

**RFP CCLK-210044-MS**

## **Agenda and Meeting Management System**

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### **Response to Request for Proposal**

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**Valid:** October 23, 2021





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## Company History / Background

<b>Primary RFP contact:</b>	Blair MacDonald, Territory Sales Manager (416) 738-6366 <a href="mailto:bmacdonald@escribemeetings.com">bmacdonald@escribemeetings.com</a>
<b>Headquarters:</b>	60 Centurian Drive, Suite 204 Markham, Ontario, L3R 9R2 CANADA
<b>Support offices:</b>	Same as above
<b>Hours of Operation:</b>	8:00 am to 9:00 pm Eastern Time (with extended hours available upon request)
<b>Support Contact:</b>	eSCRIBE customers can access our support in three ways: <ul style="list-style-type: none"><li>• Customer Community Portal</li><li>• <a href="mailto:support@escribemeetings.com">support@escribemeetings.com</a></li><li>• 1-855-299-0023</li></ul>
<b>Current Number of Employees:</b>	44
<b>Employees Dedicated to this Solution:</b>	9 (See: <a href="#">eSCRIBE Team</a> )
<b>Years in business:</b>	Since 2003
<b>Providing solutions of this nature:</b>	Since 2008
<b>Number of Clients:</b>	Over 300



## Executive Summary

eSCRIBE Software Ltd. (eSCRIBE) is a leading North American provider of secure cloud-based meeting management solutions, and the go-to choice of hundreds of public sector boards, committees and councils looking to efficiently boost transparency and citizen participation, while adhering to evolving accessibility standards.

Historically, paperless meeting software has focused on secure distribution and access to the agenda packet in an electronic format (typically PDF). A good first step, but far short of automating the entire lifecycle of traditional council and committee meeting hierarchical structures.

eSCRIBE's comprehensive suite of user configurable and collaborative meeting management modules allows organizations to improve the efficiency and effectiveness of participants and staff; before, during and after meetings. With secure online access via responsive browser or dedicated tablet applications, each user has the ability to access information, and securely participate real-time in the meeting process. Thus, everyone has access to the same information, electronically distributed, and can actively engage in debate and electronic voting on items in line with Roberts Rule of Order. Beyond meeting day, eSCRIBE provides automation efficiencies for staff and a centralized location for organizations of any size to distribute meeting information to internal and external stakeholders through the web, indexed to video and supporting documents as available.

Our response addresses each of the requirements as laid out in the request for proposal, including:

- Improving efficiencies around processes for managing agenda items, agendas, minutes, and associated workflows, tasks/functions
- Incorporates the City's existing meeting artifacts and media
- A solution that supports conducting the meeting in real-time
- Livestreaming/recording
- A solution that is easy to implement, user-friendly and integrates with existing technology components (office productivities tools, email/calendar, records management, website, etc.)
- User-based and department-related user permission management
- Ease-of-use and search capabilities for external website visitors
- Vendor staff that are highly experienced in delivering and supporting this solution

The City of Gainesville's requested functionality aligns with eSCRIBE's Transparency Bundle, which includes the following modules and functionality:

- **Meeting Manager** – Streamlines and automates meeting preparation and post meeting activities, and conducting meetings
- **Participant Access** – Secure access for board and elected officials
- **Internet Publishing Plus** – Easily engage stakeholders through their existing website, without programming and fully supports evolving accessibility requirements.
- **Report Manager** – Revolves around the preparation and approval of reports and items for submission to meetings





- **Webcasting Plus** – Livestreaming and recording directly to your website with automatically generated timestamps for agenda items

In addition to the Transparency Bundle, eSCRIBE has included information on a number of extra modules for your consideration, which will further enhance the way the Town supports meetings and their associated activities and tasks.

- **Vote Manager/Request to Speak** – Allows for Council/Committee members to vote electronically from either a web browser or the eSCRIBE Pro App for IOS or Windows 10. Vote Manager also provides a Robust Request to Speak Queue Management system which allows members to request to speak, manages time limits, speaking iterations and the public display during meeting discussion
- **Board Manager** – Manage the recruitment, terms and board function of boards, committees, commissions
- **Approval Manager** – Remotely manage the approval of workflow requirements via smartphone
- **Public Comments** – Allow residents to engage with comments on agenda items
- **Public Speakers / Delegation Requests** – Efficiently manage citizen requests to speak during public meetings through an online form on your existing website
- **Records Management Connector** – connect to Records Management repositories like Laserfiche
- **Closed Captioning** – Make your videos even more accessible

This “bundled” approach allows for an efficient implementation and onboarding of staff, accelerating benefits and return on investment.

There are no additional subscription fees for the number of meetings conducted, meeting types supported or file storage during the term. Regular software improvements are included and applied automatically in off hours. eSCRIBE provides both live answer and email support, with online trouble ticket tracking and content repository available through our Customer Community Portal outlined in our response. Additionally, eSCRIBE provides extended support, and escalations as required to maintain service level commitments.

## What sets us apart from our competitors?

eSCRIBE has been solely focused on delivering Agenda/Meeting Management Solutions since 2008. With over 300 customers worldwide, ranging in size from 250 residents to over 1.3 million residents, we are more than well equipped to deliver a solid solution for the City of Gainesville.

Our proven methodology for understanding needs, implementing solutions, and maintaining the pinnacle of Customer Experience, as well as our unrivalled experience with Organizational Change Management, allows us to deploy at a pace that your organization is comfortable with. Our project implementations are as rapid as two weeks and on average, we have customers live – regardless of size – within sixteen weeks. We have outlined our approach and typical implementation schedule in the “[Implementation Approach](#)” section and we believe it will give you confidence and comfort, should you decide to select eSCRIBE to deliver this solution.



Again, we encourage you to connect with the references we have provided, which are customers for whom we have delivered similar solutions to the one being proposed here.

- EVERY new opportunity is IMPORTANT to us and we work hard to earn your business and will work equally as hard to keep it
- Amazing customer experience from sales through to support
- Best of class meeting and agenda management system
- Unparalleled integration with Microsoft
- Full meeting automation – not just agendas and minutes
- New features released quarterly; new modules released annually
- A focus on Change Management - we will tailor the approach to your requirements, priorities, and ability to institutionalize change
- We can get you live and do it in a timely manner
- Very REASONABLE pricing

In the last 24 months, eSCRIBE has:

- **17 SIRE Migrations** – completed, underway, or pending
- **16 Granicus Migrations (Legistar, IQM2, Novus)** – completed, underway, or pending
- **8 iCompass/Diligent Migrations** – completed, underway, or pending
- **7 Provox Migrations** – completed, underway, or pending
- **4 Prime.Gov Migrations** – completed, underway, or pending

Ask our competition:

"How many eSCRIBE customers have you had to migrate?"

eSCRIBE will make itself available for any follow-up activities to support this RFP process. Should you have any specific questions about this document please feel free to contact

Blair MacDonald  
Territory Sales Manager  
(416) 738-6366  
[bmacdonald@escribemeetings.com](mailto:bmacdonald@escribemeetings.com)



## References

eSCRIBE is pleased to offer the following customer references of similar scope to that requested in this RFP. Given their situations prior to eSCRIBE and their experiences throughout the implementation process, we felt you would find their perspectives relevant and meaningful.

Further, we understand that the prospect of adopting a new system can be stressful. We've specifically included eSCRIBE customers that are currently wrapping up their eSCRIBE implementation projects, so they provide a very fresh perspective on their experience. Our hope is, that by speaking with them, you will gain strong reassurance that you will be in good hands with eSCRIBE.

Should you wish to speak to additional eSCRIBE Customers, we would be happy to discuss and recommend additional ones.

