



# CITY OF HAYWARD

Hayward City Hall  
777 B Street  
Hayward, CA 94541  
[www.Hayward-CA.gov](http://www.Hayward-CA.gov)

## Agenda

### Council Infrastructure Committee

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Monday, September 16, 2019

4:30 PM

Conference Room 2A

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#### SPECIAL MEETING

#### CALL TO ORDER

#### ROLL CALL

#### PUBLIC COMMENTS:

#### REPORTS/ACTION ITEMS

1. [ACT 19-182](#) Purchase of EnerGov On-Line Permitting Solution  
  
**Attachments:** [Attachment I Staff Report](#)  
[Attachment II Municipality Interview Results](#)  
[Attachment III Municipality Testimonials](#)  
[Attachment IV Tyler-EnerGov Proposal](#)  
[Attachment V SoftResources Proposal](#)
2. [ACT 19-160](#) Knightscope Security Robot Subscription Service  
  
**Attachments:** [Attachment I Staff Report](#)
3. [ACT 19-180](#) Amend the Fiscal Year 2019 Operating and Capital Improvement Program Budget, Transfer, and Appropriate \$60,000 from General Fund to the Capital Projects Fund and Transfer and Appropriate \$35,000 from General Fund to Fleet Capital Management Fund for the Purchase of a Parking Enforcement Vehicle and other Related Equipment  
  
**Attachments:** [Attachment I Staff Report](#)  
[Attachment II Boundaries of Downtown Residential Preferential Permit Parking Area Map](#)  
[Attachment III Downtown Parking Automated License Plate Recognition Policy](#)

#### ORAL UPDATE

**COMMITTEE MEMBER/STAFF ANNOUNCEMENTS AND REFERRALS**

**ADJOURNMENT**

**NEXT REGULAR MEETING, OCTOBER 23, 2019**



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**File #:** ACT 19-182

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**DATE:** September 16, 2019

**TO:** Council Infrastructure Committee

**FROM:** Development Services Director

**SUBJECT**

Purchase of EnerGov On-Line Permitting Solution

**RECOMMENDATION**

That the Council Infrastructure Committee (CIC) reviews this report and forwards a recommendation to City Council to: 1) enter into a contract to acquire, install, implement, and receive ongoing technical support for the EnerGov permitting Software as a Solution (SaaS) annual service charge; 2) enter into a contract with consultant firm SoftResources LLC for project management services throughout the project; and 3) expand the scope and budget under Capital Improvement Project Number 07267.

**SUMMARY**

The Department of Development Services (DSD), in collaboration with the Departments of Information Technology (IT), Fire, Public Works and the City Clerk, have evaluated and are recommending acquisition of EnerGov, a permitting solution that will allow for interdepartmental, concurrent electronic plan review, and online permitting, meeting the City's goals of a more sustainable, customer friendly, efficient, and cost effective development review and permitting process.

**ATTACHMENTS**

Attachment I	Staff Report
Attachment II	Municipality Interview Results
Attachment III	Municipality Testimonials
Attachment IV	Tyler/EnerGov Proposal
Attachment V	SoftResources Proposal



DATE: September 16, 2019

TO: Council Infrastructure Committee

FROM: Development Services Director

SUBJECT: Purchase of EnerGov On-Line Permitting Solution

#### RECOMMENDATION

That the Council Infrastructure Committee (CIC) reviews this report and forwards a recommendation to City Council to: 1) enter into a contract to acquire, install, implement, and receive ongoing technical support for the EnerGov permitting Software as a Solution (SaaS) annual service charge; 2) enter into a contract with consultant firm SoftResources LLC for project management services throughout the project; and 3) expand the scope and budget under Capital Improvement Project Number 07267.

#### SUMMARY

The Department of Development Services (DSD), in collaboration with the Departments of Information Technology (IT), Fire, Public Works and the City Clerk, have evaluated and are recommending acquisition of EnerGov, a permitting solution that will allow for interdepartmental, concurrent electronic plan review, and online permitting, meeting the City's goals of a more sustainable, customer friendly, efficient, and cost effective development review and permitting process.

#### BACKGROUND

On June 20, 2016, the City executed an agreement with SoftResources LLC, a technology consulting firm selected through a request for proposals process, to help assess the City's development permitting needs and prepare a Request for Proposals (RFP) establishing the requirements for development and implementation of a comprehensive permitting system.

On October 3, 2016, an RFP was issued to solicit bids for Permitting System Software with a more robust GIS-centric solution, e-Plan functionality, and to eliminate the need for shadow systems, such as Excel spreadsheets and Access databases for reporting purposes.

The City received seven (7) responses to the RFP from which SoftResources compiled a list of three (3) vendors to take into the demonstration phase of the project. The short list of vendors included: Accela – Civic Platform; Tyler – EnerGov; and SunGard - TRAKiT.

Staff evaluated demonstrations from the three vendors and conducted extensive research by contacting several other municipalities to inquire about their current systems, implementation process, and their overall satisfaction with both the software solution and the customer support. EnerGov was selected as the best choice to meet the needs of staff and customers for the following features:

- Integration with Tyler Content Management systems already in use by the City
- Competitive pricing
- GIS-centric data model
- Configurable Executive Dashboard views
- Built-in ePlan Review module
- Reporting Tool Kit for end users
- Ability to interface with document management systems
- Rules-based workflow with priorities and notifications

On December 7, 2017, staff presented information to the Council Technology Application Committee, CTAC, (no longer active) seeking direction on how to proceed, particularly, regarding the fiscal impact of the EnerGov purchase. The direction from CTAC was to ascertain a way to pay for the purchase of the EnerGov solution without a General Fund subsidy. At that time, there were insufficient technology funds available to proceed and the project was put on hold.

In the fall of 2018, DSD re-initiated the project in collaboration with Public Works, Fire, IT, and the City Clerk. Staff met with EnerGov, received a revised and updated proposal from EnerGov, and interviewed and reviewed testimonials from municipalities that utilize EnerGov for permitting (Attachments 2 & 3). Staff determined that EnerGov remains the recommended vendor for online permitting software.

In July 2019, IT conducted an analysis of the current state of the development review process and found that there was a strong business case for a Cloud-based permitting solution like EnerGov. Anticipated outcomes from implementing EnerGov include more business attraction to Hayward, increased employee satisfaction, improved efficiencies, satisfied public at large, and a quicker turnaround to developers and the public.

In August 2019, staff received an updated scope of work and budget from EnerGov (Attachment 4). Staff also received a proposal from SoftResources for the management of the project (Attachment 5) through the estimated 18-22-month schedule from project initiation to implementation.

In August 2019, under the City's existing contract with DSD, SoftResources began negotiating financial and other agreement terms with EnerGov that are now under review by the City Attorney's Office.

## DISCUSSION

The City has determined the need to implement a more robust GIS-centric solution with automation and improved digitization for Permitting, Planning, Code Enforcement, and Inspections to meet the needs of Building, Planning and Code Enforcement, as well Public Works, Police, Fire, and HazMat where possible. Identified needs include the following:

Integration. Currently, the City uses multiple, disparate systems to support the permitting process, and most interfaces with existing systems are manual or via flat file. This lack of system integration and automated data exchange has resulted in inefficiency, lack of data accessibility/transparency, and poor customer service to residents and developers. Table 1 outlines key systems used by the City today and whether they will interface or be integrated with the replacement Permitting system:

Table 1

Application (Vendor)	Integrate/ Interface
Permitting, Land Management (Munis 10.5)	N/A
GIS (Esri ArcGIS 10.4.1)	Yes
IVR (Tele-Works)	Yes
Financials and Payroll (Munis 10.5)	Yes
Cashiering (Tyler Cashiering)	Yes
Code Enforcement (Accela GOV Outreach)	N/A
ePlan Review (PDF Editor)	Yes

In addition, Excel spreadsheets and Access databases, are being used to manage, query, and report information outside the Permitting system. The vision of the City is to eliminate or minimize the need for the shadow systems within each department and rely on technology to improve efficiencies and system usability. The EnerGov solution allows the City to leverage more open integration tools that support a Microsoft Windows platform.

Mobile Accessibility. The City's preference is to utilize mobile devices for non-office or field work performed by employees. EnerGov's mobile systems have the ability to cache data from the server and allow data entry in the field without Wi-Fi connectivity and re-sync data once Wi-Fi is available.

GIS Systems. The City currently uses Esri ArcGIS for its GIS solution. The new Permitting System will have bi-directional integration with GIS. Required functionality includes the ability to drill down from spatial maps into the Permitting system for views of open, expired, or pending permits, as well as history of permitting, code enforcement, or other activities pertaining to an individual parcel or group of parcels within a project.

Reporting and Document Management. There is an ongoing need for reporting of data in various formats via user-friendly, ad-hoc query, and reporting tools that are intuitive to the user community. In addition, there is a need for document management and integration with existing systems, such as Laserfiche. The new system will provide functionality to store documents related to transactions within the system, as well as be able to interact with other

stores of documents and images. This functionality will also help the City better manage Public Records Act requests, which have been increasing in volume over the last eight years.

**Electronic Plan (ePlan) Review.** One of the key functions of the EnerGov solution is that development plan submittals will be reviewable online and concurrently across departments, by Planning, Public Works-Engineering, and Fire. Currently, the City requires multiple hard copies of plans to be submitted by applicants at the time of application. At an average of \$500 - \$5000 for multiple sets of plans, this can be costly for applicants. Key benefits of ePlan review include:

- Saves resources (e.g. less paper, decreased need for off-site storage)
- Reduces costs to developers
- Instant routing saves labor/staff time
- Enhanced review capabilities allow greater transparency for City staff, developers and residents

Because the reviewing is done through scanned documents, any drawing can be scanned and saved as a PDF and submitted for ePlan review. The City envisions that a kiosk will be established in the Permit Center to allow staff to assist residents, single-family homeowners, smaller developers, and business owners to submit electronic files for review, to ensure that the new technology is not a barrier to access for those who may be less tech-savvy.

**Electronic Permitting.** Staff developed a customer survey, in which the majority of respondents requested online permitting and ePlan submittal. A permitting system with ePlan capability will allow applicants to submit their plans electronically and apply for their permits online, essentially extending the City's business hours 24/7/365. Enhanced automation and workflow offered by an online permitting system will allow for streamlined reporting, less staff time, and greater efficiencies. Ultimately, it will allow the City to provide better customer service, which helps attract business to Hayward and enhance resident satisfaction.

In addition to satisfying the above needs, the City expects process improvement to coincide with EnerGov implementation activities and the adoption of best practices wherever possible. Overall, it is anticipated that successful implementation of the new system will:

- Ensure integration with other systems
- Make information easily and broadly available to internal and external consumers of data
- Minimize manual processes, reduce paper, and increase usage of automation wherever possible
- Automate manual tasks and improve permit efficiency
- Streamline the application and permit approval processes and eliminate bottlenecks
- Provide intuitive systems that are easy to navigate
- Support query and reporting of data in the user's desired format
- Support or compliment the desired technical architecture

- Promote the adoption of best practices and the development of policies and procedures

## Project Budget

The project budget of \$814,627 includes the cost to purchase the EnerGov solution (\$209,127) and the services related to set-up, testing, and training users (\$458,500) to ensure the successful implementation at the Go Live stage, anticipated in July 2021. The budget also includes the cost to the City of a technical project management consulting firm (\$147,000) that will assist with project roll out, both internally across departments, and externally with the development community and residents. A breakdown of these costs is outlined in table 2 below:

Table 2

	Description	One-time	Annual	TOTAL
Tyler Contract	Implementation Services	\$458,500		
	Software as a Service (SaaS) Fee		\$206,127	
	Maintenance & Support Fees		\$3,000	
SoftResources Contract	Project Management Services	\$147,000		
TOTAL:		\$605,500*	\$209,127**	<b>\$814,627</b>

\* Implementation and project management services will be billed monthly, as incurred.

\*\* 75% of year one annual fees will be due at contract signing.

As is typical with Software as a Solution purchases, the cost of the SaaS annual fee is based upon the number of employee user licenses (80) and amount of data storage capacity that the City acquires. Seventy-five percent (\$156,845) of the year one SaaS, Maintenance and Support fees will be due at contract signing, while the remaining twenty-five percent (\$52,282) will be due 365 days from contract signature, along with year two fees. An escalation fee, or “uplift,” will be applied annually after the first three years, based on the rates indicated in table 3 below:

Table 3

	Uplift %	Total Annual Fee
Year 1 (FY 2020)	0%	\$156,845
Year 2 (FY 2021)	0%	\$261,409
Year 3 (FY 2022)	0%	\$209,127
Year 4 (FY 2023)	4%	\$217,492
Year 5 (FY 2023)	5%	\$228,367
Year 6 (FY 2024)	5%	\$239,785



After year six, the uplift percentage will revert to “at then current prices,” at which time the City may wish to reassess annual costs and increase its technology fees if necessary.

SoftResources consultants will be engaged based on their prior role to help assess the City’s permitting system needs, develop the permitting system RFP, vet software providers, and negotiate the Tyler contract and statement of work, as well as their experience with EnerGov integrations.

EnerGov project costs will be funded by Technology Surcharge Fee revenues, which are required by the State to be utilized for technology related expenses, including software. DSD’s current Technology Surcharge Fee of 6% has generated revenue of approximately \$200,000 annually for the past several years, for a total of \$734,580 collected since 2015.

In addition to DSD’s annual Technology Surcharge Fee revenues of an estimated \$200,000, Public Works and Fire will contribute additional funds based on their staff’s needs to help cover ongoing service costs. IT will administer payment of the annual support, maintenance, and SaaS fees, by charging back to each respective department (i.e. Fire, Public Works, DSD) through InterService Fees. The amount of each department’s InterService Fund Transfer will be based on the number of annual license fees required for department staff.

## Project Schedule

The permitting software project will be rolled out in the following phases:

### A. Project Approval (3 months)

Complete By	Task
August/September	Negotiate final contract terms for Tyler (EnerGov) and SoftResources (project management consultant).
September 16	Present overview of project at special CIC meeting.
October 14	Demo of the EnerGov system for all managers and lead users.
October 15	Present project to City Council with recommendation for SoftResources and EnerGov contracts and CIP revised project description and funding.
October	Sign final contracts and initiate project.

### B. Project Initiation and Implementation (18 to 22 months, or by July 2021)

Estimated Timeframe	Project Phase
4 months	Initiate & Plan. Identify and assemble key teams and ramp up resources. Build a project schedule and a project implementation plan based on system infrastructure requirements. October-January 2020
4-6 months	Assess & Define. Gather information about current processes and workflows and translate into future business processes. June 2020
4-6 months	Build & Validate. Prepare the software for use in accordance with City's needs. Prepare for final testing by conducting user testing (UT). UT takes a long time and can extend the build and validate phase out to 6 months. December 2020
3 months	Final Testing & Training. Prepare for final cutover and train staff how to utilize the software. March 2021
3 months	Production Cutover: City provides final data extract and Tyler executes final data conversion. July 2021

## FISCAL IMPACT

Funding of this project will be covered by the Technology Surcharge Fees collected from DSD, Fire, and Public Works. Annually, IT will administer support fees of approximately \$210,000 that will be charged to the appropriate departments through InterService Fees. Given that EnerGov annual SaaS and maintenance and support fees are expected to increase over time (4% in year four, 5% in year five and six, and "at then current prices" after that), there will be an opportunity to increase the City's Technology Surcharge Fees as needed in the future when the Master Fee schedule is updated.

## STRATEGIC INITIATIVES

This project supports the Complete Communities Strategic Initiative. The purpose of the Complete Communities Strategic Initiative is to create and support structures, services, and amenities to provide inclusive and equitable access with the goal of becoming a thriving and promising place to live, work, and play. This item supports the following goals and objective:

- Goal 3: Develop a Regulatory Toolkit for Policy Makers.  
Objective 3: Develop and refine other regulatory tools.

This request also was in alignment with the 2040 General Plan, Economic Development Goal 6: A Business-Friendly City.

ED 6.4: Permit Processing - The City shall ensure a timely, fair, and predictable permit process that seeks to integrate multiple City departments into a single coordinated organization.

ED 6.5: Permit Technology - The City shall optimize its permit procedures by using technology and other tools that improve efficiency and reduce costs.

## PUBLIC CONTACT

The report was published on the City website. If City Council approves the contracts, public outreach will be held with stakeholders and user groups.

## NEXT STEPS

If the Council Infrastructure Committee approves the Permitting Software project proposal, staff will present this to Council with the CIC recommendations, request that the Council amends CIP project 07267 in the amount of \$814,657 and approves the City Manager entering into contracts with EnerGov and SoftResources on October 15, 2019.

Prepared and Recommended by: Laura Simpson, Development Services Director

Approved by:



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Kelly McAdoo, City Manager

## Attachment II – Municipality Interview Results

Questions	Organization			
	<a href="#">Lake County, IL</a> Matthew Meyers, Deputy Director, Planning, Building, and Development 847) 377-2079, <a href="mailto:mmeyers@lakecountyil.gov">mmeyers@lakecountyil.gov</a>	<a href="#">City of San Mateo, CA</a> Phil Kawakami, Business Systems Analyst & EnerGov Project Coordinator (650) 522-7169, <a href="mailto:kawakami@cityofsanmateo.org">kawakami@cityofsanmateo.org</a>	<a href="#">City of Temecula, CA</a> Stuart Fisk, Principal Planner 951-694-6400 <a href="mailto:Stuart.fisk@temeculaca.gov">Stuart.fisk@temeculaca.gov</a> Brandon Rabadou, Assistant Planner (951) 506-5142 <a href="mailto:brandon.rabadou@temeculaca.gov">brandon.rabadou@temeculaca.gov</a>	<a href="#">City of Grand Junction, CO</a> Senta Costello, Associate Planner & EnerGov Administrator 970-244-1430 <a href="mailto:sentac@gjcity.org">sentac@gjcity.org</a>
How long have you been using EnerGov?	About 2 years (since March 2017).	About 4 years (since June 2015). Have been on the SilverLight system but HTML 5 revamp coming soon.	About 5 years (Oct 2014) (permits plus before that);	Over 8 years (Jan 2011). Tried to go live 2010 and decided not ready (they didn't do enough up-front testing; went live and found out the kinks and changes they needed (i.e. in custom fields, workflows, etc).
Happy with it?  What functionality is most impressive?  Least impressive?  Do query and reporting tools meet user needs? Easy to use?	Yes; in on time and under budget. See our video and testimonial on the EnerGov website for more information: <a href="https://www.tylertech.com/products/energov/love-your-local-gov/lake-county-illinois-identifying-needs-and-implementing-solutions">https://www.tylertech.com/products/energov/love-your-local-gov/lake-county-illinois-identifying-needs-and-implementing-solutions</a>	<ul style="list-style-type: none"> <li>Diff users have diff opinions. Inspectors aren't happy about anything, BUT it's meeting our needs (all permits, plan reviews, fees, applications, code cases, public works). It could always be better. Launched online customer portal earlier this year.</li> <li>Takes in lots of data, but also requires lots of maintenance (but we're on-premises).</li> <li>Having a dedicated person is very helpful for maintenance. Initially, Phil was doing both maint and long-range planning, but too hard. They now have an IT person 80% dedicated to EnerGov maintenance (e.g. trouble-shooting, change of permissions, user support, etc), so that Phil can focus on long-range planning (e.g. changes in structure of permit types and work classes, reports, major fee changes, etc.)</li> </ul> <p><b>Most impressive features:</b> it handles all fees, integrates iPads in the field (there's an Apple app that inspectors love and syncs with back office), public web portal, ePlan reviews, letters. Does many things well. (It's comprehensive)</p> <p><b>Least impressive:</b> Tyler is so big, so many customers, response time to enhancements and changes is slower than we'd like. Example: asking for upgrades. Has taken over 3 months to get upgrade to one environment as a copy of the production environment. Timeliness of responding to bugs an issue: Example: We found a bug and were told to look at the Tyler Community thread to</p>	Very happy; use system for public works (land dev), planning, code, building, fire.  One area of deficiency is code enforcement – iPad application was a step backward per some of the inspectors. But some of that is subjective, based on personality types and individual preferences.	Overall, yes. Issues with buy-in from non-tech-savvy staff. System has markedly improved efficiency; for example, cut down paper (1 project had 25 packets of info to mail; that has now all moved online). Shortened review times by cutting the mailing.

