LOS ANGELES COUNTY DEPARTMENT OF REGIONAL PLANNING

AMY J. BODEK, AICP
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Regional Planning

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SHARON GUIDRY
Deputy Director,
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JOSEPH HORVATH
Administrative Deputy,
Administration

December 09, 2025

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, California 90012

Dear Supervisors:

**APPROVAL OF A SOLE SOURCE CONTRACT WITH TYLER TECHNOLOGIES, INC.
FOR THE ELECTRONIC PERMITTING AND INSPECTIONS
COUNTY OF LOS ANGELES (EPIC-LA) SYSTEM AND RELATED SERVICES
(ALL SUPERVISORIAL DISTRICTS) (3-VOTES)**

CIO RECOMMENDATION: APPROVE [X]

<u>SUBJECT</u>

Joint recommendation by the Department of Regional Planning, Department of Public Works, the Consolidated Fire Protection District of Los Angeles County, Department of Parks and Recreation, Department of Economic Opportunity, and Treasurer-Tax Collector, that the Board of Supervisors approve a sole source contract with Tyler Technologies, Inc.

IT IS RECOMMENDED THAT THE BOARD:

1. Approve and instruct the Chair of the Board to execute a sole source contract (Exhibit I), with Tyler Technologies, Inc. (Tyler Technologies), for the provision of the EPIC-LA system and related services, effective upon Board approval, for an initial contract term of three (3) years, with an option for the County to extend for up to two (2) one-year extension terms, with a maximum contract sum not to exceed $18,782,422 in total, which includes the initial term and optional extension terms. This amount includes costs for SaaS migration, enhancements, maintenance, support, and a 10% Contingency of $1,707,394 for optional work.

2. Delegate authority to the Director of Regional Planning (Director) or her designee to execute amendments to the contract that extend the initial contract term for up to two (2) one-year extension

terms, subject to review and approval as to form by County Counsel, and as applicable, review by the Chief Information Officer (CIO), and notification to the Board.

3. Delegate authority to the Director or her designee to approve and execute: (a) change notices or amendments to the contract for changes that are clerical or administrative in nature and/or do not materially affect any term or condition of the contract; and (b) change orders or amendments to the contract using pool dollars included as part of the maximum contract sum to acquire optional work, provided that the amounts payable under such change orders or amendments do not exceed the available amounts of pool dollars.

4. Delegate authority to the Director or her designee to: (a) issue written notice(s) of partial or total termination the contract if, in the opinion of the Director, it is in the best interest of the Los Angeles County (County) without further action from the Board; and(b) execute amendments to the contract to (i) add, delete, and/or change certain terms and conditions as mandated by federal, or state, or local law or regulation, or as required by the Board and/or Chief Executive Officer (CEO); (ii) internally reallocate funds between budget pools within the contract; (iii) approve assignment and delegation of the contract, resulting from acquisitions, mergers, or other changes in ownership; (iv) make changes to the statement of work as operationally necessary; and (v) make changes to the contract in connection with the transfer of some or all of the involved departments' functions to another County department, with all actions subject to prior review and approval as to form by County Counsel, and as applicable, review by the CIO.

5. Delegate authority to the CEO to reassign authorities delegated by the Board to the Director through this Board Letter to another County official in connection with the transfer of some or all of the involved departments' functions to another County department.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

The departments are recommending the proposed contract with Tyler Technologies on a sole source basis for a secure, cloud-hosted, Software-as-a-Service (Saas) system to enhance and migrate the existing EPIC-LA system. This new contract will include critical enhancements, notably the migration from the on-premise solution to SaaS, to support the land entitlement, permitting, inspections, and code enforcement services provide by the involved departments. Migrating to SaaS is expected to improve efficiency, and enhance customer experience over the long term.

EPIC-LA is a critical component of the County's land management strategy, supporting rebuild efforts post-wildfires and administering applications for land entitlements under various State and local regulations. The existing contract, as extended by Amendment No. 8 expires on June 23, 2026. On December 17, 2024, the departments notified the Board of intent to negotiate a new contract with the Contractor, including SaaS migration. Negotiations have now been completed, resulting in this proposed sole source contract to ensure continuity, take advantage of reduced pricing offered until December 31, 2025, and leverage the proprietary nature of Tyler's platform.

Implementation of Strategic Plan Goals

The recommended action supports the County's Strategic Plan Goal III – Realize Tomorrow's Government Today, Strategy III.2.1 to Enhance Information Technology Platforms to Securely Share and Exchange Data; Strategy III.2.3 to Prioritize and Implement Technology Initiatives that Enhance Service Delivery and Increase Efficiency; North Star 2 – Foster vibrant and resilient communities, Focus Area Goal – C. Public Safety, strategy ii Operational enhancement; and North Star 3 –

Realize tomorrow's government today, Focus Area Goal – F. Flexible and Efficient Infrastructure, Strategy iii. Technological Advancement/Digital Divide.

FISCAL IMPACT/FINANCING

The recommended contract with Tyler Technologies will provide services under a three-year initial contract term with two optional one-year extension terms. The total County maximum contract sum will not exceed $ 18,782,422 for the five-year term. The costs of EPIC-LA for DRP, DEO, and DPR are being funded by Net County Cost while DPW, TTC and the Fire District costs are being fully funded with building permit revenue, business license fees, and fire prevention fees respectively.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

As required under Board Policy 5.100 (Sole Source Contracts), the departments notified the Board on December 17, 2024, of the intent to enter into the recommended contract with Tyler Technologies on a sole source basis. Due to the Fire Rebuild initiatives, the negotiations for Tyler had to be delayed and DRP notified the Board on June 17, 2025, that the current contract needed to be extended for an additional year. Due to discounted pricing offered from Tyler through December 31, 2025, we completed the negotiations early.

The recommended contract contains the required Board policy provisions, including those pertaining to consideration of qualified County employees targeted for layoff as well as qualified GAIN/GROW participants for employment openings, compliance with the Jury Duty Ordinance, Safely Surrender Baby Law, Child Support Program, and Zero Tolerance Human Trafficking. The contract also includes provisions for assignment and delegation, compliance with applicable law, force majeure, indemnification, Public Record Act compliance, and termination for default.

Given that this is an information technology contract involving SaaS hosting, appropriate provisions are included for confidentiality, security incidents, and rights to use the system. The contract includes performance incentives such as retention amounts, withhold payments for deficiencies, and service credits.

County Counsel has approved the proposed contract as to form. In compliance with Board Policy 6.020, the CIO has reviewed and concurs with DRP's recommendation (see CIO analysis in Attachment I). The CEO's Risk Management Branch has reviewed and concurs with provisions relating to insurance and indemnification and any revisions made to such as a result of the negotiations.

ENVIRONMENTAL DOCUMENTATION

The services provided through this Agreement and its Amendments will not have an effect on the environment and, therefore, this Amendment is exempt from CEQA, pursuant to Section 15378 (b)(4) of the CEQA Guidelines.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

Approval of the proposed contract for EPIC-LA will enhance our customers' experience by providing a more streamlined and transparent land entitlement application process through SaaS enhancements.

CONCLUSION

Upon approval of this contract, this will allow the County to implement the new SaaS-based EPIC-LA system, greatly enhancing the County's land entitlement process by providing an improved customer experience and promoting greater government accountability and transparency.

Respectfully submitted,

Amy J. Bodek, AICP

Director

Peter Loo

Chief Information Officer

AJB:JH:ia

Enclosures

c: Executive Office, Board of Supervisors
     Board Deputies
     Chief Executive Office
     County Counsel
     Equal Opportunity
     Fire Department
     Parks and Recreation
     Public Health
     Public Works
     Treasure-Tax Collector

Chief Information Office

Peter Loo
CHIEF INFORMATION OFFICER

CIO ANALYSIS

BOARD AGENDA DATE:
12/9/2025

SUBJECT:

CONTRACT FOR THE ELECTRONIC PERMITTING AND INSPECTIONS COUNTY OF LOS ANGELES (EPIC-LA) SYSTEM

CONTRACT TYPE:

☐ New Contract ☒ Sole Source ☐ Amendment to Contract #:

SUMMARY:

The Department of Regional Planning (DRP) is requesting delegated authority to execute a sole source contract with Tyler Technologies to migrate from the current on-premise platform to Tyler's SaaS environment and professional services for DEO and Fire Phase 2 and 3 implementations. The new SaaS platform promises improved performance and new customer portal functionality for constituents. DRP is also asking for delegated authority to execute amendments to the contract through the initial term and two one-year extension terms, to approve and execute change notices or amendments, to make changes to contract/SOW as needed to transfer some or all of the involved departments' functions to another County department, and to reassign authorities delegated by the Board to the Director to another County official in connection with the transfer of some or all of the involved departments' functions to another County department.

On June 17, 2025, the Board approved delegated authority for DRP to execute Amendment 8 for an additional year of the original contract so contract negotiations could be completed. The new Contract with Tyler Technologies is for a term of three years with (2) one-year options from June 1, 2026, through December 31, 2031, for a maximum Contract sum of $18,782,422. Licensing will be unlimited for the current departments, DRP, Public Works (DPW), Fire, Parks and Recreation (DPR), Treasurer-Tax Collector (TTC) and Department of Equal Opportunity (DEO). Pricing negotiations led to an additional $300,000 discount for the first year, on top of the $2,033,584 already applied. There are no additional costs for implementation services to migrate from the current on-premise hosting to SaaS. DEO. Fire, and DPW-EH will pay for their implementation services when they onboard onto the EPIC-LA platform.

The Contract scope of services includes requirements for project planning and management, assessment and analysis of current and future state, deployment and configuration, data conversion & validation, user acceptance testing, end user training, and system maintenance and support services.

Contract Amount: **$18,782,422** The requested authorization to increase the maximum Contract by 10 percent is exercised.

CONTRACT FOR LOAN MANAGEMENT SOFTWARE SERVICES

Financial Analysis:

Tyler Technologies Contract costs:

One-Time Costs:

SaaS Flip Migration Services………………………………………………………………………$	0
DEO Professional Services……………………………………………………………………$	193,500[1]
Fire Ph 2 Professional Services…………………………………………………………$	338,299[2]
Fire Ph 3 Professional Services…………………………………………………………$	21,000[3]
DPW-EH Professional Services……………………………………………………………$	326,900[4]
Subtotal One-Time Costs:…………………………………………………$	**879,699**

Ongoing Annual Costs:

Year 1 Enterprise Permitting & Licensing (EPL)…………………………………… $	2,685,221[5]
Year 2 Enterprise Permitting & Licensing ………………………………………………$	3,134,482
Year 3 Enterprise Permitting & Licensing ………………………………………………$	3,291,206
Subtotal Ongoing Costs:……………………………………………………$ 9,110,909	

Optional Costs:

Year 4 Enterprise Permitting & Licensing ………………………………………………$	3,455,766
Year 5 Enterprise Permitting & Licensing) ……………………………………………$	3,628,555
Subtotal Optional Costs…………………………………………………………$	**7,084,321**

Total – Contract Sum……………………………………………………$ 17,074,929

10% Contingency …………………………………………………………………… $ 1,707,493
Total – Maximum Contract Sum………………………………………$ 18,782,422

Notes:
[1] Includes Configuration training, Custom Forms/Letter/Reports, Process Validation Training, Implementation & Project Management Services, Solutions Orientation & Train-the-Trainer Training. Also includes estimated travel expenses up to $8500. To be paid soley by DEO.
[2] Includes Configuration training, Custom Forms/Letter/Reports, Implementation & Project Management Services, Solutions Orientation & Train-the-Trainer Training. Also includes estimated travel expenses up to $8500. To be paid solely by Fire.
[3] Includes Data Conversion, Setup & Configuration, Training Services (Company Inspector Mobile), & User Training Videos & Job Aids. To be paid solely by Fire.
[4] Includes Configuration training, Custom Forms/Letter/Reports, Data Conversion, Integration for API/SDK Support, Implementation & Project Management Services, Solutions Orientation & Train-the-Trainer Training. Also includes estimated travel expenses up to $22,500. To be paid solely by DPW.
[5] Includes Software for EPL licensing $333,333/month, Business Management Suite $5167/month, Community Development Suite $5167/month, EPL Foundation $3667/month, Environmental Health Suite $3083/month and Extensions for eReviews $5667/month, Decision Engine $4167/month, Citizen Connect-Environmental Health $2000/month, EPL Civic Access Credit Card Payment API Toolkit $458/month, SSRS Reporting Access $125/month, and the Fire Prevention Mobile for Company Inspector Mobile $174 for 177 users, Inspector Mobile $169 for 92 users, Invoicing Add-on $49 for 92 users, Onboard Codes-ICC $10 for 269 users, and API Access/Support $175/month. Yearly discount of $2,033,584, and first-year additional discount of $300,000. To be paid by all participating departments by % of use: DRP 20%, DPW 66%, DPR 10%, Fire 6%, TTC 5%, DPH 1%, & DEO 1%. Increase of 5% each year for length of contract.
[6] 10% contingency for unanticipated increases in work or special projects

CONTRACT FOR LOAN MANAGEMENT SOFTWARE SERVICES

Risks:

1. **Project Management and Governance** – To ensure a successful project, the Office of the Chief Information Officer (OCIO) recommends a strong project governance and dedicated project manager to ensure adherence to schedule and budget, to manage scope changes, to manage contractor performance, and to represent the needs of the LACDA business users. The Project Director is DRP's Chief Deputy Director, Dennis Slavin and the Project Manager will be Stephanie Todd, Deputy CIO/CEO.

2. **Lack of Contractor Performance** – A critical factor in the success of the project is management of Contractor performance. The Contract has provisions to ensure acceptable contractor performance and correction of deficiencies. These include termination or suspension for convenience, default, improper consideration, insolvency, and non-appropriation of funds; Credits have been outlined in the Client Relief Schedule (Exhibit B1-SLA) for system availability below 99.89%.

3. The information technology security risk was analyzed by DRP's Information Security Officer and the County Information Security Officer. The project was assessed as low risk, and the vendor's SOC2 and Vendor Risk Assessment reports were reviewed with no major issues noted. Although no GenAI/LLM are in use, if additions are made in the future, will need an amendment to apply County GenAI controls as appropriate. Also, the proposed contract includes Technology Professional Liability Errors and Omissions Insurance for an aggregate of $15 million and Cyber security insurance of $15 million, reducing risk.

4. **Contract Risks** – County Counsel participated in its negotiation and approved the Contract as to form.

PREPARED BY:

Stephanie Todd

11/19/2025

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(STEPHANIE TODD) DEPUTY CHIEF INFORMATION OFFICER   DATE

APPROVED:

Peter Loo

11/19/2025

_____

PETER LOO, CHIEF INFORMATION OFFICER   DATE

EXHIBIT A

STATEMENT OF WORK AND ATTACHMENTS

Los Angeles County

SOW from Tyler Technologies, Inc.

7/24/2025

Presented to:
Dennis Slavin
320 W Temple St
Los Angeles County, CA 90012

Contact:
Andrew Meyer
Email: Andrew.Meyer@TylerTech.com
1 Tyler Drive, Yarmouth, Maine 04096

Table of Contents

Part 1: Executive Summary

1.   Project Overview

1.1   Introduction

Tyler Technologies ("Tyler") is a provider of integrated software and technology services focused solely on the public sector. Tyler previously provided Los Angeles County with on-premises Electronic Permitting and Inspections – County of Los Angeles ("EPIC-LA") software. The parties now desire to convert EPIC-LA Services to a Software-as-a-Service ("SaaS") under this Contract.

1.2   Project Goals

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

The overall goals of the project are to:

- Successfully implement the contracted scope on time and on budget
- Increase operational efficiencies and empower users to be more productive
- Improve accessibility and responsiveness to external and internal customer needs
- Overcome current challenges and meet future goals
- Providing a single, comprehensive, and integrated solution to manage business functions
- SaaS Flip (Migration Plan - Attachment A)
- Implement Env. Health and Fire Prevention Mobile

- Consolidate users and processes

1.3   Methodology

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

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

Tyler's Six Stage Project Methodology
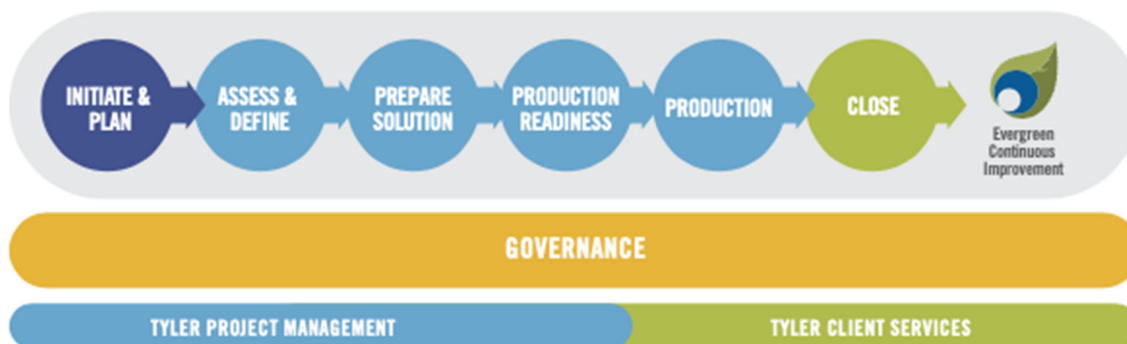
The methodology adapts to both single-phase and multiple-phase projects.

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

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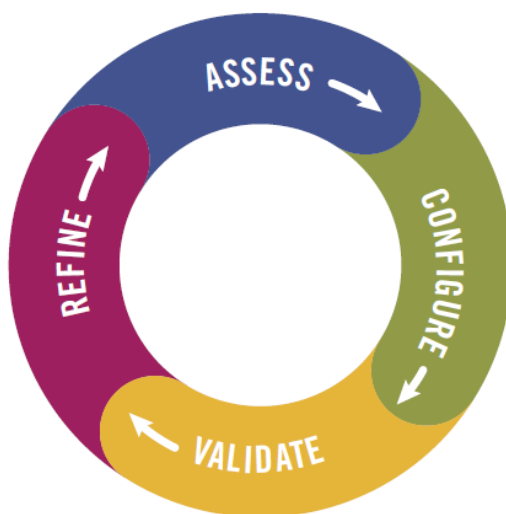
The delivery approach is systematic, which reduces variability and mitigates risks to ensure Project success. As illustrated, some stages, along with work packages and tasks, are intended to be overlapping by nature to complete the Project efficiently and effectively.

Part 2: Project Foundation

2.   Project Governance

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

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

The chart below illustrates an overall team perspective where Tyler and the Los Angeles County collaborate to resolve Project challenges according to defined escalation paths. If project managers do not possess authority to determine a solution, resolve an issue, or mitigate a risk, Tyler implementation management and the Los Angeles County Steering Committee become the escalation points to triage responses prior to escalation to the Los Angeles County 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 Los Angeles County and Tyler executive sponsors serve as the final escalation point.

Project Governance Relationships

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

3.   Project Scope Control

3.1   Managing Scope and Project Change

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

Project Management Triangle

TIME

SCOPE

QUALITY

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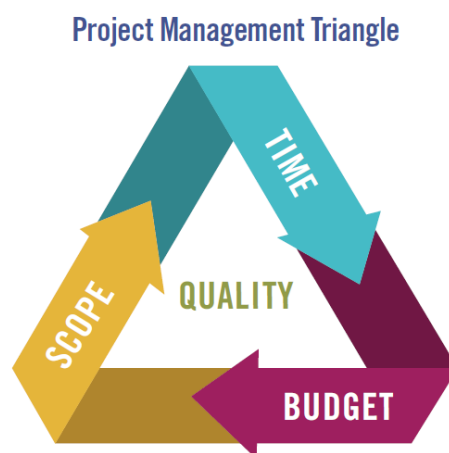
A pillar of any successful project is the ability to properly manage scope while allowing the appropriate level of flexibility to incorporate approved changes. Scope and changes within the project will be managed using the change control process outlined in the following section.

3.2   Change Control

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

3.3   Change Request Management

Should the need for a change to Project scope, schedule, and/or cost be identified during the Project, the change will be brought to the attention of the Steering Committee and an assessment of the change will occur. While such changes may result in additional costs and delays relative to the schedule, some changes may result in less cost to the Los Angeles County; for example, the Los Angeles County may decide it no

longer needs a deliverable originally defined in the Project. The Change Request will include the following information:

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

The Los Angeles County will use its good faith efforts to either approve or disapprove any Change Request within ten (10) Business Days (or other period as mutually agreeable between Tyler and the Los Angeles County). Any changes to the Project scope, budget, or timeline must be documented and approved in writing in accordance with Contract Section 8.1 (Change Notices and Amendments). These approved changes will serve as formal amendments to the Statement of Work and shall override any conflicting provisions with the original SOW.

4.   Acceptance Process

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

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

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

County shall retain from each implementation Deliverable payment for each Stage, ten percent (10%) of the payment ("Withhold(s)") as part security for the fulfillment of the Contract by the Contractor to achieve Final Acceptance of the Solution System for each Stage. The Withholds for each Stage will be payable to the Contractor following Final Acceptance of the Solution System for each Stage, subject to any adjustment for any amounts arising under this Contract owed to County by Contractor.

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

- Tyler must submit final Acceptance Certificate with each Stage Deliverable submitted to the County for approval. This certificate must confirm the following:
  A. Successful completion of implementation and that Tyler has completed all work necessary for the SaaS Solution System to be available for Production Use by all Users;
  B. Any deficiencies identified by Tyler or County during the Stage have been corrected by Tyler in accordance with this SOW;
  C. All corrections of such Deficiencies have been approved by County's Project Director; and

D. Following County's Project Director's approval of all such corrections, the Solution System has performed for thirty (30) consecutive days in compliance with the Specifications, including all performance requirements.

