accounts payable processes rely on paper-based workflows that may be prone to mistakes by manual entry, user error, missed deadlines, and lack of proper staff training.
   - Efficiencies around time spent processing and storing invoices can be significantly reduced through digital document workflows.

4. **Implement consistent procedures Citywide for requisitions and purchase orders to improve insight in the encumbrance of funds.**
   - An increase in the use of purchase orders will help Finance and Department staff to accurately account for encumbered funds in budget reporting.
   - Purchase orders are used inconsistently across the City by various departments.
   - Creating consistent procedures and thresholds for purchase orders across the City will assist in socializing the process Citywide.

5. **Redesign the City's Chart of Accounts to increase insight into detailed expenditures across the City and allow for flexibility in growth of purchasing types.**
   - The City's Chart of Accounts was developed 20 years and has not fully adapted to restructuring throughout the City
   - The current Chart of Accounts is complex and feeds into reporting which impacts how reports are delivered
   - Consistent training and improved coding can provide insight into spending patterns

6. **Centralize personnel data into a Human Resources employee management platform that allows for employee self-service and dynamically captures employee information, automates updates, and escalates actions around personnel changes.**

- Currently employee information is manually entered and updated from a variety of paper forms for new hires, status, and payroll changes, and offboarding.
- Employees are limited in how they can manage personnel records, benefits, and dependencies without involvement of Human Resource personnel.
- The City's HR Web solution includes some personnel data but updates to employee information are not all reflected in EDEN and there is limited functionality for self-service.

7. **Develop integrated solutions between payroll, employee management, and timekeeping/scheduling solutions.**
    - Payroll workflows rely on manual entry, multiple timekeeping solutions, and digital solutions developed during the pandemic rather than an integrated, dynamic system for payroll changes, calculations, and auditing.
    - The City uses two separate timekeeping/scheduling tools for City staff that feed into the payroll process

8. **Integrate a budget module that allows for levels of approval and descriptions/note fields that help provides history and context of the request.**
    - The City currently uses excel spreadsheets for the budget request process that are shared with budget managers and then returned to Finance for review and approval from the City Manager's Office before being manually entered into EDEN
    - The budget spreadsheets do not provide visibility into the approval or status of budget requests
    - Staff stopped using the current EDEN budget manual due to challenges with staff training, a lack of detail in how budget items are described, and a lack of visibility into the history of approvals.
    - Providing visibility into department and division level approvals would create accountability withing departments for the budgeting process.

9. **Improve personnel budgeting through stronger integrations with an employee management platform that tracks employee details, has the flexibility to accommodate temporary employees, internal promotions, and overtime allotments.**
    - The current Personnel Budget module has limitations based on the level of detail entered into the EDEN Human Resources module.
    - The current module has challenges with promotions to new positions because employee step increases cannot be reset or redefined within the system.
    - The current system does not calculate overtime, so staff manually updates position budgets where overtime needs to be allotted.

10. **Implement a reporting tool that allows for dynamic comparison of information from multiple modules, visibility into up-to-date data, and hierarchical filtering of funds.**
    - The City does not have a dynamic tool for displaying and reporting real-time data around the budget.
    - Reporting from the current ERP system is confusing and cumbersome and does not produce reports that provide the insight the Finance and the Department need forcing the City to create custom, spreadsheet solutions to view and compare financial data.
    - Staff across departments have to generate multiple reports from different modules and manually merge data to get insights on financial status or personnel information