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		<p>learn how to fix it (they made us to do research instead of providing direct guidance).</p> <ul style="list-style-type: none"> <li>Not happy w/tools w/in EnerGov. San Mateo on-premises solution (SaaS clients don't have access to the tool database), so they can create SEQUAL reports to meet their needs; 2019 upgrade may be better.</li> <li>Stock reports not great. Advanced search can query but can only do one permit type at a time (not multiple) but you can multi-select with new HTML 5 system.</li> <li>New HTML 5 version is in apps (pieces at a time) so Hayward will get pieces of Silverlight and new HTML system (the 2019 version). The whole software changes over to HTML 5 in 2021.</li> <li>A lot more competition now that tech companies getting into govt software. All are roughly the same. Tyler is the largest public software company in the US. Newer programs more agile, don't require as intense resources to maintain, but may be absorbed by Tyler, which is the fastest growing.</li> </ul>		
<p>Describe the implementation process (<b>especially</b> the data conversion and migration process)</p> <p>How did you manage data conversion (# of yrs of detail vs summary data)?</p> <p>What would you have done differently?</p>	<p>Biggest challenge was amount of staff effort (especially IT). 13 legacy systems. About 500 hours. Must populate Tyler template, tell them how to map each field to the new system, then check work. Initial scope of 3 passes took them 6 total passes in the end; however, they've had no issues since then. Tyler implementation staff are great.</p>	<p>2 year implementation. Have been using the software for over 6 years.</p> <p>Data conversion is the most important phase of the entire project; so tedious and people tire of testing it, but the more tests the better the data the better the end product. CLEAN/SCRUB THE DATA before bringing it in. For example:</p> <ul style="list-style-type: none"> <li>Start early and do more testing than you think you need..</li> <li>When you bring in the data look at historical records in EnerGov and try to run reports. For example:</li> <li>Automation - is usually built off of dates, so the date in the old system needs to be correctly documented in the new system.</li> </ul>	<p>Phase 1: define and assess; how baked are our processes? There are many opportunities for process improvements esp. if legacy systems drive processes. Emphasis: Start with most difficult permit first – start to finish, figure out all the steps and exceptions. They'll ask you to look at all workflow at once, e.g. all fees (very siloed process). BUT if you look at things holistically, diagram each process start to finish – worst case scenario (e.g. every amendment, appeal, etc) the you'll know the right q's to ask about how the software handles this. Spent months on implementation; whatever time, reevaluate. Dedicated experts from each department – council,</p>	<ul style="list-style-type: none"> <li>Another staff person headed that piece (talk to Scott). They migrated data from 10 programs, including legacy software, databases, Excel, etc.</li> <li>They designed custom fields; no issues overall. Able to find all their data easily.</li> <li>One thing she would do differently would be to have more input in what custom fields are called and where they're put. They customized everything (but this also helped them learn the</li> </ul>

## Attachment II – Municipality Interview Results

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Did you backfill positions?		<ul style="list-style-type: none"> <li>Fees – if you bring over data not paid or invoiced, it means something diff in EnerGov. Anything with status of “invoice” pple can pay whether you want them to or not. Every time you change the script, you have to go back in EnerGov to see the true impact of the script change.</li> </ul> <p>Backfill of positions was included in the budget, but they didn’t actually need to hire. Per diems used for a short time in . Code and Planning, but not ongoing. But the main supervisor overseeing permit techs was integral in the software implementation process, so they moved her out of the permit center cubicle and another employee took up the slack.</p>	<p>CM must say we are dedicating this time and resources or hire supplemental staff and it will be long implementation time. His team didn’t get that staffing (Pasedena brought in expert staff and outside help to backfill those positions and process was smoother). Points of Contact for Implementation:</p> <ul style="list-style-type: none"> <li>EnerGov- Kevin Ruggles for implementation</li> <li>EnerGov- Daniel Evans (he is now part of the EnerGov Assist Team) He is currently on the EnerGov Assist team and he travels for go-lives. He’s very technical and very knowledgeable.</li> </ul>	system, so they don’t rely on outside help). As things change, their internal staff administers the system (they don’t use EnerGov Assist).
Did you use a consultant to implement?	Yes; project management (scheduling meetings, project timelines, etc.)	Yes. \$100k SoftResources. Elaine is excellent for implementation. Didn’t use all the money in the contract; once City was up and going with how to use the software they needed SoftResources support less and less.	Yes: SoftResources. You should have your own consultant; they can tell you what Tyler should be doing and what the system can do. A consultant is critical in this process.	Yes. Project manager onsite for about 2 weeks through EnerGov (this was before Tyler bought them). They were the 2 <sup>nd</sup> agency to go live with the Enterprise software.
Cost? (Deferred maintenance fees?)	Not sure, but info is public.	<ul style="list-style-type: none"> <li>Contract \$391k software; \$393 implementation services (plus \$34k travel 20 trips \$1,700/trip) = 818</li> <li>\$79k maint. Plus other soft costs.</li> <li>They are on-premises for the software.</li> </ul>	<ul style="list-style-type: none"> <li>They did full implementation; total cost with software was around 900k; year 1 of maintenance is 86k (they negotiated a locked in rate for 5 years).</li> <li>They are on-premises for the software.</li> </ul>	
How many people using the software?	Five departments across Lake County	Planning, code enforcement, permits, business licenses, building. They are just now moving to the e-plan check module. They collect fees via the cashier function in EnerGov.	Pop 113k; 4 planners; 1 planner hybrid; 1 building mngr, 5 safety inspectors; 4 permit techs 1 manager; 3 code staff; 1 admin for each entity; fire is contracted out; business licenses and fees;	Planning, code enforcement, courts for a segment of what they do, parks for weeds enforcement, business license module to track annual registrations, permitting; no fire modules
Seamless interface with MUNIS?	They don’t use MUNIS; they use iasWorld for their property tax & CAMA system	They use Eden instead	They use Eden instead	Don’t use it. But they use Tyler’s New World and public safety module.

## Attachment II – Municipality Interview Results

Questions	Organization			
	<a href="#">Lake County, IL</a> Matthew Meyers, Deputy Director, Planning, Building, and Development 847) 377-2079, <a href="mailto:mmeyers@lakecountyil.gov">mmeyers@lakecountyil.gov</a>	<a href="#">City of San Mateo, CA</a> Phil Kawakami, Business Systems Analyst & EnerGov Project Coordinator (650) 522-7169, <a href="mailto:kawakami@cityofsanmateo.org">kawakami@cityofsanmateo.org</a>	<a href="#">City of Temecula, CA</a> Stuart Fisk, Principal Planner 951-694-6400 <a href="mailto:Stuart.fisk@temeculaca.gov">Stuart.fisk@temeculaca.gov</a> Brandon Rabadou, Assistant Planner (951) 506-5142 <a href="mailto:brandon.rabadou@temeculaca.gov">brandon.rabadou@temeculaca.gov</a>	<a href="#">City of Grand Junction, CO</a> Senta Costello, Associate Planner & EnerGov Administrator 970-244-1430 <a href="mailto:sentac@gjcity.org">sentac@gjcity.org</a>
Lessons learned? Challenges?	<ul style="list-style-type: none"> <li>• Tyler will ask use to complete a “survey” for each “project” (for example, under permit type could be build a house, a shed, etc. Next, you define the fees, workflow, etc.). In all, there were 300 surveys and you can't see what the final results will look like until it's done. Therefore, identify and complete the most complex survey first, and then make changes that can be rolled out across all the subsequent surveys.</li> <li>• Set up a Core Team with staff at the appropriate decision-making level and/or who are technical experts;</li> <li>• System Administrator post implementation is a critical role (hire or use “EnerGov Assist”, Tyler’s software administration service that provides access to Tyler staff, training, and best practices to help with administration and configuration for a % of yrly maint. cost). Hold a bi-weekly meeting with this person and the Core Team to address system changes/issues</li> </ul>	<ul style="list-style-type: none"> <li>• Hard for planning staff to find time to administer changes to the system, but it's not technically challenging.</li> <li>• Permit intake includes a lot of steps in SilverLight (lots of clicking, duplicate and unnecessary information) – the coming upgrade to HTML 5 may address these issues.</li> <li>• Planning applications are great – organized, easy to modify, can create templates and standard conditions.</li> </ul>	<ul style="list-style-type: none"> <li>• EnerGov shares best practices/sharing</li> <li>• They use EnerGov Assist; IT finds it useful, but they have major projects they specifically wanted EnerGov assist for. If we do not have an administrator dedicated for EnerGov, we will find value in it as well.</li> <li>• <u>System Changes:</u></li> <li>• Prior to implementation – cohort of experts; then go back to dept to discuss.</li> <li>• Post implementation, 90% of time planner can go into the system to make changes if he/she's tech savvy; 9% it goes to IT; 1% to EnerGov</li> <li>• Call a bunch of cities;</li> <li>• Can't stress enough; do a walk through of how different cities do their processes. Do screen shares, see how doing.</li> <li>• Follow their workflows. If use system as designed, it's easier to maintain – try to avoid customization.</li> </ul>	<ul style="list-style-type: none"> <li>• They have a biweekly meeting with someone with EnerGov; its less useful now, unless they want to add new modules to the system.</li> <li>• Biggest challenge is staffing: had an implementation team of 9-12 people; now only 3 staff. No time to dedicate to system administration.</li> <li>• Having ability to change/update the system yourself is helpful to avoid cost of Tyler service, and you're not waiting on their timeline.</li> </ul>
What was your training approach?  What would you have done differently?	Tyler's training is exceptional; 3 weeks across 2 locations; staff onsite the first week to help with implementation.	<p>The most successful element of implementation was their governing structure: they had 2 committees (1 core committee of dept heads (IT, CDD, PW, Parks Rec, Police Fire) to oversee budget and timeline and anything impactful; and 1 SME committee with reps from each division (planning, code, building, etc.) who were generally supervisors, managers, or experts to do the work (workflow, fees, reports, set up, custom fields). The City's PM ran both committees.</p> <p>They followed Tyler's training. They did the waterfall type of training (End user training at end; SME trng before that). 2 weeks total. Train the trainer was helpful if you have strong SMEs.</p>		

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Other  Speak to the challenges as PM and keeping things on track  Issues w/r/t user adoption?	They instituted a project management-based approach to permitting. Individual departments no longer review only single aspects of development projects, house records in siloed data systems, and then pass applicants along to the next department. Instead, applications that involved multiple departments are assigned a project manager as a single point of contact.	Phil has no tech background. Stick to a PM that has “business systems analyst” experience – expertise on business flow (flow charts for diff processes). Now, Energov’s system admin screen helps with the tech part. Have someone in IT to help (helpful, to learn it and figure out what we need to do). Need IT support that’s 80% dedicated to the project. Very challenging if we don’t get at least 50% dedicated IT person (who can learn the tech aspects of the software and back the PM up and knows what to do b/c there’s overlap between PM and IT). This is critical. Its also helpful to have good support from city manager and directors.  Tyler’s online “Tyler Community” is a place to share ideas/questions; helpful. Annual conference April/May very helpful (show and tell what’s coming, get to know other admins)	They are on-premises for the software.	



## EnerGov's Mobile Apps Give Marco Island Inspectors Freedom and Efficiency in the Field

**Industry:** Local Government

**Population:** 16,413

**Years as a Tyler Client:** 2

**Tyler Products Used:** EnerGov™ iG Inspect and iG Enforce Mobile Applications

### Key Challenges

- Heavy paper traffic
- Communications with back office
- Efficiency in the field

### Benefits

- Real-time project communication between field, back office, and citizens
- Workflow control in office and the field
- Reduced paperwork
- Increased availability of digital documents and resources
- Reduced mileage and calls to office for information

### In Their Own Words

"Our inspectors enjoy the freedom that comes with using their iPad®. They're not tied to driving back to the office 10 times per day, and they don't have to call the office all of the time for information."

— Lisa Loewer, Customer Service Supervisor

### New Perspective on Managing Code Enforcement and Inspections

Marco Island, Florida, is best known for its beaches, water, and panoramic views off the Southern Gulf Coast of Florida. It's long been a paradise for artists and photographers, but the city is now painting a new picture of how to manage code enforcement and inspections: one of real-time, efficient customer service using EnerGov's iPad mobile applications — iG Inspect and iG Enforce.

The City of Marco Island took notice when other cities began to find ways to relieve the same challenges they were having with heavy paper traffic, back office communications, and efficiency in the field. EnerGov, a Tyler Technologies solution, acknowledged these issues and offered the enterprise version of EnerGov as a vehicle to overcome them. With that came the mobile technology they needed to work in the field in real time and serve their jurisdiction more effectively.

### Real-Time Information, Communication, and Workflow Control in the Field

With four building, two fire, and three code enforcement inspectors and more than 100 assorted permits to process per week, it's always a priority to get inspectors into the field quickly every morning. After retrieving and entering any additional inspection requests and making any necessary changes to their schedule and routes, inspectors hit the road with iPads in hand. And what has made the biggest impact? Real-time results in the field.

"Our inspectors went from not wanting an iPad to loving it," said Lisa Loewer, Customer Service Supervisor for the City of Marco Island's Building Services Department.

... continued on reverse

"Our inspectors went from not wanting an iPad to loving it."

— Lisa Loewer, Customer Service Supervisor  
 City of Marco Island, Building Services Department

Now with mobile technology in hand, Marco Island inspectors have the ability to control several workflow functions in the field, including rescheduling, modifying, and reassigning work to other inspectors if their schedule changes. That works both ways, too.

“When an unexpected phone call for an immediate inspection comes in, I can assign it to a specific inspector and it will appear on their iPad in minutes. Our inspectors enjoy the freedom that comes with using their iPad. They’re not tied to driving back to the office 10 times per day, and they don’t have to call the office all of the time for information. We can attach documents at the permit level and they are immediately visible,” said Loewer.

Marco Island has invested heavily in scanning plans and documents to reduce the paper load and help with online document visibility. Inspectors can also access publicly available GIS-based maps of the city and vendors’ web-based material specifications to help them with real-time decision-making at inspection sites.

When Marco Island went live with their technology, a digital version of a paper inspection ticket was already available for use in the field. Inspectors saw an immediate benefit as there was no paper shuffle and they could immediately record their actions in

the field as opposed to travelling back to the office and having to remember what processes they performed.

## Workflow Efficiency Leads to Added Customer Service

The City of Marco Island serves as a resource for others researching the EnerGov software. While potential customers are curious about workflow efficiencies and the potential ability to downsize once it is implemented, Loewer counters with a different perspective.

“EnerGov is well worth the money and is a powerful and robust software,” she said. “It does what we need it to do, and that helps us do more and provide more service for people.”

A small staff can get big results with the right technology. The City of Marco Island has proven it. Inspectors are now more empowered with workflow control, availability of digital documents and resources, and real-time communication from the field. In turn, they have been rewarded with a decrease in paper flow, increased productivity, and savings in time and travel from the field — all proof they made the right choice in partnership with Tyler Technologies.

“[EnerGov] does what we need it to do, and that helps us do more and provide more service for people.”

— Lisa Loewer, Customer Service Supervisor  
City of Marco Island, Building Services Department

# 2019 TYLER PUBLIC SECTOR EXCELLENCE AWARD WINNERS

## ★ City of Tulsa, Oklahoma

### Deploying Integrated Products for Time and Labor Benefits Across the Organization

As the second-largest city in Oklahoma, Tulsa is home to more than 403,000 residents. The city's government strives to meet the needs of every one of those constituents, and unremittingly seeks to improve its processes. Central to meeting those needs and improving those processes is the city government's dedication to pursuing a single mission, realizing a single vision, and representing two core values.

- **Mission:** Build the foundation for economic prosperity, improved health, and enhanced quality of life for the community
- **Vision:** Be a globally competitive, world-class city
- **Values:** Represent committed teamwork and high expectations

Because of these efforts, the City of Tulsa implemented new software resulting in a **drastic decrease in the number of walk-in customers, a significant increase in the number of completed inspections, and tens of thousands of dollars saved in processes and labor.**

### Strategic Plan

Tulsa seeks alignment with its mission, vision, and values through a strategic plan dubbed the Action and Implementation (AIM) Plan. The AIM



### Organization Profile

- Tyler Client Since: 2016
- Number of Employees: 3,800
- Population: 403,000+
- Location: Oklahoma
- Tyler Products/Solutions: EnerGov, Munis, Brazos, Tyler Content Manager

### Results:

- 26.5% reduction in walk-in customers
- 14% increase in inspections
- \$20,000+ saved in processes and labor



## In Their Own Words:

“The City of Tulsa decided to select EnerGov after we ranked it most likely to meet our needs with the majority of scores exceeding the 90th percentile.”

—Jon Galchik, Project Manager

Plan’s desired outcome is to guide city departments on how to allocate resources and create more detailed action plans to achieve city-wide strategic goals.

For planning and development in particular, the AIM Plan objectives are as follows:

- **First Plan Reviews**

90 percent conducted within 10 business days

- **Commercial Plan Reviews <\$1 million**

90 percent conducted within 25 business days

- **Commercial Plan Reviews >\$1 million**

90 percent conducted within 35 business days

- **Infrastructure Development Plan Reviews**

90 percent conducted within 15 business days

- **Self-Certification Permits**

98 percent issued within two business days

- **Regularly Scheduled Inspections**

98 percent conducted same day

- **Overtime Critical Inspections**

100 percent conducted within 24 hours

As part of achieving these outcomes, the city sought a solution that would simplify and streamline processes for code enforcement, inspections, permits, reporting, licensing, financial data, and document storage. Tulsa’s government wanted to automate business licensing processes and provide constituents with an online platform to request, track, and purchase permits.

“Tulsa needed a solution that would bring the city into a modern era,” said Project Manager Jon Galchik.

Galchik and his team launched a project to find the needed solution. They outlined project objectives with two-fold benefits: making employee lives easier by making their jobs more efficient and ensuring the city’s services have a bigger impact on the lives of citizens.

Potential vendors were given scores from one to one hundred in multiple categories including technical specifications and vendor background. The competition was fierce, and Tulsa did its due diligence to ensure the best vendor was selected for the city’s requirements. The city ultimately decided Tyler Technologies’ EnerGov™ software was best suited to meet its needs.

EnerGov is Tyler’s comprehensive civic services solution. It is specifically designed to automate and centrally connect critical processes including permitting, planning, regulatory management, inspections, code enforcement, and more.

“The City of Tulsa decided to select EnerGov after we ranked it most likely to meet our needs with the majority of scores exceeding the 90th percentile,” said Galchik. “The competitive process began with 18 [potential vendors], then we narrowed it down to six, then three, then two before selecting Tyler. Tulsa required a comprehensive, modern solution like EnerGov to streamline processes and centralize actions in a single system.”

The City of Tulsa went live with EnerGov on April 30, 2018, within budget. Tulsa now rests assured its decision to implement EnerGov was a good one, as the new software has played a major role in helping the city meet its AIM Plan objectives.

## Objective 1: Deliver high-quality core services that citizens expect from municipal government

EnerGov allowed Tulsa to deliver excellent administrative support services to citizen-facing departments while

simplifying the ways constituents do business with the city through its online capabilities.

“The addition of this online service has dramatically increased our productivity and reduced the number of applications received in-person,” said Galchik. “The City of Tulsa has experienced a 26.5 percent reduction in walk-in customers since EnerGov was deployed.”

Additionally, 45 percent of Tulsa’s applications are now coming in online and the city expects that percentage to continue increasing. This reduction in staff workload has allowed customer service to be significantly enhanced.

## Objective 2: Deliver quality world-class services that meet the needs of Tulsans

EnerGov simplified plan reviews for the city with its paperless plan review functionality and its citizen-facing portal. This saved both time and money for the City of Tulsa.

“The review function in EnerGov allows data to flow seamlessly within EnerGov workflows,” Galchik said. “The city estimates it has saved tens of thousands of dollars from the improved processes and labor.”

One of the city’s development services clients vouched for the portal’s ease of use as well, saying, “It’s step-by-step common sense. It’ll walk you through step-by-step how to do it and you shouldn’t need help. It’s straightforward and simple.”

### In Their Own Words:

“The City of Tulsa has experienced a 26.5 percent reduction in walk-in customers since EnerGov was deployed.”

—Jon Galchik, Project Manager

## Objective 3: Responsibly manage resources through continuous improvement and collaborative partnerships

### • Inspectors

EnerGov allows inspectors to remain in the field without the need to return to city hall to complete paperwork,

which, Galchik said, was costing them a few hours of field work each day.

“The majority of their work is [now] completed in the field before returning to the office,” he elaborated, “resulting in more timely inspections for the citizens, resulting in a 14 percent increase in inspections in October 2018 over October 2017.”

### • Emergency Personnel

EnerGov’s business licensing feature includes alarm permits, which Tulsa uses to feed 911 dispatchers with accurate information on active alarm permits.

“This integration allows the City of Tulsa to dispatch emergency personnel to alarms with valid licenses,” Galchik explained. “The data stored also enables us to track the number of times a location has had a false alarm, allowing us to cancel permits for those who exceed the number of false calls.”

### • Health Department and Indian Nations Council of Governments

The City of Tulsa partners with its county health department to eliminate duplicate inspections and with



## In Their Own Words:

“The implementation of EnerGov saved tens of thousands of dollars through paper reduction, staff costs, and the removal of the IVR service component.”

—Jon Galchik, Project Manager

the Indian Nations Council of Governments (INCOG) to integrate the council into the city's workflow. Both partnerships are positively impacted by the city's use of EnerGov for continuous improvement. INCOG in particular provides planning and coordination services to assist in creating solutions to local and regional challenges in areas like land use, transportation, community and economic development, environmental quality, public safety, and services for the elderly.

“Partnering with these entities speeds up the processes of inspections and the flow of data from one entity to another, providing a significant benefit to our peers and the organization,” said Galchik, adding, “INCOG has realized our benefit and they too are pursuing access to EnerGov.”

### • Vendor

The City of Tulsa believes a partnership with Tyler and its employees is the best way to strengthen the bonds between the entities.

“During execution, project leadership focused on building a lasting, meaningful relationship with the employees of Tyler Technologies,” said Galchik. “The goal was to integrate the Tyler team into the Tulsa team without barriers and classifications.”

That integration between teams has proven incredibly beneficial.

“The implementation of EnerGov saved tens of thousands of dollars through paper reduction, staff costs, and the removal of the IVR service component,” said Galchik, adding, “There are some things that we would be falling behind on if we didn't have [EnerGov].”

### • Internal

Something unique about Tulsa's EnerGov story is the city was internally deploying both EnerGov and Tyler's Munis® ERP solution at the same time. This provided the city with a much-welcomed opportunity to improve communication and relationships within the organization.

“Admittedly, we struggled with departmental silos, which strained relations at times,” said Galchik. “Both [the EnerGov and Munis] projects required the city to coordinate and communicate efforts across multiple departments.”

Implementation began with what Galchik called a “fun” kickoff meeting where project leads, executives, and other leadership all worked together to define expectations and brief all parties.

They worked on communication, process mapping, and white belt training for Lean Six Sigma, a process improvement methodology. Everyone on Tulsa's project team is now at least a yellow belt in Lean Six Sigma, and the biggest takeaway from the meeting was the use of Lean Six Sigma to align everyone with a specific process for improvement. The city uses this process improvement methodology to develop benchmarks and make continuous improvements, particularly when it comes to process mapping.

“We used systems-thinking approaches to process mapping so we understood which direction the data needed to flow,” explained Galchik.

## Financial & Document Storage Integrations

In addition to strengthening internal relations and supporting AIM Plan objectives, another benefit of implementing multiple Tyler products at once is their ability to integrate.

“The City of Tulsa sought to consolidate business workflows within a group of systems,” explained Galchik. “We are working with Tyler to ensure the integration between EnerGov and Munis meets our needs. We use EnerGov for business licensing, permitting, inspections, code enforcement, etc. The integration between the two products allows financial data to flow from EnerGov and into Munis, where it is recorded.”

Included with EnerGov and Munis is Tyler Content Manager™ (TCM), designed to streamline the flow of digital information and easily transform paper forms and documents into electronic images.

“The TCM integration is a welcomed benefit for both systems,” Galchik said.