- The Los Angeles County 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 Los Angeles County does not provide acceptance or acknowledgement within ten (10) business days, or the otherwise agreed upon timeframe, not to be unreasonably withheld, Tyler deems the Deliverable or Control Point as accepted.
- If the Los Angeles County does not agree the Deliverable or Control Point meets requirements, the Los Angeles County shall notify Tyler project manager(s), in writing, with reasoning 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 Los Angeles County shall then have five (5) 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 Los Angeles County does not provide acceptance within five (5) business days, or the otherwise agreed upon timeframe, not to be unreasonably withheld, Tyler deems the Deliverable or Control Point as accepted.

5. Roles and Responsibilities

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

5.1 Tyler Roles & Responsibilities

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

5.1.1 Tyler Executive Manager

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

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

5.1.2 Tyler Implementation Manager

- Tyler implementation management has indirect involvement with the Project and is part of the Tyler escalation process. The Tyler project managers consult implementation management on issues and

outstanding decisions critical to the Project. Implementation management works toward a solution with the Tyler Project Manager or with Los Angeles County management as appropriate. Tyler executive management is the escalation point for any issues not resolved at this level.

- Assigns Tyler Project personnel.
- Provides support for the Project team.
- Provides management support for the Project to ensure it is staffed appropriately and staff have necessary resources.
- Monitors Project progress including progress towards agreed upon goals and objectives.

5.1.3 Tyler Project Manager

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

5.1.3.1 Contract Management

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

5.1.3.2 Planning

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

5.1.3.3 Implementation Management

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

5.1.3.4 Resource Management

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

5.1.4 Tyler Implementation Consultant

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

5.1.5 Tyler Sales

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

5.1.6 Tyler Technical Services

- Maintains Tyler infrastructure requirements and design document(s).
- Involved in system infrastructure planning/review(s).
- Provides first installation of licensed software with initial database on servers.
- Supports and assists the project team with technical/environmental issues/needs.
- Deploys Tyler products.
- Conducts GIS Planning.
- Reviews GIS data and provides feedback to the Los Angeles County.
- Loads Los Angeles County provided GIS data into the system.

5.2 Los Angeles County Roles & Responsibilities

Los Angeles County 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 Los Angeles County Executive Sponsor

The Los Angeles County executive sponsor provides support to the Project by providing strategic direction and communicating key issues about the Project and its overall importance to the organization. When called upon, the executive sponsor also acts as the final authority on all escalated Project issues. The executive sponsor engages in the Project, as needed, to provide necessary support, oversight, guidance, and escalation,

but does not participate in day-to-day Project activities. The executive sponsor empowers the Los Angeles County steering committee, project manager(s), and functional leads to make critical business decisions for the Los Angeles County.

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

5.2.2 Los Angeles County Steering Committee

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

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

5.2.3 Los Angeles County Project Manager

The Los Angeles County shall assign project manager(s) prior to the start of this project with overall responsibility and authority to make decisions related to Project Scope, scheduling, and task assignment. The Los Angeles County Project Manager should communicate decisions and commitments to the Tyler project manager(s) in a timely and efficient manner. When the Los Angeles County project manager(s) do not have the knowledge or authority to make decisions, he or she engages the necessary resources to participate in discussions and make decisions in a timely fashion to avoid Project delays. The Los Angeles County project manager(s) are responsible for reporting to the Los Angeles County steering committee and determining appropriate escalation points.

5.2.3.1 Contract Management

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

5.2.3.2 Planning

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

5.2.3.3 Implementation Management

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

5.2.3.4 Resource Management

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

5.2.4 Los Angeles County Functional Leads

- Makes business process change decisions under time sensitive conditions.

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

5.2.5 Los Angeles County Power Users

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

5.2.6 Los Angeles County End Users

- Attend all scheduled training sessions.
- Become proficient in application functions related to job duties.
- Adopt and utilize changed procedures.

- Complete all deliverables by the due dates defined in the project schedule.
- Utilize software to perform job functions at and beyond Go-live.

5.2.7 Los Angeles County Technical Lead

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

5.2.7.1 Los Angeles County GIS

- Participates in GIS planning activities.
- Responsible for management and maintenance of Los Angeles County GIS infrastructure and data.
- Ensures GIS data/service endpoints are in alignment with Tyler software requirements.
- Provides Tyler implementation team with GIS data/service access information.

5.2.7.2 Los Angeles County Upgrade Coordination

- Becomes familiar with the software upgrade process and required steps.
- Becomes familiar with Tyler's releases and updates.
- Utilizes Tyler resources to stay abreast of the latest Tyler releases and updates, as well as the latest helpful tools to manage the Los Angeles County'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 Los Angeles County and Tyler resources.
- Communicates changes affecting users and department stakeholders.
- Obtains department stakeholder acceptance to upgrade production environment.

5.2.8 Los Angeles County Change Management Lead

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

Part 3: Project Plan

6. Project Stages

Work Breakdown Structure

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

Work Breakdown Structure (WBS)

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

Items noted with an asterisk in the graphic above relate to specific products and services. If those products and services are not included in the scope of the Contract, these specific work packages will be noted as "This work package is not applicable" in Section 6 of the Statement of Work.

6.1 Initiate and Plan

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

6.1.1 Initial Coordination

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

Objectives:

- Formally launch the project.
- Establish project governance.
- Define and communicate governance for Tyler.
- Identify Los Angeles County project team.

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

Create Project Portal to store project artifacts and facilitate communication		A	R							I						

Inputs	Contract
	Statement of Work

Outputs/Deliverables	Working initial project documents
	Project portal

Work package assumptions:

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

6.1.2 Project/Phase Planning

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

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

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

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

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

Inputs	Contract documents
	Statement of Work
	Guide to Starting Your Project

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Project Management Plan (*PMP)	Delivery of document
	Project Operational Plan (*POP)	Delivery of document
	Initial Project Schedule	Los Angeles County provides acceptance of schedule based on resource availability, project budget, and goals.

*PMP includes Scope Management Plan, Communicate Plan, Resource Management Plan, Quality Management Plan, Risk Management Plan

*POP includes Future Design State Plan, Training Plan, Data Conversion Plan, Solution Validation Plan, Production cutover Plan

Work package assumptions:

▪ Los Angeles County has reviewed and completed the Guide to Starting Your Project document.

6.1.3 Infrastructure Planning

Procuring required hardware and setting it up properly is a critical part of a successful implementation. Tyler will be responsible for building the environments for a hosted/SaaS deployment, unless otherwise identified in the Contract. The Los Angeles County is responsible for the installation, setup and maintenance of all peripheral devices.

Objectives:

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

STAGE 1	Infrastructure Planning																
	Tyler								Los Angeles County								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts	Department Heads	End Users	Technical Leads
Initial Infrastructure Communication		A	R		C		C				C						C
Schedule Environment Availability		A	R				C				I						

Inputs	Initial Infrastructure Requirements

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Completed Infrastructure Requirements	Los Angeles County Acceptance of Requirements

6.1.4 Stakeholder Meeting

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

Objectives:

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

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

Inputs	Contract
	SOW
	Project Management Plan

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Stakeholder Meeting Presentation	

Work package assumptions:

- None

6.1.5 GIS Planning

GIS data is a core part of many Tyler applications. Other Los Angeles County offices/products may also use this data and have different GIS requirements. A key focus of this preparation will be the process for developing the GIS data for use with Tyler applications. This can be an iterative process, so it is important to begin preparation early.

Objectives:

- Identify all Los Angeles County GIS data sources and formats.
- Tyler to understand the Los Angeles County's GIS needs and practices.
- Ensure the Los Angeles County's GIS data meets Tyler product requirements.

STAGE 1	GIS Preparation																
	Tyler								Los Angeles County								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power	Department Heads	End Users	Technical Leads
Initial GIS Planning Meeting		A	R				C				C						C
Determine all GIS Data Sources			I				I		A		R						C
Provide Source GIS Data			I				I		A		R						C
Review GIS Data and Provide Feedback		A	R				C				I						C

Inputs	GIS Requirements Document

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Production Ready Map Data	Meets Tyler GIS Requirements.

Work package assumptions:

- GIS data provided to Tyler is accurate and complete.
- GIS data provided to Tyler is current.
- Los Angeles County is responsible for maintaining the GIS data.

6.1.6 Control Point 1: Initiate & Plan Stage Acceptance

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

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

Initiate & Plan Stage Deliverables:

- Project Management Plan
- Initial Project Schedule

Initiate & Plan stage acceptance criteria:

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

- GIS Data Production Ready
- Completed Infrastructure Requirements and Design Document
- System Passes Infrastructure Audit (as applicable)

6.2   Assess & Define

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

6.2.1 Solution Orientation

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

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

Objectives:

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

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

Inputs	Solution orientation materials
	Training Plan

6.2.2 Current & Future State Analysis

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

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

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

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

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

STAGE 2	Current & Future State Analysis																
	Tyler								Los Angeles County								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power	Department Heads	End Users	Technical Leads
Current State process review			A	R	I	I	I				C	C	C	C			C
Discuss future-state options			A	R	C	C	C				C	C	C	C			C
Make future-state decisions (non-COTS)			C	C	C	C	C				A	R	I	C			C
Document anticipated configuration options required to support future state			A	R	C	C	C				I	I	I	I			I

Inputs	Los Angeles County current state documentation
	Solution Orientation completion

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

Work package assumptions:

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

6.2.3 This work package is not applicable.

6.2.4 Conversion Assessment

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

Objectives:

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

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

Inputs	Los Angeles County Source data
	Los Angeles County Source data Documentation (if available)

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

Work package assumptions:

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

6.2.5 Control Point 2: Assess & Define Stage Acceptance

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

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

Assess & Define Stage Deliverables:

- Documentation of future state decisions and configuration options to support future state decisions.
- Modification specification document.

Assess & Define Stage Acceptance Criteria:

- All stage deliverables accepted based on criteria previously defined.
- Solution Orientation is delivered.
- Conversion data extracts are received by Tyler.
- Data conversion plan built.

6.3 Prepare Solution

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

6.3.1 Initial System Deployment

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

Objectives:

- All licensed software is installed and operational.
- The Los Angeles County can access the software.

STAGE 3	Initial System Deployment (Hosted/SaaS)*																
	Tyler								Los Angeles County								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power	Department Heads	End Users	Technical Leads
Prepare hosted environment			A				R				I						C
Install Licensed Software for Included Environments			A				R				I						C
Install Licensed Software on Los Angeles County Devices (if applicable)			I				C				A						R
Tyler System Administration Training (if applicable)			A				R				I						C

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Licensed Software is Installed on the Server(s)	Software is accessible
	Licensed Software is Installed on Los Angeles County Devices (if applicable)	Software is accessible
	Installation Checklist/System Document	

Work package assumptions:

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

6.3.2 Configuration

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

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

Objectives:

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

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

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

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

Work package assumptions:

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

6.3.3 Process Refinement

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

Objectives:

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

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

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

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

Work package assumptions:

- None

6.3.4 Conversion Delivery

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

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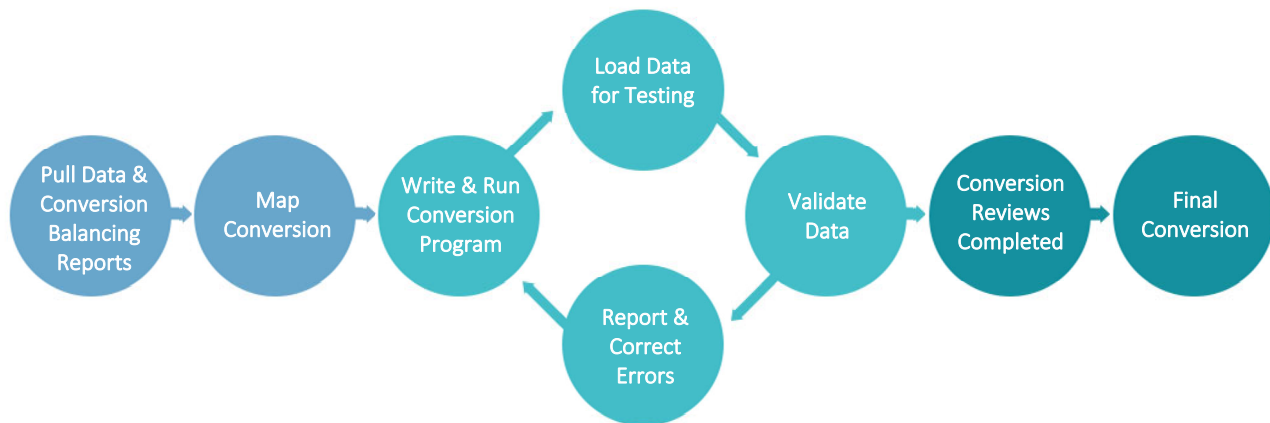
Objectives:

- Data is ready for production (Conversion).

STAGE 3	Data Delivery & Conversion																
	Tyler								Los Angeles County								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power Users)	Department Heads	End Users	Technical Leads
Provide data crosswalks/code mapping tool			A	C	R						I	I		I			
Populate data crosswalks/code mapping tool			I	C	C						A	R		C			
Iterations: Conversion Development			A	C	R						I						I
Iterations: Deliver converted data			A		R		I				I						I
Iterations: Proof/Review data and reconcile to source system			C	C	C						A	R		C			C

Inputs	
	Data Conversion Plan
	Configuration

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

Work package assumptions:

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

6.3.5 This work package is not applicable.

6.3.6 Control Point 3: Prepare Solution Stage Acceptance

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

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

Prepare Solution Stage Deliverables:

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

Prepare Solution Stage Acceptance Criteria:

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

6.4 Production Readiness

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

6.4.1 Solution Validation

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

Objectives:

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

STAGE 4	Solution Validation																
	Tyler								Los Angeles County								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project Manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project Manager	Functional Leads	Change Management Leads	Subject Matter Experts (Power	Department Heads	End Users	Technical Leads
Update Solution Validation plan			A	R	C						C	C		C			
Update test scripts (as applicable)			C	C	C						A	R		C			
Perform testing			C	C	C						A	R		C			
Document issues from testing			C	C	C						A	R		C			
* Perform required follow-up on issues			A	R	C						C	C		C			
* Tyler will responsible for all configuration owned by Tyler, to include but not limited to, conversion, configuration, reports, etc.																	

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

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

Work package assumptions:

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

6.4.2 Go-Live Readiness

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

Objectives:

- Action plan for go-live established.

- Assess go-live readiness.
- Stakeholders informed of go-live activities.

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

Inputs	Future state decisions
	Go-live checklist

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Updated go-live checklist	Los Angeles County Acceptance of Updated Action plan and Checklist for go-live

Work package assumptions:

- None

6.4.3 End User Training

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

Tyler Led: Tyler provides training for all applicable users no more than 21 calendar days prior to the scheduled Go-Live date. One or multiple occurrences of each scheduled training or implementation topic will be covered.

Tyler will provide standard application documentation for the general use of the software. It is not Tyler's responsibility to develop Los Angeles County specific business process documentation. Los Angeles County-

led training labs using Los Angeles County specific business process documentation if created by the Los Angeles County can be added to the regular training curriculum, enhancing the training experiences of the end users.

Objectives:

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

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

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

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

Work package assumptions:

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

6.4.4 Control Point 4: Production Readiness Stage Acceptance

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

Production Readiness stage deliverables:

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

Production Readiness stage acceptance criteria:

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

6.5   Production

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

6.5.1 Go-Live

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

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

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

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

The existing on-premises system (EPIC-LA Legacy System) shall remain operational and fully supported until the SaaS solution is implemented and live. Objectives:

- Execute day to day processing in Tyler software.
- Los Angeles County data available in Production environment.

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

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

Outputs / Deliverables		**Acceptance Criteria [only] for Deliverables**
	Data is available in production environment	Los Angeles County confirms data is available in production environment

Work package assumptions:

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

6.5.2 Transition to Client Services

This work package signals the conclusion of implementation activities for the Phase or Project with the exception of agreed-upon post Go-Live activities. The Tyler project manager(s) schedules a formal transition

of the Los Angeles County onto the Tyler Client Services team, who provides the Los Angeles County with assistance following Go-Live, officially transitioning the Los Angeles County to operations and maintenance.

Objectives:

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

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

Inputs	Open item/issues List

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

Work package assumptions:

- No material project issues remain without assignment and plan.

6.5.3 Post Go-Live Activities

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

Objectives:

- Schedule activities that are planned for after Go-Live.

- Ensure issues have been resolved or are planned for resolution before phase or project close.
- The Contractor shall monitor the production system for at least thirty (30) consecutive days following cutover and correct defects, performance, and business process issues of any kind that are identified or occur after cutover, within those 30 consecutive days.
- The Contractor shall provide escalated support for the first 10 business days of the cutover to ensure timely response and address any issues that arise during the cutover.
-

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

Inputs	List of post Go-Live activities

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

Work package assumptions:

- System is being used in a live production state.

6.5.4 Control Point 5: Production Stage Acceptance

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

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

Production Stage Acceptance Criteria:

- All stage deliverables accepted based on criteria previously defined.
- Go-Live activities defined in the Go-Live action plan completed.

- Client services support document is provided.

6.6 Close

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

6.6.1 Phase Closeout

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

Objectives:

- Agreement from Tyler and the Los Angeles County teams that activities within this phase are complete.

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

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

Inputs	Contract
	Statement of Work
	Project artifacts

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

Work package assumptions:

- Tyler deliverables for the phase have been completed.

6.6.2 Project Closeout

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

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

Objectives:

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

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

Inputs	Contract	
	Statement of Work	

Outputs / Deliverables		**Acceptance Criteria [only] for Deliverables**
	Post Project Report	Los Angeles County acceptance; Completed report indicating all project Deliverables and milestones have been completed

Work package assumptions:

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

6.6.3 Control Point 6: Close Stage Acceptance

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

Close Stage Deliverables:

- Post Project Report.

Close Stage Acceptance Criteria:

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

7. General Assumptions

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

7.1 Project

- Project activities will begin after the Contract has been fully executed.
- The Los Angeles County Project Team will complete their necessary assignments in a mutually agreed upon timeframe to meet the scheduled go-live date, as outlined in the Project Schedule.
- Sessions will be scheduled and conducted at a mutually agreeable time.
- Additional services, software modules and modifications not described in the SOW or Contract will be considered a change to this Project and will require a Change Request Form as previously referenced in the definition of the Change Control Process.
- Tyler will provide a written agenda and notice of any prerequisites to the Los Angeles County project manager(s) ten (10) business days or as otherwise mutually agreed upon time frame prior to any scheduled on-site or remote sessions, as applicable.

- Tyler will provide guidance for configuration and processing options available within the Tyler software. If multiple options are presented by Tyler, the Los Angeles County is responsible for making decisions based on the options available.
- Implementation of new software may require changes to existing processes, both business and technical, requiring the Los Angeles County to make process changes.
- The Los Angeles County is responsible for defining, documenting, and implementing their policies that result from any business process changes.

7.2 Organizational Change Management

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

7.3 Resources and Scheduling

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

7.4 Data

- Data will be converted as provided and Tyler will not create data that does not exist.
- The Los Angeles County is responsible for the quality of legacy data and for cleaning or scrubbing erroneous legacy data.

- Tyler will work closely with the Los Angeles County representatives to identify business rules before writing the conversion. The Los Angeles County must confirm that all known data mapping from source to target have been identified and documented before Tyler writes the conversion.
- All in-scope source data is in data extract(s).
- Each Legacy System data file submitted for conversion includes all associated records in a single approved file layout.
- The Los Angeles County will provide the Legacy System data extract in the same format for each iteration unless changes are mutually agreed upon in advance. If not, negative impacts to the schedule, budget and resource availability may occur and/or data in the new system may be incorrect.
- The Los Angeles County Project Team is responsible for reviewing the converted data and reporting issues during each iteration, with assistance from Tyler.
- The Los Angeles County is responsible for providing or entering test data (e.g., data for training, testing interfaces, etc.)

7.5 Facilities

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

8. Glossary

Word or Term	Definition
Acceptance	Confirming that the output or deliverable is suitable and conforms to the agreed upon criteria.
Accountable	The one who ultimately ensures a task or deliverable is completed; the one who ensures the prerequisites of the task are met and who delegates the work to those responsible. [Also see RACI]
Application	A computer program designed to perform a group of coordinated functions, tasks, or activities for the benefit of the user.
Application Programming Interface (API)	A defined set of tools/methods to pass data to and received data from Tyler software products
Contract	This executed legal contract that defines the products and services to be implemented or performed.
Business Process	The practices, policy, procedure, guidelines, or functionality that the client uses to complete a specific job function.
Business Requirements Document	A specification document used to describe Client requirements for contracted software modifications.
Change Request	A form used as part of the Change Control process whereby changes in the scope of work, timeline, resources, and/or budget are documented and agreed upon by participating parties.
Change Management	Guides how we prepare, equip and support individuals to successfully adopt change in order to drive organizational success & outcomes

Code Mapping [where applicable]	An activity that occurs during the data conversion process whereby users equate data (field level) values from the old system to the values available in the new system. These may be one to one or many to one. Example: Old System [Field = eye color] [values = BL, Blu, Blue] maps to New Tyler System [Field = Eye Color] [value = Blue].
Consulted	Those whose opinions are sought, typically subject matter experts, and with whom there is two-way communication. [Also see RACI]
Control Point	This activity occurs at the end of each stage and serves as a formal and intentional opportunity to review stage deliverables and required acceptance criteria for the stage have been met.
Data Mapping [where applicable]	The activity determining and documenting where data from the Legacy System will be placed in the new system; this typically involves prior data analysis to understand how the data is currently used in the Legacy System and how it will be used in the new system.
Deliverable	A verifiable document or service produced as part of the Project, as defined in the work packages.
Go-Live	The point in time when the Client is using the Tyler software to conduct daily operations in Production.
Informed	Those who are kept up-to-date on progress, often only on completion of the task or deliverable, and with whom there is just one-way communication. [Also see RACI]
Infrastructure	The composite hardware, network resources and services required for the existence, operation, and management of the Tyler software.
Interface	A connection to and potential exchange of data with an external system or application. Interfaces may be one way, with data leaving the Tyler system to another system or data entering Tyler from another system, or they may be bi-directional with data both leaving and entering Tyler and another system.
Integration	A standard exchange or sharing of common data within the Tyler system or between Tyler applications
Legacy System	The software from which a client is converting.
Modification	Custom enhancement of Tyler's existing software to provide features or functions to meet individual client requirements documented within the scope of the Contract.
On-site	Indicates the work location is at one or more of the client's physical office or work environments.
Organizational Change	The process of changing an organization's strategies, processes, procedures, technologies, and culture, as well as the effect of such changes on the organization.
Output	A product, result or service generated by a process.