Client Name	Cutler Bay, Florida
Contact Name and Title	Mauricio Melinu, Deputy Clerk
Contact email	<a href="mailto:mmelinu@cutlerbay-fl.gov">mmelinu@cutlerbay-fl.gov</a>
Contact Phone Number	(305) 972-4863
Client since	October 2020
Publishing Site	<a href="#">Click here</a>
<b>Project Description:</b> Cutler Bay (population 44,222) has migrated from Granicus to the eSCRIBE Transparency bundle including Meeting Manager, Report Manager, Internet Publishing, and Webcasting.	
The Town is now live, producing agendas, conducting meetings, and producing minutes.	

Client Name	Miami Lakes, Florida
Contact Name	Gina Inguanzo, Town Clerk/Records Custodian
Contact email	<a href="mailto:inguanzog@miamilakes-fl.gov">inguanzog@miamilakes-fl.gov</a>
Contact Phone Number	(305) 364-6100 x1138
Client since	December 2018
Publishing Site	<a href="#">Click here</a>
<b>Project Description:</b> The Town of Miami Lakes (population 31,367), had been using Novus Agenda (acquired by Granicus) until the end of 2018, at which time they selected eSCRIBE as their vendor to migrate to, as part of a successful RFP process. The Town initially chose the eSCRIBE Accessibility Bundle, which includes modules for meeting management, report management, participant portal, and internet publishing. Since then, they have added eSCRIBE Webcasting Plus and managed video production services to support both live-in-person and virtual meetings.	



<b>Client Name</b>	City of Chula Vista, CA
<b>Contact Name</b>	Kerry Bigelow, City Clerk
<b>Contact Email</b>	<a href="mailto:cityclerk@chulavistaca.gov">cityclerk@chulavistaca.gov</a>
<b>Contact Phone Number</b>	619-691-5041
<b>Client since</b>	September 2020
<b>Publishing Site</b>	<a href="#">Click here</a>
<b>Project Description:</b> The City of Chula Vista (population 268,290) is leveraging eSCRIBE's Transparency Bundle including Meeting Manager, Report Manager, Internet Publishing, and Webcasting. eSCRIBE was selected to replace Granicus, as part of an RFP process, where 7 vendors were in the running.	

<b>Client Name</b>	Livingston County, Michigan
<b>Contact Name and Title</b>	Diane Gregor, Applications Manager
<b>Contact email</b>	<a href="mailto:dgregor@livgov.com">dgregor@livgov.com</a>
<b>Contact Phone Number</b>	(517) 540-8807
<b>Client since</b>	Summer 2017
<b>Publishing Site</b>	<a href="#">Click here</a>
<b>Project Description:</b> Livingston County MI (Population 190,000), selected eSCRIBE when their in-house built meeting and agenda management system reached end of life. The county has recently rolled-out eSCRIBE Board Manager.	
<b>Case Study:</b> <a href="#">eSCRIBE Boosts Efficiency, Consistency and Compatibility of Agendas, Resolutions and Minutes for Livingston County</a>	

<b>Client Name</b>	Winona, Minnesota
<b>Contact Name and Title</b>	Monica Hennessy Mohan, City Clerk
<b>Contact email</b>	<a href="mailto:mhmohan@ci.winona.mn.us">mhmohan@ci.winona.mn.us</a>
<b>Contact Phone Number</b>	(507) 457-8234
<b>Client since</b>	January 2021
<b>Publishing Site</b>	<a href="#">Click here</a>
<b>Project Description:</b> The City of Winona (population 26,854) conducted evaluations on several vendors and selected eSCRIBE as their vendor of choice for supporting meetings. The City is now live with drafting agendas minutes and conducting meetings with eSCRIBE and will be rolling-out Webcasting in summer 2021.	

<b>Client Name</b>	City of Tucker, GA
<b>Contact Name</b>	Bonnie Warne, City Clerk
<b>Contact Email</b>	<a href="mailto:bwarne@tuckerga.gov">bwarne@tuckerga.gov</a>
<b>Contact Phone Number</b>	(678) 597-9040
<b>Client since</b>	December 2020
<b>Publishing Site</b>	<a href="#">Click here</a>
<b>Project Description:</b> The City of Tucker (population 35,965), had been using IQM2 (acquired by Granicus) for a number of years and issued an RFP for replacement of the platform. After an RFP process involving a number of notable vendors, the City chose eSCRIBE Transparency Bundle, which includes modules for meeting management, report management, participant portal, and internet publishing. Data from IQM2 has been migrated to eSCRIBE and meetings are being conducted within eSCRIBE and published to the City website. eSCRIBE Webcasting Plus and Board Manager are being rolled out over Summer 2021.	



<b>Client Name</b>	Missoula, Montana
<b>Contact Name</b>	Marty Rehbein, Legislative Manager/City Clerk
<b>Contact email</b>	<a href="mailto:mrehbein@ci.missoula.mt.us">mrehbein@ci.missoula.mt.us</a>
<b>Contact Phone Number</b>	(406) 552-6078
<b>Client since</b>	July 2018
<b>Publishing Site</b>	<a href="#">Click here</a>
<b>Project Description:</b> The City of Missoula (population 80,000), selected eSCRIBE as part of a competitive RFP process to replace the end of life SIRE system they had been using for a number of years. The implementation including SIRE data migration has just been completed. Missoula is leveraging eSCRIBE's Transparency Bundle including Meeting Manager, Report Manager, Webcasting Plus, and Internet Publishing.	



## Why eSCRIBE?

In business since 2003 and with over twelve years of experience in meeting management, spanning hundreds of person years eSCRIBE has become the go-to-choice for public sector boards, committees and councils looking to go digital. A Microsoft partner since day one, eSCRIBE also partners with other best-of-breed technology companies to offer Customers trusted and reliable end-to-end solutions.













Silver  
Microsoft  
Partner

## Key Differentiators

- **Modular and Scalable:** End-to-end solution that you can add to over time to support the entire meeting lifecycle
- **Efficiency:** Process automation and workflow support before, during and after meetings drives positive ROI
- **Accessibility:** Industry leading ADA and WCAG 2.0 AA compliance reduces compliance risk and user workload
- **Transparency:** Improved citizen communication and real-time access to meeting information through your organizations existing website with no programming
- **Security:** Built on the Microsoft Azure cloud, offering advanced security access and data protection services and guarantees.
- **Best of Breed Partnerships:** Relationships with complimentary industry leaders extending eSCRIBE functionality before, during and after the meeting.
- **100% Public Meeting Focus:** At eSCRIBE managing public meetings is all we do; That's why 100% of our resources and R&D budgets are dedicated to helping our Customers improve the efficiency and transparency of their public meetings

## Comprehensive Digital Strategy

eSCRIBE has established strategic partnerships with leading solution providers who share our vision, and complement one another to deliver additional benefits before, during and after meetings.

Data Centre	Digital Signatures	Accessibility	
			
Change Management	Audio Visual		Associations
			
Documents & Records Management			
			



## The Microsoft Azure Cloud Platform

Microsoft leads the industry in establishing clear security and privacy requirements and then consistently meeting these requirements.

Azure meets a broad set of international and industry-specific compliance standards, such as General Data Protection Regulation (GDPR), ISO 27001, HIPAA, FedRAMP, SOC 1 and SOC 2, as well as country-specific standards, including Australia IRAP, UK G-Cloud, and Singapore MTCS.



Rigorous third-party audits, such as those done by the British Standards Institute, verify Azure's adherence to the strict security controls these standards mandate.

### Strengthen Your Security Posture with Azure

Organizations like yours continue to face challenges that increase your risk of significant financial loss, damage to reputation, and stakeholder satisfaction. Azure protects assets while reducing security costs and complexity. Built-in security controls and intelligence help you easily identify and respond to threats and security gaps, allowing your organization to rapidly improve your security posture.