Before implementing EnerGov and Munis, the City of Tulsa was using several systems to manage documents. Because of the TCM integration built into its new software,

### In Their Own Words:

“TCM’s integration into Munis and EnerGov has saved the City of Tulsa tens of thousands of dollars in labor as we were able to reallocate resources to complete more meaningful tasks that benefit the constituents.”

—Jon Galchik, Project Manager

Tulsa now uses a single system that pulls documents in from several sources for easier reference. For example, supervisors can now see real-time images at job sites instead of waiting to be back in the office to search for the images in another system.

“Searching the legacy content management system was difficult and often had to be completed by the IT Department or the Clerk’s Office,” said Galchik. “The integration allows quick access to documentation without the need for other departments. TCM’s integration into Munis and EnerGov has saved the City of Tulsa tens of thousands of dollars in labor as we were able to reallocate resources to complete more meaningful tasks that benefit the constituents.”



## Additional Benefits

In addition to the many benefits listed above, Tulsa is now experiencing **real-time insight into all staff and case activity** thanks to its EnerGov implementation. This **enhances transparency throughout the organization and the community.**

The city also reports saving significant amounts of time due to the **automatic expiration of permits and licenses and the ease of searching and reporting.**

## A Connected Community

Tulsa's city government is pleased with its decision to implement EnerGov, and so are its constituents and contractors.

"The City of Tulsa has received several compliments from constituents on the ease of the system," said Galchik. "[They] have expressed their satisfaction with the product and have praised its capabilities."

Galchik said a local architect even thanked the project manager for the implementation of EnerGov. He stated the system greatly improved processes, is easy to use, and the workflow allows permits to flow through effortlessly.

"Overall, contractors and inspectors appreciate the transparency of the system," Galchik went on to say, "which **allows them to see where projects or code violations are in their lifecycle. Contractors can also see who is doing the review. Inspections supervisors state their most significant advantage is the ability to see inspections in real-time, allowing supervisors to address issues immediately.**"

The City of Tulsa's selection of EnerGov has proven beneficial to multiple departments, constituents, contractors, and stakeholders.

"We are delighted to partner with Tyler for several software solutions," said Galchik. "Our switch to EnerGov ushered our organization into the 21st century. The city is proud to state that we use EnerGov. Our community is a better place as a result of the implementation. Tyler Technologies has made our lives easier. We made an excellent choice!"



**Empowering people who serve the public®**





## CLIENT SPOTLIGHT | CITY OF HENDERSON, NEVADA

# With an Eye Toward the Future, Henderson, Nevada, Implements New Technology

Although Henderson, Nevada, is the state's second largest city with more than 310,000 citizens, it proudly retains its small-town values and atmosphere. The community's commitment to its ambience is backed up by its Forbes ranking as the second safest city in America and its three-time appearance on MONEY magazine's list of Best Places to Live in America.

"Henderson is not just a place to live, but truly a place to call home," said Tommie Weckesser, GIS coordinator.

Staying true to its familial outlook on what it means to be a city, Henderson takes as much care with the technology it implements to run city operations as it does with everything else. Henderson not only ensures the software it selects can meet its government and residents' needs but can also set the community up for future growth and success.

### Adapting to Change

When Henderson found out its legacy civic services software was no longer going to be supported, it issued a request for proposal in search of a new system.

"We needed to get off for supportability, technical reasons, security, all that," said James Ketelsen, senior system support analyst.

Through the RFP process, Henderson decided on EnerGov™, Tyler's civic services software designed to meet the needs of local governments of all sizes. Henderson implemented EnerGov's land management and business licensing

functionalities along with its online portal for reporting issues and requesting inspections, permits, etc. This decision proved beneficial for the city in a few ways.

### Reaping the Rewards

Henderson didn't have to wait long to begin seeing benefits from its EnerGov implementation.

The city, which has been on ArcGIS since 1989 and won the Esri® 2017 Special Achievement in GIS (SAG) award, is a powerhouse of GIS knowledge and capabilities. So EnerGov, which has embedded Esri-based GIS technology and integrates directly with ArcGIS, is a great fit for the city's GIS needs.

"For GIS, EnerGov is a huge win," said Weckesser. "The fact that [it] uses the feature services and uses this technology right...it's made our lives exponentially easier."

GIS is hugely important to local governments because it allows them to use spatial data to analyze complex situations, improve coordination, increase accuracy and transparency, and more. Esri is the most powerful platform for GIS technology available, so its capabilities play a major role in local governments' successes.

When asked about winning the SAG award, Weckesser added, "Actually, what we won it for was our addressing project that specifically came from our EnerGov upgrade." She said, "The whole time [we] were implementing, we were working



**Citizens:** 310,000+

**Location:** Henderson, Nevada

**Tyler Solutions:** EnerGov, Socrata



on cleaning up the address data and making sure it was ready for use. So that's a huge win for us also now."

The biggest benefit Henderson has enjoyed, however, comes from its plan to make the most of their investment by taking advantage of new releases and upgrades via Tyler's evergreen philosophy. This allows the city to receive new releases and upgrades for the life of their maintenance or subscription agreements without relicensing fees and with minimal changes to core business logic.

"We're on a platform that provides regular updates. There's responses on our requests for updates for security vulnerabilities. That's huge for us," said Maria Goldberg, senior system support analyst.

"We're going through an upgrade right now and it's much easier the way that [Tyler uses] the technology and it's not hooked into certain versions of the database," added Weckesser. "That's what we like about EnerGov: even upgrades, which can be very painful, are going to be a little bit easier."

This positive, forward-thinking mentality can be seen throughout Henderson's relationship with Tyler.

### Looking Ahead

Henderson is excited to see what its future holds as it continues to roll out additional phases of its EnerGov implementation, including upgrading to Tyler's latest citizen portal, EnerGov Citizen Self Service (CSS).

"Our citizens are really chomping at the bit to start doing online plan submittal," said Ketelsen, adding, "Online applications will really take us a big step forward."

EnerGov CSS gives citizens and contractors dynamic access to information and enables them to apply and efficiently be approved for permits and licenses, request inspections, pay invoices, and more — 24/7/365. Since connecting with citizens is a major priority for Henderson, the city is eager to begin using this tool to meet citizens' needs.

The city is also excited about the future of GIS and what EnerGov can help accomplish in that arena.

"What we wanted to do is be able to give our power users the ability to create their own applications, their own story maps. So that's the road that we've been going down is trying to leverage ArcGIS online and let our users do a little more so that IT doesn't have to develop all these custom applications," said Weckesser.

"There's a lot of cool stuff coming," added Ketelsen.

This all boils down to a simple fact: Henderson is a city that cares. It cares about its citizens, its visitors, its government operations, its future, and the software it utilizes — the software itself and what the city does with it. Henderson is the type of city that will get the most out of every tool at its disposal. The city's staff makes careful decisions and knows how to play to the city's strengths, which ensures that no effort will be wasted. Henderson is a vibrant, connected community dedicated to innovation and success, and its use of EnerGov demonstrates that dedication.

**To learn more about the benefits EnerGov can provide your organization, email [CommunityDev@tylertech.com](mailto:CommunityDev@tylertech.com) or call 888.355.1093.**

## ENERGOV CLIENT SPOTLIGHT | NEW HANOVER COUNTY, NC

### New Hanover County, NC, Wins 2019 NACo Achievement Award



The National Association of Counties (NACo) sponsors a yearly Achievement Awards Program aimed at recognizing county governments throughout the country for innovative programs across 18 categories. These programs must offer new or gap-filling services to citizens, improve existing programs, enhance employee working conditions or training, increase citizen involvement or understanding, be helpful to public policy making, or encourage intergovernmental problem-solving. They must creatively and innovatively go above and beyond requirements and common practices produce measurable results, and align with acceptable governmental standards.

*Tyler Technologies is proud to announce New Hanover County, North Carolina, received the 2019 Achievement Award in Community and Economic Development for its implementation of EnerGov™, our comprehensive community development solution.*

New Hanover went live with EnerGov ahead of schedule and under budget, despite facing a natural disaster, thanks to the county's systematic approach to implementation. **EnerGov Citizen Self Service (CSS), the citizen portal, was adopted by more than 1,600 users in the first month and a half, and three quarters of permit applications are now coming in online.** But the real win was how New Hanover made garnering citizen and customer buy-in part of the software selection process; leveraged those stakeholders throughout implementation, configuration, and launch; and are still involving them in processes moving forward.

Seven other EnerGov clients join New Hanover County in this achievement including Charleston County, South Carolina; Chester County, Pennsylvania; Los Angeles County, California; Loudoun County, Virginia; Miami-Dade County, Florida; Oakland County, Michigan; and Wake County, North Carolina. New Hanover County also won NACo Achievement Awards in the Children and Youth; Civic Education and Public Information; County Resiliency: Infrastructure, Energy, & Sustainability; Health; and Risk and Emergency Management categories.

## New Hanover's Winning Program for Community and Economic Development

When it came to permitting and inspections, New Hanover County was struggling to align disjointed processes, causing a lack of project insight for both the county and its citizens. When the county's legacy permitting system was retired by the vendor, New Hanover jumped at the chance to implement a system that would help align processes throughout the organization and put the customer at the heart of its efforts. This opportunity and the way New Hanover County rose to the challenge led to the program that won the prestigious NACo Achievement Award.

New Hanover County's winning program stood out amongst the applicants because of its innovative goal to put the focus on the customer and its creative approach in doing so. The county decided to include the development community in requests for proposals (RFPs) and RFP responses, vendor demonstrations, final selection, and system configuration. Developers weren't the only constituents New Hanover County aimed to please, however. Representatives from every county department that interacted with land development (five total) were included in the same processes, as was an executive sponsor from the county manager's office and stakeholders from outside agencies like the local utility authority and city planning and zoning officials.

This team of subject matter experts worked together to identify their collective needs and narrow down the pool of software solutions that could meet them. They decided EnerGov was the best system to meet the county and citizens' needs in early 2017. They used an iterative, agile approach to govern implementation masterfully, and the system went live in February 2019, less than two years after selection, despite operational setbacks due to Hurricane Florence.

**This speedy implementation helped the county come in under budget due to hours saved,** and the new system enabled New Hanover to more transparently and efficiently process plan reviews, permits, and inspections. The county used EnerGov to merge the regulatory and business requirements of diverse departments into a single platform supported by a robust customer service portal.

"In the end, we have provided a new way of delivering GIS services that enables many features within the new system," said Chief Strategy Officer Elizabeth Schrader. "We have provided **streamlined mobile apps for our field staff to perform inspections, and our plan reviews have become entirely paperless in the back office. Most importantly, our customers are able to complete almost all of their interactions with us online.**"

**In the first six weeks following go-live, New Hanover County had more than 1,600 users create accounts on its instance of CSS, which the county has branded as COAST, or Customer Online Access Services Tool. More than 75 percent of permit applications are now coming in through this portal, which allows staff to review the applications faster and allows customers to receive permits without having to come to the office in person.**

"For the first time ever, all the various agency reviews are being done in a single place, off of a single set of plans, with a common set of comments and required corrections," said Schrader. "No more calling around to various departments and agencies to find out where a review is stuck."

The governance team is now focusing on continuous improvement of this already successful program, including creating a **dashboard that allows leadership to view analytics from the new system.**

The structure New Hanover County established that led to the selection of EnerGov and recognition from NACo — establishing a team of subject matter experts, putting the focus on the customer, and taking an intentional and iterative approach to implementation — will be used as a model for how the county implements other new systems going forward, and is a great model for any local government to follow.

"Using this process, we were able to implement a very complex system in record time, under budget, and still delight our customers. A win all the way around," said Schrader.

### Interested in learning more?

For more information, visit [tylertech.com/energov](https://tylertech.com/energov) or call 888.355.1093.



## Client Case Study

# City of Miami Beach, Florida

### At a Glance: City of Miami Beach

- Client Name: City of Miami Beach
- Phone Number: 305.673.7000
- Website: [www.miamibeachfl.gov](http://www.miamibeachfl.gov)
- City: Miami Beach
- State: Florida
- Number of Employees: 2,000 +
- Population: Approximately 92,000
- Tyler Client Since 2015
- Tyler Products/Solutions: EnerGov, Tyler Cashiering, and Munis



## Coastal City Leverages Technology for Increased Efficiency and Workflow

A few years ago, Miami Beach City Manager Jimmy Morales asked his staff to identify ways to improve the delivery of their services. The staff's assessment unearthed less-than-optimal results: the city's current practices were cumbersome, manual, and, in many cases, paper laden.

Additionally, the city used several stand-alone/siloed systems for permitting and other functions, even though none managed more than just one city process. Procedures that should have been integrated were operating in silos, which further restricted the city's ability to conduct timely reviews and implement important checks and balances.

Carmen Sanchez, the deputy planning director for the City of Miami Beach, said the findings showed the city had room for improvement.

**"All the inefficiencies were resulting in uncollected fees and inconsistent issuance and enforcement of regulations," she said. "Plans and permits were reviewed on paper or on aging software that was at end-of-life and unsupportable."**

Miami Beach's planning department struggled with unwieldy procedures — they were required to review all applications and revisions on paper. **The process generated no less than thousands of documents and more than 2,000 boxes that were permanently housed in a storage facility.** Staff had to regularly sift through these paper records to gain access to important information. The paper-focused approach also restricted the department's ability to make edits and revisions on the fly, which resulted in a long, tedious process. It was time for a change.

"In addition to the struggles we faced," Sanchez said, "our citizens were having to search our webpage for links that provided only limited information. We wanted to enhance our business processes and provide a better experience for our customers."

**“From our perspective, communication is key. We needed to make sure that everyone could see the same information, which we did not have before. Everyone works different hours, so to be able to have instant access to the information you need 24/7 is very important”**

— Carmen Sanchez, Deputy Planning Director, City of Miami Beach, Florida

## Integration Is Key

After vetting several vendors, Miami Beach selected Tyler Technologies to deliver the technology they needed to get their processes back on track. The city selected Tyler's EnerGov™ software — along with Tyler Cashiering™ and Tyler's Munis® software — to update their business processes while implementing a system that provided cross-departmental integration and efficiency. Sanchez explained integration was of the utmost importance to Miami Beach.

“From our perspective, communication is key,” she said. “We needed to make sure everyone could see the same information, which we did not have before. Everyone works different hours, so to be able to have instant access to the information you need 24/7 is very important.”

## Automating and Streamlining the Review Process

“Throughout the implementation process, our focus did not shift. We stayed on course to deliver the best customer service possible. Because of everyone's efforts, internal and external clients can now benefit from the great new technology,” Sanchez said of Miami Beach's implementation of EnerGov.

Through the software, Miami Beach has been able to automate their previously archaic process in planning. Gone are the manual processes of hauling heavy sets of plans to and from various offices. Instead, planning staff can now review and make comments directly on electronic submittals using the EnerGov eReviews feature. Sanchez said the technology has transformed their daily processes.

“We've been able to cut our review time significantly, since we can now request and receive revisions in minutes,” she said. “Now, 100 percent of our applications are submitted online and reviewed electronically via eReviews.”

Sanchez said the software allows planning staff to communicate quickly and efficiently with architects and engineers alike.

“Planning staff and other disciplines that would not usually review applications, but whose input is crucial in some projects, can now conduct concurrent reviews and provide comments to clients expeditiously,” she said.

## Connected Processes Yield Increased Insight

Because EnerGov is specifically designed to automate and centrally connect critical processes, Miami Beach employees have greater insight into the progress of planning-specific tasks. This insight allows them to better manage the collection of fees, assess the status of plan and permit cases, and keep the process as efficient as possible.

Additionally, improved tracking allows for better projections and statistics that empower Sanchez and her team to strategically allocate their resources.

“We track the number of cases and permits processed, which allows us to determine the levels of staff needed to maintain high customer ratings,” Sanchez explained. “This has greatly increased our productivity.”



For more information, visit [www.tylertech.com](http://www.tylertech.com)

## Providing Enhanced Customer Service

In addition to the benefits Sanchez and her team have enjoyed, the city's citizens are also reaping rewards. Miami Beach citizens can now easily access plan, permitting, and code compliance cases; apply for business licenses online; and research the status of pending applications all from the comfort of their homes (or rather, from the beach).

"The transparency and integration of Tyler software allows us to work as a multidisciplinary team to assist both our internal and external customers," Sanchez said. "It has really helped us fulfill the city's desire to deliver excellent customer service."

## A "Greener" Miami Beach

The new processes Sanchez and her team have implemented have also helped the city keep its commitment to green initiatives, which is another way Miami Beach aims to serve its citizens.

"Miami Beach is greatly affected by sea level rise and climate change, so implementing green initiatives that reduce our carbon footprint is very important to our city and its citizens," Sanchez said. "Eliminating the reliance on paper has gone a long way in helping us reach that goal."

So, what became of the 2,000 boxes of files in storage?

"We are happy to announce we're digitizing the contents, providing access to the information via EnerGov, and giving the paper files a destroy date!"

Sanchez explained that the office building she shares with her staff used to contain 15 filing cabinets, all stuffed to the brim with city documents and forms. Thanks to EnerGov, there's nary a filing cabinet to be found.

"We are using the old storage space to create a new conference room, a new area for reception and a flex space that can be used for a lot of different things," Sanchez said. "We have a lot of meetings with architects, developers, and engineers, so we're pleased we can now provide a nice, clean space that is used for something more productive than simply storing paper."

## More Than Software

Sanchez said her staff is always quick to offer advice to other municipalities facing the same issues that plagued Miami Beach before the implementation of EnerGov.

"We have received many calls from other cities regarding our selection of Tyler software," she said. "We systematically tell them that it's not just about the software — Tyler is an excellent provider and enjoys a good reputation in the industry. We tell them all about the Tyler team, their corporate philosophy, our experience with them, their guidance, and their good sense of humor.

"We tell them to not be afraid to think beyond the obvious, because software can be used in surprising ways to address problems that are unique to your organization."

Interested in learning more about EnerGov?

Visit us at [www.tylertech.com/energov](http://www.tylertech.com/energov), or give us a call: 888.355.1093.



## CLIENT SPOTLIGHT | ST. LUCIE COUNTY, FLORIDA

# Why St. Lucie County, Florida, Chose Tyler Technologies' EnerGov Software

St. Lucie County, off Florida's southern east coast, is the quintessential representation of everything that comes to mind when thinking of Florida. The streets are lined with palm trees, beachgoers, and stunning views in every direction. White sands and blue waters stretch for miles. However, the landscape alone is not enough to make St. Lucie County a great place to live and work. For a county to truly thrive, it needs a well-run government working diligently behind the scenes, and St. Lucie County is fortunate to have just that.

The mission of St. Lucie County is to provide the services, infrastructure, and leadership its citizens and businesses need to keep the community safe and sustainable, ensure a high quality of life, and protect the natural environment. Embedded in the county's mission are focuses on increasing access and transparency, utilizing spatial information to enhance economic development, mapping workflows and processes, and leveraging mobile capabilities.

### How Tyler Technologies' Solutions Align With St. Lucie County's Mission

To better align its processes with its mission, St. Lucie County knew it needed a fully integrated permitting system backed by GIS with a citizen-facing front-end. The county is interested in increasing access and transparency for citizens, contractors, and businesses as well as using spatial information to enhance future land development and the utilization of county resources.

St. Lucie County's leadership went through a request for qualification process to identify a system that would meet their needs. The county ultimately decided on Tyler Technologies' EnerGov™ software in December 2018.

EnerGov is a comprehensive civic services solution designed for enterprise workflow and process regulation. From planning, permitting, and licensing to asset management and citizen

**Location:** Fort Pierce, Florida

**Population:** 313,000

**Tyler Solutions:** EnerGov, Tyler Cashiering

**EnerGov Users:** 100

requests, EnerGov uses GIS to automate and connect critical processes, streamline workflow, improve communication, and increase productivity.

"We wanted to move toward an integrated system that would allow for online review by all our partners," said Director of Planning and Development Services Leslie Olson. "The Tyler EnerGov solution had the kind of integration [we needed]."

At present, the communication between St. Lucie County's departments and stakeholders is not always as efficient as it could be. By implementing EnerGov, St. Lucie County will create a workflow that unifies all permitting and development-related bodies under one umbrella. Also, as the county is geographically widespread, utilizing a solution like EnerGov will give field workers the ability to operate without Wi-Fi or cellular service.

The unification and accessibility St. Lucie County will experience with EnerGov will provide better visibility and coordination across the enterprise, making the county more productive and efficient, a major goal for its government. St. Lucie County's other expectations for go-live are to be able to digitize and automate many of its current paper-based efforts and increase its transparency.

### Current Permitting Processes

Currently, St. Lucie County relies on an effective yet cumbersome homegrown system for permit and plan review tracking. When paper permits are submitted at the front desk, permitting technicians manually enter the information in the existing system. Some over-the-counter permit types can be



## ***In Their Own Words:***

*“We have mapped 156 different processes that we currently do here, not only in planning and development services, but also environmental resources, engineering, stormwater, and property acquisition”*

— Leslie Olson  
Director of Planning and  
Development Services,  
St. Lucie County, Florida

*“We actually just had a building official retire who helped us choose the Tyler system. One of his regrets about retirement is that he couldn’t see it implemented.”*

— Leslie Olson  
Director of Planning and  
Development Services,  
St. Lucie County, Florida

submitted via email to make things more efficient for customers, but the permit types that can be submitted that way are limited, no payment integration exists, and permitting techs must still manually enter the information. Additionally, while plan reviewers enter their comments in this homegrown system, the actual plan reviews do not integrate.

“You have the plans in one place on paper, and then you have the comments in another place, digitally,” said Olson. “That’s the problem for tracking, storage, and efficiency. It’s a problem for site plan review, and it’s a problem for transparency with our public, who would like to have easier access to those documents.”

The integration and transparency St. Lucie County will experience with EnerGov are just the tip of the iceberg when it comes to the value it’s sure to gain. St. Lucie County will now be able to offer completely paperless permitting to its citizens and staff, including online payments, which will save time and effort across the board. Also, with the ability to store plans and plan reviews in the same system and make that information accessible externally, everyone will be more informed about developments in the county.

### **Benefits of Implementing EnerGov**

While St. Lucie County has many expectations for the value it hopes EnerGov will provide, one benefit it has already experienced from preparing for the Tyler conversion is the mapping of its application-type processes.