Peripheral devices	An auxiliary device that connects to and works with the computer in some way. Some examples: scanner, digital camera, printer.
Phase	A portion of the Project in which specific set of related applications are typically implemented. Phases each have an independent start, Go-Live and closure dates but use the same Implementation Plans as other Phases of the Project. Phases may overlap or be sequential and may have different Tyler resources assigned.
Project	The delivery of the software and services per the Contract and the Statement of Work. A Project may be broken down into multiple Phases.
RACI	A matrix describing the level of participation by various roles in completing tasks or Deliverables for a Project or process. Individuals or groups are assigned one and only one of the following roles for a given task: Responsible (R), Accountable (A), Consulted (C), or Informed (I).
Remote	Indicates the work location is at one or more of Tyler's physical offices or work environments.
Responsible	Those who ensure a task is completed, either by themselves or delegating to another resource. [Also see RACI]
Scope	Products and services that are included in the Contract.
Solution	The contracted for Software-as-a-Service software product(s) and related Services resulting in the connected system allowing users to meet Project goals and gain anticipated efficiencies per the Contract requirements.
Stage	The top-level components of the WBS. Each Stage is repeated for individual Phases of the Project.
Standard	Software functionality that is included in the base software (off-the-shelf) package; is not customized or modified.
Statement of Work (SOW)	This document which provides supporting detail to the Contract defining Project-specific activities, services, and Deliverables.
System	The collective group of software and hardware that is used by the organization to conduct business.
Test Scripts	The steps or sequence of steps that will be used to validate or confirm a piece of functionality, configuration, enhancement, or Use Case Scenario.
Training Plan	Document(s) that indicate how and when users of the system will be trained relevant to their role in the implementation or use of the system.
Validation (or to validate)	The process of testing and approving that a specific Deliverable, process, program, or product is working as expected.
Work Breakdown Structure (WBS)	A hierarchical representation of a Project or Phase broken down into smaller, more manageable components.
Work Package	A group of related tasks within a project.

Part 4: Appendices

9. Conversion

9.1 Data Conversion Process for Enterprise Permitting & Licensing Enterprise Server

9.1.1 Overview

This document is an introduction to the SQL Server EG_Template database and how to populate it.
The Full Conversion is the same process, as the Templated. However, with the Full Conversion option, Tyler is responsible for the data import instead of the client.

9.1.2 Modularized Design

As with the Enterprise Permitting & Licensing software, the EG_Template db is sectioned into modules. Each contains one master table at the top of the chain (ex. 'permit' for the Permit module). Within each module, various child tables branch below the master table for the associated module (ex. 'permit_address', 'permit_note', etc.).

Some tables cross multiple modules. The most notable of these involve inspections and payment transactions.

The EG_Template database includes database diagrams, which indicate the tables and their relationships to each module.

9.1.3 Required Fields

In the Enterprise Permitting & Licensing software, some fields are "Required Fields," and the associated columns must be populated for records to be written to the Enterprise Permitting & Licensing db. On occasion, these required fields will not be available in the legacy source data, so a simple default value can be written to the EG_Template db to fulfill any NOT NULL constraint.

Dropdown picklist columns restrict the user from entering certain values in the Enterprise Permitting & Licensing db. Conversely, drop-down fields do not have a restriction on values written to the EG_Template db. Therefore, exact spelling or careful matching to the Enterprise Permitting & Licensing configured values is not a requirement for fields intended for Enterprise Permitting & Licensing drop-down fields. Tyler maps the values through a separate table to translate the values to the appropriate Enterprise Permitting & Licensing value during conversion and collaborates with the Los Angeles County to validate the resulting mappings during the development phase of the conversion.

9.1.4 Custom Fields (any fields not available in the master table for the module in question)

Most legacy systems have some attribute fields that are not specified in the corresponding master table within EG_Template. Tyler refers to these as custom fields. Within each module exists a child table for such custom fields. Since these fields are specific to the Legacy System, the Los Angeles County may add columns

to these tables in EG_Template to accommodate any needed custom fields in the migration. For example, 'permit_additional_fields' is the table for extra fields relating to the 'permit' records.

9.1.5 Gap Handling (where legacy data doesn't fit anywhere within EG_Template)

On occasion, legacy systems contain special features for which Enterprise Permitting & Licensing does not account in the EG_Template db. As a result, the need may arise to develop a modified solution to address special cases.

9.1.6 Contacts

Contacts generally fall into two categories:

1. Those managed with each person/company having one contact record, kept up to date over time. With this model, there is generally no duplication of contact records (except when created by mistake).

2. Contacts where the user enters the contact attribute info on each permit, case, license, etc. With this model, there is no single master record representing the contact itself and there is likely considerable duplication of contacts.

Enterprise Permitting & Licensing stores contacts as in category 1 above. Tyler migrates contacts put into EG_Template without a master 'contact' record link (category 2 above) into custom field memo boxes to avoid duplication of contacts within the Enterprise Permitting & Licensing contact repository. For example, when populating the permit contacts, for contacts in category 1, input the record into the 'permit_contact' table. Input contacts for category 2 into the 'permit_contact_no_key' table.

9.1.7 Multiple Legacy Data Sources

When presenting multiple data sources, ensure population of EG_Template for all data sources. At the main table level, an optional column exists for the legacy data source. Tyler provides this column to easily count or research records originating from a particular legacy data source.

9.1.8 Overall Architecture of Conversion

There are 3 SQL Server databases involved in the conversion process.

1. EG_Template (for legacy data)

3. Enterprise Permitting & Licensing (the production Enterprise Permitting & Licensing db)

4. A database containing all conversion processes and mapping tables; maintained by Tyler's data conversion team. This db translates the data from EG_Tempate into the Enterprise Permitting & Licensing db.

	EG_Template		Mapping and Conversion Code		EnerGov DB

- All legacy data sources populated into one db within the templated table structure.

- Db used to map/translate data before passing into EnerGov. Stored procedures and functions exist in this db, which becomes the conversion source code.

- EnerGov db used by the EnerGov software.
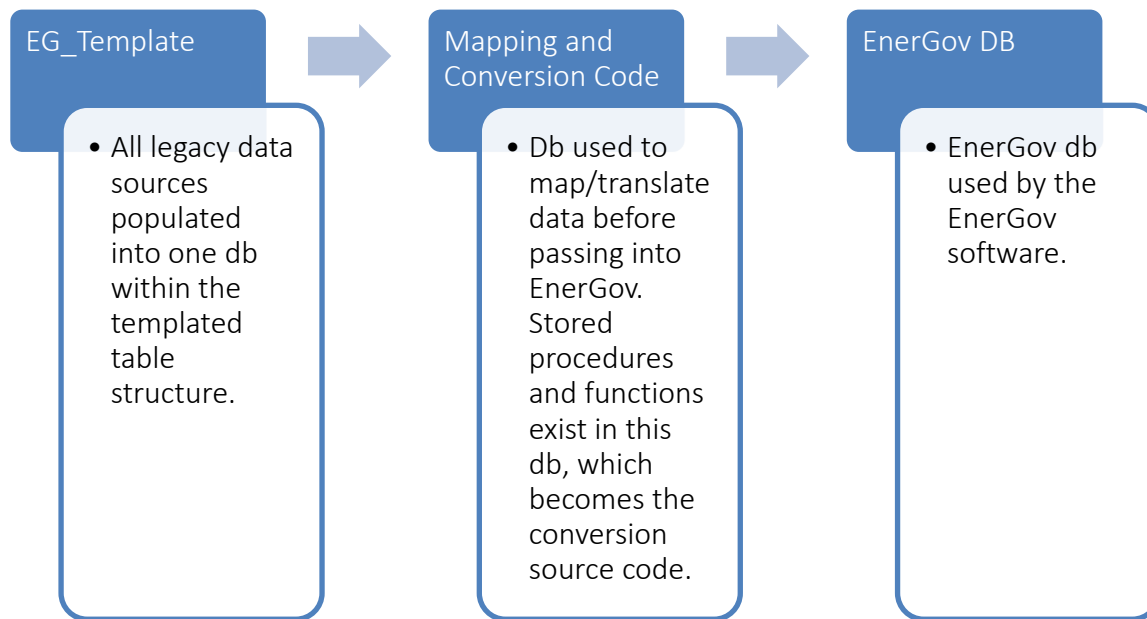
9.1.9 Progression of Conversion Development Process

Step	Step Name	Responsible Party	Notes
1	Provide empty EG_Template database to client	Tyler	Database format will be SQL Server
2	Load legacy data into template database	Los Angeles County	If there are multiple legacy data sources, all should be loaded into the one template SQL database.
3	Mapping process	Tyler /Los Angeles County	Dependent on completed Enterprise Permitting & Licensing configuration Spreadsheets will be used to communicate mapping values. Mapping questions may arise and both parties may need to discuss these until answers are agreed upon.
4	Import-specific configuration changes to Enterprise Permitting & Licensing	Tyler	Certain fields or values may need to exist for imported records only. These usually require some minor Enterprise Permitting & Licensing configuration changes
5	Customize conversion scripts	Tyler	Minor customization can be expected for many conversions, based on special requests from client. Any special requests would also be added into the conversion scripts at this time.

	6	Conversion execution	Tyler	Resulting Enterprise Permitting & Licensing database will be provided to t h e Los Angeles County team for review
	7	Review and either sign-off or request changes	Los Angeles County	Los Angeles County team will review the data and the interaction with it in the Enterprise Permitting & Licensing software. If it meets the client's needs, sign-off will occur. If not, certain steps above may need to be repeated until the Los Angeles County signs off on the conversion.

9.1.10 Progression of Final Conversion Cutover Process (Go-Live)

Step	Step Name	Responsible Party	Notes
1	Load legacy data into template database	Client	This should just be an up-to-date extract of the legacy data into the template db.
2	Conversion execution	Tyler	Resulting Enterprise Permitting & Licensing database will be provided to Los Angeles County team. This will be the production Enterprise Permitting & Licensing db.
3	Go-Live	Tyler /Client	Verification of Enterprise Permitting & Licensing db and site functionality - Data Conversion sign-off Move to production phase

9.1.11 Data Import Areas

9.1.11.1   Business Management

- Business entity (Only for Business Licensing)
- License master basic information
- License Contacts
- Contacts – Unique (keyed) contacts converted to global contacts
- Non-keyed contacts converted to a Memo Custom Field or a standard note Parcel and Addresses
- Reviews and Approvals – Converted to Activity
- Fees
- Bonds and Escrow
- Activities and Actions
- Conditions
- Notes
- Holds
- Initialized Workflows
- Attachments
- Contractors
- Business Types & NAICS codes
- Payment and Fee History

9.1.11.2 Community Development: Code Cases

- Code Case master basic information
- Code Case Contacts and Properties
- Contacts – Unique (keyed) contacts converted to global contacts
- Non-keyed contacts converted to a Memo Custom Field or a standard note
- Parcels and Addresses
- Reviews and Approvals – Converted to Activity Active Fees
- Activities and Actions
- Notes
- Holds
- Initialized Workflows
- Attachments
- Violations

  - Fees
  - Payments
  - Notes

- Meetings and Hearings
- Zones
- Requests
- Payment and Fee history

9.1.11.3 Community Development: Permits

- Permit master basic information
- Permit Contacts
- Contacts – Unique (keyed) contacts converted to global contacts
- Non-keyed contacts converted to a Memo Custom Field or a standard note
- Parcels and Addresses
- Reviews and Approvals – Converted to Activity
- Inspections and Inspection Cases
- Sub-Permit Associations – Visible in workflow and attached records section
- Fees
- Meetings and Hearings
- Bonds and Escrow
- Activities and Actions
- Conditions
- Notes
- Zones
- Holds
- Renewals
- Initialized Workflows
- Attachments
- Contractors
- Projects
- Payment and Fee History

9.1.11.4 Community Development: Plans

- Plan master basic information
- Plan Contacts
- Contacts – Unique (keyed) contacts converted to global contacts
- Non-keyed contacts converted to a Memo Custom Field or a standard note
- Parcels and Addresses
- Reviews and Approvals – Converted to Activity
- Inspections and Inspection Cases
- Fees
- Meetings and Hearings
- Bonds and Escrow
- Activities and Actions
- Conditions
- Notes
- Zones
- Holds
- Initialized Workflows
- Attachments
- Projects
- Payment and Fee history

10. Additional Appendices

10.1 This work package is not applicable.

11. Project Timeline

11.1 Enterprise Permitting & Licensing Timeline

This timeline is an example. Please use it as a general guide...ONLY. Its purpose is to demonstrate the order in which various products are typically implemented and the potential overlap of stages for each phase. The exact timing of each deliverable depends on many factors including, but not limited to, the client's ability to commit resources to the project, client blackout dates, and the alignment of client business practices with Tyler implementation methodology. Tyler makes no guarantees that implementation schedules will align with this example.

11.2 Fire Prevention Mobile Timeline

Implementation Schedule: Fire Prevention Mobile

ID	Task Name	M-1	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16
	Fire Prevention Mobile																	
	Stage 1: Initiate and Plan (All applications)																	
	Stage 2: Assess & Define																	
	Stage 3: Prepare Solution																	
	Stage 4: Production Readiness																	
	Stage 5: Production																	
	Stage 6: Close																	
	Project Complete																	
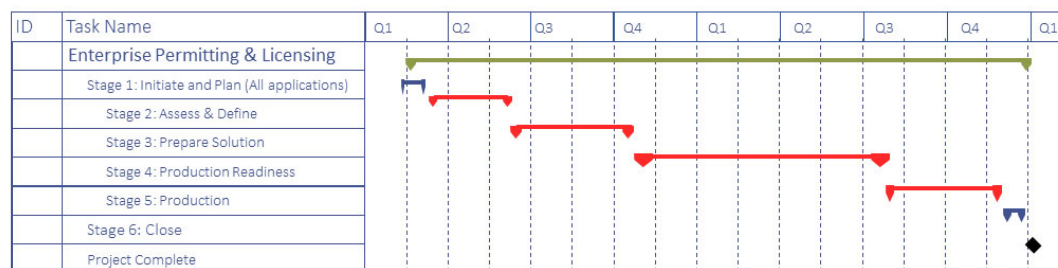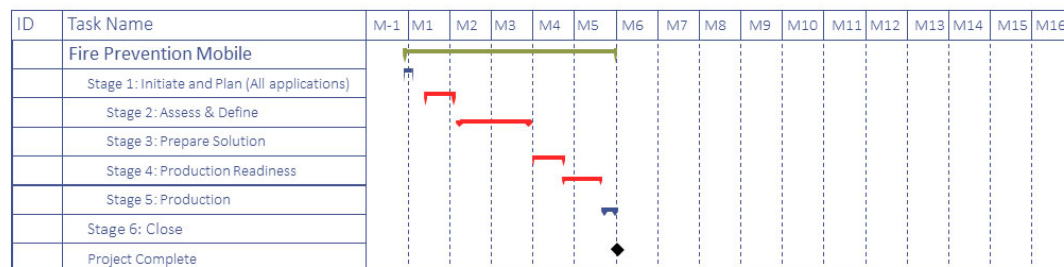
example

This timeline is an example. Please use it as a general guide...ONLY. Its purpose is to demonstrate the order in which various products are typically implemented and the potential overlap of stages for each phase. The exact timing of each deliverable depends on many factors including, but not limited to, the client's ability to commit resources to the project, client blackout dates, and the alignment of client business practices with Tyler implementation methodology. Tyler makes no guarantees that implementation schedules will align with this example.

SaaS Migration Plan

Process for successful migrations

Overview

This document should provide a high-level overview of the key events and tasks required to provide the most efficient migration to Tyler Hosting. This process should be transparent to clients during the sales process and requires account executives to properly assess the client's on-premise environment for risk that might prevent a successful migration.

Enterprise Permitting & Licensing Customer Care

Defining the Process

Task 1: Project Initiation & Planning

A. The contractor will arrange and schedule a kickoff meeting with the County, the account representative, and the Assist team members responsible for delivery within ten (10) business days after the County's issuance of a Notice to Proceed. A meeting agenda shall be provided and approved by the County's Project Manager prior to conducting the meeting. The kickoff meeting will review customized workflows, integrations, the data to be migrated, and other delivery requirements needed that must be booked through the EnerGov Delivery team and/or Data Services. During this call, a high-level schedule should be discussed, and any schedule concerns should be addressed.

B. The contractor shall produce a Project Implementation Plan detailing the proposed approach for managing and controlling all project and implementation items such as environments, data, change control, workflows, and the software application. The Project Implementation Plan must include all tasks, subtasks, activities, stakeholders, milestones, deliverables, and resources including outside resources and County resources.

Deliverable 1.1 – Approved kick off meeting agenda
Deliverable 1.2 – Approved Project Implementation Plan

Task 1 – Deliverable Acceptance Criteria
Contractor will carry out the activities described in Task 1 and Deliverables 1.1 and 1.2, which will be reviewed and approved by the Project Manager.

Task 2: Development of SaaS Environment

A. The Contractor will provide a location for the County to provide a full database backup of the production database, reports, and attachments.

B. The Contractor will restore all County data, configurations, automations, etc. into SaaS environment. The Contractor is expected to establish appropriate security controls, backup and recovery processes, database tables, reporting software, data warehouse tools, database replication processes, and any other components necessary for production operation.

C. The Contractor will deploy two environments (one Production and one Non-Production environment).

D. The contractor will perform a comprehensive test of the deployed environment to ensure a fully functional site before notifying County environments are ready for validations.

E. The contractor will develop all necessary interfaces/integrations with each other and County systems, but not limited to, WorldPay for payment processing, Bluebeam for markup collaboration, and GIS for mapping functionality. This is not an exhaustive list of interfaces.

F. Items needing migration to maintain full functionality similar to existing on-premise system include but not limited to:
- Standard and custom reports developed by Tyler or the County (Crystal and SQL Server Reporting Services (SSRS))
- All related case types, cases and their configurations
- System automations
- Geo Rules and mapping integrations
- Payment redirects to County partner WorldPay
- Miscellaneous system configurations

G. Any existing functionality should be the same in SaaS version as existing system. Any discrepancies will need to be corrected before Production go live.

H. The contractor shall automatically scale up the SaaS environment based on users, increased workload, etc. with no downtime.

Deliverable 2.1 – Working system as defined and validated by the County on Production and Non-Production environment
Deliverable 2.2 – Interfaces/Integrations Documentation

Task 2 – Deliverable Acceptance Criteria
Contractor will carry out the activities described in Task 2 and Deliverables 2.1 and 2.2, which will be reviewed and approved by the Project Manager.

Task 3: Data Warehouse

The Contractor shall develop a detailed plan for providing the County with incremental database snapshots for internal processes/operation such as dashboards, ad hoc reports, etc. The plan will detail when extracts will be available and in a format that the County can download and update respective County databases. The Contractor shall provide documentations on any database table mapping if flat files are provided for extract, transformation, and loading. The Contractor will provide a sample database extract to validate loading processes.
The Contractor shall provide and maintain secure, documented, and fully supported Application Programming Interfaces (APIs) that enable the County to extract, transfer, and synchronize all County data stored in the Contractor's SaaS environment into the County's designated data platform. Such APIs shall be made available without additional cost, with sufficient throughput to support enterprise use cases, and in a format that preserves data integrity, metadata, and audit history. The Contractor shall

ensure the APIs remain current, functional, and compatible with industry standards for the duration of the contract.

Deliverable 3.1 – Detailed plan of data extraction with data mapping
Deliverable 3.2 – Sample daily incremental database extracts

Task 3 – Deliverable Acceptance Criteria
Contractor will carry out the activities described in Task 3 and Deliverables 3.1 and 3.2, which will be reviewed and approved by the Project Manager.

Task 4: Testing & Validation

A. The Contractor will perform a comprehensive test of the deployed environment to ensure a fully functional site and provide a detailed report of completed findings to Project Manager.

B. Each respective system County department will conduct independent testing and validation of the SaaS solution. The contractor will maintain a log and provide contacts for reporting discrepancies needing resolution. Once reported, the contractor will provide an estimated timeline for resolution which must be agreed upon by the County and maintained in the log.

C. The Contractor shall correct all defects (at no additional cost) if it is currently not exhibited in the existing system or deemed necessary for Production go live.

D. System performance should be at or exceed current performance measures of current on-premise system. Sample performance measures such as response time and expected functionality output will be utilized, but limited to. The County will report any discrepancies to the contractor for resolution.
    a. Maximum time to execute a record select and display: 2 seconds or less.
    b. Maximum time to perform a save record: 2 seconds or less.
    c. Maximum time to load any user-initiated action: 3 seconds or less

E. Shall the system not perform as expected, the contractor shall make modifications to achieve expected performance measures.