Learn more about Azure security [here](#).



### Own and Control Your Data

Our time-tested approach to privacy and data protection is grounded in our commitment to organizations' ownership of and control over the collection, use, and distribution of their information. We strive to be transparent in our privacy practices, offer you meaningful privacy choices, and responsibly manage the data we store and process. One measure of our commitment to the privacy of Customer data is our adoption of the world's first code of practice for cloud privacy, ISO/IEC 27018.

Learn more about privacy [here](#).

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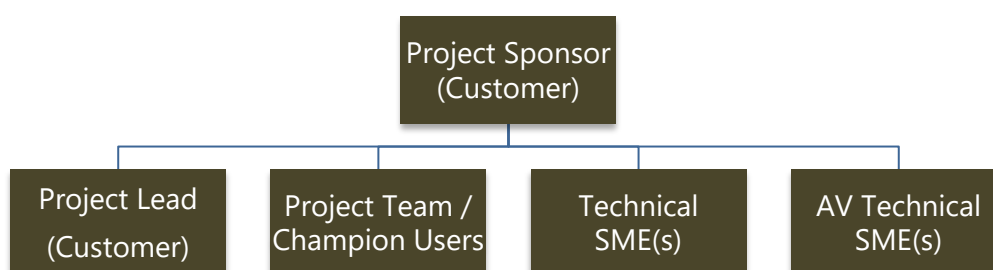


## Project Team

Customer experience is very important to us. We understand it can be daunting to migrate to new software. That is why you will have access to a dedicated team of experienced eSCRIBE professionals supporting you every step of the way, reducing the impact on your internal staff and IT department and ensuring a successful roll-out.

eSCRIBE proposes the following project structure for this initiative, subject to change depending on the agreement between eSCRIBE and the Customer during project negotiation.

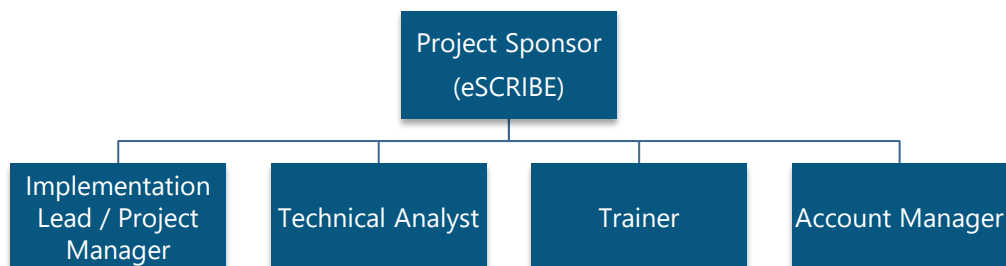
## Customer Team



Role	Responsibility	Skills Required
<b>Project Sponsor</b>	Overall responsibility for oversight and ensuring that the project provides the anticipated business benefits to the Customer.	Management authority.
<b>Project Lead</b>	Overall project time, cost and quality responsibility, schedule control, escalation and issue log, project reporting.	Project management.
<b>Project Team / Champion Users</b>	Core implementation group, responsible for making process & configuration decisions. Will attend training and be the first users of the system during roll out.	Individual(s) with meeting process expertise required to complete the project.
<b>Technical Subject Matter Expert (for ADFS or Azure AD integration only)</b>	Ensuring that the project aligns with the Customer's systems and architecture. Primarily responsible for ADFS/Azure AD configuration & setup.	Individual(s) with technical expertise required to complete the project. Familiarity with ADFS/Azure AD setup.
<b>AV Subject Matter Expert (for webcasting only)</b>	Providing information to eSCRIBE and participating in the configuration and testing of the encoders for webcasting.	Individual(s) with technical expertise required to complete the project. Familiarity with current AV setup.



## eSCRIBE Team



Role	Responsibility	Skills Required
<b>Project Sponsor</b>	Overall project oversight and responsibility for eSCRIBE team performance and involved in escalations as required.	Management authority.
<b>Implementation Lead/ Project Manager</b>	Overall eSCRIBE implementation lead (requirements, configuration, training), resource schedule control, escalation and issue log.	eSCRIBE subject matter expert, meeting process expertise, project management.
<b>Technical Analyst</b>	eSCRIBE Installation, and configuration with ADFS/Azure AD.	Expertise with eSCRIBE's Microsoft Azure infrastructure and technical configurations with eSCRIBE and ADFS/Azure AD.
<b>Account Manager</b>	Upon implementation completion, Account Manager will proactively reach out to the Customer to inform on latest updates and new services.	eSCRIBE subject matter expert, meeting process expertise.
<b>Trainer</b>	Training of Customer staff and conducting of Workshop sessions.	Subject matter experts on various aspects of eSCRIBE use and operation in a production environment.
<b>AV Experts (ISI Live Team Members)</b>	Webcasting configuration and works alongside Customer AV SME on installation of hardware.	Webcasting and A/V subject matter experts.

## Project Team Experience

While eSCRIBE does not designate specific team members until closer to project kick-off, summary biographies have been provided below. All members of the eSCRIBE delivery team are fully trained or certified as required and have completed numerous successful client implementations. All eSCRIBE Operations staff have also successfully completed police background checks.

Out of respect for staff privacy, actual staff resumes are not provided in RFP responses however we would be happy to answer any specific questions as it relates to project team experience.



Name	Name/Role	Experience	LinkedIn Profile
<b>Tara Astbury</b>	Project Sponsor	<ul style="list-style-type: none"><li>• 15 years working with public sector organizations to streamline meeting processes</li><li>• Serves as the point of escalation for Customer issues and unique process workarounds</li><li>• Oversees the oversees the Operations division of eSCRIBE to ensure superior experience for all customers</li></ul>	<a href="#">Click here</a>
<b>Jeff Hardy</b>	Project Manager	<ul style="list-style-type: none"><li>• 20 years' experience managing medium/large scale projects in the public sector, IT, Telecommunications and Manufacturing sectors</li><li>• ITIL Foundation Certificate</li><li>• 3+ years' experience leading eSCRIBE customers through successful implementations</li><li>• Serves as Project Manager on large implementation projects, with over 60 such implementations in his portfolio, past projects include:<ul style="list-style-type: none"><li>○ City of Hamilton</li><li>○ Toronto District School Board</li><li>○ City of London</li><li>○ City of Detroit</li></ul></li></ul>	<a href="#">Click here</a>
<b>Tosca Milanovic</b>	Implementation Coordinator	<ul style="list-style-type: none"><li>• 13+ years' experience in project coordination</li><li>• 4 years' experience leading eSCRIBE customers through successful implementations</li><li>• Serves as Implementation Coordinator on more than 50 eSCRIBE implementations, past projects include:<ul style="list-style-type: none"><li>○ Haldimand County</li><li>○ Thunder Bay District Health Unit</li><li>○ Columbia Shuswap RD</li></ul></li></ul>	<a href="#">Click here</a>
<b>Ashley Freel</b>	Implementation Coordinator	<ul style="list-style-type: none"><li>• 5+ years' experience in coordinating new policy and procedures in the education sector</li><li>• 3+ years' experience leading eSCRIBE customers through successful implementations</li><li>• Serve as Implementation Coordinator on over 80 eSCRIBE implementations, past projects include:<ul style="list-style-type: none"><li>○ Oxford County</li><li>○ Bruce County</li><li>○ Livingston County</li></ul></li></ul>	<a href="#">Click here</a>