11. **Implement a citywide billing solution and procedure that integrates directly with cash/receipting and Accounts Receivable.**
    - Multiple Departments are using Quickbooks for a variety of invoicing needs with the oversight of Finance
    - Bundling billing into a cash/receipt module would centralize all outstanding payments and incoming payments.
12. **Implement project tracking solution with customizable field types and flexible reporting for CIP, Grants, Tax Measures that allows for departments to have self-service access for insights. Include the ability for automatic project numbering by project type.**
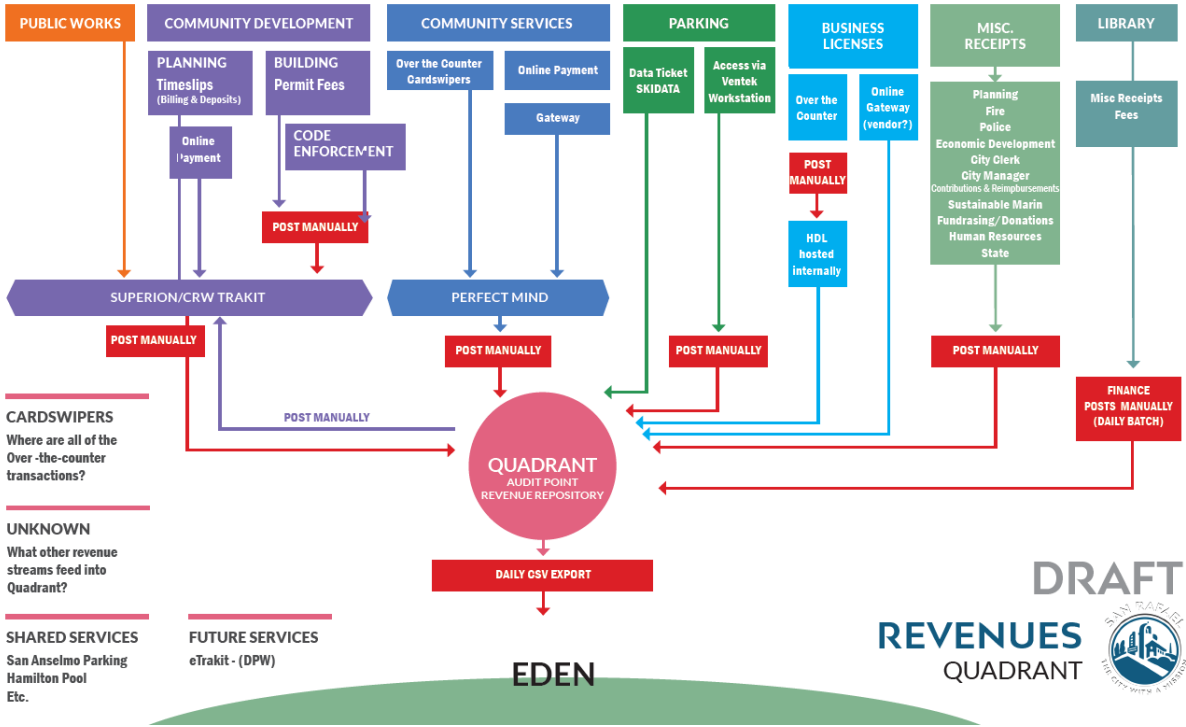   - Capital improvement projects and tax funded initiatives require tracking across fiscal years and departments.
    - The current solution for project tracking limits detailed reporting as staff has "hacked" solutions for tracking project types and funding sources in pre-defined fields intended for other uses.
    - Staff currently uses a separate excel spread sheet to track projects ID numbers by category and manually assign new project IDs.
    - Some departments have developed customized solutions for tracking initiatives in spreadsheets without centralized oversight across the City.
13. **Implement a solution for tracking of fixed assets across the City that can automatically populate asset information from the project tracking module.**
    - The currently solution for tracking fixed assets requires staff to manually enter information from the projects manual rather than integrating.

Appendix B: Technology Landscape

The technology landscape of finance-related business applications across the City of San Rafael is diverse as each tool supports unique business needs of each Department. The City of San Rafael's ERP solution should have the flexibility to tie into existing and future systems, especially for cash receipting, over-the-counter transactions, and reconciliation.

PUBLIC WORKS

COMMUNITY DEVELOPMENT

PLANNING
Timeslips
(Billing & Deposits)

BUILDING
Permit Fees

Online
Payment

CODE
ENFORCEMENT

POST MANUALLY

COMMUNITY SERVICES

Over the Counter
Cardswipers

Online Payment

Gateway

PARKING

Data Ticket
SKIDATA

Access via
Ventek
Workstation

BUSINESS
LICENSES

Over the
Counter

Online
Gateway
(vendor?)