Deliverable 4.1 – Detailed report of comprehensive testing findings
Deliverable 4.2 – Shared document for testing/validation of discrepancies needing resolution

Task 4 – Deliverable Acceptance Criteria
Contractor will carry out the activities described in Task 4 and Deliverables 4.1 and 4.2, which will be reviewed and approved by the Project Manager.

Task 5: Production Cutover & Fallback Plan

A. The Contractor and County stakeholders will meet, discuss, and document full cutover plan detailing activity and date/time ensuring minimized downtime. The full cutover plan must be approved by County's Project Manager

B. The Contractor shall provide a fallback plan in the event the County goes live and needs to revert back to on-premise system. The fallback plan must be approved by County's Project Manager.

C. The Contractor will provide location for the County to provide latest database snapshot since initial database, reports, and attachments backup for Contractor processing. Tasks shall include:
   a. Populating reference data, applying all configurations, preparing all required data, interfaces/integrations with external systems, reports, etc into Production system.
   b. Establishing all appropriate user accounts and security groups

D. The on-premises system shall maintain full functionality and continued support by the contractor until successful cutover without any material defects.

E. The Contractor shall ensure a successful cutover and delivery of a fully functional environment with the County managing redirects for any existing public-facing applications, such as Citizen Self Service

F. The Contractor shall monitor the production system for at least thirty (30) consecutive days following cutover and correct defects, performance, and business process issues of any kind that are identified or occur after cutover, within those 30 consecutive days.

G. The Contractor shall provide escalated support for the first 10 business days of the cutover to ensure timely response and address any issues that arise during the cutover.

H. Due to unforeseen circumstances determined by County seen as unfit for go live, the County reserves the right to revert back to on-premise instance until a resolution is implemented/corrected such as critical functionality not working as expected, performance expectations such as response times.

Deliverable 5.1 – Approved cutover plan
Deliverable 5.2 – Approved fallback plan

Task 5 – Deliverable Acceptance Criteria
Contractor will carry out the activities described in Task 5 and Deliverables 5.1 and 5.2, which will be reviewed and approved by the Project Manager.

Task 6: Useability Issues

    A.   The County has provided the Contractor with a list of useability issues with descriptions and priority.

    B.   The Contractor shall address each useability issue and provide a roadmap resolution for each item presented within the next two (2) Long Term Support release versions

    C.   The Contractor shall ensure fixes do not negatively impact the system in any operational manner

Deliverable 6.1 – Roadmap resolution for useability issue
Deliverable 6.2 – Release of respective versions with fixes to address issues

Task 6 – Deliverable Acceptance Criteria
Contractor will carry out the activities described in Task 6 and Deliverables 6.1 and 6.2, which will be reviewed and approved by the Project Manager.

Sample Timeline

Project Initiation & Planning
5 Business Days

Deployment & Internal Testing
80 Business Days

Client Acceptance Testing
60-90 Business Days

Production Cutover Planning
2 Business Days

Production Cutover Execution & Go Live Support
10 Business Days
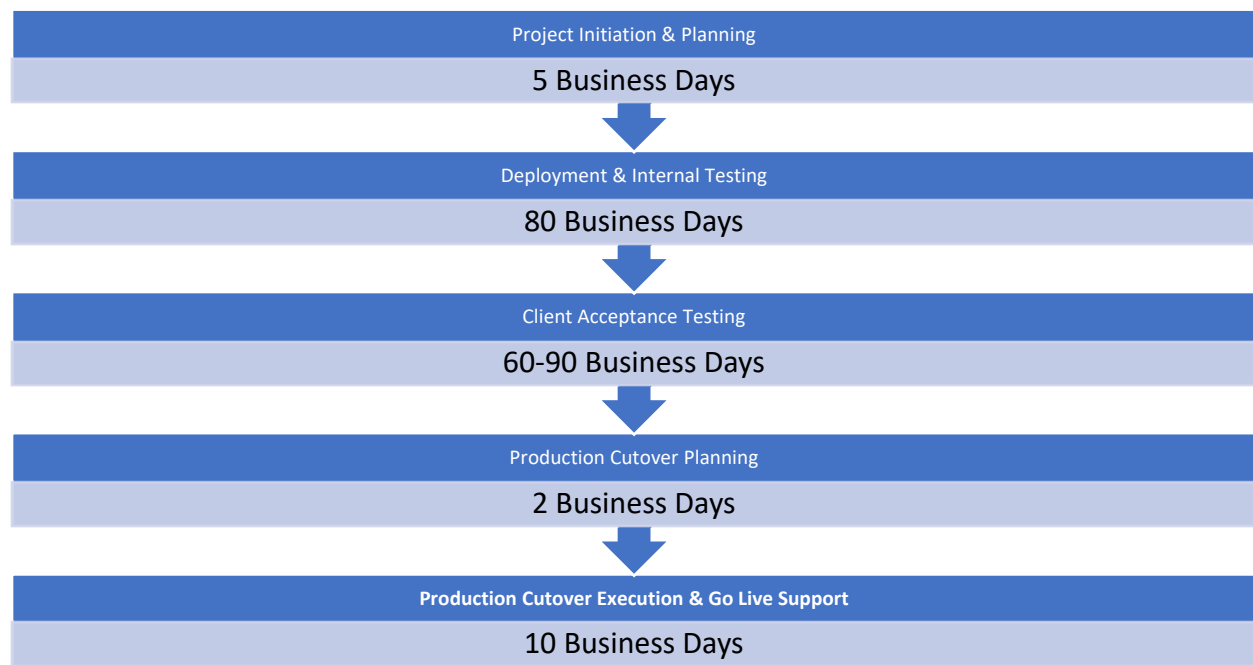
Breakdown of Service Hours by Phase (**non-billable for SaaS flip**)

Phase	Consulting Hours	Project Management Hours	Total
Project Initiation & Planning	8	8	16
Deployment & Internal Testing	16	4	20
Client Acceptance	40	16	56
Production Cutover Planning	0	4	4
Production Cutover Execution & Go-Live Support	80	24	104
Total Service Hours	**144**	**56**	**200**

EXHIBIT B

SERVICE LEVEL AGREEMENT & SUPPORT CALL PROCESS

Exhibit B.1
Service Level Agreement

I.   Agreement Overview

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

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

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

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

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

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

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

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

Standard Maintenance: Routine maintenance to the Tyler Software and infrastructure. *Maintenance may not exceed five (5) hours per week, to be performed during Scheduled Downtime. Tyler shall provide a minimum of five (5) business days' written notice for any changes to the maintenance schedule, except in emergencies.*

III.   Service Availability

a.   Your Responsibilities

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

b.   Our Responsibilities

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

IV.   Performance Monitoring

Tyler shall monitor and verify Page/Screen Response Times, Starting July 1, 2026, In the event of a reported Performance Deficiency, Tyler shall record measurements for five (5) 24-hour cycles (Business Hours and Off-Business Hours) and provide a written summary report to the County each month.

V.   Client Relief / Remedies

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

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

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

c. County Relief

Contractor's targeted Attainment goal is 100%. In the event quarterly Attainment does not meet the targeted Attainment goal, County relief in the form of credit based on a percentage of the SaaS Fees payable during the calendar quarter will apply as follows:

Actual Attainment	County Relief
99.99% - 99.90%	Remedial action will be taken
99.89% - 99.50%	2%
99.49% - 99.00%	4%
98.99% - 98.50%	6%
98.49% - 98.00%	8%
97.99% - 97.50%	10%
97.49% - 97.00%	12%
96.99% - 96.50%	14%
96.49% - 96.00%	16%
95.99% - 95.50%	18%
95.49% - 95.00%	20%

VI.   Maintenance Notifications

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

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

Exhibit B.2
Support Call Process

Support Channels

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

Support Resources

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

Support Availability

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

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

For support teams that provide after-hours service, we will provide you with procedures for contacting support staff after normal business hours for reporting Priority Level 1 Defects only. Upon receipt of such a Defect notification, we will use commercially reasonable efforts to meet the resolution targets set forth

below.

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

Incident Handling

Incident Tracking

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

Incident Priority

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

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

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

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

[*]*Response and Resolution Targets may differ by product or business need*

Incident Escalation

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

Remote Support Tool

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

IV.   Maintenance Notifications

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

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

EXHIBIT C

EXHIBIT C

INVENTORY SUMMARY, INVOICING & PAYMENT

EXHIBIT C.1

EXHIBIT C.1

INVESTMENT SUMMARY

EPIC-LA

EXHIBIT C.1 – INVESTMENT SUMMARY
Pricing Summary

Initial Term: Years 1 – 3				
	Agreement Year(s)	Fixed Amount	Not-to-Exceed Amount*	Totals
Implementation Services:				
Attachment B - SaaS Flip Services	1	$0	$0	$0
Attachment C - EH Public Works	1-2	$0	$326,900	$326,900
Attachment D - Fire Phase 2	1-2	$0	$338,299	$338,299
Attachment E - Fire Phase 3	1-2	$0	$21,000	$21,000
Attachment F - DEO	1-2	$0	$193,500	$193,500
	1	$2,985,221	$0	$2,985,221
SaaS Fees Attachment A	2	$3,134,482	$0	$3,134,482
	3	$3,291,206	$0	$3,291,206
Initial 3 Year Term Totals		**$9,410,909**	**$879,699**	**$10,290,608**
Tyler EPL Year 1 Credit			**	**-$300,000**
TCO for 3 Year Term				**$9,990,608**
First Option Term: Years 4-5				
	4	$3,455,766	$0	$3,455,766
	5	$3,628,555	$0	$3,628,555
First Option Term Totals		**$7,084,321**	**$0**	**$7,084,321**
Total Contract Sum				**$17,074,929**
10% Contingency				**$1,707,493**
Total Contract Sum				**$18,782,422**

Estimates are not-to-exceed without County and Tyler approval.

** Tyler is providing the County a one-time credit on SaaS fees of $300,000.*

Quoted By: Chuck Newberry

Quote Expiration: 12/31/25

Tyler SaaS Flip/PW UST/Fire/BOE-Option 3

Quote Name:

Sales Quotation For:

LOS ANGELES COUNTY, CA

DEPT OF TREASURER & TAX COLLECTOR - AP

PO BOX 7508

ALHAMBRA CA 91802-7508

Tyler SaaS

Description	Term	Monthly Fee	Users/Units	Annual Fee
Enterprise Permitting & Licensing Core Software				
Tyler EPL Enterprise License - LA County		$ 333,333	1	$ 4,000,000
Business Management Suite		$ 5,167	1	$ 62,000
Community Development Suite		$ 5,167	1	$ 62,000
Enterprise Permitting & Licensing Foundation		$ 3,667	1	$ 44,000
Environmental Health Suite		$ 3,083	1	$ 37,000
Enterprise Permitting & Licensing Extensions				
eReviews		$ 5,667	1	$ 68,000
Decision Engine		$ 4,167	1	$ 50,000
Citizen Connect - Environmental Health		$ 2,000	1	$ 24,000

Environmental Health - CA CUPA and CERS 1-3 Integration	$ 1,667	1	$ 20,000
Enterprise Permitting & Licensing Civic Access Credit Card Payment API Toolkit	$ 458	1	$ 5,500
SSRS Reporting Access - Per User	$ 125	1	$ 1,500
Fire Prevention Mobile			
Company Inspector Mobile (177)	$ 183	177	$ 389,400
Inspector Mobile (92)	$ 178	92	$ 196,788
Inspector Mobile Plus - Silver (Invoicing Add-On) (92)	$ 50	92	$ 55,384
Onboard Codes - ICC (269)	$ 10	269	$ 32,280
Fire Prevention Mobile API Access & Support	$ 183	1	$ 2,200
Product Integration - Enterprise Permitting & Licensing	$ 0	1	$ 0
Sub-Total:			$ 5,050,052
Less Discount			*$ 2,064,831*
TOTAL	**1.00**		**$ 2,985,221**

Summary	One Time Fees	Recurring Fees
Total SaaS		$ 2,985,221
Total Services	$ 0	$ 0
Total Third-Party Hardware, Software, Services	$ 0	$ 0

Summary Total $ 0 $ 2,985,221

Contract Total $ 2,985,221

Comments

SaaS Monthly Fees are rounded to the nearest dollar. The Annual Fee value represents the cost to the customer.

Data loading services include the following: Loading the published fire codes and standards that are in-scope. Loading occupancy data.   Assumptions for loading of occupancy data: While there is no limit to the number of occupancy records to be loaded, the line item for Setup and Configuration Services assumes certain minimum requirements. The following requirements must be met for us to load occupancy data: The data must be provided in the form of a spreadsheet or .csv file with each record being a single row in the spreadsheet. A collection of tables from an existing database cannot be accepted. Different types of data can be provided in separate spreadsheets as long as there is a key field/ID linking the spreadsheets together. For example, you can provide address and business name information in one spreadsheet and contact information in a second spreadsheet. But there must be a unique ID that links a contact in the second spreadsheet to the "owning" occupant in the first spreadsheet. Spreadsheets cannot be linked using address or occupant name. These are not considered "keys". If your occupancy data is coming from more than one source, there must be no overlap between the records from each source. Time spent trying to blend together two or more overlapping spreadsheets is not included in this proposal line item.   Optional Data Conversion Services: Tyler does not perform any data clean up. This is the responsibility of our client. No parsing, concatenation, etc. will be completed by Tyler. This will need to be done in the legacy system or in the data export prior to providing the data to Tyler's MobileEyes team. Exception: Parsing full street addresses into individual fields for each piece of the address (address, directional prefix, street name, street type, directional suffix, city, state, zip code). Exception: The client can provide multiple spreadsheets of data with records that are linked through a record key assuming the number of spreadsheets is six or less. An example of this would be a separate spreadsheet of contact data with a record key that enables linking of the contacts to the location and occupancy records. No "fuzzy" matching of records – e.g., matching on address or business name – will be done.   Data conversion services included: Data mapping – This includes mapping of each field of the customer data to a corresponding field in MobileEyes. Where there is no direct match to a client field, the Tyler project manager will meet with the designated client data decision maker to determine a) whether to load that field, and b) if the decision is to load it, then which MobileEyes field it will be loaded into. Data loading – This includes loading the client data into the MobileEyes Web database per the approved data map. Examples of services considered "data clean up" and therefore, not included: Removal of records from the data set that the client does not want loaded. For example, removing residential records or properties that the Fire Marshal's Office does not inspect. These must be removed by the client from the data set prior to providing the file to Tyler for data mapping. Data manipulation/changing of data that is provided in the export. For example, a field that will become a pick list field in MobileEyes has more unique values than the client wants the pick list to have. (Example, the Section field has 20 unique values represented in the data and the customer wants to consolidate the number of unique values to 10.) We will do a reasonable amount of data clean up, organization, and standardization of your data before loading it, but the department or agency is responsible for the accuracy and completeness of the data. You will have an opportunity to review the data before it is loaded. Optional services not included in the proposal: The following optional services are available and can be priced separately: Data loading of inspection history. Data loading of invoice history. Data loading of permit history.

The Fire Prevention Mobile integration with Enterprise Permitting & Licensing is with the Business Licensing module. The integration with Permitting consists of a joint task list/schedule of fire inspections, plan reviews, and permit inspections.

Tyler will provide the following professional services associated with Fire Prevention Mobile API Access & Support - (1) Access to the Fire Prevention Mobile API, (2) Access to API documentation and to a programmer to answer questions, (3) Access to an online test environment for creation of API calls. Additional programming services and/or changes to the API are not included.

Enterprise Permitting & Licensing Foundation includes GIS for EPL Users, Core Foundation Bundle, Advanced Automation Bundle, Data & Reporting Access, Report Toolkit, EPL API Toolkit and 1 TB of Storage

Business Management Suite includes Civic Access for Business Management and Business Management Executive Insights

Community Development Suite includes Civic Access for Community Development and Community Development Executive Insights

eReviews enables the electronic review and markup process of submitted plans and other documentation within the regulatory process. eReviews also requires third party software either from Avolve's DigEplan (which is sold by Tyler) or Bluebeam (sold separately through Bluebeam resellers) to be purchased.

Environment Health Suite includes Civic Access for Environment Health and Environmental Health Executive Insights

Tyler EPL Licensing:
Tyler will provide an enterprise site license for the departments currently participating in EPIC-LA. The license permits unlimited County users employed by those departments, as well as County personnel in other departments who participate in or support these departmental EPIC-LA workflows, to access the system. The current departments are as follows:

Regional Planning – entitled to unlimited users to **EPL Community Development and Business Management suite** along with any reviewing/inspecting user located in any department that is part of the workflows originating within Regional Planning.

Public Works - entitled to unlimited users to **EPL Community Development and Business Management suite** along with any reviewing/inspecting user located in any department that is part of the workflows originating within Public Works.

Public Works Environmental Health (new) - entitled to unlimited users to **EPL Environmental Health suite** along with any reviewing/inspecting user located in any department that is part of the workflows originating within Public Works.

Parks and Rec - entitled to unlimited users to **EPL Community Development and Business Management suite** along with any reviewing/inspecting user located in any department that is part of the workflows originating within Parks and Rec.

Fire Department - entitled to unlimited users to **EPL Community Development and Business Management suite** along with any reviewing/inspecting user located in any department that is part of the workflows originating within Fire.

TTC - entitled to unlimited users to **EPL Community Development and Business Management suite** within TTC along with any reviewing/inspecting user located in any department that is part of the workflows originating within TTC.

DEO (new) - entitled to unlimited users to **EPL Environmental Health suite** within DEO along with any reviewing/inspecting user located in any department that is part of the workflows originating within DEO.

Fire Prevention Mobile product
Includes **named user** access to the Named user breakdown as follows:

Inspector Mobile: 92
Inspector Mobile Plus – Silver (Invoicing Add-On): 92
Company Inspector Mobile: 177
Onboard Codes – ICC: 269

Any department not specifically listed above would require evaluation by Tyler / LAC for access to the EPL licensing on a case-by-case scenario.

Tyler will provide the existing on-prem storage "Free of Charge" and provide the County an additional 5TB of storage per year to support growth and expansion of the Tyler EPL system.

Quoted By: Andrew Meyer

Quote Expiration: 12/31/25

SaaS Flip Services - Non-Billable

Quote Name: Current EPL Depts.

Sales Quotation For:

LOS ANGELES COUNTY, CA

DEPARTMENT OF REGIONAL PLAN

320 W TEMPLE ST RM 1383

LOS ANGELES CA 90012-3223

Professional Services

Description	Quantity	Unit Price	Extended Price	Maintenance
Professional Services				
Professional Implementation Services	144	$ 0	$ 0	$ 0
Project Manager Services	56	$ 0	$ 0	$ 0
TOTAL:			**$ 0**	**$ 0**

Summary	One Time Fees	Recurring Fees
Total Services	$ 0	$ 0
Total Third-Party Hardware, Software, Services	$ 0	$ 0
Summary Total	**$ 0**	**$ 0**
Contract Total	**$ 0**	

Customer Approval: _____   Date: _____

Print Name: _____   P.O.#: _____

Client agrees that items in this sales quotation are, upon Client's signature or approval of same, hereby added to the existing agreement ("Agreement") between the parties and subject to its terms. Additionally, payment for said items, as applicable but subject to any listed assumptions herein, shall conform to the following terms:

- License fees for Tyler and third party software are invoiced upon the earlier of (i) delivery of the license key or (ii) when Tyler makes such software available for download by the Client;
- Fees for hardware are invoiced upon delivery;
- Fees for year one of hardware maintenance are invoiced upon delivery of the hardware;

- Annual Maintenance and Support fees, SaaS fees, Hosting fees, and Subscription fees are first payable when Tyler makes the software available for download by the Client (for Maintenance) or on the first day of the month following the date this quotation was signed (for SaaS, Hosting, and Subscription), and any such fees are prorated to align with the applicable term under the Agreement, with renewals invoiced annually thereafter in accord with the Agreement.
- Fees for services included in this sales quotation shall be invoiced as indicated below.
    o Implementation and other professional services fees shall be invoiced as delivered.
- Expenses associated with onsite services are invoiced as incurred.

Comments
SaaS Monthly Fees are rounded to the nearest dollar. The Annual Fee value represents the cost to the customer.

Quoted By:		Chuck Newberry
Quote Expiration:		12/31/25
		Tyler Public Works EH SaaS
Quote Name:		Services

Sales Quotation For:

Los Angeles County

320 W Temple St Ste B35

Los Angeles CA 90012-3593

Professional Services

Description	Quantity	Unit Price	Extended Price	Maintenance
Professional Services				
Configuration Training - On Site	40	$ 250	$ 10,000	$ 0
Custom Forms/Letters	10	$ 3,000	$ 30,000	$ 0
Custom Reports/Outputs	10	$ 5,000	$ 50,000	$ 0
Data Conversion Services	120	$ 250	$ 30,000	$ 0
Integration Services for API/SDK Support	64	$ 250	$ 16,000	$ 0
Professional Implementation Services - Onsite	200	$ 225	$ 45,000	$ 0
Professional Implementation Services - Remote	332	$ 200	$ 66,400	$ 0

Project Management Services - Remote	150	$ 200	$ 30,000	$ 0
Solutions Orientation Training - Onsite	80	$ 225	$ 18,000	$ 0
Train the Trainer Training - Onsite	40	$ 225	$ 9,000	$ 0
TOTAL:			**$ 304,400**	**$ 0**

Summary	One Time Fees	Recurring Fees
Total Services	$ 304,400	$ 0
Total Third-Party Hardware, Software, Services	$ 0	$ 0
Summary Total	**$ 304,400**	**$ 0**
Contract Total	**$ 304,400**	
Estimated Travel Expenses	**$ 22,500**	

Comments
SaaS Monthly Fees are rounded to the nearest dollar. The Annual Fee value represents the cost to the customer.

Custom reports are 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 are 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).