<b>Chris Phagoo</b>	Account Manager	<ul style="list-style-type: none"><li>• 8+ years' experience working with eSCRIBE Customers in support, post go live support &amp; account management</li><li>• Serves as Account Manager for over 100 eSCRIBE customers, proactively reaching out to customers once live to ensure they are kept up to speed on new developments.</li></ul>	<a href="#">Click here</a>
<b>George Attia</b>	Account Manager	<ul style="list-style-type: none"><li>• 1+ years' experience working with eSCRIBE Customers in support, post go live support &amp; account management</li><li>• Serves as Account Manager for over 100 eSCRIBE customers, proactively reaching out to customers once live to ensure they are kept up to speed on new developments.</li></ul>	<a href="#">Click here</a>
<b>Davidson Naigum</b>	Technical Analyst	<ul style="list-style-type: none"><li>• Trained on Microsoft Azure environment as it relates to eSCRIBE's use and integration with Azure AD and ADFS</li><li>• Serves as Technical Infrastructure specialist on the majority of eSCRIBE projects</li></ul>	<a href="#">Click here</a>
<b>Geeta Nagpal</b>	Trainer	<ul style="list-style-type: none"><li>• Certified Training Professional</li><li>• 10+ years' experience serving as Trainer on eSCRIBE projects of both small and large scope</li><li>• In addition to training, also leads Customers through one on one process workshops</li></ul>	<a href="#">Click here</a>
<b>James Yearwood</b>	Trainer	<ul style="list-style-type: none"><li>• Experience working as Municipal Systems Analyst and Report Writer</li><li>• Experience with process improvement and software training</li><li>• 2+ years' experience serving as Trainer on eSCRIBE projects of both small and large scope</li><li>• In addition to training, also leads Customers through one on one process workshops</li></ul>	<a href="#">Click here</a>



## Proposed Solution Features and Functionality

Based on our review of the RFP and its requirements, eSCRIBE proposes the following bundle plus optional add-ons, of which a high-level overview is provided below.

### Transparency Bundle

To meet the requirements for the City of Gainesville, we recommend the eSCRIBE Transparency Bundle.



#### Modules included in the Transparency Bundle:

- **Meeting Manager** – Streamlines and automates meeting preparation and post meeting activities, and conducting meetings
- **Participant Access** – Secure access for staff and elected officials
- **Internet Publishing** – Easily engage stakeholders through their existing website, without programming, and fully supports evolving accessibility requirements
- **Report Manager** – Revolves around the preparation and approval of reports and agenda items for submission to meeting agendas
- **Webcasting Plus** – Livestreaming and recording, with automatic timestamping, indexed to agendas and minutes

### Recommended Add-Ons

- **Vote Manager / Request to Speak** – Allows for Council/Committee members to vote electronically from either a web browser or the eSCRIBE Pro App for IOS or Windows 10. Vote Manager also provides a Robust Request to Speak Queue Management system which allows members to request to speak, manages time limits, speaking iterations and the public display during meeting discussion
- **Public Comments** - Further improve citizen participation through the use of the Town's website to allow comments
- **Public Speaker / Delegation Requests** – Further improve citizen participation through the use of the Town's website to allow delegation requests by the public.
- **Board Manager** – Manage the recruitment, terms and board function of public advisory boards
- **Approval Manager** – Remotely manage the approval of workflow requirements via smartphone
- **Laserfiche Connector** – connect to existing Records Management repositories like Laserfiche
- **Closed Captioning** – Make your videos even more accessible



## Solution Summary

More than simply agendas and minutes, eSCRIBE supports each step of the meeting lifecycle with comprehensive tools and workflows for staff, meeting participants, and the public. Keeping pace with evolving accessibility requirements, eSCRIBE improves transparency and citizen engagement, while reducing the time and resources required to support meetings, so staff can focus on higher-value projects that better serve their stakeholders. Additionally, eSCRIBE also seamlessly integrates with Office365 making onboarding a breeze. That's Meetings, Evolved.

eSCRIBE is a robust, user configurable Microsoft Azure cloud-based meeting management platform that has become the go-to choice of public boards, committees and councils looking to digitally transform their meetings, improve efficiency, transparency and accessibility, while at the same time, reducing costs and impact on the environment, including:

- Robust end-to-end meeting and legislative management support before, during and after meetings
- Create and manage unlimited meeting templates and users
- One click publishing of accessible meeting information through existing website
- Tracking and reporting of post meeting actions
  - Mobile friendly applications for meeting participants and staff (iPad/Windows 10)
  - Responsive layout for seamless viewing across desktops, tablets and phones

## Process Support







Meeting Logistics:	<ul style="list-style-type: none"><li>• Scheduling including resources (rooms, video)</li><li>• Document submission deadlines and warnings</li><li>• Population of attendee and staff calendars</li><li>• Meeting notifications</li><li>• Creation of draft agenda and minutes with standing items and procedural motions</li><li>• Creation of collaboration workspaces for report writers, approvers and support staff</li><li>• Population of website with meeting logistics information and online public delegation request support</li></ul>
Agenda Management:	<ul style="list-style-type: none"><li>• Automated support for drafting and approving agenda items prior to the meeting, including submission deadline management, delegate support and support for ad-hoc approvers</li><li>• Centralized management of legislative and report templates ensuring consistency and compliance across all departments</li><li>• Inline support for eSignatures maximizes content integrity</li><li>• Automatic creation of agenda items from approved content, saves time and reduces errors</li><li>• Prestaging of draft minutes prior to the meeting</li><li>• Support for automated agenda approval, addendums, merged and post meeting packages in both HTML and PDF</li><li>• Electronic publishing and distribution through your existing website</li></ul>
Meeting Management:	<ul style="list-style-type: none"><li>• Comprehensive procedural support from start to finish</li><li>• Dynamic role-call, including check-in/out and member conflict management</li><li>• Recording of minutes including support for predefined responses</li><li>• Motion management including amending motions and public display</li><li>• Integrated Request-to-Speak que management and display</li><li>• Council/Board directives as Tasks/Action Items</li><li>• Video tagging tied to agenda progress and with built in encoder control (Webcasting Plus)</li><li>• Secure support for Closed session management</li></ul>
Minute Management	<ul style="list-style-type: none"><li>• Post meeting updating of minutes</li><li>• Adjustment (if required) of video tags</li><li>• Support for post meeting review and approval of minutes</li></ul>



	<ul style="list-style-type: none"><li>• Publishing of Minutes, Video and Conflict of Interests to the web</li></ul>
Action Log (Task) Management	<ul style="list-style-type: none"><li>• Assignment of tasks to departments or individuals</li><li>• Task/action item tracking, reporting and business analytics</li></ul>
Publishing/Archiving	<ul style="list-style-type: none"><li>• Fully responsive one click publishing through your existing website with no programming required</li><li>• Integration with a number of industry leading records management solutions, including Laserfiche and FileHold</li></ul>

### **User Roles**

Administrators	<ul style="list-style-type: none"><li>• Configurable administrative control of the complete meeting process by individual user</li><li>• Can be assigned with full portal control, site control, meeting control, approval controls</li></ul>
Contributors	<ul style="list-style-type: none"><li>• Receivers of tasks</li><li>• Producers of Staff Reports</li><li>• Staff Report collaborators</li><li>• Staff Report approvers or delegates</li></ul>
Meeting Participants	<ul style="list-style-type: none"><li>• Meeting attendees</li><li>• Access meeting materials</li><li>• Nuanced and controlled collaboration</li><li>• Voting capabilities</li></ul>
Public	<ul style="list-style-type: none"><li>• Note taking and annotations on agendas</li><li>• Access meeting materials through website (agendas, minutes, video, support documents)</li><li>• Delegation Requests to present to council/board, including the ability to upload presentations for inclusion in agenda (subject to administrator approval)</li><li>• Social media sharing</li></ul>



## eSCRIBE - Meeting Manager

### Module Function

eSCRIBE has been designed to integrate seamlessly with your organization's environment and is built around centralized meeting portals from which administrators can predefine comprehensive meeting templates and attendee groups, schedule, prepare and publish agendas, conduct, and record the results of their custom eSCRIBE meetings. Additionally, its flexible architecture allows for any number of portal sites to be linked together making it easy to route agenda items through any number of staff, any meeting and approval stages, prior to final submission.