“We have mapped 156 different processes that we currently do here, not only in planning and development services, but also environmental resources, engineering, stormwater, and property acquisition,” said Olson.

She went on to explain that as a result of performing this mapping, the county realized the full extent of where different departments’ processes overlap.

“We’ll be integrating not just planning and development services processes,” explained Olson, “but multiple processes ... to make sure the entire county’s application processes are integrated. As a result of doing this mapping ... we have already identified new efficiencies that will save our staff time and allow our customers to receive their fully completed and compliant applications more quickly.”

The commitment Olson’s staff has shown to the system before it has even gone live is a true testament to their faith in the benefits the county will reap post-implementation.

Additionally, St. Lucie County currently has a goal to review 90 percent of all plans within 21 calendar days. This means they’re aiming for a three-week turnaround on providing comments to customers. Anything the county can do to shorten that timeline will result in more customer satisfaction as well as higher volumes of completed permit requests, which leads to more revenue for the county and the ability to show ROI for its EnerGov investment. Because of the customer-facing portion of that ROI, citizens will know the county is investing in solutions to enhance the community as a whole, which will strengthen community-government relations in St. Lucie County as well.

“We’re hitting that goal,” said Olson, “but it’s a difficult goal for us to reach with our staffing level and paper-based process. Our next goal, once we’re hitting this one, will be 14 days.”

Olson expects EnerGov to help the county’s staff hit that new 14-day threshold with ease.

## Full Internal Support

Often, because of the drastic changes to existing processes, software implementations can be hard on staff and management can be met with pushback. This is not the case in St. Lucie County, however.

“We chose Tyler not because it was the cheapest, but because we thought it was the best,” said Olson. “As a result, our staff is really excited about the possibility. We actually just had a building official retire who helped us choose the Tyler system. One of his regrets about retirement is that he couldn’t see it implemented. We really have a team that’s on board with this, and they’re ready to work, as is evidenced by the fact they just mapped 150 processes.”

To further strengthen that internal support, St. Lucie County plans to make any and all necessary training available to its staff so they’re fully prepared when go-live comes.

“We are going to make available whatever resources are needed for our staff to ensure the system is properly implemented and our staff understands how to use this system before we go live,” said Olson.

## Why St. Lucie County Believes in EnerGov

St. Lucie County is excited about everything it’ll be able to offer its citizens once EnerGov goes live. Olson knows the county will be more transparent, efficient, and easier to work with once its systems are updated.

“You can upload your site plans and your building permits from home,” she explained, “and pay for them from home and see

where your inspections are scheduled from home. We do that currently ... but it will all be integrated now, and you’ll be able to find all that information in one place.”

St. Lucie County understands how the progression of technology is shaping society’s expectations and it knows EnerGov will help it keep up with its citizens’ needs.

“[Citizens] expect a system that is integrated and easy to use,” Olson said. “They expect to be able to pull up a map ... click on a parcel, and know what’s going on there, and that’s what the system does. It can create heatmaps for commissioners that tell us where we’re having code enforcement problems ... You can do the same thing with development applications ... to know where the hotspots are for development. People expect to be able to receive that from their governments now, and we’re very excited we’ll be able to deliver it.”

Olson added, “This Tyler investment is no small change for us ... This is a real sacrifice for us ... We had to decide to not do other things in order to do this ... This transparency and this efficiency is really, really important to the county, and so we have the support of our policy makers and our administration. I’m really looking forward to getting to work, to rolling up our sleeves.”

## Interested in learning more?

For more information, visit [tylertech.com/energov](https://tylertech.com/energov) or call 888.355.1093.

## Attachment IV - Tyler-EnerGov Proposal



Quoted By: Chuck Newberry  
Date: 8/14/2019  
Quote Expiration: 9/30/2019  
Quote Name: City of Hayward-LGD-EG-PLM  
Quote Number: 2016-23940  
Quote Description: City of Hayward - SaaS Option

### Sales Quotation For

City of Hayward

777 B Street

Hayward, California 94541-5007

Phone (510) 583-4000

### EnerGov SaaS - Gold

Description	Term	Monthly Fee	Users/Units	Annual Fee
-------------	------	-------------	-------------	------------

#### Core Software:

EnerGov Community Development Suite	3	\$208.00	80	\$199,680.00
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#### Extensions:

EnerGov Business Management SDK	3	\$0.00	1	\$0.00
EnerGov Central Cashiering SDK	3	\$0.00	1	\$0.00
EnerGov Citizen Self Service - Community Development	3	\$1,454.00	Site License	\$17,448.00
EnerGov Community Development SDK	3	\$0.00	1	\$0.00
EnerGov e-Reviews	3	\$2,811.00	Site License	\$33,732.00
EnerGov Intelligent Automation Agent	3	\$0.00	1	\$0.00
EnerGov Intelligent Objects	3	\$0.00	1	\$0.00
EnerGov My GovPay	3	\$0.00	1	\$0.00
EnerGov O-Data	3	\$0.00	1	\$0.00
EnerGov Report Toolkit	3	\$0.00	1	\$0.00
EnerGov Standard Technical Support	3	\$0.00	1	\$0.00
EnerGov Unlimited iG Workforce App Access	3	\$0.00	1	\$0.00

**EnerGov SaaS - Gold**

Description	Term	Monthly Fee	Users/Units	Annual Fee
EnerGov VirtualPay	3	\$0.00	1	\$0.00
Tyler GIS	3	\$0.00	1	\$0.00
Sub-Total:				\$250,860.00
<i>Less Discount:</i>				<i>\$44,733.00</i>
<b>TOTAL:</b>				<b>\$206,127.00</b>

**EnerGov Professional Services**

Description	Hours/Units	Unit Price	Extended Price	Year One Maintenance
Data Conversion Services	80	\$250.00	\$20,000.00	\$0.00
Fundamentals Review	40	\$175.00	\$7,000.00	\$0.00
Professional Implementation Services	1600	\$175.00	\$280,000.00	\$0.00
Project Management Services	500	\$175.00	\$87,500.00	\$0.00
Report Development Services	40	\$250.00	\$10,000.00	\$2,000.00
SDK Support & Maintenance	20	\$250.00	\$5,000.00	\$1,000.00
Training & Production Support Services	280	\$175.00	\$49,000.00	\$0.00
<b>TOTAL:</b>			<b>\$458,500.00</b>	<b>\$3,000.00</b>

**Summary**

	<b>One Time Fees</b>	<b>Recurring Fees</b>
Total SaaS	\$0.00	\$206,127.00
Total Tyler Software	\$0.00	\$0.00
Total Tyler Services	\$458,500.00	\$3,000.00
Total 3rd Party Hardware, Software and Services	\$0.00	\$0.00
<b>Summary Total</b>	<b>\$458,500.00</b>	<b>\$209,127.00</b>
<b>Year One Contract Total</b>	<b>\$667,627.00</b>	
<b>Contract Total</b>	<b>\$1,904,389.00</b>	

Summary

Estimated Travel Expenses

One Time Fees

\$42,500.00

Recurring Fees

Optional EnerGov SaaS - Gold

Description	Monthly Fee	Users/Units	Annual Fee
<b>Core Software:</b>			
Socrata Cititzen Connect	\$388.00	Site License	\$4,653.00
<b>Extensions:</b>			
EnerGov Community Development Feeds	\$776.00	Site License	\$9,306.00
Sub-Total:			\$13,959.00
<i>Less Discount:</i>			<i>\$2,513.00</i>
<b>TOTAL:</b>			<b>\$11,446.00</b>

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

Customer Approval: \_\_\_\_\_ Date: \_\_\_\_\_

Print Name: \_\_\_\_\_ P.O. #: \_\_\_\_\_

All primary values quoted in US Dollars

## Comments

EnerGov e-Reviews requires Bluebeam Studio Prime, at an estimated yearly subscription cost of \$3,000/100 users. Further pricing detail is available by contacting Bluebeam at <https://www.bluebeam.com/solutions/studio-prime>

EnerGov monthly fees are rounded, excluding cents.

EnerGov SaaS includes up to 500GB of storage. Should additional storage be needed it may be purchased as needed at an annual fee of \$3,000 per TB.

### Scope of Services:

- ¢ Project Management Services = 500 resource hours
- ¢ System Configuration Services = 1600 resource hours
- ¢ Fundamentals Training = 40 resource hours
- ¢ System Admin/Configuration Training = 80 resource hours
- ¢ End User Training (Train the Trainer) & Production Support = 200 resource hours
- ¢ Report Development Services = 40 resource hours
- ¢ Data Conversion Services = 80 resource hours
- ¢ Travel Expense Estimate based on 25 on-site trips (where a "trip" is defined as onsite travel of up to five business days)
  - NOTE: A typical "onsite week" is onsite at the customer site Monday – Thursday at an expected duration of 8 hours per day. Exceptions may apply to best serve the needs of the project.

### Business Scope (Transactions and Automation)

Project management and implementation services are based upon the timely delivery of up to 30 unique business process transactions and up to 20 Best Management Template Transactions. Within this framework, the implementation will be following a shared services model whereby the level of responsibility differs based on when Tyler Leads & Owns compared to when the City leads and owns in the following manner:

#### Tyler Leads & Owns

Assess & Define activities up to:

- \*up to 30 unique business processes Transactions
- \*up to 20 BMT business process Transactions
- \*up to 15 Geo-Rules
- \*up to 25 Automation Events

Configuration, Internal testing, and UAT resolution of up to:

- \*up to 20 unique business processes transactions
- \*up to 10 BMT business process transactions
- \*up to 5 Geo-Rules
- \*up to 15 Automation Events

#### The City Leads & Owns

Configuration, Internal testing, and UAT resolution of up to:

- \*up to 10 unique business processes transactions
- \*up to 10 BMT business process transactions

## Comments

\*up to 10 Geo-Rules

\*up to 10 Automation Points

Report Development: up to 3 Custom Reports/Output documents

Custom Reports/Output documents

\*Ground up module level custom report based on client specification. A custom report returns data from multiple records based on selection criteria.

Custom Forms/Letters

\*Ground up single record custom report based on client specifications. A form/letter returns data from a single record in EnerGov (permit, code case, etc.)

Dynamic Document Modifications

\*Select an existing dynamic document or form and add/remove fields to create a custom version for your jurisdiction. Must start with an existing document.

Data Conversion Sources within Scope = 1 Data Source (Eden) Full Conversion

Integrations within Scope = 0 integrations that are Tyler owned. The City is responsible for developing against our APIs to interface with additional non-Tyler products where applicable.

# Statement of Work

---

*Tyler Technologies*

Prepared for:

City of Hayward, CA ("City", "Client")

301 Court Ave, Park Rapids, MN 56470

DRAFT

Prepared by:

**Chuck Newberry**

2160 Satellite Blvd., Suite 300, Duluth, GA 30097

Tyler Technologies, Inc. ("Tyler")

[www.tylertech.com](http://www.tylertech.com)



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# 1 Executive Summary

## 1.1 Project Overview

The Statement of Work (SOW) documents the Project Scope, methodology, roles and responsibilities, implementation Stages, and deliverables for the implementation of Tyler products.

The Project goals are to offer City of Hayward the opportunity to make the City more accessible and responsive to external and internal customer needs and more efficient in its operations through:

- Streamlining, automating, and integrating business processes and practices
- Providing tools to produce and access information in a real-time environment
- Enabling and empowering users to become more efficient, productive and responsive
- Successfully overcoming current challenges and meeting future goals

## 1.2 Product Summary

Below, is a summary of the products included in this Project, as well as reference to the City's functional area utilizing the Tyler product(s). Refer to the Implementation Stages section of this SOW for information containing detailed service components.

### [PRODUCT]

EnerGov  
EnerGov

### [APPLICATION]

Community Development  
Business Management

## 1.3 Project Timeline

The Project Timeline establishes a start and end date for each Phase of the Project. Developed during the Initiate & Plan Stage and revised as mutually agreed to, if needed, the timeline accounts for resource availability, business goals, size and complexity of the Project, and task duration requirements.

## 1.4 Project Methodology Overview

Tyler bases its implementation methodology on the Project Management Institute's (PMI) Process Groups (Initiating, Planning, Executing, Monitoring & Controlling, and Closing). Using this model, Tyler developed a 6-stage process specifically designed to focus on critical project success measurement factors.

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.

## 2 Project Governance

The purpose of this section is to define the resources required to adequately establish 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 also defines the structure for issue escalation and resolution, Change Control review and authority, and organizational Change Management activities.

The governance structure establishes a clear escalation path when issues and risks require escalation above the project manager level. Further refinement of the governance structure, related processes, and specific roles and responsibilities occurs during the Initiate & Plan Stage.

The path below illustrates an overall team perspective where Tyler and the City collaborate to resolve project challenges according to defined escalation paths. In the event 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.

### 2.1 Client Governance

Depending on the City's organizational structure and size, the following governance roles may be filled by one or more people:

#### 2.1.1 Client Project Manager(s)

The City's project manager(s) coordinate project team members, subject matter experts, and the overall implementation schedule and serves as the primary point of contact with Tyler. The City project manager(s) will be responsible for reporting to the City steering committee, as an active participant, and determining appropriate escalation points.

#### 2.1.2 Steering Committee

The City steering committee understands and supports the cultural change necessary for the Project and fosters an appreciation of the Project's value throughout the organization. Oversees the City project manager(s) and the Project and 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 provides support to the City project manager(s) by communicating the importance of the Project to all impacted departments. The City steering committee is responsible for ensuring the Project has appropriate resources, provides strategic direction to the project team, for making timely decisions on critical project issues or policy decisions. The City steering committee also serves as primary level of issue resolution for the Project.

### 2.1.3 Executive Sponsor(s)

The City's executive sponsor provides support to the Project by allocating resources, providing strategic direction, and communicating key issues about the Project and the Project's 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, in order 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.

## 2.2 Tyler Governance

### 2.2.1 Tyler Project Manager

The Tyler project manager(s) have direct involvement with the Project and coordinates Tyler project team members, subject matter experts, the overall implementation schedule, and serves as the primary point of contact with the City. As requested by the City, the Tyler project manager(s) provide regular updates to the City's steering committee and other Tyler governance members.

### 2.2.2 Tyler Implementation Management

Tyler implementation management has indirect involvement with the Project and is part of the Tyler escalation process. Tyler project manager(s) consult implementation management on issues and outstanding decisions critical to the Project. Implementation management works toward a solution with the Tyler project manager(s) or with the City management, as appropriate. Tyler executive management is the escalation point for any issues not resolved at this level. The name(s) and contact information for this resource will be provided and available to the project team.

### 2.2.3 Tyler Executive Management

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, in order to escalate and facilitate implementation project tasks and decisions. The name(s) and contact information for this resource will be provided and available to the project team.

## 2.3 Acceptance and Acknowledgment Process

All Deliverables and Control Points must be accepted following the process below. Acceptance requires a formal sign-off (email from City project manager is acceptable). The following process will be used for accepting Deliverables and Control Points:

- The City shall have ten (10) 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 within ten (10) business days, or the otherwise agreed upon timeframe, and does not request a time extension, not to be unreasonably withheld, Tyler deems the Deliverable or Control Point as accepted.

- If the City does not agree the particular Deliverable or Control Point meets requirements, the City shall notify Tyler project manager(s), in writing, with explanation within ten (10) 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 ten (10) 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 ten (10) business days, or the otherwise agreed upon timeframe, and does not request a time extension, not to be unreasonably withheld, Tyler deems the Deliverable or Control Point as accepted.

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## 3 Overall Project Assumptions

### 3.1 Project, Resources and Scheduling

- Project activities will begin after the Agreement has been fully executed.
- The City has the ability to allocate additional internal resources if needed. The City also ensures the alignment of their budget and Scope expectations at the time the Agreement is executed but cannot ensure budget appropriation in the future.
- The City and Tyler ensure that the assigned resources are available, they buy-into the change process, and they 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, buy-in, and knowledge.
- The City expects that Tyler's resources be experts in the Tyler Software products and services provided.
- The City has the right to have a Tyler resource removed from the Project for any reason that negatively impacts the City's personnel or Project.
- The City has the right to expect that any Tyler resource replacement be highly competent with significant Tyler EnerGov implementation experience for the area(s) in which they are responsible.
- Tyler shall incur all costs associated with removal and replacement of Tyler resources.
- Tyler and City provide adequate resources to support the efforts to complete the Project as scheduled and within the constraints of the Project budget.
- Abbreviated timelines and overlapped Phases can result in Project delays if there are not sufficient resources assigned to complete all required work as scheduled.
- City changes to the Implementation Plan, schedule, availability of resources or changes in Scope may result in schedule delays, which may result in additional charges to the Project.
- Tyler changes to the Implementation Plan, schedule, availability of resources or changes in Scope may result in schedule delays, however, this will not result in additional charges to the City.
- Tyler provides a written agenda and notice of any prerequisites to the City project manager(s) ten (10) business days prior to any scheduled on-site or remote sessions.
- Tyler provides notice of any prerequisites to the City project manager(s) a minimum of ten (10) business days prior to any key deliverable due dates.

- City users complete prerequisites prior to applicable scheduled activities.
- Tyler provides guidance for configuration and processing options available within the Tyler Software, including the pros/cons of each option. The City is responsible for making decisions based on the options available.
- In the event the City may elect to add and/or modify current business policies during the course of this Project, such policy changes are solely the City's responsibility to define, document, and implement.
- The City makes timely Project related decisions in order to achieve scheduled due dates on tasks and prepare for subsequent training sessions. Decisions left unmade may affect the Project schedule, as each analysis and implementation session builds on the decisions made in prior sessions.
- Tyler considers additional services out of Scope and requires additional services be requested via Change Request approved through the Change Control process.
- The City will respond to information requests in a comprehensive and timely manner, in accordance with the Project Plan.

## 3.2 Data Conversion

- The City is readily able to produce the data files needed for conversion from the Legacy System in order to provide them to Tyler on the mutually agreed upon specified due date(s).
- Each Legacy System data file submitted for conversion includes all associated records in a single approved file layout provided by Tyler.
- The City understands the Legacy System data extract(s) must be provided to Tyler in the same format each time 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.
- During this process, the City may need to correct data scenarios in the Legacy System prior to the final data pull. This is a complex activity and requires due diligence by the City to ensure all data pulled includes all required data and the Tyler system contains properly mapped data, with Tyler's guidance.

## 3.3 Data Exchanges, Modifications, Forms and Reports

- The City, with Tyler's guidance, ensures the Third Party data received conforms to a Tyler standard format.

- The Third Party possesses the knowledge of how to program their portion of the interaction and understands how to manipulate the data received, with the City and Tyler's guidance.
- Client is on a supported, compatible version of the Third Party Software or Tyler standard Data Exchange tools may not be available.
- The City is willing to make reasonable business process changes rather than expecting the product to conform to every aspect of their current system/process.
- Any Modification requests not expressly stated in the contract are out of Scope. Modifications requested after contract signing have the potential to change cost, Scope, schedule, and production dates for project Phases. Modification requests not in Scope must follow the Project Change Request process.

### 3.4 Hardware and Software

- Tyler will initially Install the most current generally available version of the purchased Tyler Software.
- The City will provide network access for Tyler modules, printers, and Internet access to all applicable City and Tyler project staff.
- The City has or will have in place the technical infrastructure necessary to support the Project.
- Tyler will provide standards required to ensure sufficient speed and operability of Tyler Software and the City will ensure they are in compliance with these standards Tyler will not support use of Tyler Software if the City does not meet minimum standards of Tyler's published specifications.

### 3.5 Training

- Throughout the Project lifecycle, the City provides a training room for Tyler staff to transfer knowledge to the City's resources, for both onsite and remote sessions. The City will provide staff with a location to practice what they have learned without distraction. If Phases overlap, the City will provide multiple training facilities to allow for independent sessions scheduling without conflict.
- The training room is set up in a classroom setting. The City determines the number of workstations in the room. Tyler recommends every person attending a scheduled session with a Tyler Consultant or Trainer have their own workstation. However, Tyler requires there be no more than two (2) people at a given workstation.
- The City provides a workstation which connects to the Tyler system for the Tyler trainer conducting the session. The computer connects to a City provided projector, allowing all attendees the ability to actively engage in the training session.

- The City testing database contains the Tyler software version required for delivery of the Modification prior to the scheduled delivery date for testing.
- The City is responsible for verifying the performance of the Modification as defined by the specification.
- Users performing User Acceptance Testing (UAT) have attended all applicable training sessions prior to performing UAT.

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## 4 Implementation Stages

### 4.1 Work Breakdown Structure (WBS)

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 Plan, developed during Initiate & Plan and finalized during Assess & Define, will list 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.

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\* - If included in project scope

## 4.2 Initiate & Plan (Stage 1)

The Initiate & Plan Stage creates a foundation for the Project through identification of City and Tyler Project Management teams, development of implementation management plans, and the provision and discussion of system infrastructure requirements. City participation in gathering information is critical. Tyler Project Management teams present initial plans to stakeholder teams at Stage end.

### 4.2.1 Tyler Internal Coordination & Planning

Prior to Project commencement, Tyler management staff assigns project manager(s). Tyler provides the City with initial Project documents used in gathering basic information, which aids in preliminary planning and scheduling. City participation in gathering requested information by provided deadlines ensures the Project moves 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/Phase Planning session.

RACI MATRIX KEY: **R** = Responsible **A** = Accountable **C** = Consulted **I** = Informed

STAGE 1				Tyler Internal Coordination & Planning																			
				TYLER								CLIENT											
TASKS				Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	Client Executive Sponsor	Client Steering Committee	Client Project Manager	Client Functional Leads	Client Change Management Leads	Client Power Users	Client Department Heads	Client End Users	Client Technical Leads	Client Project Toolset Coordinator	Client Upgrade Coordinator
Assign Tyler project manager				A	R	I						I			I								
Provide initial Project documents to Client				A	I	R						C			I								
Sales to Implementation knowledge transfer				A	I	R						C											
Internal planning and phase coordination					A	R					C												



## 4.2.2 System Infrastructure Planning

The City provides, purchases or acquires hardware according to hardware specifications provided by Tyler and ensures it is available at the City's site as it relates to Workstation specification. The City completes the system infrastructure audit, ensuring vital system infrastructure information is available to the Tyler implementation team, and verifies all hardware compatibility with Tyler solutions specifically for this Project.

