

Log #	Received From	Comment/Question	Staff Response
01	Mayor Nice	Were the acquisition costs compared to those of nearby cities that purchased the same software?	Tyler is a public software company focused solely on municipal government clientele. From what we know, this is comparable to other local government agencies in the region.
02	Mayor Nice	Has staff considered if the proposed system analyst position would become a single point of failure if the analyst were to be recruited by a nearby city or lost due to other reasons?	Staff discussed this internally and recognize the Systems Analyst position is critical to the project's success. Compared to prior financial software implementations, this undertaking will involve power users across City departments to not only mitigate this risk, but also ensure all departments have an equal voice and learn to use the software to fulfill their day-to-day responsibilities in an efficient and effective manner. We will ensure staff are cross trained in the event the position becomes vacant.
03	Mayor Nice	Have staff drafted a position description for the systems analyst? If not, can Tyler Technologies provide a template with requisite skills and experience?	Yes. The City has drafted a Systems Analyst job description, considering closely related positions in the Cities of Issaquah, Redmond, Lynwood, and Kirkland as well as Auburn, Bothell, Edmonds, Sammamish, and the City of Shoreline. Staff will also have the project consultant team at Berry Dunn review the job description before recruitment opens to confirm level of experience and skill set requirements.
04	Mayor Nice	Have staff developed a profile of requisite skills for the system analyst position and performed a cursory search (e.g., LinkedIn, Indeed) of the local market to ensure qualified candidates exist?	No. The City is working with a recruiter who is on contract to effectively promote the position.
05	Mayor Nice	The RFP was sent to 47 vendors and only three responded. Is the low response rate unexpected especially considering we hired a firm to assist with the RFP?	The response rate is based on a variety of factors. Though exact reasons are unknown, staff speculate the limited scope (financials only) and size of the City project are likely factors impacting overall responses.
06	Mayor Nice	Can you please provide a list and general description of the 16 possible city systems Munis might interface with?	Yes. This list is provided on page 20 of AB 6007x1.
07	Mayor Nice	If Tyler Technologies, Inc. has a local presence, does our agreement prevent them from hiring our staff? Non-solicitation agreement?	Staff will consider a non-compete clause in final negotiations.
08	Mayor Nice	Will the systems analyst be budgeted to the finance or IT department?	The position will be budgeted to the Finance Department. The Systems Analyst will be solely focused on the Finance business system and the position will closely interface with the IT Team.
09	Mayor Nice	If not in IT, the system analyst responsibility of "...manag[ing] employee access and permission levels..."	Initial user creation and basic system access will still rest in IT since the City's primary directory will sync with Tyler Munis. Additional granular

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		would traditionally belong in IT. Have finance staff consulted with IT on this responsibility?	permissions and roles will be designed and administered by the Systems Analyst in tandem with the Vendor implementation team.
10	Mayor Nice	The following language, "...scheduled quarterly software updates", seems unusual for a cloud software solution. Typically, we expect feature rollouts for cloud-based software solutions. Does this cloud software really receive quarterly updates? Updates are never more frequent?	Upon clarification, the frequency of updates and feature rollouts for the Tyler Munis's SAAS offering is unclear. Routine updates are provided for software patches. The City will control when and how often updates are applied. Tyler historically releases one new major release each year, with Managed Internet Updates (MIUs) conducted on a routine basis.
11	Mayor Nice	If the ERP supports all employees and all city departments, why is the General Fund being recommended to support 100% of the costs? Shouldn't the water fund, sewer fund, street fund... pay their fair share?	Good suggestion. It is reasonable that the Water, Sewer and Storm Utility funds could contribute a portion of the costs. If City Council supports this approach, staff will determine a reasonable basis of cost allocation. Technology projects are not a qualified expense for other restricted funds, such as REET.
12	Councilmember Weinberg	The report says all city employees will be touching it. Does that mean this is replacing the timecard entry and/or payroll systems, or are we retaining ADP to do that? <ul style="list-style-type: none"> If we're replacing ADP, can Munis be customized enough to incorporate all the payroll nuances of our collective bargaining agreements? Navigating those nuances have been a huge challenge at the City of Seattle. 	The Tyler Munis proposal does not replace anything related to time, attendance, or payroll. It is expected that Munis will integrate with the City's payroll/HR software.
13	Councilmember Weinberg	Will the Munis system be handling electronic financial transactions, such as payments to vendors and receipt of utility bills from residents? <ul style="list-style-type: none"> If so, does Tyler charge a transaction fee for this service, or is this service covered by the \$156k annual license fee? If there's a transaction fee, how much is it likely to add up to on an annual basis? 	The City uses InvoiceCloud to handle electronic financial transactions for utility billing and permitting. Included in Tyler's proposal is an application program interface so Munis can send customer information to InvoiceCloud, and Munis can receive payment information from InvoiceCloud. There is the potential for electronic transactions for cash receipting, B&O tax payments, and electronic payables. If the City uses the Tyler platform for credit card processing, staff anticipates merchant fees based on transaction volume in addition to the annual software subscription.
14	Councilmember Weinberg	Were any of the city's frequent vendors asked to evaluate Tyler's vendor portal?	No.
15	Councilmember Weinberg	Do we have any quantitative measures of the labor costs involved in our current duplicative data entry processes that will be saved with this new system?	No, however we know the manual processes are extremely inefficient. This was a main driver in recommending Tyler Munis - the City will