The screenshot displays the eSCRIBE Meeting Manager interface. It features a sidebar with a menu icon and a search bar. The main content area is divided into three sections: Documents, Agenda Items, and Meetings.

**Documents Section:**

Name	Meeting Type	Meeting Date	Department	Status	Workflow
Water Table Report 2020.docx	City Council - Blair	01/14/2020	Public Works	Added	Completed
Laserfiche Report - Jan 2020.docx	City Council - Blair	01/22/2020	Parks and Recreation	Added	Completed
Planning activities for the May Fair.docx	City Council - Blair	01/28/2020	Parks and Recreation	Added	Completed

**Agenda Items Section:**

Title	Category	Meeting Type	Department	Status	History
New pickup trucks for Public Works Department	New Business	City Council - Blair	Public Works	Pending	<a href="#">View</a>

**Meetings Section:**

Date	Start Time	Meeting Type	Status
Wed, 29 Jan 2020	7:00 AM	City Council - Blair	
Tue, 28 Jan 2020	11:00 AM	City Council - Blair	
Wed, 22 Jan 2020	2:00 PM	City Council - Blair	
Tue, 21 Jan 2020	8:00 AM	City Council - Blair	
Tue, 14 Jan 2020	11:00 AM	City Council - Blair	
Fri, 27 Dec 2019	10:00 AM	City Council - Blair	
Fri, 20 Dec 2019	1:00 PM	City Council - Blair	
Tue, 17 Dec 2019	12:00 PM	City Council - Blair	
Fri, 29 Nov 2019	2:00 PM	City Council - Blair	
Thu, 21 Nov 2019	6:00 PM	Village of Shorewood	
Wed, 20 Nov 2019	9:00 PM	Orange City - Council	
Wed, 20 Nov 2019	5:00 PM	City Council - Blair	
Tue, 19 Nov 2019	7:00 PM	Orange City - Council	
Tue, 19 Nov 2019	9:00 AM	Village of Shorewood	
Mon, 18 Nov 2019	9:00 PM	Orange City - Council	
Tue, 12 Nov 2019	10:00 AM	Village of Shorewood	
Mon, 11 Nov 2019	11:00 PM	Village of Shorewood	
Wed, 06 Nov 2019	1:00 PM	City Council - Blair	
Tue, 05 Nov 2019	4:00 PM	City Council - Blair	

eSCRIBE does much more than just assist with the building of meeting agendas. It's a complete governance and legislative management solution aligned with Robert's Rules of Order, providing procedural support during the meeting, including roll call and audited voting on motions and amendments, right through to the automatic generation of detailed minutes and the management of action items and follow up tasks generated during the meeting process.

Meeting Manager is the foundation module for eSCRIBE and facilitates the building of agendas, minutes, action lists, and provides an end-to-end approach for a meeting cycle. Users are able to streamline the creation of all meeting documents with the ability to electronically refer/defer items from meeting to meeting.



## Key Features

- Robust end to end meeting and legislative management
- Create and manage unlimited meeting templates and users
- Online, Cloud-Based Delivery, built on Microsoft Azure Technology
- Manage end-to-end legislative process on items (approval stages, readings, etc.)
- Full legislative meeting support (Roll call, voting, quorum management, resolutions, pecuniary interest, additions/deletions, etc.)
- Flexible video streaming and archival options
- Seamless and accessible publishing of meetings documents
- Tracking and reporting of post meeting actions
- Reporting of statistics and past meeting information
- Workflows for approving finalized agendas

As the core module of eSCRIBE, Meeting Manager is responsible for a number of key tasks within the product suite:

- Authentication and Access Control
  - Single Sign-on (ADFS or Azure-AD)
  - User IDs and permissions
  - eSCRIBE User Roles
  - Departments
- Agenda and Attendee Profile Management
  - Agenda Settings and Templates
  - Minute Settings and Templates
  - Meeting Rules
  - Voting Rules
- Pre-meeting activities
  - Meeting creation
  - Agenda creation
  - Draft minute creation
- Conduct meeting activities
  - Roll-call/Quorum Management
  - Procedural support for meeting process
  - Minutes creation
  - Motion management/Voting
- Post-meeting activities
  - Minutes updates
  - Post-meeting minutes creation and publishing
- Task and Action Management
  - Creation and assignment of tasks
  - Conversion of motions to tasks
  - Task reminders

## Report Centre



eSCRIBE Report Centre, while part of Meeting Management, provides detailed business analytics into eSCRIBE Meetings and associated activities.

- Pre-formatted reports provide information on
  - Meetings
  - Agenda Items
  - Attendance (Roll Call)
  - Resolutions
  - Tasks
  - Voting
  - Referred and Deferred items
  - Forecast reporting
  - Conflicts of Interest
- Export of information to Excel and printing of reports

**Resolutions Report** [Export](#) | [Print Friendly View](#)

Group By: Meeting Type

Meeting Type	Meeting Date	Meeting Time	Agenda Item	Resolution #	Resolution Text	Moved By	Seconded By	Resolution Type	Result
<b>City Council - Blair - 1/10/2019 - 12:00 PM</b>									
City Council - Blair	1/10/2019	12:00 PM	Adoption of the agenda		THAT the agenda be adopted as presented by all Council.	Matt Damon	Brian Drew	Main Motion	Carried
City Council - Blair	1/10/2019	12:00 PM	Adoption of Minutes of Previous Meetings		THAT the minutes of the previous Regular Meeting of Council be adopted as presented.			Main Motion	
City Council - Blair	1/10/2019	12:00 PM	Closed Session		That Council convene into closed session to discuss the following:			Main Motion	
City Council - Blair	1/10/2019	12:00 PM	Adjournment		That the Regular Meeting of Council be adjourned at 10:00pm.			Main Motion	
City Council - Blair	1/10/2019	12:00 PM	Blair's Super Cool Item for the Overview		THAT Council Accept the Report	Steve Wattawa	Matt Damon	Main Motion	Carried
City Council - Blair	1/10/2019	12:00 PM	eSCRIBE Presentation		That Council approve recommendations in this report			Main Motion	
City Council - Blair	1/10/2019	12:00 PM	Reports of Standing Committees					Main Motion	
<b>City Council - Blair - 2/07/2019 - 3:00 PM</b>									
City Council - Blair	2/07/2019	3:00 PM	Adoption of the agenda		THAT the agenda be adopted as presented by all Council.			Main Motion	