RACI MATRIX KEY: **R** = Responsible **A** = Accountable **C** = Consulted **I** = Informed

STAGE 1	System Infrastructure Planning																			
	TYLER								CLIENT											
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	Client Executive Sponsor	Client Steering Committee	Client Project Manager	Client Functional Leads	Client Change Management Leads	Client Power Users	Client Department Heads	Client End Users	Client Technical Leads	Client Project Toolset Coordinator	Client Upgrade Coordinator
Provide system hardware specifications			A					R	A			I						I		
Make hardware available for Installation			A					R				I						I		
Install system hardware, if applicable			A					R				I						I		
Complete system infrastructure audit			A					R				I						I		

### 4.2.3 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. The Tyler project manager(s) deliver an Implementation Management Plan, which is mutually agreeable by City and Tyler.

RACI MATRIX KEY: **R** = Responsible **A** = Accountable **C** = Consulted **I** = Informed

STAGE 1	Project/Phase Planning																			
	TYLER									CLIENT										
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	Client Executive Sponsor	Client Steering Committee	Client Project Manager	Client Functional Leads	Client Change Management Leads	Client Power Users	Client Department Heads	Client End Users	Client Technical Leads	Client Project Toolset Coordinator	Client Upgrade Coordinator
Perform Project/Phase Planning	A	R								I	C	C				I				
Create and Deliver Implementation Management Plan	A	R									C	C	I							

## 4.2.4 Project Schedule

Client and Tyler will mutually develop an initial Project Schedule. The initial schedule includes, at minimum, enough detail to begin Project activities while the detailed Project Plan/schedule is being developed and refined.

RACI MATRIX KEY: **R** = Responsible **A** = Accountable **C** = Consulted **I** = Informed

STAGE 1	Project Schedule																			
	TYLER									CLIENT										
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	Client Executive Sponsor	Client Steering Committee	Client-Project Manager	Client Functional Leads	Client Change Management Leads	Client Power Users	Client Department Heads	Client End Users	Client Technical Leads	Client Project Toolset Coordinator	Client Upgrade Coordinator
Develop initial Project Schedule		A	R	I								C	I	I						
Deliver Project Plan and schedule for Project Phase		A	R	I						I	I	C	C	I	I	I				
Client reviews Project Plan & initial schedule			C							I	A	R	C	C		C				
Client approves Project Plan & initial schedule			I							I	A	R	C	C	I	I		I	I	I

## 4.2.5 Stakeholder Presentation

City stakeholders join Tyler project manager(s) to communicate successful Project criteria, Project goals, Deliverables, a high-level milestone schedule, and roles and responsibilities of Project participants.

RACI MATRIX KEY: **R** = Responsible **A** = Accountable **C** = Consulted **I** = Informed

STAGE 1	Stakeholder Presentation																			
	TYLER									CLIENT										
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	Client Executive Sponsor	Client Steering Committee	Client Project Manager	Client Functional Leads	Client Change Management Leads	Client Power Users	Client Department Heads	Client End Users	Client Technical Leads	Client Project Toolset Coordinator	Client Upgrade Coordinator
Present overview of Project Deliverables, Project Schedule and roles and responsibilities		A	R	I					I	I	I	C	I	I	I	I		I	I	I
Communicate successful Project criteria and goals			I							R	C	A	C	I	I	C	I	I		

## 4.2.6 Control Point 1: Initiate & Plan Stage Acceptance

Acceptance criteria for this Stage includes completion of all criteria listed below. Advancement to the Assess & Define Stage is dependent upon Tyler's receipt of the Stage Acceptance.

### 4.2.6.1 Initiate & Plan Stage Deliverables

- Implementation Management Plan
  - Objective: Update and deliver baseline management plans to reflect the approach to the City's Project.
  - Scope: The Implementation Management addresses how communication, quality control, risks/issues, resources and schedules, and Software Upgrades (if applicable) will be managed throughout the lifecycle of the Project.
  - Acceptance criteria: City reviews and acknowledges receipt of Implementation Management Plan.
- Project Plan/Schedule
  - Objective: Provide a comprehensive list of tasks, timelines and assignments related to the Deliverables of the Project.
  - Scope: Task list, assignments and due dates
  - Acceptance criteria: City acceptance of schedule based on City resource availability and Project budget and goals.

### 4.2.6.2 Initiate & Plan Stage Acceptance Criteria

- Hardware Installed
- System infrastructure audit complete and verified
- Implementation Management Plan delivered
- Project Plan/Schedule delivered; dates confirmed
- Stakeholder Presentation complete

## 4.3 Assess & Define (Stage 2)

The primary objective of Assess & Define is to gather information about current City business processes and translate the material into future business processes using Tyler Applications. Tyler uses a variety of methods for obtaining the information, all requiring City collaboration. The City shall provide complete and accurate information to Tyler staff for analysis and understanding of current workflows and business processes.

### 4.3.1 Fundamentals Review

Fundamentals Review provides functional leads and Power Users an overall understanding of software capabilities prior to beginning current and future state analysis. The primary goal is to provide a basic understanding of system functionality, which provides a foundation for upcoming conversations regarding future state processing. Tyler utilizes a variety of methods for completing fundamentals training including the use of eLearning, videos, documentation, and walkthroughs.

RACI MATRIX KEY: **R** = Responsible **A** = Accountable **C** = Consulted **I** = Informed

STAGE 2	Assess & Define																			
	TYLER								CLIENT											
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	Client Executive Sponsor	Client Steering Committee	Client Project Manager	Client Functional Leads	Client Change Management Leads	Client Power Users	Client Department Heads	Client End Users	Client Technical Leads	Client Project Toolset Coordinator	Client Upgrade Coordinator
Schedule fundamentals review & provide fundamentals materials & prerequisites, if applicable		A	R	I								C	I		I				I	
Complete fundamentals materials review and prerequisites			I									A	R		I				C	
Ensure all scheduled attendees are present			I	I							A	R	C		I					
Facilitate fundamentals review			A	R								I	I		I					

### 4.3.2 Current/Future State Analysis

City and Tyler evaluate current state processes, options within the new software, pros and cons of each option based on current or desired state, and make decisions about future state configuration and processing.

RACI MATRIX KEY: **R** = Responsible **A** = Accountable **C** = Consulted **I** = Informed

STAGE 2	Current/Future State Analysis																			
	TYLER									CLIENT										
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	Client Executive Sponsor	Client Steering Committee	Client Project Manager	Client Functional Leads	Client Change Management Leads	Client Power Users	Client Department Heads	Client End Users	Client Technical Leads	Client Project Toolset Coordinator	Client Upgrade Coordinator
Provide Current/Future State analysis materials to the City, as applicable		A	R	I								C	I		I					
Conduct Current & Future State analysis			A	R								I	C	I	C					
Provide pros and cons of Tyler Software configuration and process options			A	R								I	C	I	C					
Make Future State Decisions according to due date in the Project Plan			I	I							C	A	R	I	C	I				
Record Future State decisions			A	R								I	C	I	C					



### 4.3.3 Data Conversion Planning & Mapping

This entails the activities performed to prepare to convert data from the City's Legacy System Applications to the Tyler System. Tyler staff and the City work together to complete Data Mapping for each piece of data (as outlined in the Data Conversion Specifications) from the Legacy System to a location in the Tyler System.

RACI MATRIX KEY: **R** = Responsible **A** = Accountable **C** = Consulted **I** = Informed

STAGE 2	Data Conversion Planning & Mapping																			
	TYLER									CLIENT										
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	Client Executive Sponsor	Client Steering Committee	Client Project Manager	Client Functional Leads	Client Change Management Leads	Client Power Users	Client Department Heads	Client End Users	Client Technical Leads	Client Project Toolset Coordinator	Client Upgrade Coordinator
Review contracted data conversion(s) options			A	R	I							C	C		C			C		
Map data from Legacy System to Tyler system			I	C	I							A	C		C			R		
Pull conversion data extract			I		I							A	C		C			R		
Run balancing Reports for data pulled and provide to Tyler			I		I							A	C		R			I		
Review and approve initial data extract		A	I	C	R							I						I		
Correct issues with data extract, if needed			I	C	C							A	C		C			R		

### 4.3.4 Third Party Data Exchange Planning

Standard Data Exchange tools are available to allow clients to get data in and out of the Tyler System with external systems. Data Exchange tools can take the form of Imports and Exports, and Interfaces.

A Standard Interface is a real-time or automated exchange of data between two (2) systems. This could be done programmatically or through an Application Programming Interface (API). It is Tyler's responsibility to ensure the Tyler programs operate correctly. It is the City's responsibility to ensure the Third Party Program operates or accesses the data correctly.

The City and Tyler project manager(s) will work together to define/confirm which Data Exchanges are needed (if not outlined in the Agreement). Tyler will provide a file layout for each Standard Data Exchange.

RACI MATRIX KEY: **R** = Responsible **A** = Accountable **C** = Consulted **I** = Informed

STAGE 2	Third Party Data Exchange Planning																			
	TYLER									CLIENT										
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	Client Executive Sponsor	Client Steering Committee	Client Project Manager	Client Functional Leads	Client Change Management Leads	Client Power Users	Client Department Heads	Client End Users	Client Technical Leads	Client Project Toolset Coordinator	Client Upgrade Coordinator
Review Standard or contracted Data Exchanges			A	R								C	I		I			C		
Define or confirm needed Data Exchanges and document			I	C								A	C		C			R		

### 4.3.5 Modification Analysis & Specification, if contracted

Tyler staff conducts additional analysis and develops specifications based on information discovered during this Stage. The City reviews the specifications and confirms they meet City's needs prior to acceptance. Out of Scope items or changes to specifications after acceptance may require a Change Request.

Tyler's intention is to minimize Modifications by using Standard functionality within the Application, which may require a City business process change. It is the responsibility of the City to detail all of their needs during the Assess and Define Stage. Tyler will write up specifications (for City approval) for contracted program Modifications. Upon approval, Tyler will make the agreed upon Modifications to the respective program(s). Once the Modifications have been delivered, the City will test and approve those changes during the Build and Validate Stage.

RACI MATRIX KEY: **R** = Responsible **A** = Accountable **C** = Consulted **I** = Informed

STAGE 2	Modification Analysis & Specification, if contracted																			
	TYLER									CLIENT										
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	Client Executive Sponsor	Client Steering Committee	Client Project Manager	Client Functional Leads	Client Change Management Leads	Client Power Users	Client Department Heads	Client End Users	Client Technical Leads	Client Project Toolset Coordinator	Client Upgrade Coordinator
Analyze contracted modified program requirements			A	C			R					C	C	I	C			C		
Develop specification document(s)	A		I	C			R					I	I		I			I		
Review specification document(s); provide changes to Tyler, if applicable			I	C			C					A	R	I	C			C		
Sign-off on specification document(s) and authorize work			I				I				A	R	C	I	I			C		

### 4.3.6 Forms & Reports Planning

City and Tyler project manager(s) review Forms and Report needs. Items that may be included in the Agreement are either Standard Forms and Reports or known/included Modification(s). Items not included in the Agreement could be either City-developed Reports or a newly discovered Modification that will require a Change Request.

RACI MATRIX KEY: **R** = Responsible **A** = Accountable **C** = Consulted **I** = Informed

STAGE 2	Forms & Reports Planning																			
	TYLER									CLIENT										
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	Client Executive Sponsor	Client Steering Committee	Client Project Manager	Client Functional Leads	Client Change Management Leads	Client Power Users	Client Department Heads	Client End Users	Client Technical Leads	Client Project Toolset Coordinator	Client Upgrade Coordinator
Review and document required Forms output			A	R									C	I	C			I		
Review and complete Forms options and submit to Tyler			I			I						A	R		C					
Review and document in Scope Reports			A	R								I	C		C					
Identify additional Report needs			I	C								A	R		C					
Add applicable tasks to Project Schedule		A	R	I		C						C	I		I			I		

### 4.3.7 System Deployment

The Tyler Technical Services team Installs Tyler Applications on the server (hosted or client-based) and ensures the platform operates as expected.

RACI MATRIX KEY: **R** = Responsible **A** = Accountable **C** = Consulted **I** = Informed

STAGE 2	System Deployment																			
	TYLER									CLIENT										
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	Client Executive Sponsor	Client Steering Committee	Client Project Manager	Client Functional Leads	Client Change Management Leads	Client Power Users	Client Department Heads	Client End Users	Client Technical Leads	Client Project Toolset Coordinator	Client Upgrade Coordinator
Install contracted software on server	A	I	I					R				I						C		
Ensure platform operates as expected	A	I	I					R				I						C		
Create and deliver installation checklist			A					R				I						C		

## 4.3.8 Control Point 2: Assess & Define Stage Acceptance

Acceptance criteria for this Stage includes completion of all criteria listed below. Advancement to the Build & Validate Stage is dependent upon Tyler's receipt of the Stage Acceptance.

### 4.3.8.1 Assess & Define Stage Deliverables

- Completed analysis Questionnaire
  - Objective: Gather and document information related to City business processes for current/future state analysis as it relates to Tyler approach/solution.
  - Scope: Provide comprehensive answers to all questions on Questionnaire(s) as they relate to the Current/Future state analysis completed and the future state decisions being made.
  - Acceptance criteria: City acceptance of completed Questionnaire based on thoroughness of capturing all City business practices to be achieved through the Tyler Solution.
- Data conversion summary and specification documents
  - Objective: Define data conversion approach and strategy.
  - Scope: Data conversion approach defined, data extract strategy, conversion and reconciliation strategy.
  - Acceptance criteria: Data conversion document(s) delivered to the City, reflecting complete and accurate conversion decisions.
- Data Exchange documentation
  - Objective: Determine which Data Exchanges are included and a part of the project if any
  - Scope: Data exchanges identified and documented
  - Acceptance Criteria: Data Exchange documents
- Modification specification documents, if contracted
  - Objective: Provide comprehensive outline of identified gaps, and how the modified program (Modification) meets the City's needs.
  - Scope: Design solution for Modification.
  - Acceptance criteria: City accepts Modified Specification Document(s) and agrees that the proposed solution meets their requirements.
- Completed Forms options and/or packages
  - Objective: Provide specifications for each City in Scope Form, Report and output requirements.
  - Scope: Complete Forms package(s) included in Agreement and identify Reporting needs.
  - Acceptance criteria: Identify Forms choices and receive supporting documentation.
- Installation checklist
  - Objective: Installation of purchased Tyler Software.

- Scope: Tyler will conduct an initial coordination call, perform an installation of the software included in the Agreement, conduct follow up to ensure all tasks are complete, and complete server system administration training, unless the City is hosted.
- Acceptance criteria: Tyler Software is successfully installed and available to authorized users and City team members are trained on applicable system administration tasks.

#### 4.3.8.2 Assess & Define Stage Acceptance Criteria

- Tyler Software is installed.
- Fundamentals review is complete.
- Required Report and Form information complete and provided to Tyler.
- Current/Future state analysis completed; Questionnaires delivered and reviewed.
- Data conversion mapping and extractions completed and provided to Tyler.

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## 4.4 Build & Validate (Stage 3)

The objective of the Build & Validate Stage is to prepare the software for use in accordance with the City's needs identified during the Assess and Define Stage, preparing the City for Final Testing and Training.

### 4.4.1 Configuration & Power User Training

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. Tyler staff will train the City Power Users to prepare them for the Validation of the software. The City collaborates with Tyler staff iteratively to Validate software configuration.

RACI MATRIX KEY: **R** = Responsible **A** = Accountable **C** = Consulted **I** = Informed

STAGE 3	Configuration & Power User Training																			
	TYLER										CLIENT									
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	Client Executive Sponsor	Client Steering Committee	Client Project Manager	Client Functional Leads	Client Change Management Leads	Client Power Users	Client Department Heads	Client End Users	Client Technical Leads	Client Project Toolset Coordinator	Client Upgrade Coordinator
Perform configuration			A	R								I	R		I					
Power User Process and Validation training			A	R								I	C	I	C				I	
Validate configuration			I	C								A	C		R			C		

## 4.4.2 Data Conversion & Validation

Tyler completes an initial review of the converted data for errors. With assistance from the City, the Tyler Data Conversion Team addresses items within the conversion program to provide the most efficient data conversion possible. With guidance from Tyler, the City reviews specific data elements within the system and identifies and Reports discrepancies in writing. Iteratively, Tyler collaborates with the City to address conversion discrepancies prior to acceptance.

RACI MATRIX KEY: **R** = Responsible **A** = Accountable **C** = Consulted **I** = Informed

STAGE 3	Data Conversion & Validation																			
	TYLER									CLIENT										
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	Client Executive Sponsor	Client Steering Committee	Client Project Manager	Client Functional Leads	Client Change Management Leads	Client Power Users	Client Department Heads	Client End Users	Client Technical Leads	Client Project Toolset Coordinator	Client Upgrade Coordinator
Write and run data conversion program against Client data		A	I	C	R													C		
Complete initial review of data errors		A	I	C	R							I	I					C		
Review data conversion and submit needed corrections - Iterative			I	C	I							A	C		R			C		
Revise conversion program(s) to correct error(s) - Iterative		A	I	C	R							I	I		C			C		

### 4.4.3 Third Party Data Exchange Validation

Tyler provides training on Data Exchange(s) and the City tests each Data Exchange.

RACI MATRIX KEY: **R** = Responsible **A** = Accountable **C** = Consulted **I** = Informed

STAGE 3	Third Party Data Exchange Validation																			
	TYLER									CLIENT										
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	Client Executive Sponsor	Client Steering Committee	Client Project Manager	Client Functional Leads	Client Change Management Leads	Client Power Users	Client Department Heads	Client End Users	Client Technical Leads	Client Project Toolset Coordinator	Client Upgrade Coordinator
Train Data Exchange(s) processing in Tyler Software			A	R								C	I	I	I			C	I	
Coordinate Third Party Data Exchange activities			I	I								A	C		C			R		
Test all Third party Data Exchange(s)			I	C								A	C	I	R			C		

#### 4.4.4 Modification Delivery & Validation, if contracted

Tyler delivers in Scope Modification(s) to the City for preliminary testing. Final acceptance will occur during the Final Testing and Training Stage.

RACI MATRIX KEY: **R** = Responsible **A** = Accountable **C** = Consulted **I** = Informed

STAGE 3	Modification Delivery & Validation, if contracted																			
	TYLER									CLIENT										
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	Client Executive Sponsor	Client Steering Committee	Client Project Manager	Client Functional Leads	Client Change Management Leads	Client Power Users	Client Department Heads	Client End Users	Client Technical Leads	Client Project Toolset Coordinator	Client Upgrade Coordinator
Develop and deliver contracted modified program(s)		A	I	C	I		R					I	C	I	C			I		C
Test contracted modified program(s) in isolated database			I	C			C					A	C		R			C		
Report discrepancies between specification and delivered contracted modified program(s)			I	I			I					A	R		C			C		
Make corrections to contracted modified program(s) as required		A	I	C	I		R					I	C		C			I		

#### 4.4.5 Forms & Reports Validation

Tyler provides training on Forms/Reports and the City tests each Form/Report.

RACI MATRIX KEY: **R** = Responsible **A** = Accountable **C** = Consulted **I** = Informed

STAGE 3		Forms & Reports Validation																			
		TYLER								CLIENT											
TASKS		Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	Client Executive Sponsor	Client Steering Committee	Client Project Manager	Client Functional Leads	Client Change Management Leads	Client Power Users	Client Department Heads	Client End Users	Client Technical Leads	Client Project Toolset Coordinator	Client Upgrade Coordinator
Forms & Report training				A	R								I	C		C			I		
Test Forms & Reports				I	C		C						A	C		R			C		

## 4.4.6 Control Point 3: Build & Validate Stage Acceptance

Acceptance criteria for this Stage includes all criteria listed below. Advancement to the Final Testing & Training Stage is dependent upon Tyler's receipt of the Stage Acceptance.

### 4.4.6.1 Build & Validate Stage Deliverables

- Initial data conversion
  - Objective: Convert Legacy System data into Tyler System.
  - Scope: Data conversion program complete; deliver converted data for review.
  - Acceptance criteria: Initial error log available for review.
- Data conversion verification document
  - Objective: Provide instructions to the City to verify converted data for accuracy.
  - Scope: Provide self-guided instructions to verify specific data components in Tyler System.
  - Acceptance criteria: City accepts data conversion delivery; City completes data issues log.
- Installation of Modifications, if contracted
  - Objective: Deliver Modification(s) in Tyler Software.
  - Scope: Program for Modification is complete and available in Tyler Software, Modification testing.
  - Acceptance criteria: Delivery of Modification(s) results in objectives described in the City-signed specification.
- Forms & Reports Delivered
  - Objective: Provide Forms & Reports for review.
  - Scope: Installation of all Forms & Reports included in the Agreement.
  - Acceptance criteria: Forms & Reports available in Tyler Software for testing in Stage 4.

### 4.4.6.2 Build & Validate Stage Acceptance Criteria

- Application configuration completed.
- Forms & Reports delivered and available for testing in Stage 4.
- Data conversions (except final pass) delivered.
- Third Party Data Exchange training provided.
- Modifications delivered and available for testing in Stage 4.
- The City and Tyler have done a review of primary configuration areas to Validate completeness and readiness for testing and acceptance in Stage 4.

## 4.5 Final Testing & Training (Stage 4)

During Final Testing and Training, Tyler and the City create and review the final Production Cutover plan. A critical Project success factor is the City understanding the importance of Final Testing and Training and dedicating the resources required for testing and training efforts in order to ensure a successful Production Cutover.

### 4.5.1 Cutover Planning

City and Tyler project manager(s) discuss final preparations and critical dates for Production Cutover. Tyler delivers a Production Cutover Checklist to outline Cutover tasks to help prepare the City for success.

RACI MATRIX KEY: **R** = Responsible **A** = Accountable **C** = Consulted **I** = Informed

STAGE 4	Cutover Planning																			
	TYLER									CLIENT										
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	Client Executive Sponsor	Client Steering Committee	Client Project Manager	Client Functional Leads	Client Change Management Leads	Client Power Users	Client Department Heads	Client End Users	Client Technical Leads	Client Project Toolset Coordinator	Client Upgrade Coordinator
Cutover Planning Session		A	R	C						I	I	C	C	C	C			C	C	
Develop Production Cutover Checklist		A	R	C						I	I	C	C	I	I			C		



## 4.5.2 User Acceptance Testing (UAT)

The City performs User Acceptance Testing to verify software readiness for day-to-day business processing. Tyler provides a Test Plan and Test Scripts for users to follow to ensure proper Validation of the system.