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			undertake a process-oriented improvement and implementation rather than simply a technology upgrade.
16	Councilmember Weinberg	Are all of the other 16 systems on-premises, or are some of them vendor-hosted in the cloud?	It is a mix. Some business systems are on-premise, while others are SAAS. See exhibit 1 to this document.
17	Councilmember Weinberg	Are any of the 16 systems hosted by vendors with whom Tyler will be integrating for the first time?	No, Tyler is familiar with all the City's business software systems. Integrations largely share the same application program interfaces (API) framework, usually representational state transfer (REST). If a software system is new to Tyler, the API used to integrate with said vendor will be standardized and familiar to Tyler.
18	Councilmember Weinberg	Will the Munis system need to integrate with any data sources not owned by the City (e.g., county, state, federal)?	No. The City undergoes a file exchange with the State's Department of Revenue's Business Licensing Service, but no application program interfaces are required with the county, state, or federal government at this time.
19	Councilmember Weinberg	What is our fallback plan if an update to one of the other 16 systems breaks its integration with Munis?	<p>The Systems Analyst will be involved in writing the application program interfaces (APIs) with the software vendor. The position will need to have the skill set to ensure the programmatic gateways are properly designed to withstand software systems upgrades.</p> <p>Should an update disrupt an integration, depending on whether the integration is hosted on-premises or with the vendor, IT staff and the Systems Analyst will work to triage the issue with technical support and submit a support ticket as needed.</p> <p>Staff will simultaneously maintain an up-to-date testing environment to stress test APIs with new software releases.</p>
20	Councilmember Weinberg	Is it realistic to assume that the new Systems Analyst will know how to fix any integrations that break?	Yes. IT as well as Tyler customer service support will be available to assist the Systems Analyst, who should also be equipped with the knowledge to fix integration issues specifically related to Tyler Munis (e.g., the who, where, and when).
21	Councilmember Weinberg	Will Tyler be migrating any data over from the city's legacy system?	Potential data conversions have been scoped in the RFP and prioritized by City staff, each with a specific recommended number of years. These include outstanding accounts receivable (AR) invoices, purchase order history, open purchase orders, general ledger account budgets and actual balances and actual transaction detail, project account balances, actual and budget accounts payable, invoice history, check history, accounts payable (AP) vendors, AR customers, AR invoice history, and fixed assets.