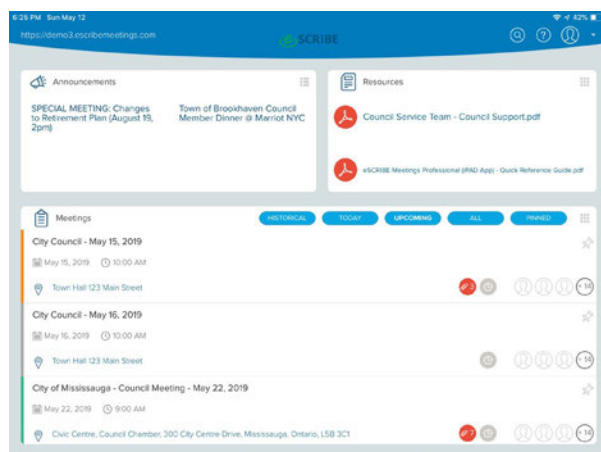


## eSCRIBE – Participant Access

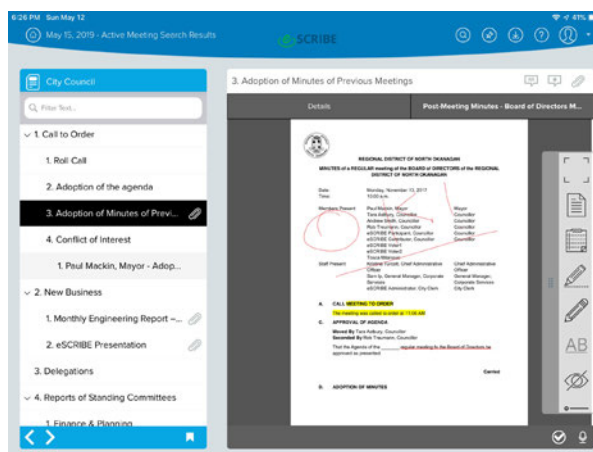
### Module Function

eSCRIBE provides secure access for each meeting participant through a personalized online Participant Portal. From this entry point, each meeting participant can browse upcoming meeting agendas, easily access all related reports and supporting information, record personal comments and follow-up notes, as well as search through previous reports and agenda items using eSCRIBE's enhanced search capabilities – all without the need to ever print a piece of paper. The Participant portal is available in three formats, web portal which is accessed through any web browser, eSCRIBE for the iPad (Standard or Professional) which is a dedicated IOS application available by download through the Apple App Store and the eSCRIBE Windows 10 App available through the Microsoft Store.

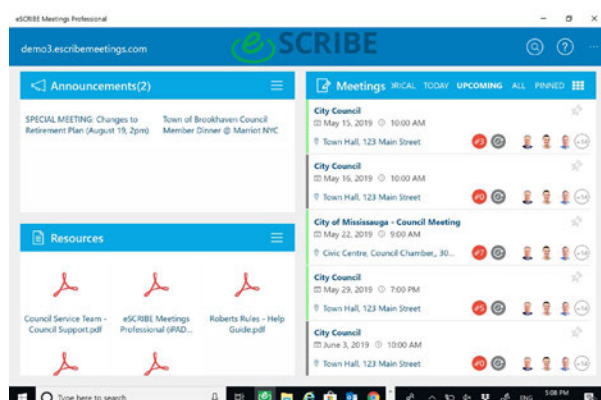
### iPad Professional Home Screen



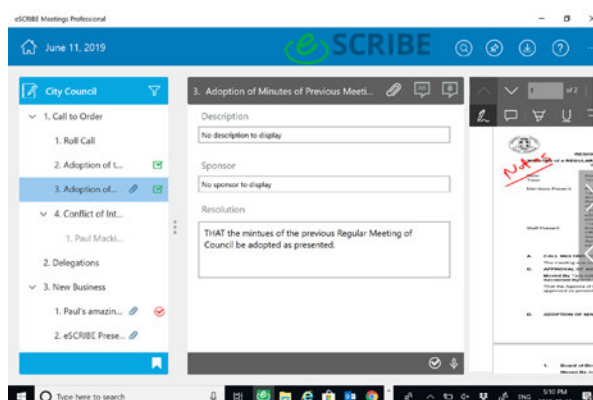
### iPad Professional Meeting View



### Windows 10 Professional Home Screen

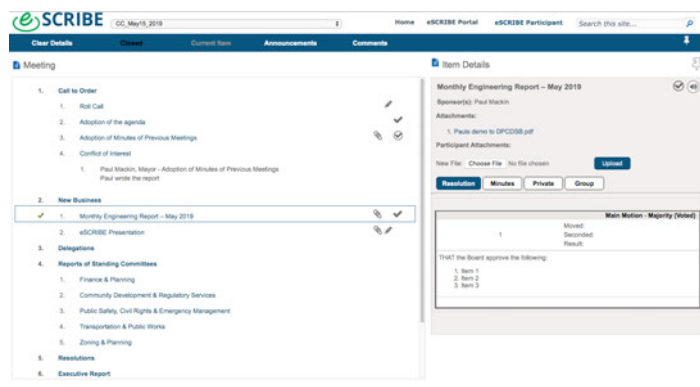


### Windows 10 Professional Meeting View





## Web Browser Access



### Key Features

- Any meeting, from anywhere, with any device
- View upcoming agendas and support materials in advance
- Leave group, private, and Chairperson comments
- Download meeting materials and work offline
- Secure access to confidential meetings
- Search historical meeting agendas/minutes
- Request to speak
- Electronic voting (*with Vote Manager module*)

### Participant Access Functionality Matrix

Feature	Web Portal	iPad Standard	iPad Pro / Windows 10
Easy to use touch screen interface		✓	✓
Access to multiple meeting sites by meeting type and date	✓	✓	✓
Real-time access to agenda item details, resolutions and attachments live during the meeting	✓	✓	✓
Agenda “Follow Me” – automatic meeting progress tracking			✓
View agenda packages, addendums, reports and even minute documents as they are published by Administrators	✓	✓	✓
Access to combined packages and individual attachments	✓	✓	✓
Secure communications between designated Chairperson and meeting Administrators for follow-up and instructions	✓	✓	✓
Full Active Directory integration, plus enhanced security options	✓	✓	✓
Email/calendar integration		✓	✓
Meeting announcements	✓	✓	✓





Global announcements	✓	✓	✓
Integrated Collaboration <ul style="list-style-type: none"><li>• Group Comments</li><li>• Group Chat Feature</li><li>• Private Chairperson Instructions</li></ul>	✓	✓	✓
Private Participant Notes and Comments	✓	✓	✓
Enhanced participant annotation capabilities allow for direct annotating on PDF Reports and Agenda Packages, including: <ul style="list-style-type: none"><li>• Bolding, Underlining and Highlighting Text</li><li>• Imbedded Voice and Video Notes</li><li>• Freehand Text</li><li>• Enhanced Search and Bookmark Navigation</li><li>• “Jump-to” Current Item Feature</li></ul>			✓
Real-time Participant Voting (with eSCRIBE Vote Manager)	✓		✓
Request-to-Speak Management	✓		✓
Online/Offline Meeting Management, with restricted options and remote data wipe <ul style="list-style-type: none"><li>• Full featured offline support for primary functions</li><li>• Data synchronization options</li></ul>	-		✓
Attendee pictures		✓	✓
Access to attendee details, including: <ul style="list-style-type: none"><li>• Contact information (Location / Phone / email)</li><li>• Meeting Attendance Status</li></ul>		✓	✓
Online Meeting Attendee Directories			✓
Group membership details			✓
Online Resource Library for Policy and Procedure Manuals and other Published Documents including enhanced Search function			✓
Conflict of Interest Self-Declaration			✓





## eSCRIBE - Report Manager

### Module Function

The Report Manager add-on module for eSCRIBE provides robust management of all pre-meeting workflow activities surrounding the preparation and approval of reports and submissions, before the meeting takes place. Using Report Manager also benefits administrators because it integrates seamlessly with the agenda and minutes, automatically pulling information from the report into the meeting documents.

The screenshot displays the eSCRIBE Report Manager interface. On the left, a sidebar lists various documents. The main area features a 'Create Report' form with fields for Content Type, File Name, Meeting Type, Meeting Date, Department, Report Number, Sponsor(s), and Supporting Documents. A table of supporting documents is shown, listing 'project update 2.pdf' (51KB) and 'BOD Draft agenda 07-5-18 HIFN.DOC' (77KB). The interface also includes a 'Contributor Comments' section and 'Create' and 'Cancel' buttons.