POST
MANUALLY

HDL
hosted
internally

MISC.
RECEIPTS

Planning
Fire
Police
Economic Development
City Clerk
City Manager
Contributions & Reimbursements
Sustainable Marin
Fundrasing/Donations
Human Resources
State

LIBRARY

Misc Receipts
Fees

SUPERION/CRW TRAKIT

POST MANUALLY

POST MANUALLY

PERFECT MIND

POST MANUALLY

POST MANUALLY

POST MANUALLY

FINANCE
POSTS MANUALLY
(DAILY BATCH)

CARDSWIPERS

Where are all of the
Over -the-counter
transactions?

UNKNOWN

What other revenue
streams feed into
Quadrant?

SHARED SERVICES

San Anselmo Parking
Hamilton Pool
Etc.

FUTURE SERVICES

eTrakit - (DPW)

QUADRANT
AUDIT POINT
REVENUE REPOSITORY

DAILY CSV EXPORT

DRAFT
REVENUES
QUADRANT

EDEN

FUTURE STATE - ACCOUNTS RECEIVABLE

Economic
Development

Parking
Services

Library

Recreation

Public
Works

Community
Development

Business
Licenses

Fire
Department

Police
Department

Misc
Receipts

Cannabis
Fees

Data
Ticket

Paris

ParkMobile

Ventek/
SKIDATA

Meters

Fees &
Replacements

Donations

Recreation
System
(Active)

Permit Management
System

Invoicing

Invoicing

BL Software
(HdL Prime)

EMT
Billing

Invoicing

Alarms
Fees

DUI

Over the
Counter

Invoicing

Over the
Counter

Cash/Receipting
Audit Control

Dept Staff Interfaces
with cash/receipt system

Post Automatically

WestAmerica Wire
or Cash Delivery

Accounts
Receivable

General Ledger

Appendix C: Detailed User Research

ACCOUNTS RECEIVABLE

Accounts Receivables manages the accounting of incoming revenue across multiple streams within the City. This group reconciles daily, monthly, and annual revenue between receipts and records, sub-ledgers, and the City bank account.

Step 1: Department Reconciliation - Cash, Credit, and Checks

The City processes over-the-counter and cash transactions across the City at pools, community centers, parking meters/machines, Community Development counter, Libraries, at the Public Safety Center, and for the in-take of cannabis license fees. Each Department reconciles daily revenue before emailing a daily report to Finance and bringing cash and checks in money bags to Finance.

Step 2: Reconciliation in Finance - Quadrant

Quadrant is the City's audit control software that operates independently of EDEN. Every day, the Finance Department Accounts Receivables team receives reports of daily revenue from each Department and 3rd party system that takes in money. Staff receives information about daily transactions via reports, PDFs, or wire receipts sent by email. In most cases Finance staff manually enters daily revenue from these reports into Quadrant or uploads CSV exports from 3rd party systems (Trakit). Parking Services is the only Division or Department that centralizes all transactions in Quadrant on a daily basis before sending reports to Finance.

Finance uses a spreadsheet to tally transactions per day and reconcile paperwork with revenue. If transactions don't match staff looks for typos (transposed date or misspelling) or follows up with people to get reports. Staff tallies totals of the various pieces of paper/summary reports of the day and compares to Quadrant.

Once all transactions are entered in Quadrant and compared to tallied spreadsheet, staff exports the file from Quadrant and provisionally imports into EDEN to make sure nothing gets rejected. In case of errors in coding, staff re-reconciles to ensure all codes and funds match up to the proper destination in the Chart of Accounts. The import is accepted by a second staff control after final reconciliation. The Senior Accountant reviews to confirm that bank deposit slips match up to funds that were deposited in the bank. The Senior Accountant checks that all EDEN revenue matches what came into the bank (via online transactions, wires, cash/check deposits).