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			Staff has documented all data conversions with the option to re-evaluate on a case-by-case once the implementation begins.														
22	Councilmember Weinberg	How will the city access any old data which is not migrated?	The City has discussed options for data retention and will prioritize converting data staff uses for routine work. Staff will either run the old environment for a set period after the implementation is complete or maintain the database and query data directly. The City will adhere to public records retentions requirements as well.														
23	Councilmember Weinberg	What percentage of the \$986k is set aside for designing, implementing, and testing the reports that the city will need from the system?	<p>Tyler estimates 10% of the professional services costs (below) to design, test, and implement/ train on report writing. A total of \$281,000 is included in the Tyler proposal for one-time implementation fees.</p> <table border="1"> <thead> <tr> <th colspan="2">Tyler Munis One-time Implementation</th> </tr> </thead> <tbody> <tr> <td>Professional Service Costs</td> <td>\$200,460</td> </tr> <tr> <td>Project Management Costs</td> <td>\$25,160</td> </tr> <tr> <td>Data Conversion Costs</td> <td>\$35,500</td> </tr> <tr> <td>Third-Party Hardware Costs</td> <td>\$4,542</td> </tr> <tr> <td>Travel and/or Training Expenses</td> <td>\$15,000</td> </tr> <tr> <td>Total</td> <td>\$280,662</td> </tr> </tbody> </table>	Tyler Munis One-time Implementation		Professional Service Costs	\$200,460	Project Management Costs	\$25,160	Data Conversion Costs	\$35,500	Third-Party Hardware Costs	\$4,542	Travel and/or Training Expenses	\$15,000	Total	\$280,662
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24	Councilmember Weinberg	Is Tyler committing to implementing reports that are BARS-compliant?	Staff gravitated to Tyler given that they have a larger footprint in WA compared to Central Square and clarified during software demos a strong familiarity with BARS requirements. BARS-compliant reports will be included in the final contract.														
25	Councilmember Weinberg	<p>Is Tyler committing to implementing grant reports that comply with federal, state, and county reporting requirements?</p> <ul style="list-style-type: none"> Or is Tyler just providing a kit of parts – i.e. it's up to the new Systems Analyst to train the users on how to build their own reports? 	Tyler offers standard reports and will be training staff on how to use them as well as how to build custom reports. Staff is leaning towards the “train the trainer” model with power users from each department learning the basics of custom report writing. This will become an annual training offered by the Finance Department.														
26	Councilmember Weinberg	What's the most complex report that the city needs? Will that be within the skillset of a non-technical city employee to build? Will it be within the skillset of the Systems Analyst to build?	<p>It depends. There are a wide variety of reports needed by City teams.</p> <p>Complex report creation will be in the requisite skill set for the Systems Analyst. Other staff will be cross trained on report generation.</p>														
27	Councilmember Weinberg	If we lose internet connectivity, is there a local cache of all the data that allows us to continue working?	Similar to other SAAS offerings, there will not be a cache available. The City has multiple redundant internet connections. With work from home gaining traction, client internet connections will be available as well.														
28	Councilmember Weinberg	Does Tyler offer 24x7 support or 8x5? Is 24x7 support a priority for the City?	The support hours are 5am– 8pm PST for all software questions. Tyler also offers 24-hour emergency lines for technical support.														

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29	Councilmember Weinberg	Providing contract help for the Finance Director and Accounting Specialist is a good idea. Will the IT folks also need some contract help?	No.
30	Councilmember Weinberg	Are these contract-help costs included in the \$986k price tag?	Yes.
31	Councilmember Weinberg	Will there be others in the City who need contract help to fill in while they are working with Tyler?	This implementation will primarily impact the Finance Department. The project budget includes the contract resources necessary to implement the project, which includes support for the Finance team.
32	Councilmember Weinberg	For those who don't get contract backfill help, how will the City proactively manage the impacts of having all its employees attend training for this new software?	Training will be phased and staggered with multiple offerings for both expert and non-expert users, guided by the underlying principles that we are all in this together working to support one another.
33	Councilmember Weinberg	How many weeks does the project team plan to dedicate for User Acceptance Testing?	Staff anticipates User Acceptance training will last around 4 weeks with specific entrance and exit criteria. This is subject to change depending on the core elements tested.
34	Councilmember Weinberg	How many users will be involved in the acceptance testing of the system?	15-25, though this may change depending on staff availability and other organizational initiatives underway.
35	Councilmember Weinberg	How many users will need to be trained to use the new system?	50.
36	Councilmember Weinberg	What percentage of the \$986k is set aside for training the users on the new system?	Costs for training users how the new system operates are 10% of professional service costs, which is different from configuration training (e.g., how to orient the software). Staff will have a detailed training strategy once a contract is negotiated with the recommended vendor.
37	Councilmember Weinberg	Will all training be left up to the new Systems Analyst?	Initial systems implementation generally includes training sessions provided by the vendor and coordinated by the Systems Analyst. Once live, the Finance Department, including the Systems Analyst as well as the Financial Analysts, will orient new employees and provide refreshers for existing employees.
38	Councilmember Weinberg	The agenda bill says, "Costs associated with project implementation are paid as project milestones are completed." The contract should be very clear to indicate that payments from the City to Tyler shall be made following the City's acceptance of the completed deliverables associated with each milestone, not just upon the arrival of a date that was marked on the schedule as a milestone.	Yes, this is a normal process for City contracts.
39	Councilmember Weinberg	The contract should include a dedicated Deliverable Acceptance section describing the process and timeline for receiving and accepting deliverables.	Yes, this is a normal process for City contracts.