Name	Meeting Type	Meeting Date	Deadline	Department	Status	Workflow
Staff Report for Webinar.docx	City Council - Blair	28/11/2018 12:00 PM	23/11/2018	Clerks	Added	Completed
Report for Migan.docx					Added	Completed
Blair's report for Shediack.docx					Added	Completed
Demo for The Nation and Casselma					Added	Completed
Blair's Report for RDEK.docx					Added	Completed
Blair's Staff Report for DeBary.docx					Added	Completed
Blair's report for Hawkesbury.docx					Added	Completed
Kincardine Report - Feb 5.docx					Added	Completed
Report for Bruyere Board 1.docx					Draft	View
Blair's eSCRIBE Report for Port Har					Added	Completed
Test 1.docx					Draft	View
Purchase new Bob Cat.docx					Added	Completed
Eco-Dev's Bi-annual report.docx					Added	Completed
Financial Impact Report for Q2.docx					Added	Completed
Blair's Demo for Helga.docx					Added	Completed

Leveraging the power of Microsoft Word (Office 2010 to O365 are all supported), administrators can create custom eSCRIBE Word report templates that are used by staff to create their meeting reports and harness the powerful version control, change management, electronic approvals, and flow of information into the agendas and minutes.

### Key Features

- Unlimited MS Word report templates
- Ability to add supporting documents in multiple formats (Word, Excel, PowerPoint, Graphics, Audio, Video)
- Access to Laserfiche records management for access to documents to be included in new submitted reports
- Built-in document management and version control with MS Word track changes
- "Check In/Check Out" capability to prevent simultaneous edits with document update notifications
- Unlimited approval workflows which can be customized and tuned for department needs, document types and report contents
- Fully managed permissions (public and private/in-camera)
- Supports Administrative Assistant notifications and approver delegates
- Automated population of report information into agenda & minutes documents –



meeting types, titles, descriptions, recommendations/resolutions and other details may be automatically extracted

- Full document approval histories
- Electronic signature page report integration

## Workflows

eSCRIBE provides a robust Workflow management system which allows for:

- Serial approval steps by individuals and/or meetings
- Using meetings as approval steps for legislative management (readings)
- Configurable permissions including confidential/closed session documents management
- Departmental, global or individual approval workflows
- Ad hoc approvers
- Absent approver delegate assignment
- Approver time limits
- Audit trail on approval steps
- Electronic signatures on approvals (standard feature, with optional digital signature integration through Notarius)

**Start Approval Process**

Document: Spring 2020 Sidewalk Repairs.docx

Awaiting Attachments: Waiting for attachments? Drag attachments up or down to change order

Name	Size
project update 2.pdf	51KB
BOD Draft agenda 07-5-18 HIFN.DOC	82KB

Supporting Documents: Choose File No file chosen Upload

Confidential: ☐ Include Signature Page?

Signatures: ☒ Include Signature Page?

Department: Parks and Recreation

Meeting Type: City Council - Blair

Meeting Date: CC-Blair\_29jan\_2020

Report Number: 2020-0004

Approval Group: Blair's Approval Group 2 Restore

Order	Approver	Due Date	Can Edit
1	Blair MacDonald		Yes
2	Voter One		Yes

Approvers: Add Approval Step

Contributor Comments: Start Workflow Cancel

## Internet Publishing

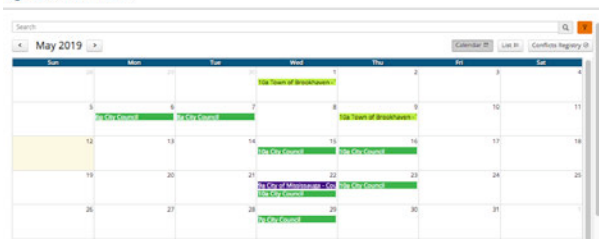
## Module Function

When it comes to engaging with your residents, eSCRIBE Publishing + Citizen Engagement makes it easy. Leverage social media, submit delegations electronically, solicit feedback on key agenda items, allow citizens to register questions in advance, or even sign up to receive automated alerts on topics of interest as they move through the meeting process, all through your website.

eSCRIBE's Internet Publishing+ supports the publication of meeting agenda and minute details to your public website either in PDF, or HTML format with links to individual supporting attachments.

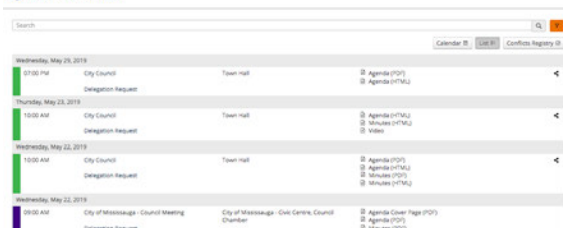
## Calendar View

## Agendas and Minutes



## List View

**LIST VIEW**  
[Agendas and Minutes](#)



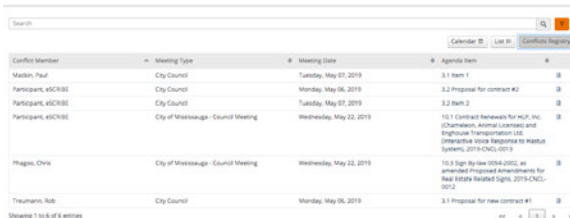
## External Search

## Agendas and Minutes



## Conflict of Interest Registry

[Agendas and Minutes](#)



With the addition of eSCRIBE's Webcasting+ module, meetings will be automatically indexed with the live or archived video broadcast of the meeting, providing increased transparency.

## 8. Reports by Regional Representatives

- (1) Deputy Mayor and Regional Councillor Vegh advised that the Ontario Government has announced a Regional review which includes Newmarket as a lower tier municipality within York Region.
- (2) Mayor Taylor advised that York Regional Council is currently reviewing a draft Strategic Plan for the next four years.
- (3) Mayor Taylor advised that a report regarding electric buses for use in Newmarket was passed at York Regional Council.
- (4) Mayor Taylor advised that a memorandum was provided at York Regional Council regarding the Mulock GO Station. It stated that work for all new GO Stations has been paused as Metrolinx reviews the feasibility of all of their projects.

## 9. Reports of Committees and Staff

### 9.1 Council Workshop Meeting Minutes of January 14, 2019

Moved by: Councillor Simon

Seconded by: Councillor Twinney

1. That the Council Workshop meeting minutes of January 14, 2019 be received.

In Mayor Taylor, Deputy Mayor & Regional Councillor Vegh, Councillor Twinney,  
Favour Councillor Kwapis, Councillor Broome, Councillor Bisanz, Councillor Morrison,  
(9) Councillor Simon, and Councillor Woodhouse

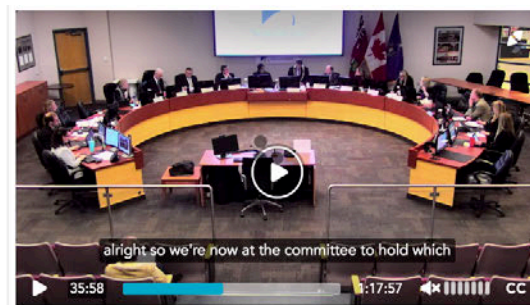
Carried (9 to 0)

### 9.2 Committee of the Whole Meeting Minutes of January 14, 2019

Moved by: Councillor Broome

Seconded by: Councillor Woodhouse

1. That sub-item 9.2.1, 9.2.2, 9.2.4, 9.2.5, and 9.2.7 to 9.2.11 be approved. See following sub-items 9.2.3, 9.2.6 and 9.2.12 for motions