Investment Summary Notes
Delays in completion, reviews, and/or acceptance of any deliverable by the client which extends the duration of the project are subject to the change control process for additional costs incurred by the delay, including but not limited to additional service hours for project management, consulting, and conversion development.

Implementation service hours are scheduled and delivered in four (4) or eight (8) hour increments. PASC (Public Administration Security Console) is a tool where Support staff are able to access client environments using specified Tylerowned accounts with rolling passwords. The client is responsible for providing and maintaining the GIS services required by Enterprise Permitting & Licensing in accordance with Tyler's GIS deployment guidelines.

Implementation Notes
Environmental Health Implementation: This phase will be focused around the UST, IW and SW inspection programs. This will be a shared services implementation where Tyler leads and owns the configuration of 10 unique case types to be used as examples for the remaining configuration to be completed by the client. For each unique case type Tyler implements, we assume our experienced Consultant expends 25-30 hours per process for definition, configuration, and issue resolution. Tyler will also build out our standard geo-rules and standard automation events included in the application. Configuration elements beyond this will be owned by the client.

Tyler's implementation team is primarily responsible for the following tasks:
• Training Environmental Health functionality
• Training, best practice, and guidance in software configuration and maintenance for Environmental Health and Civic Access applications
• Establishing Environmental Health and Civic Access connections to the client-published GIS map services and configuration of Environmental Health's Live Link component
• System configuration of Payments for Environmental Health and Civic Access or enablement of electronic payments based on client-supplied payment gateway information (as applicable, based on contract and client having secured an approved payment gateway)
• System configuration and validation of Tyler-to-Tyler product integrations (Enterprise ERP, Cashiering, Content Manager, Enterprise Service Requests, others as applicable based on contract)

The client's subject matter experts (SMEs) should be available approximately 25-50% (dependent on the number of processes) each week throughout the project to perform configuration and validation in addition to time scheduled with the Tyler team. The client configuration team should expect to dedicate 30-45 hours per process following completion of configuration training.

The client's SMEs are primarily responsible for the following tasks:
• Case Type and Work Class configuration, including all associated module components
• System Setup configuration (Holidays, Zones, Hold Types, Hearing Types, etc.)
• Report Setup's dynamic custom fields
• User and User Role configuration
• Workflow component and Workflow Template configuration (Steps, Actions, Submittal Types, Item Reviews, etc.)
• Civic Access customization and administration (allowed Case Types, Application instructions, Geo Rules, Themes, Headers, Menus, Security Settings, etc.)
• Automation Events (Intelligent Objects, standard Intelligent Queries). This covers automation tasks like emails, Tasks, Geo Rules, etc.
• Other configuration as desired by client

Civic Access is the online portal for the client's citizens. Tyler will ensure the online portal is operating and is connected to GIS, complete the payment portal configuration, and provide Civic Access configuration training. The client is responsible for the configuration of making applications available online as well as any other components that fall outside of what was mentioned prior.

Hub is a platform that allows clients to customize individual user dashboards to visualize tasks and data. Tyler will connect the EPL data source to Hub and provide training to personalize user dashboards. The client is responsible for all personalization and maintenance of user dashboards. Any additional data source connections to Hub are subject to the change control process and will incur additional cost.

Enterprise Permitting & Licensing API Implementation & Support Services provided by Tyler are limited to delivery of the API and guidance for the client's integration development resources. Tyler does not provide integration development services for EPL API/SDK toolkits. The client (or a selected third-party integrator) will perform all development work against the API/SDK

DCT-DB Conversion - The Client will populate the Data Conversion Template database with their legacy data to be used for the conversion. Tyler will guide and support the Client during this process to ensure success in its population and actual conversion. Once the Data Conversion Template database has been populated by the Client, Tyler will produce the mapping document to provide to the Client to match Legacy Data to new Enterprise Permitting and Licensing fields. The client reviewed and approved mapping document will be used within the standard conversion utility.

Custom Reports in Scope: 10

Ground-up module-level custom report based on client specifications. A custom report returns data from multiple records based on selection criteria.

Custom Forms/Letters in Scope: 10
Ground-up single-record custom letter or form based on client specifications. A form/letter returns data from a single record (permit, code case, etc.).

Training Notes
Training Engagements – For each 40-hour training engagement, the client receives and is billed four (4) 8-hour days of direct instruction and up to 8 hours of preparatory and administrative time to allow trainers to familiarize themselves with client needs, develop schedules, prepare software environments, and complete documentation.

The following training engagements are included in the scope of this implementation:
• Solutions Orientation Training: Introductory training course designed to expose the end user to the software.
• Configuration Training: Advanced training in end user functionality, configuration, and system administration.
• End User Training: Software functionality training for all end users designed to prepare all users for transitioning production processing to EPL.

Quoted By:	Chuck Newberry
Quote Expiration:	12/31/25
Quote Name:	LA County Fire and FPM Phase 2

Sales Quotation For:

Los Angeles County

320 W Temple St Ste B35

Los Angeles CA 90012-3593

Professional Services

Description	Quantity	Unit Price	Extended Price	Maintenance
Professional Services				
Configuration Training - On Site	40	$ 250	$ 10,000	$ 0
Custom Forms/Letters	5	$ 3,000	$ 15,000	$ 0
Custom Reports/Outputs	3	$ 5,000	$ 15,000	$ 0
Professional Implementation Services - Onsite	300	$ 225	$ 67,500	$ 0
Professional Implementation Services - Remote	400	$ 200	$ 80,000	$ 0
Project Management (25% Dedicated - up to 32 hours per month)	12	$ 7,500	$ 90,000	$ 0
Solutions Orientation Training - Onsite	40	$ 225	$ 9,000	$ 0
Train the Trainer Training - Onsite	80	$ 225	$ 18,000	$ 0

Professional Services				
Contractor Access Setup & Training	1	$ 499	$ 499	$ 0
Fire Prevention Mobile Data Loading History Records	12	$ 250	$ 3,000	$ 0
Setup & Configuration Services	40	$ 200	$ 8,000	$ 0
Training Services	33	$ 200	$ 6,600	$ 0
Training Services - Inspector Mobile Plus	16	$ 200	$ 3,200	$ 0
Videos & Learning Tools/LA County Fire	20	$ 200	$ 4,000	$ 0
TOTAL:			**$ 329,799**	**$ 0**

Summary	One Time Fees	Recurring Fees
Total Services	$ 329,799	$ 0
Total Third-Party Hardware, Software, Services	$ 0	$ 0
Summary Total	**$ 329,799**	**$ 0**
Estimated Travel Expenses	**$ 8,500**	

Comments

SaaS Monthly Fees are rounded to the nearest dollar. The Annual Fee value represents the cost to the customer.

Custom reports are 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 are 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).

Decisions about on-site versus remote planning meetings and training delivery will be decided mutually during the initial kickoff meetings.

Onsite versus remote planning & training delivery: Decisions about on-site versus remote planning meetings and training delivery will be decided mutually during the initial kickoff meetings. Travel associated with planning and/or on-site training delivery will be billed separately for reimbursement.

Data loading services include the following: Loading the published fire codes and standards that are in-scope. Loading occupancy data. Assumptions for loading of occupancy data: While there is no limit to the number of occupancy records to be loaded, the line item for Setup and Configuration Services assumes certain minimum requirements. The following requirements must be met for us to load occupancy data: The data must be provided in the form of a spreadsheet or .csv file with each record being a single row in the spreadsheet. A collection of tables from an existing database cannot be accepted. Different types of data can be provided in separate spreadsheets as long as there is a key field/ID linking the spreadsheets together. For example, you can provide address and business name information in one spreadsheet and contact information in a second spreadsheet. But there must be a unique ID that links a contact in the second spreadsheet to the "owning" occupant in the first spreadsheet. Spreadsheets cannot be linked using address or occupant name. These are not considered "keys". If your occupancy data is coming from more than one source, there must be no overlap between the records from each source. Time spent trying to blend together two or more overlapping spreadsheets is not included in this proposal line item. Optional Data Conversion Services: Tyler does not perform any data clean up. This is the responsibility of our client. No parsing, concatenation, etc. will be completed by Tyler. This will need to be done in the legacy system or in the data export prior to providing the data to Tyler's Fire Prevention Mobile team. Exception: Parsing full street addresses into individual fields for each piece of the address (address, directional prefix, street name, street type, directional suffix, city, state, zip code). Exception: The client can provide multiple spreadsheets of data with records that are linked through a record key assuming the number of spreadsheets is six or less. An example of this would be a separate spreadsheet of contact data with a record key that enables linking of the contacts to the location and occupancy records. No "fuzzy" matching of records – e.g., matching on address or business name – will be done. Data conversion services included: Data mapping – This includes mapping of each field of the customer data to a corresponding field in MobileEyes. Where there is no direct match to a client field, the Tyler project manager will meet with the designated client data decision maker to determine a) whether to load that field, and b) if the decision is to load it, then which MobileEyes field it will be loaded into. Data loading – This includes loading the client data into the MobileEyes Web database per the approved data map. Examples of services considered "data clean up" and therefore, not included: Removal of records from the data set that the client does not want loaded. For example, removing residential records or

properties that the Fire Marshal's Office does not inspect. These must be removed by the client from the data set prior to providing the file to Tyler for data mapping. Data manipulation/changing of data that is provided in the export. For example, a field that will become a pick list field in Fire Prevention Mobile has more unique values than the client wants the pick list to have. (Example, the Section field has 20 unique values represented in the data and the customer wants to consolidate the number of unique values to 10.) We will do a reasonable amount of data clean up, organization, and standardization of your data before loading it, but the department or agency is responsible for the accuracy and completeness of the data. You will have an opportunity to review the data before it is loaded. Optional services not included in the proposal: The following optional services are available and can be priced separately: Data loading of inspection history. Data loading of invoice history. Data loading of permit history.

---The Fire Prevention Mobile integration with Enterprise Permitting & Licensing is with the Business Licensing module. The integration with Permitting consists of a joint task list/schedule of fire inspections, plan reviews, and permit inspections. Decisions about on-site versus remote planning meetings and training delivery will be decided mutually during the initial kickoff meetings.

Onsite versus remote planning & training delivery: Decisions about on-site versus remote planning meetings and training delivery will be decided mutually during the initial kickoff meetings. Travel associated with planning and/or on-site training delivery will be billed separately for reimbursement.

Investment Summary Notes for FPM:
Energov Integration No Charge
Contractor Portal=Contract pay Submittal fee
Set Up & Config 40 hours per Tom Gorman
Admin Training 33 hours total. 3 days on-site plus 9 hours of Webinar Training prior to on-site
Inspector Training Train the Trainer 16 hours total. 8 hrs of Insp Plus Training, 8 hrs of how to train.
20 hours of misc. Video and Training Tools per Tom Gorman
Inspection History brought over based on 10,000 Records.
Travel 5 Trips total. Consulting Trips and Training Trips

Investment Summary Notes- EPL
In the event the Client cancels services less than two(2) weeks in advance, Client is liable to Tyler for (i) all non-refundable expenses incurred by Tyler on Client's behalf; and (ii) daily fees associated with the cancelled services if Tyler is unable to re-assign its personnel. Delays in completion, reviews, and/or acceptance of any deliverable by the Client will result in an increase in the duration of the project

and will require a Change Order for any additional costs associated with the delay, including but not limited to additional hours for project management, deliverable development and review. Standard project management responsibilities include project plan creation, initial stakeholder presentation, bi-weekly status calls, updating of project plan statuses, and go-live planning activities. Implementation hours are scheduled and delivered in four(4) or eight(8) hour increments. Tyler resources will configure and test basic Enterprise Permitting & Licensing functionality including global settings, and preliminary user roles. It is the client's responsibility to provide and maintain the GIS services to be used by the Tyler Enterprise Permitting & Licensing applications. Tyler will provide guidelines to be followed for such services. Enterprise Permitting and Licensing Implementation: This will be a shared services implementation where Tyler leads and owns the configuration of 10 unique case types to be used as examples for the remaining configuration to be completed by the client. For each unique case type Tyler implements, we assume our experienced Consultant expends 25-30 hours per process for definition, configuration, and issue resolution. Tyler will also build out our standard geo-rules and standard automation events included in the application. Configuration elements beyond this will be owned by
the client.

Tyler Technologies' Enterprise Permitting and Licensing implementation team will be primarily responsible for the following implementation tasks:
• Training on how to use Enterprise Permitting and Licensing
• Training and providing guidance on how to configure and maintain Enterprise Permitting and Licensing
• Setup of Enterprise Permitting and Licensing GIS Map
• Setup of Enterprise Permitting and Licensing GIS Live Link
• Setup of Civic Access GIS Map (as applicable, based on contract)
• Setup of Civic Access ArcGIS Integration (as applicable, based on contract)
• Setup of Civic Access Payments (as applicable, based on contract and client having secured an appropriate payment gateway)
• Setup and testing of Tyler-to-Tyler integrations (Munis, Tyler Cashiering, Tyler Content Management, Tyler Incident Management, as applicable
based on contract)
• Setup of Workforce Mobile licenses (as applicable, based on contract)
The client subject matter experts (SMEs) should be available approximately 25 – 50% (Dependent on the number of processes to be configured) of any given week throughout the project in order to perform configuration in addition to scheduled time with Tyler's Enterprise Permitting and Licensing
consultant. The client configuration team should expect to spend somewhere between 30 to 45 hours of implementation time per process after their
completion of configuration training.

These client SMEs will be responsible for the following general configuration tasks:
•Enterprise Permitting and Licensing Case Type Setup (and all associated items required to configure)
•Enterprise Permitting and Licensing System Setup Configuration (Holidays, Zones, Hold Types, Hearing Types, etc.)
•Enterprise Permitting and Licensing Report Setup's dynamic custom fields
•Enterprise Permitting and Licensing User/User Role Setup
•Enterprise Permitting and Licensing Workflow/Workflow Template Setup (WF Actions, Steps, Templates, Submittal Types, Item Reviews etc.)
•Civic Access Experience (Civic Access Case Types, Civic Access Geo Rules, Civic Access Themes, Headers, Menus, Security Settings, etc.)
•Enterprise Permitting and Licensing Automation Events (Intelligent Objects, standard Intelligent Queries). This covers automation tasks like E-mails,
Tasks, Geo Rules, etc.
•Other configuration as desired by client

Report Development
The below numbers are the scope of the different types of reports to be developed by Tyler.

"Custom Reports in Scope: 3
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 in Scope: 5
Ground up single record custom report based on client specifications. A form/letter returns data from a single record in Enterprise Permitting &
Licensing (permit, code case, etc)."

Enterprise Permitting & Licensing API Implementation & Support Services provided by Tyler are limited to installation of the API and guidance to the

Client's integration development resources. Tyler does not provide integration development services for Enterprise Permitting & Licensing API/SDK
toolkits. The Client (or a selected third party integrator) will perform all development work against the API/SDK.

Training Policy - The client receives and will be billed for up to 32 hours of direct interaction with Trainers. Note that this time is billed in daily blocks at 8 hours for the day. Totaling 4 days of training time. The client will also be billed for up to 8 hours of setup and prep time.

This allows our Trainers to become familiar with individual clients and their needs. While the Training is generic, our Trainers always spend time familiarizing themselves with
client environments.

Trainings included as a part of this implementation are:
Solutions Orientation Training: Introductory training course built for the needs of each of our clients. This training is designed to achieve the following objectives:
• Learn general terminology
• Experience the basic functionality of the software
• Explore the configuration options of the software
• Encourage client-side discussions of desired configuration
• Discover some of the software capabilities available for consideration
• Improve communication between Tyler and the client through software knowledge
• Prepare the client for the Assess & Define process through defining business processes
Configuration Training: During this training, the trainer will teach end user functionality of the modules as well as the configuration of each. We want
to ensure that the configuration team is ready to do their job in the overall administrative process. This training is designed to achieve the following
objectives:
• Learn general terminology
• Experience the basic functionality of the software
• Understand best practices for configuration standards

End User Training is the last component of the Implementation process before the client goes live. This training involves covering every module the client will be using and involves any staff/others that will be utilizing the Enterprise System. The Tyler team will teach the end user functionality of the modules, to ensure that all users are comfortable with the subject matter. During this training, the Tyler team does not teach business processes, we do require a SME (Subject Matter Expect) to be involved in every aspect of the training to ensure that business process questions are answered
accurately. After End User Training, it is recommended to include trainings for staff/others on their business process on a continuous basis performed
by the client SMEs.

Quoted By:		Jeff Hopper
Quote Expiration:		12/31/25
Quote Name:		LA County FPM Phase 3

Sales Quotation For:

LOS ANGELES COUNTY, CA

DEPT OF TREASURER & TAX COLLECTOR - AP

PO BOX 7508

ALHAMBRA CA 91802-7508

Professional Services

Description	Quantity	Unit Price	Extended Price	Maintenance
Professional Services				
Data Conversion Services	40	$ 200	$ 8,000	$ 0
Setup & Configuration Services	25	$ 200	$ 5,000	$ 0
Training Services - Company Inspector Mobile	30	$ 200	$ 6,000	$ 0
User Training Videos and Job Aids - Inspector Mobile Basic	8	$ 250	$ 2,000	$ 0
TOTAL:			**$ 21,000**	**$ 0**

Summary	One Time Fees	Recurring Fees
Total Services	$ 21,000	$ 0
Total Third-Party Hardware, Software, Services	$ 0	$ 0
Summary Total	**$ 21,000**	**$ 0**
Contract Total	**$ 21,000**	

Comments

Decisions about on-site versus remote planning meetings and training delivery will be decided mutually during the initial kickoff meetings.

SaaS Monthly Fees are rounded to the nearest dollar. The Annual Fee value represents the cost to the customer.

Decisions about on-site versus remote planning meetings and training delivery will be decided mutually during the initial kickoff meetings.

Tyler will provide the following professional services associated with Fire Prevention Mobile API Access & Support - (1) Access to the Fire Prevention

Moble API, (2) Access to API documentation and to a knowledge programmer to answer questions, (3) Access to an online test environment for

creation of API calls. Additional programming services are not included.

---The Fire Prevention Mobile integration with Enterprise Permitting & Licensing is with the Business Licensing module. The integration

with Permitting

consists of a joint task list/schedule of fire inspections, plan reviews, and permit inspections.

Onsite versus remote planning & training delivery: Decisions about on-site versus remote planning meetings and training delivery will be decided

mutually during the initial kickoff meetings. Travel associated with planning and/or on-site training delivery will be billed separately for reimbursement.

Your use of Tyler Payments and any related items included on this order is subject to the terms found at:

https://www.tylertech.com/terms/paymentcard-

processing-agreement. By signing this order or the agreement in which it is included, you agree you have read, understand, and agree to such

terms. Please see attached Tyler Payments fee schedule.

Quote includes:

Company Inspection Set Up & Configuration

Inspector License for Crews in 177 Stations

48 Trainers getting Direct Training to Train other Inspectors. 5 eight-hour training sessions.

3 trips. 2 for FPM coordinator and 1 for Training

Embedded CA version of ICC Fire Codes

User Training Videos and Job Aids

Occupancy Data Loading

Quoted By:			Chuck Newberry
Quote Expiration:			12/31/25
Quote Name:			Tyler DEO Services

Sales Quotation For:

Los Angeles County

320 W Temple St Ste B35

Los Angeles CA 90012-3593

Professional Services

Description	Quantity	Unit Price	Extended Price	Maintenance
Professional Services				
Configuration Training - On Site	40	$ 250	$ 10,000	$ 0
Custom Forms/Letters	1	$ 3,000	$ 3,000	$ 0
Custom Reports/Outputs	1	$ 5,000	$ 5,000	$ 0
Process Validation Training - Onsite	180	$ 225	$ 40,500	$ 0
Professional Implementation Services - Onsite	100	$ 225	$ 22,500	$ 0
Professional Implementation Services - Remote	250	$ 200	$ 50,000	$ 0
Project Management Services - Remote	180	$ 200	$ 36,000	$ 0
Solutions Orientation Training - Onsite	40	$ 225	$ 9,000	$ 0

Train the Trainer Training - Onsite	40	$ 225	$ 9,000	$ 0
TOTAL:			**$ 185,000**	**$ 0**

Summary	One Time Fees	Recurring Fees
Total Services	$ 185,000	$ 0
Total Third-Party Hardware, Software, Services	$ 0	$ 0
Summary Total	**$ 185,000**	**$ 0**
Contract Total	**$ 185,000**	
Estimated Travel Expenses	**$ 8,500**	

Customer Approval: _____   Date: _____

Print Name: _____   P.O.#: _____

Client agrees that items in this sales quotation are, upon Client's signature or approval of same, hereby added to the existing agreement ("Agreement") between the parties and subject to its terms. Additionally, payment for said items, as applicable but subject to any listed assumptions herein, shall conform to the following terms:

- License fees for Tyler and third party software are invoiced upon the earlier of (i) delivery of the license key or (ii) when Tyler makes such software available for download by the Client;
- Fees for hardware are invoiced upon delivery;
- Fees for year one of hardware maintenance are invoiced upon delivery of the hardware;
- Annual Maintenance and Support fees, SaaS fees, Hosting fees, and Subscription fees are first payable when Tyler makes the software available for download by the Client (for Maintenance) or on the first day of the month following the date this quotation was signed (for SaaS, Hosting, and Subscription), and any such fees are prorated to align with the applicable term under the Agreement, with renewals invoiced annually thereafter in accord with the Agreement.
- Fees for services included in this sales quotation shall be invoiced as indicated below.
  - Implementation and other professional services fees shall be invoiced as delivered.
- Expenses associated with onsite services are invoiced as incurred.

Comments
Custom reports are 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 are 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).