RACI MATRIX KEY: **R** = Responsible **A** = Accountable **C** = Consulted **I** = Informed

STAGE 4	User Acceptance Testing (UAT)																			
	TYLER									CLIENT										
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	Client Executive Sponsor	Client Steering Committee	Client Project Manager	Client Functional Leads	Client Change Management Leads	Client Power Users	Client Department Heads	Client End Users	Client Technical Leads	Client Project Toolset Coordinator	Client Upgrade Coordinator
Create and Deliver Test Plan for User Acceptance Testing		A	R	C								I	I							
Deliver Tyler Standard Test Scripts for User Acceptance Testing		A	R	C								I	I							
Perform User Acceptance Testing			I	C							A	R	C	C	C	I	I	C	I	
Accept modified program(s), if applicable			I	I			I				A	R	C	I	C			C		
Validate Report performance			I	C		C						A	C		R			C		

### 4.5.3 End User Training

Tyler will be performing Train the Trainer Training Sessions.

End Users attend training sessions to learn how to utilize Tyler Software. Training focuses primarily on day-to-day City processes that will be delivered via group training, webinar, eLearnings and/or live training sessions.

Unless stated otherwise in the Agreement, Tyler provides one (1) occurrence of each scheduled End User training or implementation topic with up to the maximum number of users as defined in the Agreement, or as otherwise mutually agreed. City users who attended the Tyler sessions may train any City users not able to attend the Tyler sessions or additional sessions may be contracted at the applicable rates for training.

RACI MATRIX KEY: **R** = Responsible **A** = Accountable **C** = Consulted **I** = Informed

STAGE 4	End User Training																			
	TYLER									CLIENT										
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	Client Executive Sponsor	Client Steering Committee	Client Project Manager	Client Functional Leads	Client Change Management Leads	Client Power Users	Client Department Heads	Client End Users	Client Technical Leads	Client Project Toolset Coordinator	Client Upgrade Coordinator
Conduct End User Train the Trainer training sessions			A	R								C	I		I	I		I	I	
Conduct End User training sessions			I								I	A	C	I	R	I	I	I	I	

## 4.5.4 Control Point 4: Final Testing & Training Stage Acceptance

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

### 4.5.4.1 Final Testing & Training Stage Deliverables

- Production Cutover checklist
  - Objective: Provide a detailed checklist outlining tasks necessary for Production Cutover.
  - Scope: Dates for final conversion, date(s) to cease system processing in Legacy System, date(s) for first processing in Tyler System, contingency plan for processing.
  - Acceptance criteria: Definition of all pre-production tasks, assignment of owners and establishment of due dates.
- User Acceptance Test Plan
  - Objective: Provide testing steps to guide users through testing business processes in Tyler Software.
  - Scope: Testing steps for Standard business processes.
  - Acceptance criteria: Testing steps have been provided for Standard business processes.
- End user training material
  - Objective: Provide location of standard Tyler End User Training Material.
  - Scope: End User Training material for Tyler EnerGov
  - Acceptance criteria: Training material is located and consumed by the City

### 4.5.4.2 Final Testing & Training Stage Acceptance Criteria

- Production Cutover Checklist delivered and reviewed.
- Modification(s) tested and accepted, if applicable.
- Third Party Data Exchange programs tested and accepted.
- Forms & Reports tested and accepted.
- User Acceptance Testing completed.
- End User training completed.

## 4.6 Production Cutover (Stage 5)

City and Tyler resources complete tasks as outlined in the Production Cutover Plan and the City begins processing day-to-day business transactions in the Tyler software. Following Production Cutover, the City transitions to the Tyler support team for ongoing support of the Application.

### 4.6.1 Final Data Conversion, if applicable

The City provides final data extract and Reports from the Legacy System for data conversion and Tyler executes final data conversion. The City may need to manually enter into the Tyler System any data added to the Legacy System after final data extract.

RACI MATRIX KEY: **R** = Responsible **A** = Accountable **C** = Consulted **I** = Informed

STAGE 5	Final Data Conversion																			
	TYLER									CLIENT										
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	Client Executive Sponsor	Client Steering Committee	Client Project Manager	Client Functional Leads	Client Change Management Leads	Client Power Users	Client Department Heads	Client End Users	Client Technical Leads	Client Project Toolset Coordinator	Client Upgrade Coordinator
Provide final data extract			C		I						I	A	C	I	I	I	I	R		
Provide final extract balancing Reports			I		I							A	C		R			I		
Convert and deliver final pass of data		A	I	I	R							I	I		I			C		
Validate final pass of data			I	C	C						I	A	C		R			C		
Load final conversion pass to Production environment			I		I						I	A	C	I	C			R		

## 4.6.2 Production Processing & Assistance

Tyler staff collaborates with the City during Production Cutover activities. The City transitions to Tyler Software for day-to day business processing.

RACI MATRIX KEY: **R** = Responsible **A** = Accountable **C** = Consulted **I** = Informed

STAGE 5		Production Processing & Assistance																			
		TYLER								CLIENT											
TASKS		Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	Client Executive Sponsor	Client Steering Committee	Client Project Manager	Client Functional Leads	Client Change Management Leads	Client Power Users	Client Department Heads	Client End Users	Client Technical Leads	Client Project Toolset Coordinator	Client Upgrade Coordinator
Production processing				C	C						I	I	A	R	I	R	R	R	R	I	I
Provide production assistance				A	R				C				I	C	C	C	C	C	C		

### 4.6.3 Transition to Tyler Support

Tyler project manager(s) introduce the City to the Tyler Support team, who provides the City with day-to-day assistance following Production Cutover.

RACI MATRIX KEY: **R** = Responsible **A** = Accountable **C** = Consulted **I** = Informed

STAGE 5	Transition to Tyler Support																			
	TYLER									CLIENT										
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	Client Executive Sponsor	Client Steering Committee	Client Project Manager	Client Functional Leads	Client Change Management Leads	Client Power Users	Client Department Heads	Client End Users	Client Technical Leads	Client Project Toolset Coordinator	Client Upgrade Coordinator
Develop internal support plan			I							A	R	C	C	C	C	C		C	C	C
Conduct transfer to Support meeting	A	I	C					R				C	C	C	C	I	I	C	I	I

#### 4.6.4 Schedule Post-Production Services, if applicable

Tyler provides post-production services if included in the Agreement. Prior to scheduling services, the Tyler project manager(s) collaborate with City project manager(s) to identify needs.

RACI MATRIX KEY: **R** = Responsible **A** = Accountable **C** = Consulted **I** = Informed

STAGE 5	Schedule Post-Production Services, if applicable																			
	TYLER									CLIENT										
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	Client Executive Sponsor	Client Steering Committee	Client Project Manager	Client Functional Leads	Client Change Management Leads	Client Power Users	Client Department Heads	Client End Users	Client Technical Leads	Client Project Toolset Coordinator	Client Upgrade Coordinator
Identify topics for post-production services			C	C								A	R	I	C				I	
Schedule services for post-production topics		A	R	I								C	C	I	C				I	



## 4.6.5 Control Point 5: Production Cutover Stage Acceptance

Acceptance criteria for this Stage includes all criteria listed below. Advancement to the Phase/Project Closure Stage is dependent upon Tyler's receipt of this Stage Acceptance.

### 4.6.5.1 Production Cutover Stage Deliverables

- Final data conversion, if applicable
  - Objective: Ensure (in Scope) accurate Legacy System data is available in Tyler Software in preparation for production processing.
  - Scope: Final passes of all conversions completed in this Phase.
  - Acceptance criteria: Data is available in production environment.
- Support transition documents
  - Objective: Define strategy for on-going Tyler support.
  - Scope: Define support strategy for day-to-day processing, conference call with City Project Manager(s) and Tyler support team, define roles and responsibilities, define methods for contacting support.
  - Acceptance criteria: The City receives tools to contact support and understands proper support procedures.

### 4.6.5.2 Production Cutover Stage Acceptance Criteria

- Final data conversion(s) delivered.
- Processing is being done in Tyler Software production.
- Transition to Tyler Support is completed.
- Post-live services have been scheduled, if applicable.

## 4.7 Phase/Project Closure (Stage 6)

Project or Phase closure signifies full implementation of all products purchased and encompassed in the Phase or Project. The City moves into the next cycle of their relationship with Tyler (next Phase of implementation or long-term relationship with Tyler Support).

### 4.7.1 Close Phase/Project

The City and Tyler project manager(s) review the list of outstanding Project activities and develop a plan to address them. The Tyler project manager(s) review the Project budget and status of each contract Deliverable with the City project manager(s) prior to closing the Phase or Project.

RACI MATRIX KEY: **R** = Responsible **A** = Accountable **C** = Consulted **I** = Informed

STAGE 6	Close Phase/Project																			
	TYLER									CLIENT										
TASKS	Tyler Executive Manager	Tyler Implementation Manager	Tyler Project Manager	Tyler Implementation Consultant	Tyler Data Conversion Experts	Tyler Forms & Reports Experts	Tyler Modification Programmers	Tyler Technical Support	Tyler Sales	Client Executive Sponsor	Client Steering Committee	Client Project Manager	Client Functional Leads	Client Change Management Leads	Client Power Users	Client Department Heads	Client End Users	Client Technical Leads	Client Project Toolset Coordinator	Client Upgrade Coordinator
Review outstanding Project activities and develop a “Post Go-Live” Action Plan		A	R	C								C	C	I	C	I		C		
Review Project budget and status of contract Deliverables		A	R							I	I	C								

## 4.7.2 Control Point 6: Phase/Project Closure Stage Acceptance

Acceptance criteria for this Stage includes all criteria listed below. This is the final acceptance for the Phase/Project.

### 4.7.2.1 Phase/Project Closure Stage Deliverables

- Phase/Project Reconciliation Report
  - Objective: Provide comparison of contract Scope and Project budget.
  - Scope: Contract Scope versus actual, analysis of services provided and remaining budget, identify any necessary Change Requests or Project activity.
  - Acceptance criteria: Acceptance of services and budget analysis and plan for changes, if needed.

### 4.7.2.2 Phase/Project Closure Stage Acceptance Criteria

- Outstanding Phase or Project activities have been documented and assigned.
- Phase/final Project budget has been reconciled.
- Tyler Deliverables for the Phase/Project are complete and all critical Project items have been addressed.

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## 5 Roles and Responsibilities

### 5.1 Tyler Roles and Responsibilities

Tyler assigns project manager(s) prior to the start of each Phase of the Project. The project manager(s) assign additional Tyler resources as the schedule develops and as needs arise. One person may fill multiple project roles.

#### 5.1.1 Tyler Executive Management

- 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.
- Offers additional support to the project team and is able to work with other Tyler department managers in order to escalate and facilitate implementation project tasks and decisions.
- Acts as the counterpart to the City's executive sponsor.

#### 5.1.2 Tyler Implementation Management

- Acts as the counterpart to the City steering committee.
- Assigns initial Tyler project personnel.
- Works to resolve all decisions and/or issues not resolved at the Project Management level as part of the escalation process.
- Attends City steering committee meetings as necessary.
- 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 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.

- 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 City project manager(s).
  - Coordinates Change Requests, if needed, to ensure proper Scope and budgetary compliance.
- Planning

- Update and deliver Implementation Management Plan.
- Defines project tasks and resource requirements.
- Develops initial project schedule and full scale Project Plan.
- Collaborates with City project manager(s) to plan and schedule project timelines to achieve on-time implementation.
- Implementation Management
  - Tightly manages Scope and budget of Project; establishes process and approval matrix with the City to ensure Scope changes and budget planned versus actual are transparent and handled effectively and efficiently.
  - Establishes and manages a schedule and resource plan that properly supports the Project Plan that is 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 communicates 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.
  - Sets a routine communication plan that will aide all project team members, of both the City and Tyler, in understanding the goals, objectives, current status and health of the project.
- Team 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.
  - Builds partnerships among the various stakeholders, negotiating authority to move the Project forward.
  - Manages the appropriate assignment and timely completion of tasks as defined in the Project Plan, task list, and Production Cutover Checklist.
  - Assesses team performance and adjusts as necessary.
  - Interfaces closely with Tyler developers to coordinate program Modification activities.
  - Coordinates with in Scope Third 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).
- Performs problem solving and troubleshooting.
- Follows up on issues identified during sessions.
- Documents activities for on site services performed by Tyler.
- Provides conversion Validation and error resolution assistance.
- Recommends guidance for testing Forms and Reports.
- Tests software functionality with the City following configuration.
- Assists during Production Cutover process and provides production support until the City transitions to Tyler Support.
- Provides product related education.

- Effectively facilitates training sessions and discussions with City and Tyler staff to ensure adequate understanding of the appropriate agenda topics during the allotted time.
- Conducts training (configuration, process, conversion Validation) for Power Users and the City's designated trainers for End Users.
- Clearly documents homework tasks with specific due dates and owners, supporting and reconciling with the final Project Plan.
- Keeps Tyler project manager(s) proactively apprised of any and all issues which may result in the need for additional training, change in schedule, change in process decisions, or which have the potential to adversely impact the success of the Project prior to taking action.

### 5.1.5 Tyler Sales

- Provide sales background information to Implementation during Project initiation.
- Support Sales transition to Implementation.
- Provide historical information, as needed, throughout implementation.

### 5.1.6 Tyler Software Support

- Manages incoming client issues via phone, email, and online customer incident portal.
- Documents and prioritizes issues in Tyler's Customer Relationship Management (CRM) system.
- Provides issue analysis and general product guidance.
- Tracks issues and tickets to timely and effective resolution.
- Identifies options for resolving reported issues.
- Reports and escalates Defects to Tyler Development.
- Communicates with the City on the status and resolution of reported issues.

### 5.1.7 Tyler Data Conversion Experts

- Validates client data files are in proper format.
- Develops customized conversion programs to convert Legacy System data into the Tyler database for production use according to defined mapping.
- Provides error Reports on unsupported data conditions and the merging or normalization of data fields.
- Assists the City with understanding and interpreting error Reports.
- Performs changes and corrections to customized conversion programs as the City discovers data anomalies and exception conditions.

### 5.1.8 Tyler Reports/Forms Experts

- Provides specifications for all Forms & Reports in Scope.
- Reviews requirements for Peripherals and Consumables, if applicable.
- Conducts review of City's form mockup sheets.
- Develops final form designs.
- Configures and installs Forms software and approved Forms.

### 5.1.9 Tyler SaaS Technicians

- Provides maintenance of hosted server hardware, operating system, and Software Upgrades.
- Provides IT-related services for server environment.
- Provides remote technical assistance and tracks issues.
- Provides systems management and disaster recovery services within hosting services.
- Adds new City users; SaaS determines user names incorporating a unique client identifier and user initials.
- Performs Tyler Software Upgrades through coordination with the City.

### 5.1.10 Tyler Trainer

- Provides product related education.
- Effectively facilitates training sessions and discussions with City and Tyler staff to ensure adequate discussion of the appropriate agenda topics during the allotted time.
- Conducts training (configuration, process, conversion Validation) for Power Users and the City's designated trainers for End Users.

## 5.2 City Roles and 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

- Provides clear direction for the Project and how the Project applies to the organization's overall strategy.
- Champions the Project at the executive level to secure buy-in.
- Authorizes required Project resources.
- Resolves all decisions and/or issues not resolved at the City steering committee level as part of the escalation process.
- Actively participates in organizational change communications.

### 5.2.2 City Steering Committee

- 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.
- 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.
- Has the authority to approve or deny changes impacting the following areas:
  - Cost

- Scope
- Schedule
- Project Goals
- City Policies

### 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, and communicates 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 correct resources from City to participate in discussions and make decisions in a timely fashion to avoid Project delays.

- Contract Management
  - Validates contract compliance throughout the Project.
  - Ensures invoicing and Deliverables meet contract requirements.
  - Acts as primary point of contact for all contract and invoicing questions.
  - Signs off on contract milestone acknowledgment documents.
  - Collaborates on and approves Change Requests, if needed, to ensure proper Scope and budgetary compliance.
- Planning
  - Review and acknowledge Implementation Management Plan.
  - Defines project tasks and resource requirements for City project team.
  - Collaborates in the development and approval of the initial Project Plan and Project Plan.
  - Collaborates with Tyler project manager(s) to plan and schedule Project timelines to achieve on-time implementation.
- Implementation Management
  - Tightly manages Project budget and Scope and collaborates with Tyler project manager(s) to establish a process and approval matrix to ensure 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 Plan, as a whole, that is also in balance with Scope/budget.
  - Collaborates with Tyler Project manager(s) to establishes risk/issue tracking/reporting process between the City and Tyler and takes all necessary steps to proactively mitigate these items or communicates 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 City staff and Tyler, aiding in the understanding of goals, objectives, current status, and health of the Project by all team members.
- Team 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 in the Project Plan, task list, and Production Cutover Checklist.
- 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.
- Coordinates with in Scope City Third Party providers to align activities with ongoing Project tasks.

## 5.2.4 City Functional Leads

- Authorized to make 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.
- Attends and contributes business process expertise for current/future state analysis sessions.
- Identifies and includes additional subject matter experts to participate in Current/Future State Analysis sessions.
- Provides business process change support during Power User and End User training.
- Completes performance tracking review with client project team on End User competency on trained topics.
- Provides Power and End Users with dedicated time to complete required homework tasks.
- Act as an ambassador/champion of change for the new process.
- Identifies and communicates any additional training needs or scheduling conflicts to City project manager.
- Prepares and Validates Forms.
- Actively participates in all aspects of the implementation, including, but not limited to, the following key activities for the functional area they represent:
  - Task completion
  - Stakeholder Presentation
  - Implementation 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
  - Conversion Analysis and Verification Assistance
  - Decentralized End User Training
  - Process Testing

- User Acceptance Testing

## 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 City business processes and requirements.
- Act as subject matter experts and attend current/future state and validation sessions as needed.
- Attend all scheduled training sessions related to their areas of expertise.
- Participate in all required post-training processes as needed throughout Project.
- Participate in Conversion Validation.
- Test all Application configuration to ensure it satisfies business process requirements.
- Become Tyler Application experts.
- Participate in User Acceptance Testing.
- Adopt and support changed procedures.
- Complete all Deliverables by the due dates defined in the Project Plan.
- Demonstrate competency with Tyler products processing prior to Production Cutover.
- Provide knowledge transfer to City staff during and after implementation.

## 5.2.6 City End Users

- Attend all scheduled training sessions pertaining to their job functions.
- Become proficient in Tyler Application functions related to job duties.
- Adopt and utilize changed procedures.
- Complete all Deliverables by the due dates defined in the Project Plan.
- Utilize software to perform job functions at and beyond Production Cutover.

## 5.2.7 City Technical Support

- Coordinates updates and releases with Tyler as needed.
- Coordinates the copying of source databases to training/testing databases as needed for training days.
- Extracts and transmits conversion data and control reports from City's Legacy System per the conversion schedule set forth in the Project Plan.
- Coordinates and adds new users and printers and other Peripherals as needed.
- Validates all users understand log-on process and have necessary permission for all training sessions.
- Coordinates Interface development for City Third Party Data Exchanges.
- Develops or assists in creating Reports as needed.
- Assists with software Installation as needed.

## 5.2.8 City Upgrade Coordinator

- Becomes familiar with the Software Upgrade process and required steps.
- Becomes familiar with Tyler's releases and updates.
- Utilizes Tyler Community 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 sign-offs to upgrade production environment.

### 5.2.9 City Project Toolset Coordinator

- Ensures users have appropriate access to Tyler project toolsets such as Tyler University, Tyler Community, Tyler Product Knowledgebase, SharePoint, etc.
- Conducts training on proper use of toolsets.
- Validates completion of required assignments using toolsets.

### 5.2.10 City Change Management Lead

- Validates 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.

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## 6 Tyler Resources Purchased

Tyler's complete EnerGov proposal as set forth in the Investment Summary have been defined within the Project as follows:

- Please reference the investment summary to review all services purchased within the scope of this implementation
- Estimated Timeline of 16 months

### 6.1.1 Train the Trainer approach

- Within the train the trainer approach, the City will identify up to 6 individuals that would be responsible for the City's End User Training. Tyler and the City will work together to create an appropriate schedule for the Train the Trainer training.

### 6.1.2 "Business transaction" is defined by:

- Unique workflow or business process steps & actions (including output actions)
- Unique Automation logic (IO logic etc)
- Unique Fee assessment / configuration definition
- Unique Custom fields/forms definition

Uniqueness of any of these mentioned parameters regulates the need for a unique business case transaction design document and configuration event

### 6.1.3 "Template" transaction is defined by:

- A pre-defined and pre-configured EnerGov best management business process.

### 6.1.4 Transaction Type Rules

Transaction Type	# of Custom Fields in a Custom Field Layout	# of Steps and Actions in a Workflow Template	# of Fees captured within a Fee Template
Unique Transaction	Up to 50 Fields	Up to 75 Steps & Actions	Up to 25 fees
Template Transaction	Only custom fields to be added that will effect fees or reporting	Only modify naming conventions of existing actions and adding up to 10 Steps & Actions	Fees within the fee schedule. Driven more by Tyler

### 6.1.5 “Geo-Rule” is defined by:

- An automation event that is triggered by a condition configured around the source Esri geodatabase. Current geo-rule events are:

• <b>Alert</b>	• Displays a pop-up with a custom message to the user, notifying them of certain spatial data (i.e. noise abatement zones; flood zones; etc.).
• <b>Block</b>	• Places a block on the case and prevents any progress or updates from occurring on the record (i.e. no status changes can be completed, no fees can be paid, the workflow cannot be managed, etc.)
• <b>Block with Override</b>	• Places a block on the case and prevents any progress or updates from occurring on the record (i.e. no status changes can be completed, no fees can be paid, the workflow cannot be managed, etc.) However, the block can be overridden by end-users who have been given the proper securities.
• <b>Fee Date</b>	• Populates the CPI vesting date on the record if vesting maps are used by the jurisdiction.
• <b>Filed Mapping</b>	• A custom field or any field inherent in the EnerGov application can automatically populate with information based on spatial data.
• <b>Required Action</b>	• A workflow action can automatically populate in the workflow details for the particular record (i.e. plan, permit, code case, etc.) that requires the action based on certain spatial data related to the case.
• <b>Required Step</b>	• A workflow step can automatically populate in the workflow details for the particular record (i.e. plan, permit, code case, etc.) that requires the step based on certain spatial data related to the case.
• <b>Zone Mapping</b>	• The zone(s) automatically populate on the “Zones” tab of the record (i.e. plan, permit, code case, etc.).