VISION, CHALLENGES, AND RECOMMENDATIONS

1. **Centralize cash/receipting platform across all departments for over-the-counter transactions Citywide.**
   - Currently transactions are recorded through multiple processes (Quadrant, Excel, Quickbooks, Eden). Parking Services is the only Department/Division that works directly in Quadrant to record transactions.

- Multiple points of entry for multiple systems means more manual entry, more duplicate transactions, more errors, and more staff time spent trying to reconcile accounts.
- Ideally cash/receipting is mapped to chart of accounts so invoice and/or receivable amount can be tracked to where it should be allocated.

2. **Improve visibility into cash transactions in centralized cash/receipting solution.**
   - EDEN books cash in summary transactions. If you try to see details, the numbers don't provide enough information about specific transactions, they are a summary of batch transactions at a certain time. This makes accounting difficult.
   - Quadrant activities are uploaded by fund and summarize totals, so those numbers don't show details.
   - It would be nice to drill into cash in the accounting system to see more specific activity of cash payments.

3. **Build integrations of 3ʳᵈ party systems into audit control to eliminate manual processes of data entry**.
   - Most of the City's business applications require manual entry into Quadrant for audit control. Manual entry into spreadsheets, importing and exporting between systems leaves more room for error.

4. **Move to digital processes and eliminate the use of paper records (as much as possible)**.
   - Currently, receipts or records are entered into Quadrant, emailed to Finance, printed out and retained in multiple locations.

5. **Clarify retention policy for financial records so we can get rid of existing paper files.**

6. **Improve visibility into credit card fees on over-the-counter transactions.**
   - Some credit card processors are netting fees everyday which requires accounting to find out what their fees are and book them separately. Attempts to try resolving at month end it doesn't line up.

7. **Improve and centralize the tracking of outstanding payments (billing and collections) to improve visibility of missing revenue.**
   - Each department has a different way to track outstanding revenue that has been billed.
   - A centralized system that can report outstanding bills ideally could help staff follow up.
   - City no longer employs collections staff for Code Enforcement fees, Business Licenses, Claims to the City, or other billing.

ACCOUNTS PAYABLE

The primary function of Accounts Payable is to pay vendors costs incurred by the City of San Rafael. The City of San Rafael operates on a decentralized finance system. This means departments do their own purchasing, quotes, bids, and management of purchase procedures. Payments to vendors occurs twice-a-month with administrative staff compiling invoices and credit card statements into EDEN, approving through internal departmental workflows, and sending to Finance.

Purchase Orders

Bills can be paid directly or against a purchase order. The City does not require purchase orders citywide or have policy thresholds that require purchase orders. Typically purchase orders (PO) are used for large expenses but there is no limit that requires a PO. POs are created at vendor request or to track contracts.

Credit Card Statements

Each Department manages monthly credit card statements for cards issued to staff. The City has roughly 111 credit card accounts being managed on a monthly basis. Credit card statements and billing are not integrated into EDEN and are processed in batches with invoices, producing large amount of paper records.

Invoices and Payments

When bills come in, they are distributed to individual departments. Departments enter invoices into EDEN. Invoices may go through three levels of approval.

1. **Department approval**- Department Admin enters invoice into EDEN. Department approves all invoices in EDEN through internal approval workflow* (defined by the Department). Paper copies of invoices are sent to Finance.
2. **AP Clerk approval** - Invoices under $10,000 are forwarded directly to the AP Clerk after Department approval. AP Clerk receives paper copies of invoices and sees invoices in EDEN. AP Clerk verifies payment is correct amount and going to correct vendor.
3. ***Finance Director approval-** Invoices over $10,000 require Finance Director approval before going to AP Clerk for approval.
4. **Payment –** Once approved, AP Clerk creates checks (printed through EDEN) and mails to vendors.