 Investment Summary Notes

In the event the Client cancels services less than two(2) weeks in advance, Client is liable to Tyler for (i) all non-refundable expenses incurred by Tyler on Client's behalf; and (ii) daily fees associated with the cancelled services if Tyler is unable to re-assign its personnel.

Delays in completion, reviews, and/or acceptance of any deliverable by the Client will result in an increase in the duration of the project and will require a Change Order for any additional costs associated with the delay, including but not limited to additional hours for project management, deliverable development and review.

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

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

Tyler resources will configure and test basic Enterprise Permitting & Licensing functionality including global settings, and preliminary user roles.

It is the client's responsibility to provide and maintain the GIS services to be used by the Tyler Enterprise Permitting & Licensing applications. Tyler will provide guidelines to be followed for such services.

Enterprise Permitting and Licensing Implementation: This will be a shared services implementation where Tyler leads and owns the configuration of 2 unique case types to be used as examples for the remaining configuration to be completed by the client. For each unique case type Tyler implements, we assume our experienced Consultant expends 25-30 hours per process for definition, configuration, and issue resolution. Tyler will also build out our standard geo-rules and standard automation events included in the application. Configuration elements beyond this will be owned by the client.

Tyler Technologies' Enterprise Permitting and Licensing implementation team will be primarily responsible for the following implementation tasks:
•Training on how to use Enterprise Permitting and Licensing
•Training and providing guidance on how to configure and maintain Enterprise Permitting and Licensing
•Setup of Enterprise Permitting and Licensing GIS Map
•Setup of Enterprise Permitting and Licensing GIS Live Link
•Setup of Civic Access GIS Map (as applicable, based on contract)
•Setup of Civic Access ArcGIS Integration (as applicable, based on contract)
•Setup of Civic Access Payments (as applicable, based on contract and client having secured an appropriate payment gateway)
•Setup and testing of Tyler-to-Tyler integrations (Munis, Tyler Cashiering, Tyler Content Management, Tyler Incident Management, as applicable based on contract)
•Setup of Workforce Mobile licenses (as applicable, based on contract)

The client subject matter experts (SMEs) should be available approximately 25 – 50% (Dependent on the number of processes to be configured) of any given week throughout the project in order to perform configuration in addition to scheduled time with Tyler's Enterprise Permitting and Licensing consultant. The client configuration team should expect to spend somewhere between 30 to 45 hours of implementation time per process after their completion of configuration training.

These client SMEs will be responsible for the following general configuration tasks:

•Enterprise Permitting and Licensing Case Type Setup (and all associated items required to configure)
•Enterprise Permitting and Licensing System Setup Configuration (Holidays, Zones, Hold Types, Hearing Types, etc.)
•Enterprise Permitting and Licensing Report Setup's dynamic custom fields
•Enterprise Permitting and Licensing User/User Role Setup
•Enterprise Permitting and Licensing Workflow/Workflow Template Setup (WF Actions, Steps, Templates, Submittal Types, Item Reviews etc.)
•Civic Access Experience (Civic Access Case Types, Civic Access Geo Rules, Civic Access Themes, Headers, Menus, Security Settings, etc.)
•Enterprise Permitting and Licensing Automation Events (Intelligent Objects, standard Intelligent Queries). This covers automation tasks like E-mails, Tasks, Geo Rules, etc.
•Other configuration as desired by client

Civic Access is the online portal for the client's citizens. Tyler will ensure the online portal is operating and is connected to GIS, complete the payment portal configuration, and provide Civic Access configuration training. The client is responsible for the configuration of making applications available online as well as any other components that fall outside of what was mentioned prior.

Workforce Mobile - iG Inspect and iG Enforce provide a mobile solution for field personnel to capture inspection and code data remotely. Tyler will assist to connect IG Apps to the Enterprise Permitting & Licensing suite, and support testing. These applications are available on iOS.

Decision Engine is a web-based application that utilizes yes/no questions to guide citizens through online applications. Tyler will ensure and troubleshoot the connection and provide application configuration training. The client is responsible to design and implement questionnaires.

"Tyler Hub is a platform that allows clients to set up individual dashboard to visualize data. Tyler resources will assist to tie the application to Enterprise Permitting & Licensing data and demonstrate how to set up user dashboards. The client will be responsible to set up and maintain user dashboards. Tyler will be responsible for connecting the Enterprise Permitting & Licensing data source to Tyler Hub. Tyler will provide training to the client to demonstrate how to personalize user views. It is the Client's responsibility to personalize user views. Any additional data source connections to Tyler Hub will incur additional costs."

DCT-DB Conversion - The Client will populate the Data Conversion Template database with their legacy data to be used for the conversion. Tyler will guide and support the Client during this process to ensure success in its population and actual conversion. Once the Data Conversion Template database has been populated by the Client, Tyler will produce the mapping document to provide to the Client to match Legacy Data to new Enterprise Permitting & Licensing fields. The client reviewed and approved mapping document will be used within the standard conversion utility. There will be a total of 2 conversion passes, 1 mock go-live conversion pass, and 1 go-live conversion pass as a scope to this implementation.

Report Development
The below numbers are the scope of the different types of reports to be developed by Tyler.

"Custom Reports in Scope: 1

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 in Scope – 1
Ground up single record custom report based on client specifications. A form/letter returns data from a single record in Enterprise Permitting & Licensing (permit, code case, etc)."

Training Policy - The client receives and will be billed for up to 32 hours of direct interaction with Trainers. Note that this time is billed in daily blocks at 8 hours for the day. Totaling 4 days of training time. The client will also be billed for up to 8 hours of setup and prep time. This allows our Trainers to become familiar with individual clients and their needs. While the Training is generic, our Trainers always spend time familiarizing themselves with client environments.

Trainings included as a part of this implementation are:
Solutions Orientation Training: Introductory training course built for the needs of each of our clients. This training is designed to achieve the following objectives:
• Learn general terminology
• Experience the basic functionality of the software
• Explore the configuration options of the software
• Encourage client-side discussions of desired configuration
• Discover some of the software capabilities available for consideration
• Improve communication between Tyler and the client through software knowledge
• Prepare the client for the Assess & Define process through defining business processes
Configuration Training: During this training, the trainer will teach end user functionality of the modules as well as the configuration of each. We want to ensure that the configuration team is ready to do their job in the overall administrative process. This training is designed to achieve the following objectives:
• Learn general terminology
• Experience the basic functionality of the software
• Understand best practices for configuration standards
End User Training is the last component of the Implementation process before the client goes live. This training involves covering every module the client will be using and involves any staff/others that will be utilizing the Enterprise System. The Tyler team will teach the end user functionality of the modules, to ensure that all users are comfortable with the subject matter. During this training, the Tyler team does not teach business processes, we do require a SME (Subject Matter Expect) to be involved in every aspect of the training to ensure that business process questions are answered accurately. After End User Training, it is recommended to include trainings for staff/others on their business process on a continuous basis performed by the client SMEs.

EXHIBIT C.2

INVOICING AND PAYMENT TERMS

**Exhibit C.2
Invoicing and Payment Terms**

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

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

1. <u>Tyler Annual Services.</u>
   1.1. *SaaS Services*. SaaS Fees are invoiced on an annual basis, beginning on the commencement of the initial term as set forth in Section E(1) of this Agreement. Your annual SaaS fees for the initial term are set forth in the Investment Summary, except that County shall receive a credit in the amount of $300,000 for the first year SaaS Fees. Upon expiration of the initial term, your annual SaaS fees will be at our then-current rates.
   1.2. *Other Annual Services*. Fees for annual services other than SaaS Services are invoiced on an annual basis, beginning with the availability of the service. Your annual fees for the initial term are set forth in the Investment Summary. Upon expiration of the initial term, your annual fees will be at our then-current rates.

2. <u>Tyler Services.</u>
   2.1. *Professional Services Generally*: Unless otherwise indicated below, fees for Tyler services are invoiced as delivered.
   2.2. *Consulting Services*: Fixed fee Consulting Services will be invoiced 50% upon your acceptance of the Best Practice Recommendations, by module, and 50% upon your acceptance of custom desktop procedures, by module.
   2.3. *Conversions*: Fixed-fee conversions are invoiced 50% upon initial delivery of the converted Data, by conversion option, and 50% upon Client acceptance to load the converted Data into Live/Production environment, by conversion option. Where conversions are quoted as estimated, we will bill you the actual services delivered on a time and materials basis.
   2.4. *Requested Modifications to the Tyler Software*: Requested modifications to the Tyler Software are invoiced (i) 50% upon delivery of specifications and (ii) 50% upon delivery of the applicable modification. You must report any failure of the modification to conform to the specifications within thirty (30) days of delivery; otherwise, the modification will be deemed to be in compliance with the specifications after the 30-day window has passed. You may still report Defects to us as set forth in this Agreement.
   2.5. *Other Fixed Price Services*: Other fixed price services are invoiced as delivered. For the avoidance of doubt, where "Project Planning Services" are provided, payment will be due upon delivery of the Implementation Planning document. Dedicated Project Management services, if

any, will be billed monthly in arrears, beginning on the first day of the month immediately following initiation of project planning. Strategic Program Management Services, if any, will be billed monthly in arrears, beginning on the first day of the month immediately following initiation of program planning.

3. Hardware & Third-Party Products.
    3.1. *Hardware*: Hardware costs, if any, are invoiced upon delivery.
    3.2. *Hardware Maintenance*: The first year maintenance fee for hardware is invoiced upon delivery of the hardware. Subsequent annual maintenance fees for hardware are invoiced annually, in advance, at then-current rates, upon each anniversary thereof.
    3.3. *Third-Party Services*: Fees for Third-Party Services, if any, are invoiced as delivered, along with applicable expenses, at the rates set forth in the Investment Summary.
    3.4. *Third Party Software*. License Fees for Third Party Software, in any, are invoiced when the applicable Third Party Software is made available to you for download.
    3.5. *Third Party Software Maintenance*: The first year maintenance fee for the Third Party Software is invoiced when it is made available to you for downloading. Subsequent annual maintenance fees for Third Party Software are invoiced annually, in advance, at then-current rates, upon each anniversary thereof.
    3.6. *Third-Party SaaS Services*. Third-Party SaaS Services fees, if any, are invoiced on an annual basis, commencing with availability of the respective Third-Party SaaS Services. Pricing for the first year of Third-Party SaaS Services is indicated in the Investment Summary. Unless express stated otherwise, pricing for subsequent years will be at then-current rates.

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

5. Expenses. The service rates in the Investment Summary do not include travel expenses. Expenses for Tyler delivered services will be billed as incurred and only in accordance with our then-current Business Travel Policy.

6. Credit for Prepaid Maintenance and Support Fees for Tyler Software. Client will receive a credit for the software maintenance and support fees and if applicable, for annual "Disaster Recovery" and "Tyler Systems Management" services fees, prepaid for the time period commencing on the first day of the SaaS Term.

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

EXHIBIT D

COUNTY'S ADMINISTRATION

CONTRACT NO. _____

COUNTY PROJECT DIRECTOR:

Name:	Dennis Slavin
Title:	Chief Deputy Director
Address:	320 W. Temple Street, 13th Floor, Los Angeles, CA 90012
Telephone:	213-974-6405
E-Mail Address	dslavin@planning.lacounty.gov

COUNTY PROJECT MANAGER:

Name:	John Calas
Title:	Departmental Chief Information Officer II
Address:	900 S. Fremont Ave., Alhambra, CA 91803
Telephone:	626-458-4117
E-Mail Address	jcalas@dpw.lacounty.gov

COUNTY CONTRACT MANAGER:

Name:	Joseph Horvath
Title:	Administrative Deputy, Regional Planning
Address:	320 W. Temple Street, 13th Floor, Los Angeles, CA 90012
Telephone:	213-974-6533
E-Mail Address	jhorvath@planning.lacounty.gov

COUNTY PROJECT MONITOR (INSURANCES AND INVOICES):

Name:	Los Angeles County Planning
Title:	County Planning Contract
Address:	320 W. Temple Street, 13th Floor, Los Angeles, CA 90012
Telephone:	213-974-6736
E-Mail Address	contract@planning.lacounty.gov

EXHIBIT E

CONTRACTOR'S ADMINISTRATION

CONTRACTOR'S NAME: _____

CONTRACT NO. _____

CONTRACTOR'S PROJECT MANAGER:

Name:

Title: _____

Address: _____

Telephone: _____

E-Mail Address _____

CONTRACTOR'S AUTHORIZED OFFICIAL(S):

Name:

Title: _____

Address: _____

Telephone: _____

E-Mail Address _____

Name:

Title: _____

Address: _____

Telephone: _____

E-Mail Address _____

NOTICES TO CONTRACTOR:

Name:

Title: _____

Address: _____

Telephone: _____

E-Mail Address _____

EXHIBIT F

CONTRACTOR ACKNOWLEDGEMENT, CONFIDENTIALITY AGREEMENT

CONTRACTOR ACKNOWLEDGEMENT, CONFIDENTIALITY, AGREEMENT

(Note: This certification is to be executed and returned to County with Contractor's executed Contract. Work cannot begin on the Contract until County receives this executed document.)

Contractor Name: _____   Contract No _____

GENERAL INFORMATION:

The Contractor referenced above has entered into a contract with the County of Los Angeles to provide certain services to the County. The County requires each employee, agent, consultant, outsourced vendor and independent contractor of this Contractor performing Work under such Contract to understand his/her obligations with respect to the personal, proprietary and other confidential material, data or information, with which he/she will be in contact. Contractor, by executing this Confidentiality Agreement, represents that it shall ensure each such staff member's compliance with the obligations regarding such data and information, as set forth in the Contract. Corporation to sign this Contractor Acknowledgement, Confidentiality, Agreement.

CONTRACTOR ACKNOWLEDGEMENT:

Contractor understands and agrees that the Contractor employees, consultants, Outsourced Vendors and independent contractors (Contractor's Staff) that will provide services in the above referenced agreement are Contractor's sole responsibility. Contractor understands and agrees that Contractor's Staff must rely exclusively upon Contractor for payment of salary and any and all other benefits payable by virtue of Contractor's Staff's performance of work under the above-referenced contract.

Contractor understands and agrees that Contractor's Staff are not employees of the County of Los Angeles for any purpose whatsoever and that Contractor's Staff do not have and will not acquire any rights or benefits of any kind from the County of Los Angeles by virtue of my performance of work under the above-referenced contract. Contractor understands and agrees that Contractor's Staff will not acquire any rights or benefits from the County of Los Angeles pursuant to any agreement between any person or entity and the County of Los Angeles.

CONFIDENTIALITY AGREEMENT:

Contractor and Contractor's Staff may be involved with work pertaining to services provided by the County of Los Angeles and, if so, Contractor and Contractor's Staff may have access to confidential data and information pertaining to persons and/or entities receiving services from the County. In addition, Contractor and Contractor's Staff may also have access to proprietary information supplied by other vendors doing business with the County of Los Angeles. The County has a legal obligation to protect all such confidential data and information in its possession, especially data and information concerning health, criminal, and welfare recipient records. Contractor and Contractor's Staff understand that if they are involved in County work, the County must ensure that Contractor and Contractor's Staff, will protect the confidentiality of such data and information. Consequently, Contractor must sign this Confidentiality Agreement as a condition of work to be provided by Contractor's Staff for the County.

Contractor and Contractor's Staff hereby agrees that they will not divulge to any unauthorized person any data or information obtained while performing work pursuant to the above-referenced contract between Contractor and the County of Los Angeles. Contractor and Contractor's Staff agree to forward all requests for the release of any data or information received to County's Project Manager.

Contractor and Contractor's Staff agree to keep confidential all health, criminal, and welfare recipient records and all data and information pertaining to persons and/or entities receiving services from the County, design

EPIC-LA

CONTRACTOR ACKNOWLEDGEMENT, CONFIDENTIALITY, AGREEMENT

concepts, algorithms, programs, formats, documentation, Contractor proprietary information and all other original materials produced, created, or provided to Contractor and Contractor's Staff under the above-referenced contract. Contractor and Contractor's Staff agree to protect these confidential materials against disclosure to other than Contractor or County employees who have a need to know the information. Contractor and Contractor's Staff agree that if proprietary information supplied by other County vendors is provided to me during this employment, Contractor and Contractor's Staff must keep such information confidential.

Contractor and Contractor's Staff agree to report any and all violations of this agreement by Contractor and Contractor's Staff and/or by any other person of whom Contractor and Contractor's Staff become aware.

Contractor and Contractor's Staff acknowledge that violation of this agreement may subject Contractor and Contractor's Staff to civil and/or criminal action and that the County of Los Angeles may seek all possible legal redress.

Contractor and Contractor's Staff acknowledge that violation of this agreement may subject them to civil and/or criminal action and that the County of Los Angeles may seek all possible legal redress.

SIGNATURE: _____   DATE: _____

PRINTED NAME: _____

POSITION: _____

EPIC-LA

EXHIBIT G

SAFELY SURRENDERED BABY LAW

Some parents of newborns can find themselves in difficult circumstances. Sadly, babies are sometimes harmed or abandoned by parents who feel that they're not ready or able to raise a child. Many of these mothers or fathers are afraid and don't know where to turn for help.

This is why California has a Safely Surrendered Baby Law, which gives parents the choice to legally leave their baby at any hospital or fire station in Los Angeles County.

FIVE THINGS YOU NEED TO KNOW ABOUT BABY SAFE SURRENDER

1 Your newborn can be surrendered at any hospital or fire station in Los Angeles County up to 72 hours after birth.

2 You must leave your newborn with a fire station or hospital employee.

3 You don't have to provide your name.

4 You will only be asked to voluntarily provide a medical history.

5 You have 14 days to change your mind; a matching bracelet (parent) and anklet (baby) are provided to assist you if you change your mind.

No shame | No blame | No names

BabySafeLA.org

ABOUT THE BABY SAFE SURRENDER PROGRAM

In 2002, a task force was created under the guidance of the Children's Planning Council to address newborn abandonment and to develop a strategic plan to prevent this tragedy.

Los Angeles County has worked hard to ensure that the Safely Surrendered Baby Law prevents babies from being abandoned. We're happy to report that this law is doing exactly what it was designed to do: save the lives of innocent babies. Visit BabySafeLA.org to learn more.

No shame | No blame | No names

ANY FIRE STATION. ANY HOSPITAL. ANY TIME.
1.877.222.9723
BabySafeLA.org

THERE'S A BETTER CHOICE. SAFELY SURRENDER YOUR BABY.

BabySafeLA.org

No shame | No blame | No names

FROM SURRENDER TO ADOPTION: ONE BABY'S STORY

Los Angeles County firefighter Ted and his wife Becki were already parents to two boys. But when they got the call asking if they would be willing to care for a premature baby girl who'd been safely surrendered at a local hospital, they didn't hesitate.

Baby Jenna was tiny, but Ted and Becki felt lucky to be able to take her home. "We had always wanted to adopt," Ted says, "but taking home a vulnerable safely surrendered baby was even better. She had no one, but now she had us. And, more importantly, we had her."

Baby Jenna has filled the longing Ted and Becki had for a daughter—and a sister for their boys. Because her birth parent safely surrendered her when she was born, Jenna is a thriving young girl growing up in a stable and loving family.

ANSWERS TO YOUR QUESTIONS

Who is legally allowed to surrender the baby?
Anyone with lawful custody can drop off a newborn within the first 72 hours of birth.

Do you need to call ahead before surrendering a baby?
No. A newborn can be surrendered anytime, 24 hours a day, 7 days a week, as long as the parent or guardian surrenders the child to an employee of the hospital or fire station.

What information needs to be provided?
The surrendering adult will be asked to fill out a medical history form, which is useful in caring for the child. The form can be returned later and includes a stamped return envelope. No names are required.

What happens to the baby?
After a complete medical exam, the baby will be released and placed in a safe and loving home, and the adoption process will begin.

What happens to the parent or surrendering adult?
Nothing. They may leave at any time after surrendering the baby.

How can a parent get a baby back?
Parents who change their minds can begin the process of reclaiming their baby within 14 days by calling the Los Angeles County Department of Children and Family Services at (800) 540-4000.

If you're unsure of what to do:
You can call the hotline 24 hours a day, 7 days a week and anonymously speak with a counselor about your options or have your questions answered.

1.877.222.9723 or BabySafeLA.org
English, Spanish and 140 other languages spoken.

EXHIBIT H

RESERVED

EXHIBIT I

EXHIBIT I

RESERVED

EXHIBIT J

SOFTWARE AS A SERVICE REQUIREMENTS

Software as a Service (SaaS) Requirements
When Consultants are required to provide a SaaS solution, the solution must meet the following mandatory requirements. Depending on the SaaS solution needed and the type of information stored or processed in the solution, the County reserves the right to revise the requirements accordingly.

1. General
1.1   The system must be a fully managed solution hosted and supported by the Contractor (Vendor-Hosted).

1.2   The Contractor must require annual cyber security awareness training for all personnel with access to IT resources (e.g., hardware, software, data).

1.3   The Contractor must secure and maintain for the duration of the contract Cyber Liability Insurance coverage as prescribed in Contract Paragraph 8.25.7.

1.4   The system must provide program participants (system users) method for submission of a request to delete personal data, by directing program participants (system users) to the County's privacy statement for further information. The system must allow program participants (system users) to "opt out" of the collection and storage of personal information, where such collection is not required by the applicable law and is not required to fulfill any of Contractor's obligations under the Agreement.

2. Access
2.1   The system must provide Single Sign On (SSO) capability for County users using the County's Enterprise Identity & Access Management Directory, based upon industry leading protocols.;

2.2   The System must provide the ability to define role-based access with different access control lists.

2.3   The System must return generic errors messages to the client, to avoid disclosure of sensitive information (e.g., login failure, database error, application error).