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40	Councilmember Weinberg	Are there any consequences, other than delay of payment, if the deployment takes significantly longer than expected? I presume the impacts to the City can get extensive if the deployment is left in a state of partial implementation for an extended period.	It depends on the nature of the delay. Legitimate issues with the software can be mitigated when staff finalize the contract per the City Council's direction. In a worst-case scenario, the City would consider legal action for non-performance.
41	Councilmember Weinberg	If the project is completed and all deliverables accepted without using up the entire 20% contingency, who gets to keep the savings – Tyler or the City?	The City will only pay for services rendered. Unspent contingency funds remain with the City and return to the parent Fund for the City Council to appropriate in a future biennial budget.
42	Councilmember Weinberg	36 months seems like an unusually long time to implement a \$1 million IT system. How many Tyler employees will be working on this?	Staff recommend proceeding with a project timeline that is realistic and methodical rather than compressed or aggressive. This is based on lessons learned from peer cities and the culture change this project entails. Second, staff anticipates the vendor will have a project manager with 2-3 technical consultants, for a maximum of five people depending on the project timeline and scheduled deliverables.
43	Councilmember Weinberg	How many will be full-time vs part time?	The vendor does not have 'full-time staff dedicated.' Staff requested Tyler to reduce the amount of project management time to ensure we are only billed for services rendered when needed or required.
44	Councilmember Weinberg	Will the Tyler employees be working on-site on Mercer Island or remotely?	Staff anticipate remote deployments with onsite activity occurring at critical points (go-live). However, staff will make the determination at that point in time as the Vendor has grown accustomed to doing go-live work remote during the Pandemic.
45	Councilmember Weinberg	Should we expect there to be any large gaps in the 36-month timeline when no Tyler personnel are actively working on the Mercer Island implementation?	There will be a consistent presence through go-live and larger gaps to implement post-live deliverables.
46	Councilmember Weinberg	I noticed that the \$127k Systems Analyst is listed in both estimates (Tyler and Central Square). Does the city already have an SA on staff, or was its inclusion in the Central Square alternative estimate a way of saying, "We need to hire an SA, whether we stay with Central Square or switch to Tyler?"	We do not currently have a Systems Analyst on staff. A position will be needed regardless of the system we procure.
47	Councilmember Weinberg	Are we signing a 10-year contract with Tyler?	No. The agreement will be renewed annually with agreed to pricing determined when the final contract is negotiated.
48	Councilmember Weinberg	Does it include an option to extend it another 5 or 10 years?	Yes.
49	Councilmember Weinberg	If not, should we start socking away 10% of the one-time \$703k implementation costs (~\$70k per year) into the technology sinking fund for implementing a replacement to this system in 10 years?	The City's current practice is the General Fund commits \$250,000 annually to the Technology and Equipment Fund. The methodology was previously based on current or future software needs.

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			<p>The Finance department anticipates devising a new cost allocation methodology to fund technology separate from equipment needs over time as a potential component of the 2023-2024 biennial budget workplan.</p>
50	Councilmember Weinberg	Was any portion of the existing Tech Sinking Fund intended to support the eventual replacement of OneSolution?	<p>The City's current practice is the General Fund commits \$250,000 annually to the Technology and Equipment Fund. The contribution is not specific to any single software, but rather was intended to support the City's entire portfolio of software systems.</p>
51	Councilmember Weinberg	Once we have this initial ERP system installed, will it serve as a foundation for easier-and-cheaper installation of additional Munis modules in the future?	<p>Both Tyler Technologies and Central Square are positioning themselves to be a one stop shop for all government services and business systems. If the City were to add additional modules, staff cannot say if it will be cheaper, but we do expect less up-front implementation costs since staff will be familiar with the selected vendor.</p>
52	Councilmember Weinberg	If so, are there any specific modules that we decided not to include in scope for this project but which we should seriously consider in the future to help the City realize additional operational efficiencies?	<p>Currently, no.</p> <p>Staff recommendation is based on a thorough understanding of third-party business systems the City currently uses and a thorough evaluation of the selected Vendor system's ancillary modules. Emphasis is on a scaffolded implementation to ensure the City pays for the modules we deploy and no more.</p> <p>Staff will track Tyler Technology offerings as organizational prowess with Tyler Munis software increases overtime.</p>