VISION, CHALLENGES, AND RECOMMENDATIONS

1. **Implement digital process for invoices and credit card statement processing.**
   - We currently keep 2 fiscal year copies of invoices on-site and up to 5 years off-site (due to retention policy).
   - Description of payments could be improved and connected to digital copies of invoices to increase visibility into services/products be paid for
   - Simplified workflow for scanning of invoices, receipts, credit card statements. Must be easier than current process for departments that process high-volume of invoices per pay period (DPW)
   - Vendor profiles link to easy-to-use document repository for payment history, invoice history, approval history
   - Approval History Reports can be printed easily for auditing purposes
2. **Improve integration of credit card billing and coding into ERP solution.**
   - Greater integration of credit card billing into the ERP system will improve reporting and visibility into data about how the City is spending money.

- Currently details and descriptions on credit card expenditures are manually entered into EDN and less specific than details on the statement

3. **Increase training opportunities for administrative staff on AP schedule, processing invoices, requisitions, purchase orders**
   - Many of the issues Finance sees are around user error, unchecking a box in EDEN, missing deadlines for cutoff dates, forgetting to enter correct information, or not following proper procedures.
   - Sometimes a PO is created, and an admin will forget to charge invoices to PO.
   - Sometimes a PO gets closed before final payments.

4. **Develop a policy and threshold for purchase orders citywide.**
   - Encumbrances will help provide more visibility into the actual status of budgets Citywide and may encourage more timely invoices
   - Reporting (especially at year end) is challenging due to the high volume of invoices/transactions that come in June.
   - Without a threshold for encumbrances, liabilities that are unaccounted range in costs making reporting and forecasting more difficult.

5. **Implement a tracking solution for projects, contracts, and grants as part of the ERP.**
   - Tracking grant money or revenue from bond measures is done through disparate solutions citywide through the use of spreadsheets
   - Currently POs need to be reopened/transferred every fiscal year because Pos do not cross fiscal years. Contract costs cannot rollover automatically through multiple fiscal years
   - Finance cannot track all the agreements citywide, so they don't know when a PO needs to close, or a contract requires an amendment or extension
   - Decentralized nature of Finance means that one vendor may have multiple contracts without visibility in Finance or across Departments. *Example*: a contract over $75k requires Council approval. Example – one Dept hires Barbier for $60,000 and another department hires for $20,000, cumulatively the contract exceeds the amount without Council approval. Because we are decentralized, we can't easily track this. Ideally a contract module would be able to track multiple agreements to the same vendor and notify Finance if any thresholds are exceeded without proper approvals.

PAYROLL

The primary role of Payroll is the processing of citywide payroll twice a month. This includes reviewing, entering, updating, background coding, setting up new hour types, and garnishments. City staff is represented by multiple unions and bargaining groups which impacts the process around timekeeping, personnel coding, personnel payroll changes, and step increases. Timekeeping is managed through 3 separate payroll software applications that are imported into EDEN including HRWeb, InTime/UKG/Kronos (Police), and Telestaff (Fire), though Police is migrating to Telestaff in the near future. The payroll review process is primarily digital but exists outside of an integrated system through the collection of emails, documentation, and reports from disparate sources (see *Appendix II: Payroll* and *Attachment B: Payroll Process*).

Personnel Action Reports (PAR)

Payroll changes are processed in a decentralized manner with admins in each department processing a Personnel Action Report (PAR) form to request new hires added to payroll, step increases, and specific increases to staff paychecks based on benefits outlined by bargaining groups. The PAR form is completed by the Admin, sent to Department Directors for approval and then sent to Human Resources for review, and finally Payroll for final review and acceptance. Some step increases require approval of the City Manager and Finance Director. The process is primarily paper-based but has been improved to a fillable PDF that is routed to all approvers.

Roles and Responsibilities

1. **All staff** enter hours into timesheet software (HRWeb, Telestaff, or InTime) and communicate to HR or Finance on changes
2. **Admin staff** process PAR forms for changes and submit to Human Resources for first review
3. **Human Resources** – Performs all initial PAR processing and review, provides employee updates, sets up new hires, and updates workers compensation
4. **Finance** – Manages all remaining payroll function including reviews, entering of payroll, and distributing payment.