### 6.1.6 “Intelligent Object (IO)” is defined by:

- Key components for automatically and reactively triggering geo-rules, computing fees, and generating emails, alerts and other notifications.

### 6.1.7 “Intelligent Automation Agent (IAA)” is defined by:

- A tool designed to automate task in a proactive manner by setting values and generating emails and other tasks. On a nightly basis, a Windows service sweeps the EnerGov system looking for IAA conditions that have been met, and the associated actions are then performed. The IAA does not generate alerts or errors.

### 6.1.8 “EnerGov SDK API (Toolkits)” are defined by:

- API’s developed by Tyler Technologies for the purpose of extending the EnerGov Framework and functionality to external agencies and systems. Full documentation is available for each toolkit upon request.

**Note:** The EnerGov toolkits and related documentation are simply tools that allow clients to create applications and integrations. The purchase of a toolkit does not imply any development related services from Tyler Technologies. The client is responsible for working with their IT staff and VAR’s to develop any necessary applications and integrations except as otherwise noted in the Investment Summary for any “in-scope” integrations.

## 7 Glossary

Word or Term	Definition
<b>Application</b>	A computer program designed to perform a group of coordinated functions, tasks or activities for the benefit of the user.
<b>Change Control</b>	A systematic approach for managing change governing how Change Requests will be received, assessed and acted on.
<b>Change Management</b>	An approach for ensuring that changes are thoroughly and smoothly implemented and that the lasting benefits of change are achieved. The focus is on the global impact of change with an intense focus on people and how individuals and teams move from the current situation to the new one.
<b>Change Request</b>	A form used as part of the Change Control process whereby changes in the Scope of Work, timeline, resources, and/or budget are revised and agreed upon by participating parties.
<b>Consumables</b>	Items that are used on a recurring basis, usually by Peripherals. Examples: paper stock or scanner cleaning kits.
<b>Control Point</b>	Occurring at the end of each Stage, the Control Point serves as a formal client review point. Project progress cannot continue until the client acknowledges the agreed upon Deliverables of the Stage have been met or agree on an action plan to make the Deliverable acceptable and move to next Stage while executing final steps of current Stage.
<b>Cutover</b>	The point when a client begins using Tyler Software in production.
<b>Data Conversion Specification</b>	A document outlining the standard data conversion input specification and addressing any pre-defined frequently asked questions and assumed roles and responsibilities.
<b>Data Exchange</b>	A term used to reference Imports and Exports, and Interfaces which allow data to be exchanged between an external system and Tyler software.
<b>Data Mapping</b>	The process of mapping fields from the Legacy System to the appropriate location in the new system from one or more sources.
<b>Deliverable</b>	A tangible or intangible object/document produced as a result of the Project that is intended to be delivered to a Client (either internal or external) or vendor at a specific time.
<b>End User</b>	The person for whom the software is designed to use on a day-to-day basis.
<b>Forms</b>	A document which is typically printed on a template background and only captures data for one record per page. Forms are provided to entity customers whether internal (employees) or external (citizens).
<b>Imports and Exports</b>	A process within the system that a user is expected to run to consume (Import) or produce (Export) a specifically defined file format/layout.
<b>Interface</b>	A real-time or automated exchange of data between two systems.

<b>Install</b>	References the initial installation of software files on client services and preparing the software for use during configuration. The version currently available for general release will always be used during the initial install.
<b>Legacy System</b>	The system from which a Client is converting.
<b>Modification</b>	Modification of software program package to provide individual client requirements documented within the Scope of the Agreement.
<b>Peripherals</b>	An auxiliary device that connects to and works with the computer in some way. Examples: mouse, keyboard, scanner, external drive, microphone, speaker, webcam, and digital camera.
<b>Phase</b>	A portion of the Project in which specific set of related products are typically implemented. Phases each have an independent start, Production Cutover and closure dates but use the same Implementation Plans as other Phases within the Project. Phases may overlap or be sequential and may have the same Tyler project manager and Tyler project team or different individuals assigned.
<b>Power User</b>	An experienced Client person or group who is (are) an expert(s) in the client business processes, as well as knowledgeable in the requirements and acceptance criteria.
<b>Project</b>	The Project includes all implementation activity from Initiate & Plan to Phase/Project Closure for all products, Applications and functionality included in a single Agreement. The Project may be broken down into multiple Phases.
<b>Project Plan</b>	The Project Plan serves as the master blueprint for the Project. As developed, the Project schedule will become a part of the Project Plan and outline specific details regarding tasks included in the Project Plan.
<b>Project Planning Meeting</b>	Occurs during the Plan & Initiate Stage to coordinate with the Client project manager to discuss Scope, information needed for project scheduling and resources.
<b>Questionnaire</b>	A document containing a list of questions to be answered by the Client for the purpose of gathering information needed by Tyler to complete the implementation.
<b>RACI</b>	A chart describing level of participation by various roles in completing tasks or Deliverables for a Project or process. Also known as a responsibility assignment matrix (RAM) or linear responsibility chart (LRC).
<b>Reports</b>	Formatted to return information related to multiple records in a structured format. Information is typically presented in both detail and summary form for a user to consume.
<b>Scope</b>	Products and services that are included in the Agreement.
<b>Software Upgrade</b>	References the act of updating software files to a newer software release.
<b>Stage</b>	The top-level components of the WBS. Each Stage is repeated for individual Phases of the Project and requires acknowledgement before continuing to the next Stage. Some tasks in the next Stage may begin before the prior Stage is complete.



<b>Stakeholder Presentation</b>	Representatives of the Tyler implementation team will meet with key client representatives to present high level Project expectations and outline how Tyler and the Client can successfully partner to create an environment for a successful implementation.
<b>Standard</b>	Included in the base software (out of the box) package.
<b>Statement of Work (SOW)</b>	Document which will provide supporting detail to the Agreement defining Project -specific activities and Deliverables Tyler will provide to the Client.
<b>Test Plan</b>	Describes the testing process. Includes “Test Cases” to guide the users through the testing process. Test cases are meant to be a baseline for core processes; the Client is expected to supplement with client specific scenarios and processes.
<b>Validation (or to validate)</b>	The process of testing and approving that a specific Deliverable, process, program or product is working as expected.
<b>Work Breakdown Structure (WBS)</b>	A hierarchical representation of a Project or Phase broken down into smaller, more manageable components.

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## ATTACHMENT V

### **Letter of Engagement**

### **Project Management Services for the Implementation of Permit Software**

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**City of Hayward, California**

**August 27, 2019**

**Submitted by**  
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August 27, 2019

Laura Simpson, Director  
City of Hayward  
777 B Street  
Hayward, CA 94541

SoftResources is pleased to provide this Letter of Engagement (LOE) to the City of Hayward, California (City) to provide Project Management Services for the Implementation of Tyler Energov Software.

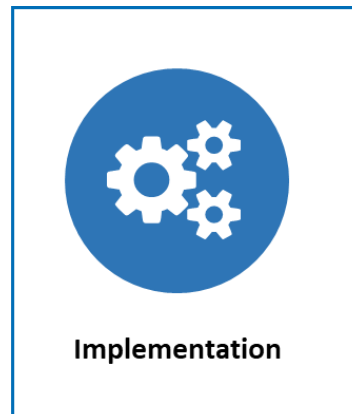
SoftResources understands that the City is preparing for the implementation of new permit software. At this time the City is conducting due diligence with Tyler Energov and will need to negotiate and sign the contract. The City has asked for a project approach outline and pricing to assist the City with Implementation Project Management Services.

## Approach and Methodology

### Implementation Project Management Services

SoftResources will provide Implementation Project Management services for the City. Typically, the role of the SoftResources Project Manager (PM) will require approximately 25%-50% of a full time equivalent (FTE) staff person over the life of the implementation project. For the City's project we have planned for 25% or 40 hours per month over 18 months. This estimate assumes that some weeks the PM may consume 100% of an FTE while other weeks little or no assistance will be required.

The success of an organization's software implementation is dependent on many factors including the City's internal resources, the software solution selected, and the Vendor implementation team. SoftResources PM will work with the City's Project Manager/Team (City) for the following three implementation phases:



Please note that the Stages and Tasks/Deliverables outlined for each Implementation Phase in the following tables is a detailed list and not all of them may be necessary for the implementation at the City. SoftResources PM will work with the City and the Vendor to provide the right level needed within the hours allotted. The areas of responsibility: (Lead, Coordinate, Advise, and Participate) assigned to the PM, Vendor and City in the following tables may be adjusted during the implementation to reflect the specific needs of the project. Please note that it is expected that the PM, Vendor and City will each be active participants in the project in order to fulfill their roles and responsibilities.



### Phase 1 – Implementation Planning

SoftResources PM will work with the Vendor and City to set up the project and provide tools necessary to manage the implementation project. The PM's assistance in this phase is particularly valuable to ensure the project starts strong and is managed properly throughout the implementation. These services may include any or all the following:

	Stages	Tasks/Deliverables	PM	Vendor	City
A.	Pre-Implementation Planning	<ul style="list-style-type: none"> <li>• Project Charter</li> <li>• Project Governance</li> <li>• Project Timeline – High Level</li> <li>• Risk Management Plan</li> <li>• Quality Control Plan</li> <li>• Communication Plan</li> <li>• Documentation Plan</li> <li>• Change Management Plan</li> <li>• Issues Resolution Plan</li> <li>• Hardware Review</li> <li>• Project Budget Monitoring</li> </ul>	Lead	Lead	Participate
B.	Project Initiation	<ul style="list-style-type: none"> <li>• Project Timeline – Detailed</li> <li>• Project Team Roles and Responsibilities</li> <li>• Task Management</li> <li>• Milestones</li> <li>• Hardware Installation Review</li> <li>• Software Installation Review</li> <li>• Meeting Management</li> <li>• Project Collaboration Tools</li> <li>• Status Reports</li> <li>• Project Kickoff</li> </ul>	Lead	Lead	Participate



### Phase 2 – Implementation

The Project Manager will work with both the Vendor and the City to facilitate and monitor the progress of the implementation. We will augment City staff as necessary for key tasks that the City may need assistance with. We will help the City keep the project on track and on budget. These services may include any or all the following:

	Stages	Tasks/Deliverables	PM	Vendor	City
A.	Change Management	<ul style="list-style-type: none"> <li>• Lead overall adoption and usage of new system</li> <li>• Identify changes to business processes, systems, technology, and people working together with the software vendor</li> <li>• Develop a change and communications plan</li> <li>• Perform a Change Readiness Assessment</li> <li>• Facilitate Change Management activities with cross-functional team members and stakeholders</li> </ul>	Lead	Participate	Participate
B.	Functionality and Process Review	<ul style="list-style-type: none"> <li>• Discovery Sessions</li> <li>• Management Reports</li> <li>• Regulatory Reports</li> <li>• Documentation</li> <li>• Questions</li> <li>• Process Improvement Opportunities</li> <li>• Policy or Process Changes</li> <li>• Software Configuration Review</li> </ul>	Coordinate	Lead	Participate
C.	Project Monitoring	<ul style="list-style-type: none"> <li>• Team Scheduling and Assignments</li> <li>• Staff Contact</li> <li>• Project Status Reports (Bi-Weekly)</li> <li>• Project Cost/Invoice Tracking</li> <li>• Milestone Tracking</li> <li>• Issues and Action Items</li> <li>• Decision Log</li> <li>• Project Communication</li> <li>• Manage Change Orders</li> <li>• Resolve Project Staffing</li> <li>• Vendor Compliance Monitoring</li> <li>• Monitor Project Risk</li> <li>• Maintain and Provide Project Records Upon Request</li> </ul>	Lead	Advise	Participate
D.	Meeting Management	<ul style="list-style-type: none"> <li>• Project Status Meetings</li> <li>• Steering Committee Meetings</li> <li>• Executive Meetings</li> <li>• Prepare Notices for Public Meetings</li> <li>• Public Hearing Meetings</li> <li>• Additional Meetings</li> </ul>	Lead	Advise	Participate

	Stages	Tasks/Deliverables	PM	Vendor	City
		<ul style="list-style-type: none"> <li>• Meeting Minutes</li> <li>• Meeting Follow-up</li> </ul>			
E.	Security	<ul style="list-style-type: none"> <li>• Network Security</li> <li>• Software Security</li> <li>• Define Software Role</li> <li>• Define Users</li> <li>• Assign Roles to Users</li> <li>• Disaster Recovery Plans</li> </ul>	Coordinate	Lead	Participate
F.	Software Configuration and Data Conversion	<ul style="list-style-type: none"> <li>• Software Configuration</li> <li>• Interface or Integration</li> <li>• Data Conversion Plan</li> <li>• Legacy Data Scrubbing</li> <li>• Data Extraction Templates</li> <li>• Data Validation</li> <li>• Cut Over Plan</li> <li>• Forms Development</li> <li>• Custom Reports Development</li> </ul>	Coordinate	Lead	Participate
G.	Pilot Testing/Procedures Creation	<ul style="list-style-type: none"> <li>• Testing Plan</li> <li>• Test Scripts</li> <li>• Application Testing – Subject Matter Experts</li> <li>• Application Testing – End Users</li> <li>• Application Testing – External Users</li> <li>• Stress Testing</li> <li>• Test Issues Monitoring</li> </ul>	Coordinate	Advise	Lead
H.	End-User Training	<ul style="list-style-type: none"> <li>• Training Plan</li> <li>• Training Schedule</li> <li>• Training Logistics – Date, Time, Place</li> <li>• Training Materials</li> </ul>	Coordinate	Advise	Lead
I.	Go-Live	<ul style="list-style-type: none"> <li>• Go-Live Checklist</li> <li>• System Cut Over</li> <li>• Go Live Issue Documentation</li> <li>• Future Phase Planning</li> <li>• Optimization Workshop</li> </ul>	Coordinate	Lead	Participate



### Phase 3 – Post-Implementation

SoftResources will provide Post-Implementation to assist the City as the project transitions from an implementation project to an ongoing maintenance and support operation for the new system. These services may include any or all the following:

	Stages	Tasks/Deliverables	PM	Vendor	City
A.	Post-Implementation Preparation	<ul style="list-style-type: none"> <li>• Documentation of Outstanding Items (e.g., Issues Log, Errors Log)</li> <li>• Develop On-going Training Plan</li> <li>• Strategy and Buy-in for long-term User Adoption</li> <li>• Prioritize User Groups / Meetings, Community</li> </ul>	Coordinate	Participate	Lead
B.	Post-Implementation Audit	<ul style="list-style-type: none"> <li>• Project Archive (e.g., store project artifacts for posterity)</li> <li>• Project Debrief (e.g., project objectives, effectiveness, lessons learned)</li> <li>• Budget Review</li> </ul>	Lead	Advise	Participate
C.	System Adoption	<ul style="list-style-type: none"> <li>• On-going Support Plan</li> <li>• Usability Testing</li> <li>• Implement On-going Training Plan</li> <li>• 6-Month System Audit</li> <li>• Recommendations for System Optimization</li> </ul>	Lead	Advise	Participate

### Deliverables

- To be determined based on the services provided

### Fees

SoftResources will work with the City to provide Implementation Project Management services as outlined above on a time and materials basis. The following table outlines the fees and estimated travel costs for the project.

Description	Hours	Rate	Fees
PM Services at 40 hours/month x 18 months	720	\$175	\$126,000
Travel Expense Estimate (estimate 1 visit every 2 months during the implementation)	Estimate 9 Trips	Estimate \$2,345/trip	Estimate \$21,105
Total Fees and Expense Estimate			\$147,105

Travel expenses are billed for reimbursement as incurred (e.g., mileage, hotel, per diem at GSA rates, etc.) and will be billed monthly. Our fees and travel expenses will be billed monthly to coincide with services provided. We estimate one on-site trip (4 days on-site) every other month during the implementation at \$2,345 x 9 trips = \$21,105.

**Termination and Deferral**

If the client decides to defer or terminate the contract, SoftResources will cease work on the project and bill for services performed up to the point of termination/deferral.

**Confirmation**

For your convenience in confirming this arrangement we have enclosed an acceptance page for your signature. Please sign and email a PDF to [sarnesen@softresources.com](mailto:sarnesen@softresources.com).

Spencer Arnesen, CPA, Principal  
SoftResources LLC



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## Proposal Acceptance Notification

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To: Spencer Arnesen  
SoftResources LLC  
Via Email: sarnesen@softresources.com

From: Laura Simpson  
Director, Development Services Department

The SoftResources Project Management Services for the Implementation of Permit Software Engagement Letter dated August 27, 2019 is accepted. This will place the City in the queue for scheduling.

**Company**

**City of Hayward**

**SoftResources LLC**

**Signature**

**Printed Name**

**Title**

**Date**



# CITY OF HAYWARD

Hayward City Hall  
777 B Street  
Hayward, CA 94541  
[www.Hayward-CA.gov](http://www.Hayward-CA.gov)

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**File #:** ACT 19-160

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**DATE:** September 16, 2019

**TO:** Council Infrastructure Committee

**FROM:** CIO/Director of Information Technology

**SUBJECT**

Knightscope Security Robot Subscription Service

**RECOMMENDATION**

That the Council Infrastructure Committee discusses staff's recommendation to extend the Knightscope Security Robot Subscription for one year.

**SUMMARY**

Last year, the City engaged Knightscope in a pilot program to provide the K5 security robot to patrol the Watkins parking garage across from City Hall. The one-year pilot program has now concluded. Given the positive impact in crime deterrent the robot had during the pilot year, staff recommends extending the contract for an additional year of service.

**ATTACHMENTS**

Attachment I      Staff Report



**DATE:** September 16, 2019

**TO:** Council Infrastructure Committee

**FROM:** CIO/Director of Information Technology

**SUBJECT:** Knightscope Security Robot Subscription Service

## **RECOMMENDATION**

That the Council Infrastructure Committee review discusses staff's recommendation to extend the Knightscope Security Robot Subscription for a year.

## **SUMMARY**

Last year, the City engaged Knightscope in a pilot program to provide the K5 security robot to patrol the Watkins parking garage across from City Hall. The one-year pilot program has now concluded. Given the positive impact in crime deterrent the robot had during the pilot year, staff recommends extending the contract for an additional year of service.

## **BACKGROUND**

Safety and security of public spaces is a concern for residents and businesses and the City continues to commit resources and tools to improve public safety in those areas. The K5 security robot was installed to patrol the Watkins parking garage across from City Hall last year as a pilot tool to assist the City in its security efforts. This product captures the essential features needed to autonomously patrol an area and, with its presence and programmable route, deter crimes against people and property.

## **DISCUSSION**

This product offers a unique combination of features and abilities that are not available in one product from other vendors. The following is a list of technologies that are all offered within the solution:

- **AUTONOMOUS TECHNOLOGY:** Patrol, charge, and recharge without human intervention
- **HD VIDEO:** Stream and record 360-degree high definition video in daylight / lowlight conditions

- **THERMAL IMAGING:** Temperature threshold, early fire, and anomaly detection and alerting
- **PEOPLE DETECTION:** Identify one or more persons in a monitored area or during a monitored time
- **AUTOMATIC LICENSE PLATE RECOGNITION (ALPR):** Automatically read license plates, flag blacklisted vehicles, monitor parking and parking meter utilization – all maintained in an independent database not accessible to outside agencies.
- **AUTOMATIC SIGNAL DETECTION (ASD):** Track & record MAC addresses of mobile devices / routers
- **BROADCAST:** Project live or pre-recorded audio messages based on time, location, or event
- **INTERCOM:** Communicate via two-way audio between the Robot and the Knightscope Security Operation Center
- **FORENSICS:** Search historical data recorded by any of the security related sensors
- **REPORTS:** Track and audit all user activities and machine health data

## Key Statistics

Based on the quarterly report which covers April, May, and June of 2019, the K5 security robot patrolled 1,231 miles, detected 117,920 vehicles, as well as detected 179,792 individuals. These statistics showcase the enormous volume of tasks the robot completes and processes within a ninety-day period. Knightscope will continue to generate these reports for staff review as part of the service contract.

To assess potential impact of the K5 robot on the reported crimes of theft in the Watkins Garage, the crime statistics were analyzed for dates prior and post deployment. In the ten months prior to deployment, nine thefts of personal property, including theft from vehicles were reported. In the ten months post deployment, three crimes of theft were reported, which is a reduction of 66%. While there are multiple factors that can contribute to a decrease in reports of crime, these statistics showcase the impact of this specific tool as a solution to deter crimes of theft. Should crime patterns change in the parking garage, Knightscope will work with staff to adjust the patrol route as well as patrol time as needed.

## FISCAL IMPACT

The proposed contract amount is \$74,880 annually and is included in the Information Technology Department's FY 2020 Operating Budget. The City and KnightScope originally negotiated a competitive price for the initial pilot year, resulting in a discounted pricing model which waived the equipment, training, shipping, setup, and configuration fees as well as the deposit requirement normally charged for a pilot program. In the proposed renewal contract, Knightscope has agreed to continue to honor the discounts.

## **STRATEGIC INITIATIVES**

This item supports the Complete Communities Strategic Initiative. The purpose of the Complete Communities Strategic Initiative is to create and support structures, services and amenities to provide inclusive and equitable access with the goal of becoming a thriving and promising place to live, work and play for all. This agenda item supports the following goal and objective:

Goal 1: Improve quality of life for residents, business owners, and community members in all Hayward neighborhoods.

Objective 1: Increase neighborhood safety and cohesion

This product is aligned with the City's commitment to provide technology solutions to increase the public safety within the Hayward community.

## **NEXT STEPS**

If the Infrastructure Committee accepts staff's recommendation to renew the Knightscope Security Robot Subscription Service for an additional year, staff will agendaize this item on the earliest available City Council consent calendar agenda in September.