2.4   Access to County data must be limited only to the Contractor or Service Provider's personnel to perform work necessary as defined in the scope of services. The County Contract Manager must be notified   30-day in advance in writing of any third-party which the Contractor is required to share County data. The notification must address what type of information/data is being shared and how the program participants can "opt-out".

3. Data, Backup, and Recovery
3.1   The Contractor must provide all raw data to the County when requested or at the end of the project/contract in a format mutually agreed upon.

3.2   The System must provide the ability to receive a copy of all County Production data upon request.

3.3   All system data center(s) and backup/replication locations must reside in the Continental United States.

3.4   The System must perform backups with no adverse effect on performance.

3.5   At minimum, System data must be backed up daily.

3.6   The Contractor must have a clear way to address how data and system security are protected from disruption and loss in the event of disaster, emergency, and security breaches. System must be monitored to ensure the effectiveness of security controls. .

3.7   Customer production data backups will be stored for a period of 90 days.

4. Infrastructure and Hosting Environment

4.1　The System must keep all components updated with current antivirus, operating system, and security patches. (e.g. endpoint, host, network, application).

4.2　The hosted environments must implement standard industry practices and monitoring including: Host Intrusion Prevention (HIPS) and Detection (HIDS) system, Network Intrusion Prevention (NIPS) and Detection (NIDS) system, Web Application Firewall (WAF), Security Event and Information Management (SIEM), etc.

4.3　The hosted environment must be comprised of software that has been fully tested, integrated and is accessible to County users.

4.4　The System must be contained by a perimeter firewall to protect the network from external attacks.

4.5　The System must have physical access controls in place to ensure appropriate access to IT resources in the hosted environment.

4.6　The System must have measures to prevent the upload of unauthorized files (e.g., executable files).

4.7　The System must undergo periodic web application vulnerability testing/scanning (e.g., source code, run time).

4.8　The System must have separate physical and logical environments (e.g., development, quality assurance, user acceptance testing, staging, production, training environments).

4.9　If the System requires significant integrations with County systems, the platform must use Microsoft Azure or Amazon AWS for hosting.

4.10　Management access to Infrastructure and Hosting must be secured by multi-factor authentication (MFA) and use Transport Layer Security (TLS) protocol (1.2 or higher) to ensure secure access.

5. Performance and Availability

5.1　The system environments must operate on a 24x7x365 basis.

5.2　System availability must be in accordance with the service level agreement (SLA).

5.3　Contractor agrees to work with the County to improve performance around saving records, as measured within the hosted environment. Some solutions may require configuration changes but both parties agree to limit configuration changes to those representing best practices. Tyler will proactively monitor performance in the cloud and will at minimum, twice per calendar year, provide the County with a list of potential performance enhancements which the County may prioritize.

6. Compatibility and Integration

6.1　The system must provide a secure web-based user interface accessible from an industry leading web browser (e.g., Edge, Chrome, Firefox, Safari) or from any device and must not require plug-ins or additional installed software (e.g., Adobe Flash).

6.2　Contractor, in the performance of services, shall ensure that all digital content and deliverables for Client, to the extent not otherwise configured or modified by Client, substantially conforms with World Wide Web Consortium's (W3C) Web Content Accessibility Guidelines (WCAG), Version 2.1, Level AA. Contractor is solely responsible for addressing accessibility problems in any implementation, configuration, or documentation delivered or performed by Contractor, and in any software, documents, videos, and/or trainings given and published by Tyler Technologies and delivered under this Contract. Contractor will comply with all state and federal laws applicable to its performance, including but not limited to Americans with Disabilities Act (ADA), 21st Century Communications and Video Accessibility Act (CVAA), and California Government Code Sections 7405 and 11135. The Parties agree that while it is County's obligation to provide accessible services to its public constituents,

EPIC-LA

Contractor will be responsible for ensuring that all public facing applications from Contractor to Client will comply with all applicable state and federal accessibility laws in effect as of the Effective Date, and Contractor will engage with County in good faith to address and remediate accessibility issues as part of Tyler's regular customer support processes, <u>and, subject to Tyler's reservation of right to seek an amendment to the Contract</u>, as applicable state and federal accessibility laws take effect past the Effective Date. Client will collaborate with Tyler Technologies as necessary.

6.3 The System must transmit data using secure protocols, such as sftp, ssh, https, TLS 1.2 or above, etc., or tunneled through an authenticated encrypted connection (e.g., VPN).

6.4 All API integrations must utilize HTTPS with strong TLS (e.g., version 1.2 and above) configurations

6.5 The system sending emails on behalf of County Departments (e.g., xxxxx@planning.lacounty.gov or xxxxx@pw.lacounty.gov) or any subdomain must be DMARC (Domain-based Message Authentication, Reporting & Conformance) compliant. This will require configuring SPF and DKIM to authenticate legitimate email messages.

Additional Security Requirements

<u>Internal Use</u>

If the solution stores or processes data for internal County use only, the following additional requirements are mandatory.

- The System must include comprehensive audit trail for all actions (e.g., login, maintenance, activity) performed in the environment and system.
- Access to County data must be limited only to the Contractor or Service Provider's personnel to perform work necessary defined in the scope of services. County must be notified in writing of any third party which the Contractor is required to share County data.
- The Contractor or Service Provider must wipe LA County data from all storage media after contract termination using National Institute Standards and Technology (NIST) Special Publication (SP) 800-88 titled Guidelines for Media Sanitation.

<u>Confidential</u>

If the solution stores or processes confidential data, the following additional requirements are mandatory in addition to the Internal Use requirements.

- The Contractor must require criminal background checks for all personnel with access to IT resources (e.g., hardware, software, data).
- The System must lock the user's account after five (5) successive failed attempts within a 30-minute period.
- The System must not store sensitive data in cookies or URLs.
- The System must use AES-256 encryption or stronger for all data in storage.
- The System must use AES-128 encryption or stronger for all data in transit.
- The System's backup media must be encrypted.
- All application logs must not contain sensitive data.
- All sensitive data must be redacted or de-identified in reports, dashboards, exports, and web services (e.g., last four (4) SSN).

EXHIBIT K

INFORMATION SECURITY AND PRIVACY

REQUIREMENTS

INFORMATION SECURITY AND PRIVACY REQUIREMENTS EXHIBIT

The County of Los Angeles ("County") is committed to safeguarding the Integrity of the County systems, Data, Information and protecting the privacy rights of the individuals that it serves. This Information Security and Privacy Requirements Exhibit ("Exhibit") sets forth the County and the Contractor's commitment and agreement to fulfill each of their obligations under applicable state or federal laws, rules, or regulations, as well as applicable industry standards concerning privacy, Data protections, Information Security, Confidentiality, Availability, and Integrity of such Information. The Information Security and privacy requirements and procedures in this Exhibit are to be established by the Contractor before the Effective Date of the Contract and maintained throughout the term of the Contract.

These requirements and procedures are a minimum standard and are in addition to the requirements of the underlying base agreement between the County and Contractor (the "Contract") and any other agreements between the parties. However, it is the Contractor's sole obligation to: (i) implement appropriate and reasonable measures to secure and protect its systems and all County Information against internal and external Threats and Risks; and (ii) continuously review and revise those measures to address ongoing Threats and Risks. Failure to comply with the minimum requirements and procedures set forth in this Exhibit will constitute a material, non-curable breach of Contract by the Contractor, entitling the County, in addition to the cumulative of all other remedies available to it at law, in equity, or under the Contract, to immediately terminate the Contract. To the extent there are conflicts between this Exhibit and the Contract, this Exhibit will prevail unless stated otherwise.

1. DEFINITIONS

Unless otherwise defined in the Contract, the definitions herein contained are specific to the uses within this exhibit.

a. **Availability:** the condition of Information being accessible and usable upon demand by an authorized entity (Workforce Member or process).

b. **Confidentiality:** the condition that Information is not disclosed to system entities (users, processes, devices) unless they have been authorized to access the Information.

c. **County Information:** all Data and Information belonging to the County.

d. **Data:** a subset of Information comprised of qualitative or quantitative values.

e. **Incident:** a confirmed unauthorized electronic and/or physical access, use, disclosure, breach, modification, or destruction of information; that is in Contractor's custody, possession, or control.

f. **Information:** any communication or representation of knowledge or understanding such as facts, Data, or opinions in any medium or form, including electronic, textual, numerical, graphic, cartographic, narrative, or audiovisual.

g. **Information Security Policy:** high level statements of intention and direction of an organization used to create an organization's Information Security Program as formally expressed by its top management.

EPIC-LA

h. **Information Security Program:** formalized and implemented Information Security Policies, standards and procedures that are documented describing the program management safeguards and common controls in place or those planned for meeting the County's information security requirements.

i. **Information Technology:** any equipment or interconnected system or subsystem of equipment that is used in the automatic acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of Data or Information.

j. **Integrity**: the condition whereby Data or Information has not been improperly modified or destroyed and authenticity of the Data or Information can be ensured.

k. **Mobile Device Management (MDM):** software that allows Information Technology administrators to control, secure, and enforce policies on smartphones, tablets, and other endpoints.

l. **Privacy Policy:** high level statements of intention and direction of an organization used to create an organization's Privacy Program as formally expressed by its top management.

m. **Privacy Program:** A formal document that provides an overview of Contractor's privacy program, for meeting applicable privacy requirements and managing privacy risks.

n. **Risk:** a measure of the extent to which the County is threatened by a potential circumstance or event, Risk is typically a function of: (i) the adverse impacts that would arise if the circumstance or event occurs; and (ii) the likelihood of occurrence.

o. **Threat:** any circumstance or event with the potential to adversely impact County operations (including mission, functions, image, or reputation), organizational assets, individuals, or other organizations through an Information System via unauthorized access, destruction, disclosure, modification of Information, and/or denial of service.

p. **Vulnerability:** a weakness in a system, application, network or process that is subject to exploitation or misuse.

q. **Workforce Member:** employees, volunteers, and other persons whose conduct, in the performance of work for Los Angeles County, is under the direct control of Los Angeles County, whether or not they are paid by Los Angeles County. This includes, but may not be limited to, full and part time elected or appointed officials, employees, affiliates, associates, students, volunteers, and staff from third party entities who provide service to the County.

2. INFORMATION SECURITY AND PRIVACY PROGRAMS

a. **Information Security Program.** The Contractor must maintain a company-wide Information Security Program designed to evaluate Risks to the Confidentiality, Availability, and Integrity of the County Information covered under this Contract.

Contractor's Information Security Program must include the creation and maintenance of Information Security Policies, standards, and procedures. Information Security Policies, standards, and procedures will be communicated to all Contractor employees in a relevant, accessible, and understandable form and will be regularly reviewed and evaluated to ensure operational effectiveness, compliance with all applicable laws and regulations, and addresses new and emerging Threats and Risks.

The Contractor must exercise the same degree of care in safeguarding and protecting County Information that the Contractor exercises with respect to its own Information and Data, but in no event less than a reasonable degree of care. The Contractor will implement, maintain, and use

appropriate administrative, technical, and physical security measures to preserve the Confidentiality, Integrity, and Availability of County Information.

The Contractor's Information Security Program must implement reasonable security safeguards designed to:

- Protect the Confidentiality, Integrity, and Availability of County Information in the Contractor's possession or control;

- Protect against any anticipated Threats or hazards to the Confidentiality, Integrity, and Availability of County Information;

- Protect against unauthorized or unlawful access, use, disclosure, alteration, or destruction of County Information;

- Protect against accidental loss or destruction of, or damage to, County Information; and

- Safeguard County Information in compliance with any applicable laws and regulations which apply to the Contractor.

b. **Privacy Program.** The Contractor must establish and maintain a company-wide Privacy Program designed to incorporate Privacy Policies and practices in its business operations to provide safeguards for Information, including County Information. The Contractor's Privacy Program must include the development of, and ongoing reviews and updates to Privacy Policies, guidelines, procedures and appropriate workforce privacy training within its organization. These Privacy Policies, guidelines, procedures, and appropriate training will be provided to all Contractor employees, agents, and volunteers. The Contractor's Privacy Policies, guidelines, and procedures must be continuously reviewed and updated for effectiveness and compliance with applicable laws and regulations, and to appropriately respond to new and emerging Threats and Risks. The Contractor's Privacy Program must perform ongoing monitoring and audits of operations to identify and mitigate privacy Threats.

The Contractor must exercise the same degree of care in safeguarding the privacy of County Information that the Contractor exercises with respect to its own Information, but in no event less than a reasonable degree of care. The Contractor will implement, maintain, and use appropriate privacy practices and protocols to preserve the Confidentiality of County Information.

The Contractor's Privacy Program must include privacy measures reasonably designed to include :

- A Privacy Program framework that identifies and ensures that the Contractor complies with all applicable laws and regulations;

- External Privacy Policies, and internal privacy policies, procedures and controls to support the privacy program;

- Protections against unauthorized or unlawful access, use, disclosure, alteration, or destruction of County Information;

- A training program that covers Privacy Policies, protocols and awareness;

- A response plan to address privacy Incidents and privacy breaches; and

- Ongoing privacy assessments and audits.

EPIC-LA

3. PROPERTY RIGHTS TO COUNTY INFORMATION

All County Information is deemed property of the County, and the County will retain exclusive rights and ownership thereto. County Information must not be used by the Contractor for any purpose other than as required under this Contract, nor will such or any part of such be disclosed, sold, assigned, leased, or otherwise disposed of, to third parties by the Contractor, or commercially exploited or otherwise used by, or on behalf of, the Contractor, its officers, directors, employees, or agents. The Contractor may assert no lien on or right to withhold from the County, any County Information it receives from, receives addressed to, or stores on behalf of, the County. Notwithstanding the foregoing, the Contractor may aggregate, compile, and use County Information in order to improve, develop or enhance the System Software and/or other services offered, or to be offered, by the Contractor, provided that (i) no County Information in such aggregated or compiled pool is identifiable as originating from, or can be traced back to the County, and (ii) such Data or Information cannot be associated or matched with the identity of an individual alone, or linkable to a specific individual. The Contractor agrees to provide to the County County Information held, stored, or maintained on any and all devices Contactor owns, leases or possesses.

4. CONTRACTOR'S USE OF COUNTY INFORMATION

The Contractor may use County Information only as necessary to carry out its obligations under this Contract. The Contractor must collect, maintain, or use County Information only for the purposes specified in the Contract and, in all cases, in compliance with all applicable local, state, and federal laws and regulations governing the collection, maintenance, transmission, dissemination, storage, use, and destruction of County Information, including, but not limited to, (i) any state and federal law governing the protection of personal Information, (ii) any state and federal security breach notification laws, and (iii) the rules, regulations and directives of the Federal Trade Commission, as amended from time to time.

5. SHARING COUNTY INFORMATION AND DATA

The Contractor must not share, release, disclose, disseminate, make available, transfer, or otherwise communicate orally, in writing, or by electronic or other means, County Information to a third party for monetary or other valuable consideration.

6. CONFIDENTIALITY

a. **Confidentiality of County Information.** County Information is subject to the confidentiality provisions of section 7.6 of the Agreement.

b. **Disclosure of County Information.** The Contractor may disclose County Information only as necessary to carry out its obligations under this Contract, or as required by law, and is prohibited from using County Information for any other purpose without the prior express written approval of the County's contract administrator in consultation with the County's Chief Information Security Officer and/or Chief Privacy Officer. If required by a court of competent jurisdiction or an administrative body to disclose County Information, the Contractor must notify the County's contract administrator immediately and prior to any such disclosure, to provide the County an opportunity to oppose or otherwise respond to such disclosure, unless prohibited by law from doing so.

c. **Disclosure Restrictions of Non-Public Information.** While performing work under the Contract, the Contractor may encounter County Non-public Information ("NPI") in the course of performing this Contract, including, but not limited to, licensed technology, drawings, schematics, manuals, sealed court records, and other materials described and/or identified as

"Internal Use", "Confidential" or "Restricted" as defined in Board of Supervisors Policy 6.104 – Information Classification Policy as NPI. The Contractor must not disclose or publish any County NPI and material received or used in performance of this Contract. This obligation is perpetual.

d. **Individual Requests.** The Contractor must acknowledge cooperate with and reasonably assist County with any request or instructions regarding the exercise of any individual's privacy rights provided under applicable federal or state laws. The Contractor must have in place appropriate policies and procedures to promptly provide reasonable support to County. If an individual makes a request directly to the Contractor involving County Information, the Contractor must notify the County within 10 calendar days, or such longer period as may be reasonable given the complexity of the request or completeness of the information provided, and the County will coordinate an appropriate response, which may include reasonable instructions to the Contractor to assist County in fulfilling the request. Similarly, if the Contractor receives a privacy or security complaint from an individual regarding County Information, and Contractor determines that such complaint concerns an Incident, the Contractor must notify the County as described in Section 14 SECURITY AND PRIVACY INCIDENTS, and the County and Contractor will coordinate an appropriate response.

e. **Retention of County Information.** The Contractor must not retain any County Information for any period longer than necessary for the Contractor to fulfill its obligations under the Contract and applicable law, whichever is longest.

7. CONTRACTOR EMPLOYEES

The Contractor must supply each of its employees with appropriate, annual training regarding Information Security procedures, Risks, and Threats. The Contractor agrees that training will cover, but may not be limited to the following topics:

a) **Secure Authentication:** The importance of utilizing secure authentication, including proper management of authentication credentials (login name and password) and multi-factor authentication.

b) **Social Engineering Attacks:** Identifying different forms of social engineering including, but not limited to, phishing, phone scams, and impersonation calls.

c) **Handling of County Information:** The proper identification, storage, transfer, archiving, and destruction of County Information.

d) **Causes of Unintentional Information Exposure:** Provide awareness of causes of unintentional exposure of Information such as lost mobile devices, emailing Information to inappropriate recipients, etc.

e) **Identifying and Reporting Incidents:** Awareness of the most common indicators of an Incident and how such indicators should be reported within the organization.

f) **Privacy:** The Contractor's Privacy Policies and procedures as described in Section 2b. Privacy Program.

The Contractor must have an established set of procedures to ensure the Contractor's employees promptly report actual and/or suspected breaches of security.

8. SUBCONTRACTORS AND THIRD PARTIES

The County acknowledges that in the course of performing its services, the Contractor may desire or require the use of goods, services, and/or assistance of Subcontractors . The terms of this Exhibit will also apply to all Subcontractors. The Contractor will be subject to the following terms and conditions: (i) each Subcontractor must agree in writing to comply with and be bound by the applicable terms and conditions of this Exhibit, both for itself and to enable the Contractor to be and remain in compliance with its obligations hereunder, including those provisions relating to Confidentiality, Integrity, Availability, disclosures, security, and such other terms and conditions as may be reasonably necessary to effectuate the Contract including this Exhibit; and (ii) the Contractor will be and remain fully liable for the acts and omissions of each Subcontractor, and fully responsible for the due and proper performance of all Contractor obligations under this Contract. This provision does not apply to Contractor's hosting provider.

Subject to section 8.39 of the Agreement, Contractor must obtain advanced approval from the County's Chief Information Security Officer and/or Chief Privacy Officer prior to subcontracting services subject to this Exhibit.

9. STORAGE AND TRANSMISSION OF COUNTY INFORMATION

All County Information must be rendered unusable, unreadable, or indecipherable to unauthorized individuals. Without limiting the generality of the foregoing, the Contractor will encrypt all workstations, portable devices (such as mobile, wearables, tablets,) and removable media (such as portable or removable hard disks, floppy disks, USB memory drives, CDs, DVDs, magnetic tape, and all other removable storage media) that store County Information in accordance with Federal Information Processing Standard (FIPS) 140-2 or otherwise approved by the County's Chief Information Security Officer.

The Contractor will encrypt County Information transmitted on networks outside of the Contractor's control with Transport Layer Security (TLS) or Internet Protocol Security **(**IPSec**)**, at a minimum cipher strength of 128 bit or an equivalent secure transmission protocol or method approved by County's Chief Information Security Officer.
In addition, the Contractor must store County Information in a secure cloud environment in the USA., Any changes to Contractor's hosting provider for the County's instance requires prior written authorization from the County's Chief Information Security Officer. All mobile devices storing County Information must be managed by a Mobile Device Management system. Such system must provide provisions to enforce a password/passcode on enrolled mobile devices. All workstations/Personal Computers (including laptops, 2-in-1s, and tablets) will maintain the latest operating system security patches, and the latest virus definitions. Virus scans must be performed at least monthly. Request for less frequent scanning must be approved in writing by the County's Chief Information Security Officer.

10. RETURN OR DESTRUCTION OF COUNTY INFORMATION

The Contractor must return or destroy County Information in the manner prescribed in this section unless the Contract prescribes procedures for returning or destroying County Information and those procedures are no less stringent than the procedures described in this section.

a. **Return or Destruction.** Upon County's written request, or upon expiration or termination of this Contract for any reason, Contractor must (i) promptly return or destroy, at the County's option, all originals and copies of all documents and materials it has received containing County

EPIC-LA

Information; or (ii) if return or destruction is not permissible under applicable law, continue to protect such Information in accordance with the terms of this Contract; and (iii) deliver or destroy, at the County's option, all originals and copies of all summaries, records, descriptions, modifications, negatives, drawings, adoptions and other documents or materials, whether in writing or in machine-readable form, prepared by the Contractor, prepared under its direction, or at its request, from the documents and materials referred to in Subsection (i) of this Section. For all documents or materials referred to in Subsections (i) and (ii) of this Section that the County requests be returned to the County, the Contractor must provide a written attestation on company letterhead certifying that all documents and materials have been delivered to the County. For documents or materials referred to in Subsections (i) and (ii) of this Section that the County requests be destroyed, the Contractor must provide an attestation on company letterhead and, if applicable, certified documentation from a media destruction firm consistent with subdivision b of this Section. Upon termination or expiration of the Contract or at any time upon the County's request, the Contractor must return all hardware, if any, provided by the County to the Contractor. The hardware should be physically sealed and returned via a bonded courier, or as otherwise directed by the County.

b. **Method of Destruction.** The Contractor must destroy all originals and copies by (i) cross-cut shredding paper, film, or other hard copy media so that the Information cannot be read or otherwise reconstructed; and (ii) purging, or destroying electronic media containing County Information consistent with NIST Special Publication 800-88, "Guidelines for Media Sanitization" such that the County Information cannot be retrieved. The Contractor will provide an attestation on company letterhead and certified documentation from a media destruction firm, (if applicable) detailing the destruction method used and the County Information involved, the date of destruction, and the company or individual who performed the destruction. Such statement will be sent to the designated County contract manager within ten (10) days of termination or expiration of the Contract or at any time upon the County's request. On termination or expiration of this Contract, the County will return or destroy all Contractor's Information marked as confidential (excluding items licensed to the County hereunder, or that provided to the County by the Contractor hereunder), at the County's option.