VISION, CHALLENGES, AND RECOMMENDATIONS

1. **Implement integrated digital workflow for payroll and personnel action reports**
   - Despite developing a paperless process for payroll, the current processes requires manual entry and collection of disparate emails and reports from multiple sources.
   - Despite the move to fillable PDFs, the PAR process remains paper-based in practice and cumbersome for administrative staff without automation or dynamic reporting
   - User error, missed deadlines, and training issues around personnel actions increases the possibility for payroll errors
2. **Clarify roles between Human Resources and Finance on personnel action reporting**
3. **Consolidate timekeeping and scheduling software across all departments, where possible, and integrate into ERP solution**
   - The City relies on 3 systems for timekeeping and scheduling which creates inefficiencies in the review and entry of payroll information

BUDGET AND REPORTING

The City of San Rafael operates on a fiscal year between July 1 and June 30. The City's annual budget process is managed by the Finance Department and includes a mid-year adjustment. The budget calendar is distributed to department teams in February each year and all budget requests are drafted in Excel spreadsheets and sent to Finance. The Finance team works with the City Manager's Office to finalize the Citywide budget prior to presentation to the City Council.

The City does not have a dynamic tool for displaying and reporting real-time data around the budget. Finance has created custom tools for reporting budget and revenue information for Citywide teams with Excel exports, but teams have limited access to dynamic, system-generated reports. Reports are missing information from 3rd party software solutions and users must maintain their own shadow reporting data

to   provide   accurate   information   which   is   critical   for   making   informed   decisions.

VISION, CHALLENGE, AND RECOMMENDATIONS

1. **Implement a budgeting tool that allows for transparent insight into the approved budget and allows comparison to actuals over time.**
   - The City currently uses excel spreadsheets for the budget request process that are shared with budget managers and then returned to Finance for review and approval from the City Manager's Office before being manually entered into EDEN
   - The budget spreadsheets do not provide visibility into the approval or status of budget requests
   - Staff stopped using the current EDEN budget manual due to challenges with staff training, a lack of detail in how budget items are described, and a lack of visibility into the history of approvals.
   - Providing visibility into department and division level approvals would create accountability withing departments for the budgeting process
2. **Implement a reporting tool that allows for dynamic comparison of information, allows visibility into up-to-date data, and hierarchical filtering of funds.**
   - The City does not have a dynamic tool for displaying and reporting real-time data around the budget. Reporting from the current ERP system is confusing and cumbersome and does not produce reports that provide the insight the Finance and the Department need forcing the City to create custom, spreadsheet solutions to view and compare financial data.
   - Staff across departments have to generate multiple reports from different modules and manually merge data to get insights on financial status or personnel information
   - City currently uses customized spreadsheets to avoid running multiple reports.
   - Spreadsheet used to recreate CAFR financial statements.
3. **Centralize personnel data into a Human Resources employee management platform that allows for employee self-service and dynamically captures employee information, automates updates and escalates actions around personnel changes.**
   - Currently employee information is manually entered and updated from a variety of paper forms for new hires, status and payroll changes, and offboarding.
   - Employees are limited in how they can manage personnel records, benefits, and dependencies without involvement of Human Resource personnel.
   - The City's HR Web solution includes some personnel data but updates to employee information are not all reflected in EDEN and there is limited functionality for self-service.

CHART OF ACCOUNTS

The City of San Rafael's current Chart of Accounts was built out to accommodate the on-boarding of the Tyler EDEN system. Since then, the organizational structure of the City has undergone changes that have not been reflected in areas of the Chart of Accounts. The implementation of new general ledger software offers the opportunity or the City to reflect on the current structure of the Chart of Accounts and reassess

how it can be arranged to reflect the ways the City does business now. Restructuring the Chart of Accounts will also improve reporting and tracking of like-expenses across departments.

1. **Redesign the City's Chart of Accounts to increase insight into detailed expenditures across the City and allow for flexibility in growth of purchasing types.**
   - The City's Chart of Accounts was developed 20 years and has not fully adapted to restructuring throughout the City
   - The current Chart of Accounts is complex and feeds into reporting which impacts how reports are delivered
   - Consistent training and improved coding can provide insight into spending patterns