Prepared by: Nathaniel Roush, IT Manager

Recommended by: Adam Kostrzak, CIO / IT Director

Approved by:



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Kelly McAdoo, City Manager



# CITY OF HAYWARD

Hayward City Hall  
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Hayward, CA 94541  
[www.Hayward-CA.gov](http://www.Hayward-CA.gov)

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**File #:** ACT 19-180

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**DATE:** September 16, 2019

**TO:** Council Infrastructure Committee

**FROM:** Director of Public Works

**SUBJECT**

Amend the Fiscal Year 2019 Operating and Capital Improvement Program Budget, Transfer, and Appropriate \$60,000 from General Fund to the Capital Projects Fund and Transfer and Appropriate \$35,000 from General Fund to Fleet Capital Management Fund for the Purchase of a Parking Enforcement Vehicle and other Related Equipment

**RECOMMENDATION**

That the Committee reviews and provides feedback and a recommendation to forward this action to Council for approval.

**SUMMARY**

The Downtown Parking Management Plan was adopted by Council on April 24, 2018. The plan provides strategy recommendations to efficiently utilize parking availability in Downtown Hayward. The key components of the plan include parking time restrictions, permit parking, and enforcement.

The plan will implement a combination of two and four-hour parking time restrictions for both on-street and off-street parking. Residents and businesses who choose to participate in the parking permit program will not be subject to on-street time restrictions and time restrictions will be enforced using a License Plate Recognition (LPR) equipped vehicle. The use of LPR technology for parking enforcement was approved by Council with the approval of the Downtown Parking Management Plan.

A License Plate Recognition (LPR) equipped vehicle will be used to enhance enforcement efforts by replacing the antiquated and inefficient method of "chalking tires." Parking pattern data collected by LPR technology can be used to optimize parking utilization and fine-tuning duration and hours. Utilization will be optimized in areas where turnover is deemed critical to the success of downtown businesses.

The estimated capital expense for the program implementation is \$95,000. This amount includes start-up costs (\$20,000) and purchase of one LPR equipped vehicle and other related equipment (\$75,000).

If the CIC forwards this resolution to Council and Council approves the resolution, staff anticipates that the program will be fully operational by February 2020.

**ATTACHMENTS**

Attachment I	Staff Report
Attachment II	Boundaries of Downtown Residential Preferential Permit Parking Area Map
Attachment III	Downtown Parking Automated License Plate Recognition Policy



DATE: September 16, 2019

TO: Council Infrastructure Committee

FROM: Director of Public Works

SUBJECT: Amend the Fiscal Year 2019 Operating and Capital Improvement Program Budget, Transfer, and Appropriate \$60,000 from General Fund to the Capital Projects Fund and Transfer and Appropriate \$35,000 from General Fund to Fleet Capital Management Fund for the Purchase of a Parking Enforcement Vehicle and other Related Equipment

#### RECOMMENDATION

That the Committee reviews and provides feedback and a recommendation to forward this action to Council for approval.

#### SUMMARY

The Downtown Parking Management Plan was adopted by Council on April 24, 2018. The plan provides strategy recommendations to efficiently utilize parking availability in Downtown Hayward. The key components of the plan include parking time restrictions, permit parking, and enforcement.

The plan will implement a combination of two and four-hour parking time restrictions for both on-street and off-street parking. Residents and businesses who choose to participate in the parking permit program will not be subject to on-street time restrictions and time restrictions will be enforced using a License Plate Recognition (LPR) equipped vehicle. The use of LPR technology for parking enforcement was approved by Council with the approval of the Downtown Parking Management Plan.

A License Plate Recognition (LPR) equipped vehicle will be used to enhance enforcement efforts by replacing the antiquated and inefficient method of “chalking tires.” Parking pattern data collected by LPR technology can be used to optimize parking utilization and fine-tuning duration and hours. Utilization will be optimized in areas where turnover is deemed critical to the success of downtown businesses.

The estimated capital expense for the program implementation is \$95,000. This amount includes start-up costs (\$20,000) and purchase of one LPR equipped vehicle and other related equipment (\$75,000).

If the CIC forwards this resolution to Council and Council approves the resolution, staff anticipates that the program will be fully operational by February 2020.



## BACKGROUND

In the Fall of 2014, BART began the implementation of paid parking at the Hayward BART Station. In response, pursuant to Council direction, staff implemented “interim parking strategies” to mitigate potential impacts to the downtown parking supply. In addition to the interim strategies, long-term, comprehensive parking policies were deemed critical to the growth and development of the Downtown area.

The Downtown Parking Management Plan was adopted by Council on April 24, 2018. The adopted plan includes long-term policies and regulations to improve parking demand in the Downtown area and protects the valuable City-provided downtown parking resources from day-long use by BART patrons, and other private park-and-ride users.

Key components of the plan include:

**Parking Time Restrictions:** The plan implements time restrictions for both on-street and off-street parking. On-street restrictions are a combination of two- and four-hour parking on Downtown streets and all Municipal (Muni) parking lots. The time restrictions will apply to weekdays only, Monday to Friday from 9 a.m. to 4 p.m., except holidays.

**Permit Parking:** The plan establishes a Downtown parking permit program for both residents and businesses.

Residents who choose to participate in the Residential Permit Program (RPP) will not be subject to on-street time restrictions within the Downtown RPP area. The number of permits per household are limited to discourage multiple vehicle ownership in Downtown, which is a transit-oriented development environment.

Costs of residential permits are as follows:

- First permit free for the first year, second permit \$50 per year
- Limit of two permits per household
- Guest permits – 5-day limit - \$5.00 per permit

Downtown merchants that choose to participate in the new Business Parking Permit program will not be subject to time restrictions in off-street (muni lots) facilities and designated zones west of the BART station. The cost of business permits are as follows:

- \$50 per year, per permit
- Limit of twenty permits per business (contingent upon the number of employees)

**Enforcement:** Enhanced enforcement efforts aided by new technology and adequate staffing is a necessary component of a successful parking management system. A License Plate Recognition (LPR) equipped vehicle will be used to enhance enforcement efforts by replacing the antiquated and inefficient method of “chalking tires.”

This practice of chalking tires was recently challenged in court and has been ruled a violation of the 4<sup>th</sup> Amendment by the 6<sup>th</sup> U.S. Circuit Court of Appeals. Although this ruling does not apply to the state of California, a similar challenge could be brought before California courts in the future.

## DISCUSSION

One of the main components of the plan approved by Council is enhanced enforcement. As the program becomes fully operational and the coverage area expands, a more efficient method of enforcement is crucial to its overall success. Absent parking meters that visually indicate when a violation has occurred, Hayward has utilized the dated practice of tire chalking for parking enforcement. This method is time consuming, inefficient, and hinders the ability of enforcement personnel to provide the necessary daily coverage.

Staff will request approval from Council to appropriate funds for the purchase of an LPR equipped vehicle and other related equipment. LPR technology would allow faster and more efficient parking enforcement, which would also result in a higher success rate for the program. Staff recommends the purchase of the following equipment required to start operations:

License Plate Recognition (LPR) System and Installation: The Hayward Police Department has utilized Vigilant Solutions LPR technology for law enforcement since 2014. Vigilant Solutions LPR system has been extremely reliable and effective in its utilization by Hayward Police Department; therefore staff recommends using Vigilant Solutions LPR technology for parking enforcement.

Recently, the City of Richmond terminated their contract with Vigilant Solutions over reports concerning the sharing of data with Immigration and Customs Enforcement (ICE) agency staff<sup>1</sup>. Staff took extra diligence to ensure data sharing would not occur. Parking enforcement data is the property of the City of Hayward and data obtained from the parking enforcement system cannot be sold, shared, or distributed by Vigilant or other third-party vendors. More information on data privacy protections is outlined below.

DATA PRIVACY: State law sets forth stringent privacy requirements for any agency in the state that utilizes LPR technology, (see California Civil Code sections 1798.29, 1798.82, and 1798.90.5 et seq.). The purpose of the legislation is to protect information collected by LPR from unauthorized access, use, modification or disclosure, and requires notification to affected individuals if a security breach is suspected. It also requires each agency to implement a usage and privacy policy to ensure that the collection, use, maintenance, sharing, and dissemination of LPR information is consistent with respect for individual's privacy and civil liberties. This privacy policy is to ensure that any data collected as part of law enforcement and/or parking enforcement remains secure. This law is applicable to both the implementing agency and the LPR service provider (Vigilant Solutions).

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<sup>1</sup> <https://www.sfgate.com/news/bayarea/article/City-Council-Drops-Vigilant-Solutions-Contract-14054732.php>

The system setup of the stored data is the first key factor when discussing data security and privacy. In discussing the City's data privacy requirement, Vigilant confirmed that parking enforcement data obtained via its LPR operations will be housed in a separate data silo independent of other LPR data. Independent user accounts and permissions for each of these data silos will further restrict and protect access to license plate scanned data. Parking enforcement data is the property of the City of Hayward and data obtained from the parking enforcement system cannot be sold, shared, or distributed by Vigilant or other third-party vendors. The City has the sole authority to determine which agency, if any, data is shared with. For parking enforcement purposes, no data will be shared with outside agencies at any level of government. For potential investigative purposes, Hayward's parking enforcement data is proposed to only be shared with the Hayward Police Department. As an extra layer of security, protection, and transparency, all activity performed by users of the parking enforcement product are logged for auditing purposes.

The security of the stored data is another key factor considered when discussing data security and privacy. The data center houses the cloud-hosted license plate data features redundant power, network connectivity, and disk arrays. Secure access control to the facility, physical escorts for onsite visitors, and onsite system administrators and engineers, add to the security footprint of the data. The onsite network where the data is hosted is secured by protocols compliant with PCI, HIPAA, and SOX IT governance requirements. Intrusion protection services offer deep packet inspection of all inbound traffic to monitor for cyber threats.

The parking enforcement data remains the property of the City and it will be retained per the retention policy set forth by the City. As part of the parking enforcement program, City staff has developed a proposed privacy policy for the program (Attachment III), as required by the Civil Code Section 1798.90, et seq. The proposed "rolling" 365-day retention policy was developed to be consistent with HPD's current policy and that of Berkeley and San Leandro (1-year retention policy) and shorter than San Francisco's (5-year retention policy).

- License Plate data collected: 365 days from date of infraction

Because this proposed "rolling" 365-day retention period is consistent with Hayward's current Police Department policy, it will provide for the seamless internal sharing of data between the two departments and facilitate the management of parking citation appeals. One significant benefit of the proposed retention policy will be the ability to utilize the data to perform statistical analysis of the program's effectiveness. This will allow staff to report to Council on various program analytics and suggest changes based on data trends.

Best practice calls for standardization of LPR systems within an agency whenever possible. Potential savings in licensing fees, system reliability, and the familiarity with software/hardware systems are the primary factors for this rationale. The technology and services offered by Vigilant Solutions meet the needs required to efficiently enforce parking restrictions in the Downtown, the eight Residential Parking Permit areas, and the South Hayward BART area. If Council approves, Vigilant Solutions software and equipment would be purchased.

The quote provided for Vigilant Solutions LPR equipment and installation is \$39,000. This includes one mobile LPR 2-camera system, laptop with cellular technology, installation, staff training, and portal access via laptop and smartphones. Staff would also be able to use the data collected by the system to gather parking turn-over information that would be used to evaluate the impact of the program following implementation.

**Enforcement Vehicle:** Staff evaluated the needs for an enforcement vehicle and explored the option of buying an electric vehicle to reduce emissions. However, it was determined that a fully electric vehicle would not be adequate for this program because the battery range of a fully electric vehicle would limit the time the enforcement vehicle could be in service.

Staff proposes to purchase a Ford Fusion plug-in hybrid vehicle. A plug-in hybrid vehicle would provide a greater range, while also providing some of the environmental benefits of a fully electric vehicle.

The cost to purchase this vehicle is \$35,000. Ford Fusion hybrid vehicles are currently in use by various City departments. Purchasing a vehicle model that is similar to existing vehicles in the City's fleet would potentially reduce ongoing maintenance costs.

**START-UP COST:** The estimated \$20,000 start-up cost includes the purchase of vehicle permit tags, updating parking restriction signs, outreach material such as flyers and mailers, enforcement uniforms and the purchase of one smartphone to be used for enforcement.

## ECONOMIC IMPACT

The Downtown Parking Permit Program will provide an opportunity for residents and businesses in the Downtown to purchase permits that would allow unrestricted parking in designated zones. Residents would get the first permit free for the first year, and pay \$50 for the second permit, per year. The permit for businesses will be \$50 per year, per permit, up to twenty permits. The proposed plan will support and enhance the Downtown as a place where local employees, customers, residents, and visitors can find convenient parking to suit their specific needs, while they are spending time in the area.

## FISCAL IMPACT

The program implementation, and purchase of one LPR vehicle with related technology would occur in FY 2019-20. The estimated capital expense of \$95,000, includes start-up costs (\$20,000), and one LPR equipped vehicle (\$75,000). These funds would be appropriated from the General Fund.

Some program costs will be ongoing and incremental, such as maintenance of the vehicle, gasoline and annual cost for software upgrades. However, it is estimated that after the first year of implementation, these costs will be paid for using revenue generated by the parking enforcement program. Staff anticipates that by the end of year two, the program net revenue is estimated at approximately \$71,000 (see Five-Year Parking Program Budget Table below).

This projection assumes that after the first-year evaluation, the program will expand to add one parking enforcement officer and one LPR equipped vehicle.

### Five-Year Parking Program Budget

	2018-19	2019-20	2020-21	2021-22	2022-23
<b>Revenues</b>	Estimated				
RPP Permits	\$ 15,270	\$ 16,770	\$ 18,270	\$ 19,770	\$ 21,270
South Hayward BART Station <sup>1</sup>	\$ 21,538	\$ 22,076	\$ 22,628	\$ 23,194	\$ 23,774
Citations (gross revenue) <sup>2</sup>	\$ 219,501	\$ 415,978	\$ 690,465	\$ 792,769	\$ 898,109
<b>Total Revenue</b>	<b>\$ 256,309</b>	<b>\$ 454,824</b>	<b>\$ 731,363</b>	<b>\$ 835,733</b>	<b>\$ 943,153</b>
<b>Expenditures</b>					
Positions	1.7	1.7	2.7	2.7	2.7
Salaries and Benefits <sup>3,4</sup>	\$ 232,587	\$ 238,402	\$ 365,988	\$ 375,138	\$ 384,516
Citation Processing/Collections	\$ 71,217	\$ 134,994	\$ 224,094	\$ 257,302	\$ 291,495
<b>Total Expenditures</b>	<b>\$ 303,804</b>	<b>\$ 373,396</b>	<b>\$ 590,082</b>	<b>\$ 632,440</b>	<b>\$ 676,011</b>
<b>Net Revenue</b>	<b>\$ (47,495)</b>	<b>\$ 81,428</b>	<b>\$ 141,281</b>	<b>\$ 203,293</b>	<b>\$ 267,142</b>
<b>Capital Equipment<sup>5</sup></b>					
Enforcement Vehicles	\$ -	\$ 31,000	\$ 31,000	\$ -	\$ -
LPR Equipment	\$ -	\$ 39,000	\$ 39,000	\$ -	\$ -
Start-up Costs	\$ -	\$ 25,000	\$ -	\$ -	\$ -
<b>Subtotal Capital Equipment</b>	<b>\$ -</b>	<b>\$ 95,000.00</b>	<b>\$ 70,000.00</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Net Revenue Including Capital Expense</b>	<b>\$ (47,495)</b>	<b>\$ (13,572)</b>	<b>\$ 71,281</b>	<b>\$ 203,293</b>	<b>\$ 267,142</b>

#### Notes:

1. Revenue from the SHBSAA goes back into stations improvements, there is some citation revenue that the city receives but it is included under citation revenue.
2. Includes only Over Time Limit citations in the Downtown Area and the RPP plus another 50% added for other types of citations in these areas (12% of total citation revenue).
3. Includes a contract parking enforcement staff person at an annual cost of \$100,000.
4. Benefits are approximately 46% of salaries (excluding the contract employee's fee), the additional 35% for overhead covers cost of facilities, equipment maintenance and other personnel related costs.
5. The capital budget assumes purchase of an enforcement vehicle (\$40,000) equipped with license plate recognition equipment (\$40,000); \$25,000 in start-up costs for the Downtown RPP zone and \$15,000 for wayfinding.

## STRATEGIC INITIATIVES

This agenda item supports the Complete Streets Strategic Initiative. The purpose of the Complete Streets initiative is to build streets that are safe, comfortable, and convenient for everyone regardless of age or ability, including motorists, pedestrians, bicyclists and public transportation riders. This item supports the following goals and objectives:

Goal 2: Provide Complete Streets that balance the diverse needs of users of the public right-of-way.

Objective 1: Increase walking, biking, transit usage, carpooling, and other sustainable modes of transportation by designing and retrofitting streets to accommodate all modes.

This agenda item also supports the Complete Communities Strategic Initiative. The purpose of the Complete Communities initiative is to create and support structures, services, and amenities to provide inclusive and equitable access with the goal of becoming a thriving and promising place to live, work, and play for all. This item supports the following goal and objectives:

Goal 1: Improve quality of life for residents, business owners, and community members in all Hayward neighborhoods.

Objective 4: Create resilient and sustainable neighborhoods.

## SUSTAINABILITY FEATURES

The Downtown Parking Management Plan approved by City Council in June 2018, supports sustainability and mobility goals identified in the City's 2040 General Plan. The plan will put into effect policies to efficiently manage public parking in the Downtown. The recommended Residential and Business Permit Parking Plans would minimize the adverse effects of spill over parking from BART patrons. The approved policies will also discourage multiple vehicle ownership in Downtown, which is a transit-oriented zone. Transit-oriented development is a key strategy for reducing greenhouse gas emissions in Hayward.

## PUBLIC CONTACT

Staff conducted extensive outreach efforts starting in 2015. Outreach included:

- Staff presented results of the preliminary parking analysis, related to the then recent BART action on charging for parking, to the Council Economic Development Committee (CEDC) on April 6, 2015.
- In October 2016, staff solicited comments from visitors to the Downtown area via surveys; 134 surveys were completed. To complement this effort, a more detailed

survey was posted on-line on the City's website, Facebook page, Nextdoor, and sent via e-mail. Approximately 840 on-line surveys were completed.

- In summer of 2017, staff interviewed Downtown merchants and residents who lived near the Hayward BART station.
- Staff presented the recommendations to the CIC on January 24, 2018, the Chamber's Government Relations Council (GRC) on February 2, 2018, full Council on February 27, 2018, and United Merchants of Downtown Hayward on April 2, 2018.

During the outreach efforts, many residents and merchants indicated support for the proposed parking management strategies.

If fund appropriation for the purchase of parking enforcement equipment and start-up cost is approved by Council, staff will take the following steps starting in November 2019, to inform the public about the implementation of the program:

- Prepare outreach material providing details and contact information for the program: flyers, posters and mailers
- Door-to-door outreach to businesses within the plan area
- Send mailers to all residential addresses within the plan area
- Staff will host public meetings at City Hall, two to three weeks before the program rolls out
- Post posters around the Downtown and at strategic locations within Muni lots, to alert people of the new parking restrictions, one month prior to roll out
- Social media blast (Facebook, Nextdoor, Instagram, Twitter, etc.)
- Set up a City website to provide details and contact information for the program

#### NEXT STEPS

If the Committee agrees, this item will be presented for Council consideration at the October 1, 2019 Council meeting.

Prepared by:           Liliana Ventura, Associate Transportation Engineer  
Fred Kelley, Transportation Division Manager

Recommended by:    Alex Ameri, Director of Public Works

Approved by:



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Kelly McAadoo, City Manager



# BOUNDARIES OF DOWNTOWN RESIDENTIAL PREFERENTIAL PERMIT PARKING AREA





## **City of Hayward Parking Program Automated License Plate Recognition Policy**

The City of Hayward Parking Program goal is to manage and provide parking services for residents, businesses and visitors. The City uses Automated License Plate Recognition (ALPR) to support this mission.

### **What Is ALPR?**

Automated License Plate Reader (ALPR) technology, also known as License Plate Recognition (LPR), provides automated detection of license plates. ALPR is a camera system that takes a picture of a license plate and uses a computer algorithm to convert the image of the license plate, and the characters it contains, into computer-readable data (ALPR data).

### **Purpose**

Hayward collects ALPR data for the purposes of managing parking, issuing citations for violations of parking laws and regulations, and collecting citation fines.

### **Authorized Users**

Authorized City of Hayward staff, including parking officers and City of Hayward Police Department, and contractors involved in issuing citations and collecting parking citation fines are authorized to access ALPR data.

### **Training**

Authorized City staff is required to complete department-approved training before they are allowed to operate ALPR equipment or access ALPR data. Training in the use of the system consist of:

- Privacy and civil liberties protections;
- Legal authorities, developments and issues involving the use of ALPR Data and technology;
- Current City of Hayward Policy regarding appropriate use of ALPR Systems;
- Technical, physical, administrative and procedural measures to protect the security of ALPR Data against unauthorized access or use; and
- Practical exercises in the use of the ALPR system.

## **Information Security**

All saved data is closely safeguarded and protected by both procedural and technological means. The City of Hayward Transportation Department observes the following safeguards regarding access to and use of stored data:

- All non-law enforcement requests for access to stored ALPR data are and will not be granted.
- All ALPR data downloaded to the mobile workstation and server shall be accessible only through a login/password-protected system capable of documenting all access of information by name, date and time.
- Persons approved to access ALPR data under these guidelines are permitted to access the data for legitimate parking enforcement purposes only.
- ALPR system audits will be conducted on a regular basis by the Official Custodian.

## **Official Custodian**

The Parking Program Manager assigned by the Transportation Division Manager is the Official Custodian of the collected ALPR data and responsible for implementing this policy.

## **Information Sharing**

The City only shares ALPR data with employees and contractors who are responsible for processing citations and handling parking payments. The City does not share or sell ALPR data to anyone, nor is it disclosed to the public. The City will only share ALPR data internally with the City of Hayward Police Department.

## **Accuracy**

Parking Enforcement Officers visually verify license plate data when a citation is issued.

## **Data Retention**

ALPR data is stored based on the following schedule:

- License Plate data collected: 365 days from date of infractions