11. PHYSICAL AND ENVIRONMENTAL SECURITY

All Contractor facilities that process County Information will be located in secure areas and protected by perimeter security such as barrier access controls (e.g., the use of guards and entry badges) that provide a physically secure environment from unauthorized access, damage, and interference.

All Contractor facilities that process County Information will be maintained with physical and environmental controls (temperature and humidity) that meet or exceed hardware manufacturer's specifications.

12. OPERATIONAL MANAGEMENT, BUSINESS CONTINUITY, AND DISASTER RECOVERY

The Contractor must: (i) monitor and manage all of its Information processing facilities, including, without limitation, implementing operational procedures, change management, and Incident response procedures consistent with Section 14 SECURITY AND PRIVACY INCIDENTS; and (ii) deploy adequate anti-malware software and adequate back-up systems to ensure essential business Information can be promptly recovered in the event of a disaster or media failure; and (iii) ensure its operating procedures are adequately documented and designed to protect Information and computer media from theft and unauthorized access.

EPIC-LA

The Contractor must have business continuity and disaster recovery plans. These plans must include a geographically separate back-up data center and a formal framework by which an unplanned event will be managed to minimize the loss of County Information and services. The formal framework includes a defined back-up policy and associated procedures, including documented policies and procedures designed to: (i) perform back-up of data to a remote back-up data center in a scheduled and timely manner; (ii) provide effective controls to safeguard backed-up data; (iii) securely transfer County Information to and from back-up location; (iv) fully restore applications and operating systems; and (v) demonstrate periodic testing of restoration from back-up location. If the Contractor makes backups to removable media (as described in Section 9 STORAGE AND TRANSMISSION OF COUNTY INFORMATION), all such backups must be encrypted in compliance with the encryption requirements noted above in Section 9 STORAGE AND TRANSMISSION OF COUNTY INFORMATION.

13. ACCESS CONTROL

Subject to and without limiting the requirements under Section 9 STORAGE AND TRANSMISSION OF COUNTY INFORMATION, County Information (i) may only be made available and accessible to those parties explicitly authorized under the Contract or otherwise expressly approved by the County Project Director or Project Manager in writing; and (ii) if transferred using removable media (as described in Section 9 STORAGE AND TRANSMISSION OF COUNTY INFORMATION) must be sent via a bonded courier and protected using encryption technology designated by the Contractor and approved by the County's Chief Information Security Officer in writing. The foregoing requirements will apply to back-up media stored by the Contractor at off-site facilities.

The Contractor must implement formal procedures to control access to County systems, services, and/or Information, including, but not limited to, user account management procedures and the following controls:

a. Network access to both internal and external networked services must be controlled, including, but not limited to, the use of industry standard and properly configured firewalls;

b. Operating systems will be used to enforce access controls to computer resources including, but not limited to, multi-factor authentication, use of virtual private networks (VPN), authorization, and event logging;

c. The Contractor will conduct regular, no less often than semi-annually, user access reviews to ensure that unnecessary and/or unused access to County Information is removed in a timely manner;

d. Applications will include access control to limit user access to County Information and application system functions;

e. All systems will be monitored to detect deviation from access control policies and identify suspicious activity. The Contractor must record, review and act upon all events in accordance with Incident response policies set forth in Section 14 SECURITY AND PRIVACY INCIDENTS; and

f. In the event any hardware, storage media, or removable media (as described in Section 9 STORAGE AND TRANSMISSION OF COUNTY INFORMATION) must be disposed of or sent off-site for servicing, the Contractor must ensure all County Information, has been eradicated from such hardware and/or media using industry best practices as discussed in Section 9 STORAGE AND TRANSMISSION OF COUNTY INFORMATION.

EPIC-LA

14. SECURITY AND PRIVACY INCIDENTS

In the event of a Security or Privacy Incident, the Contractor must:

a. Promptly and expeditiously as possible and without undue delay, and in no event later than seventy-two (72) hours of confirmation of the Incident, notify the County's Chief Information Security Officer, the Departmental Information Security Officer, and the County's Chief Privacy Officer of any Incidents involving County Information. All notifications shall be submitted via email and telephone. Sensitive data included in the email shall be encrypted.

   County Chief Information Security Officer and Chief Privacy Officer email
   CISO-CPO_Notify@lacounty.gov

   Chief Information Security Officer:
   James Thurman
   Chief Information Security Officer
   320 W Temple Street, 7th Floor
   Los Angeles, CA 90012
   (213) 253-5600

   Chief Privacy Officer:
   Lillian Russell
   Chief Privacy Officer
   320 W Temple Street, 7th Floor
   Los Angeles, CA 90012
   (213) 351-5363

   Departmental Information Security Officer:
   Amirah Alim
   Departmental Information Security Officer
   320 W Temple Street, 13th Floor
   Los Angeles, CA 90012
   (213) 974-6587
   Email address: aalim@planning.lacounty.gov

b. To the extent known, include the following Information in all notices:

   i.   The date and time of discovery of the Incident,

   ii.   The approximate date and time of the Incident,

   iii. A description of the type of County Information involved in the reported Incident, and

   iv.   A summary of the relevant facts, including a description of measures being taken to respond to and remediate the Incident, and any planned corrective actions as they are identified.

   v.   The name and contact information for the organizations official representative(s), with relevant business and technical information relating to the incident.

c. Cooperate with the County to investigate the Incident and seek to identify the specific County Information involved in the Incident upon the County's written request, without charge, unless the Incident was caused by the acts or omissions of the County. As Information about the Incident is collected or otherwise becomes available to the Contractor, and unless prohibited by law, the Contractor must provide Information regarding the nature and consequences of the

Incident that are reasonably requested by the County to allow the County to notify affected individuals, government agencies, and/or credit bureaus.

d. Immediately initiate the appropriate portions of their Business Continuity and/or Disaster Recovery plans in the event of an Incident causing an interference with Information Technology operations.

e. Assist and cooperate with forensic investigators, the County, law firms, and and/or law enforcement agencies at the direction of the County to help determine the nature, extent, and source of any Incident, and reasonably assist and cooperate with the County on any additional disclosures that the County is required to make as a result of the Incident, unless prohibited by law.

.

Notwithstanding any other provisions in this Contract and Exhibit, and without limitation, regarding all Incidents involving County Information that is in Contractor's possession, custody, or control, and caused by the Contractor's negligence, errors, or lack of Information Security or privacy controls or provisions, Contractor shall provide reasonable assistance to the County to help the County satisfy the County's notification obligations under applicable data breach notification laws. In addition, Contractor will reimburse County for reasonable direct costs that County is legally required to incur under applicable data breach notification laws provided such costs directly result from a confirmed breach of Client Data for which Contractor is determined to have breached its security obligations under the Contract. County must provide Contractor with reasonable documentation of such costs and legal requirements prior to reimbursement.

15. NON-EXCLUSIVE EQUITABLE REMEDY

The Contractor acknowledges and agrees that due to the unique nature of County Information there may be no adequate remedy at law for any breach of its obligations hereunder, that any such breach may result in irreparable harm to the County, and therefore, that upon any such breach, the County may be entitled to appropriate equitable remedies, and may seek injunctive relief from a court of competent jurisdiction without the necessity of proving actual loss, in addition to whatever remedies are available within law or equity..

16. AUDIT AND INSPECTION

a. **Self-Audits.** The Contractor must periodically conduct audits, assessments, testing of the system of controls, and testing of Information Security and privacy procedures, including penetration testing, intrusion detection, and firewall configuration reviews. These periodic audits will be conducted by staff certified to perform the specific audit in question at Contractor's sole cost and expense through either (i) an internal independent audit function, (ii) a nationally recognized, external, independent auditor, or (iii) another independent auditor approved by the County.

The Contractor must have a process for correcting control deficiencies that have been identified in the periodic audit, including follow up documentation providing evidence of such corrections. The Contractor must provide the audit results and any corrective action documentation to the County promptly upon its completion at the County's request. With respect to any other report, certification, or audit or test results prepared or received by the Contractor that contains any County Information, the Contractor must promptly provide the County with copies of the same upon the County's reasonable request, including identification of any failure or exception in the Contractor's Information systems, products, and services, and the corresponding steps taken by the Contractor to mitigate such failure or exception. Any reports and related materials

provided to the County pursuant to this Section must be provided at no additional charge to the County.

17. .CYBER LIABILITY INSURANCE

The Contractor must secure and maintain cyber liability insurance coverage in the manner prescribed in Contract Paragraph 8.25.7.

18. PRIVACY AND SECURITY REIMBURSEMENT AND INDEMNIFICATION

In addition to the indemnification provisions in the Contract, the Contractor agrees to indemnify, defend, and hold harmless the County, its Special Districts, elected and appointed officers, agents, employees, and volunteers from and against any and all third-party claims, demands liabilities, damages, judgments, awards, losses, costs, expenses or fees including reasonable attorneys' fees, accounting and other expert, consulting or professional fees, and amounts paid in any settlement arising directly from, connected with, or relating to:

- The Contractor's violation of any federal and state laws in connection with its accessing, collecting, processing, storing, disclosing, or otherwise using County Information; and/or

Notwithstanding the preceding sentences, the County will have the right to participate in any such defense at its sole cost and expense.. Contractor will not have the right to enter into any settlement, agree to any injunction or other equitable relief, or make any admission, in each case, on behalf of County without County's prior written approval, not to be unreasonably withheld.

Contractor will reimburse County for reasonable direct costs that County is legally required to incur under applicable data breach notification laws provided such costs directly result from a confirmed breach of County Information for which Contractor is directly responsible for causing. County must provide Contractor with reasonable documentation of such costs and legal requirements to reimbursement.

EXHIBIT L

EXHIBIT L

WORLDPAY INTEGRATION REQUIREMENTS

worldpay

MultiPay Web - Hosted Inflight Guide

Version 2.0

Last Revised: October 6, 2025

MultiPay Web - Hosted Inflight Guide

worldpay

Table of Contents

MultiPay Web – Hosted Inflight

The Hosted Inflight solution allows you to validate customers and present billing information on your existing site (the Client site) and then link customers to our secure website for the actual selection of desired items and/or entry of sensitive payment information.

This payment flow works by providing a payment site that seamlessly integrates with the Client site, eliminating the need for you to handle, transmit, or otherwise "touch" sensitive payment information. The Client site validates customers through your systems, while payment information is collected through ours. Through unique identifier(s) assigned by the Client site, the balance of the customer's account is passed to the payment pages designed and hosted by MultiPay.

Configuration

The following pages can be configured to look and feel like the pages on the Client's existing website – Item Selection (optional), Payment Method Selection, Payment Entry, Payment Confirmation and Payment Receipt (optional).

1. **Item Selection** (optional)
   a. Enabled – After the customer is validated at the Client site, they will be directed to an Item Selection page to view or choose the desired items for payment and then will navigate to the Payment Pages to process their payment.
   b. Disabled – After the customer is validated at the Client site, they will be directed to the Payment Pages to process their payment.
2. **Fee Acceptance** (if applicable)
3. **Terms and Conditions Acceptance**
   a. Enabled – The Terms and Conditions display on the screen will be limited to 200 characters. For a lengthier Terms and Conditions display, we can host a PDF version to display.
   b. Disabled – This page won't display within the flow.
4. **Confirmation Page** – Once payment information has been entered, a confirmation page displays allowing the customer to make any necessary changes.
   a. Receipt Page (optional)

Endpoints

The endpoints below are the CA and PROD endpoints for new clients in the POST models available. The Form POST and B2B XML (direct or token based) POST models are available for sending data and operate in distinct contexts. Choose the method that best suits your business needs.

Notes:

- The merchantSiteName included in the endpoints below would be updated to your merchant site name.
- The ?token=<token> represents the token value received from /xml/submit.

CA

Form POST

https://multipayweb.ca.link2gov.com/post/merchantSiteName

B2B XML POST

Direct

https://multipayweb.ca.link2gov.com/post/merchantSiteName/xml/submit

Token Based

https://multipayweb.ca.link2gov.com/post/merchantSiteName/xml/submit

➔ The Client site redirect with inserted token (received from the /xml/submit) is then:
https://multipayweb.ca.link2gov.com/merchantSiteName?token=<token>

PROD

Form Post
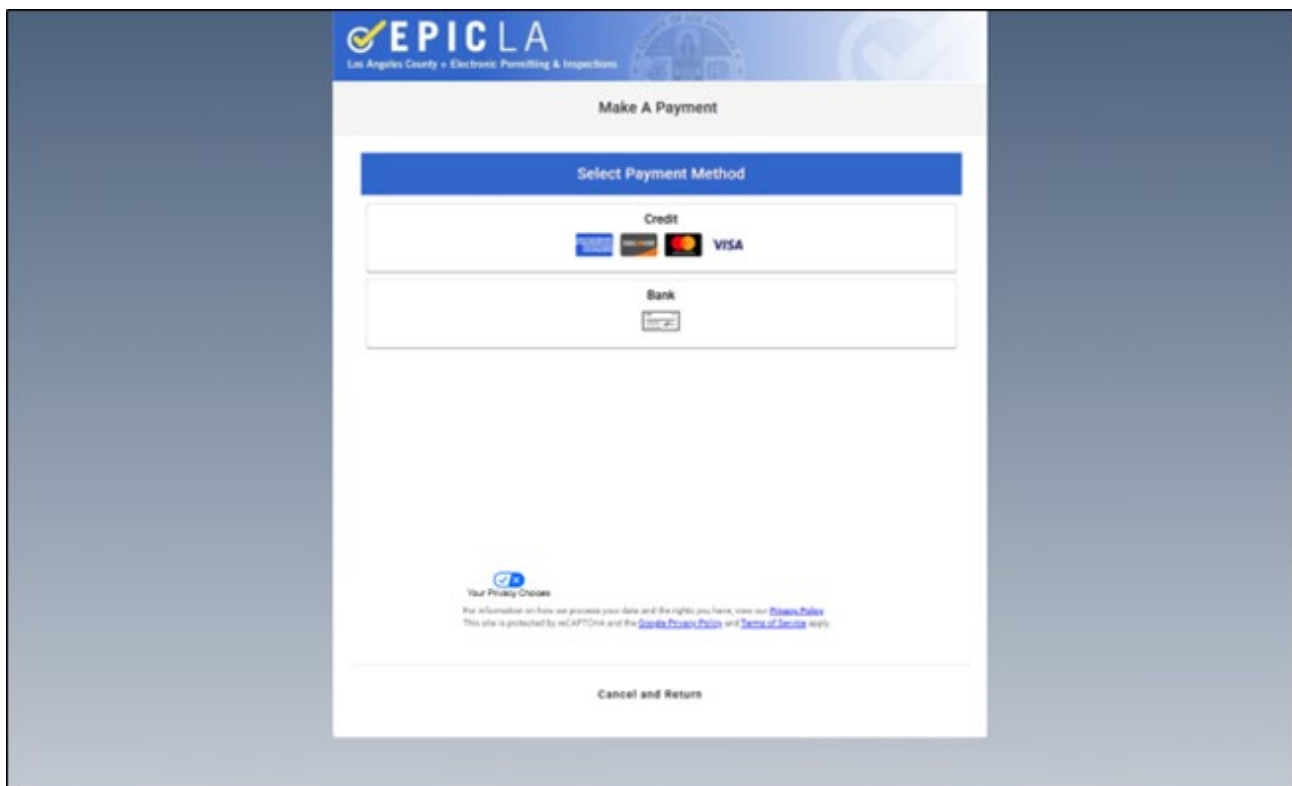
https://multipayweb.link2gov.com/post/merchantSiteName

B2B XML Post

Direct

https://multipayweb.link2gov.com/post/merchantSiteName/xml/submit

Token Based

https://multipayweb.link2gov.com/post/merchantSiteName/xml/submit

➔ The Client site redirect with inserted token (received from the /xml/submit) is then:
https://multipayweb.link2gov.com/merchantSiteName?token=<token>

MultiPay Web – Hosted Payment Pages Wireframe

Below is an example of the payment pages displayed following configuration:

Appendix: XML Requirements

Updated XML Examples

In the LineItems section of the XML, you must ensure that your XML is formatted with separate UserPart sequences (1, 2, 3, 4, 5) as shown below in the Updated XML column below.

Updated XML:

```xml
<LineItems>
 <LineItem Sequence="1">
<UserParts>
 <UserPart Sequence="1">
<ColumnValue>00517044</ColumnValue>
 </UserPart>
 <UserPart Sequence="2">
<ColumnValue>BL-006189-04-2025</ColumnValue>
 </UserPart>
 <UserPart Sequence="3">
<ColumnValue>SDI</ColumnValue>
 </UserPart>
 <UserPart Sequence="4">
<ColumnValue>06LAX-EPICD-TTCBL-00</ColumnValue>
 </UserPart>
 <UserPart Sequence="5">
<ColumnValue>4.0000</ColumnValue>
 </UserPart>
</UserParts>
 </LineItem>
 <LineItem Sequence="2">
<UserParts>
 <UserPart Sequence="1">
<ColumnValue>00517044</ColumnValue>
 </UserPart>
 <UserPart Sequence="2">
<ColumnValue>BL-006189-04-2025</ColumnValue>
 </UserPart>
 <UserPart Sequence="3">
<ColumnValue>Public Eating - Renewal (SC)</ColumnValue>
 </UserPart>
 <UserPart Sequence="4">
<ColumnValue>06LAX-EPICD-TTCBL-00</ColumnValue>
 </UserPart>
```

Legacy XML:

```xml
<LineItems>
 <LineItem Sequence="1">
<UserParts>
 <UserPart Sequence="1">
<ColumnValue>00517044</ColumnValue>
<ColumnValue>BL-006189-04-2025</ColumnValue>
<ColumnValue>SDI</ColumnValue>
<ColumnValue>06LAX-EPICD-TTCBL-00</ColumnValue>
<ColumnValue>4.0000</ColumnValue>
 </UserPart>
</UserParts>
 </LineItem>
 <LineItem Sequence="2">
<UserParts>
 <UserPart Sequence="1">
<ColumnValue>00517044</ColumnValue>
<ColumnValue>BL-006189-04-2025</ColumnValue>
<ColumnValue>Public Eating - Renewal (SC)</ColumnValue>
<ColumnValue>06LAX-EPICD-TTCBL-00</ColumnValue>
<ColumnValue>223.0000</ColumnValue>
 </UserPart>
</UserParts>
 </LineItem>
</LineItems>
```

```
    <UserPart Sequence="5">
    <ColumnValue>223.0000</ColumnValue>
    </UserPart>
   </UserParts>
    </LineItem>
  </LineItems>
```

Resulting Postback with Updated XML

When the XML format has separate column values, the postback will have "*" as the LineItem UserPart separator:

> LineItems=%5b1*00517044*BL-006189-04-2025*SDI*06LAX-EPICD-TTCBL-00*4.0000%5d%0a%2c%5b2*00517044*BL-006189-04-2025*Public+Eating+-+Renewal+(SC)*06LAX-EPICD-TTCBL-00*223.0000%5d

MAF Format with Updated XML

The MAF user parts will display individual LineItem UserParts, and in this example LineItem UserPart3 holds the concatenated values:

> **LineItem UserPart1:** 00517044
>
> **LineItem UserPart 2:** BL-006189-04-2025
>
> **LineItem UserPart3:** SDI~06LAX-EPICD-TTCBL-00~4.0000

Legacy XML Examples

If in the Form POST XML you have multiple column values in UserPart1, the postback and MAF are also affected.

Resulting Postback with Legacy XML

With this XML format, the postback Line Item separators will be "%7e" encoded:

> LineItems=%5b1*00517044%7eBL-006189-04-2025%7eSDI%7e06LAX-EPICD-TTCBL-00%7e4.0000%5d%0a%2c%5b2*00517044%7eBL-006189-04-2025%7ePublic+Eating+-+Renewal+(SC)%7e06LAX-EPICD-TTCBL-00%7e223.0000%5d

worldpay

MAF Format with Legacy XML

The format of the MAF will have all values incorrectly listed in LineItem UserPart1.

For example, you'll see 00517044~BL-006189-04-2025~SDI~06LAX-EPICD-TTCBL-00~4.0000 is all within in LineItem UserPart1 below:

Version History

Version	Change Date	Change Description
0.1	9/12/2025	Initial draft.
0.2	9/16/2025	Formatted headings for clarity and added detail to the Endpoints section.
0.3	9/17/2025	Updated to clarify the XML options and token features. Removed note suggesting the endpoints are not automatically routed from PayDirect.
1.0	9/17/2025	Published v1.0.
1.1	10/6/2025	Added Appendix: Form POST XML Requirements.
1.2	10/6/2025	Updated title of the Appendix to XML Requirements. Revised screenshot. Formatted XML examples to be side by side.
2.0	10/6/2025	Published v2.0.