9.2 Committee of the Whole Meeting Minutes of January 14, 2019

Post-Meeting Minutes - COW\_Jan14\_2019 - English.pdf

1. Post-Meeting Minutes - COW\_Jan14\_2019 - English.pdf

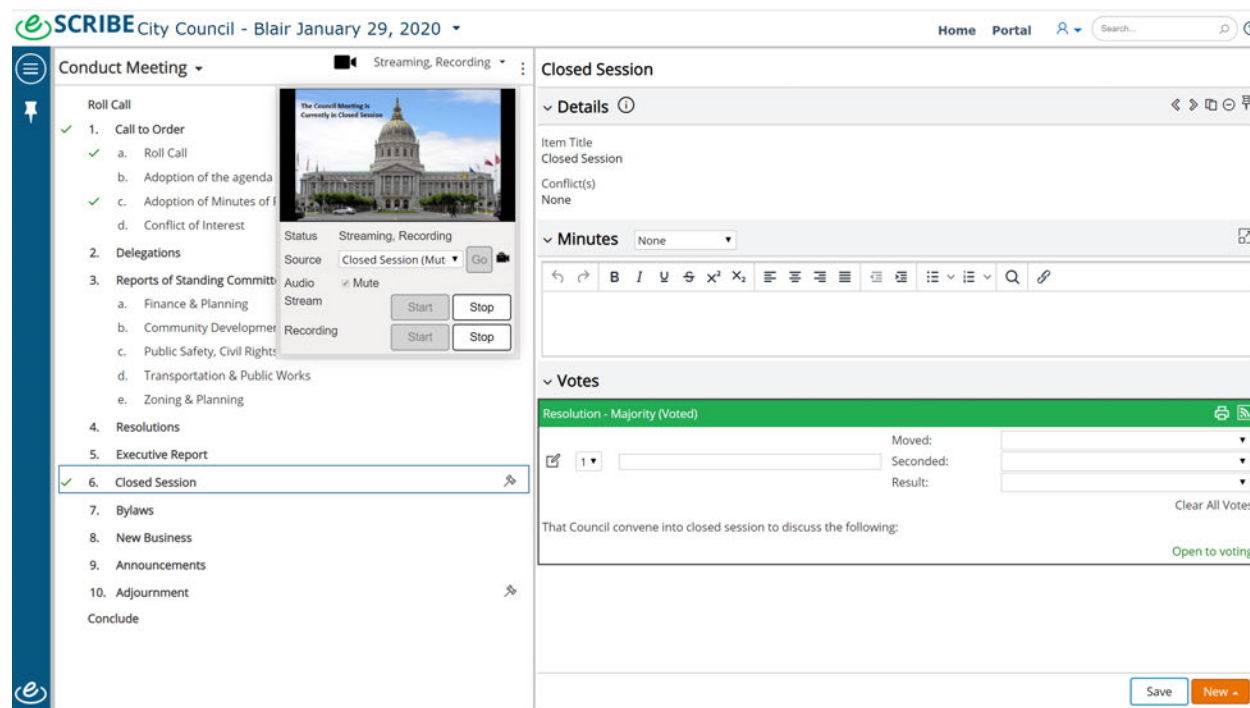
## Key Features

- Supports ADA Compliant HTML and/or PDF publishing
- Seamlessly integrates with existing website
- Publishes directly to Laserfiche with the eSCRIBE Laserfiche connector
- Fully responsive design to accommodate multiple device formats
- Provides for simple publishing and download of large agenda packages
- One click publishing of agendas and minutes
- Social Media Integration
  - Facebook
  - Twitter
  - LinkedIn
  - Calendar
- Optional RSS feeds
- Engage citizens, allowing them to ask questions on agenda items
- Flexible layout options, including list and calendar views
- Support for automated delegation request and approval
- Sign up to receive automated alerts on topics or meetings of interest
- Seamlessly integrates with Webcasting+, for publishing of video/audio linked files
- eSCRIBE also provides optional automatic, live, Closed Captioning which is fully integrated with the video stream.



## eSCRIBE – Webcasting Plus

eSCRIBE is the exclusive partner for ISI Live in the Municipal and Secondary Education verticals. eSCRIBE fully integrates to the ISI encoder at an Application Program Interface Level. eSCRIBE's support staff are fully trained in maintaining and managing ISI encoder issues during a meeting and offer expedited 7x24 access to video support staff if required.



### Module Function

To provide our customers with a fully managed end-to-end solution, eSCRIBE Webcasting Plus handles the implementation of everything you need from the encoder and storage solution. With a fully managed Webstreaming service or with optional YouTube integration, eSCRIBE's Webcasting Plus moves transparency to the next level with features such as automatic video tagging, optional closed captioning, and a fully responsive design page for simple inclusion in your existing website.

eSCRIBE's comprehensive Video Streaming Solution offers additional functionality to assist administrators in automating the indexing, editing, and internet publishing of audio/video along with your agenda and minutes, for access by the public. Additionally, if necessary, capabilities can be implemented in a number of phases over several budget periods, with each phase built upon the previous.

eSCRIBE is very flexible with its support of video streaming and indexing solutions. Webcasting Plus allows administrators to integrate webcast video with hyper-tags and incorporate these streams into your online meeting content.

More and more meeting rooms are being wired with audio and video systems that capture the complete proceedings for live and on-demand viewing 24/7. eSCRIBE makes it easy for the integration of this content with the appropriate agenda, so that it can be indexed



to the specific agenda item, minutes and resolutions, for future recall and review, with nothing more than a browser and internet connection.

### **Key Features**

- Provide a live stream and archival service for video feeds, which can be bookmarked to the minutes documents when published
- API level integration between eSCRIBE and the ISI encoder, allowing for control over the feed, splash screens, microphone muting, webcasting, and recording
- The ability (hardware/software) to easily capture and stream live from the meeting room
- Archived material is hosted by eSCRIBE and available on your website
- Unlimited number of viewers for live and archived material
- Access to metrics of your live and archived viewership (#of viewers, etc.)
- Video feed can be provided by any video capture source, even that provided by cable company
- Optional automated **Closed Captioning** provided by an Artificial Intelligence Agent (IBM Watson) which provides live, in-stream, closed captioning, post meeting captioned files and automatic meeting transcription
- eSCRIBE's Video Streaming service detects the type of device being used to view the video, and automatically loads a suitable player
- Allows for smart (hyper) tags of video to agenda items and minutes
- Provides a simple front-end for public access to video tied to meeting minutes
- Improves the transparency of meeting information, using a video stream of the meeting, complete with easy-to-use tags, so users can jump to a particular segment of the meeting that they are interested in

### **Quality Assurance and Monitoring**

eSCRIBE provides monitoring for the application during live events and can schedule additional staff as necessary for extended shifts. A customizable web-app enables our team of technicians to provide quality assurance monitoring of all live streams.

Our QA web-app facilitates monitoring of multiple feeds (slide presentations, video codecs and bandwidth rates) on a single screen and provides a method for tracking the status of each live feed in real-time. Any user can click to update the status of a live feed, identifying problems or marking a feed as "good".

Status information can be displayed instantly on the screens of all the users, including QA/monitoring technicians. Both eSCRIBE QA staff, as well as your IT personnel will have access to the QA web-app, to ensure complete transparency and improved quality assurance.

eSCRIBE recommends that one of your staff is available via instant messaging service as well as by phone, to ensure the lines of communication are open throughout any testing and live events.





## **Security**

All eSCRIBE infrastructure and services are built with security in mind, from the ground-up. We host our services exclusively on a Linux-based platform and apply security updates as soon as they are released. Our datacenter facilities house our servers and are protected Anti-DDOS systems, where threats are instantly detected and automatically mitigated.

Webcasting is a dynamic, evolving service and our systems and infrastructure keep pace by undergoing constant refresh and replacement. Security by design and in operation are integral in this continuous process.

## **Editing and Indexing**

Indexes can easily be applied and edited directly through the web interface. When combined with eSCRIBE Meeting Manager (sold separately) tags are automatically inserted into the appropriate agenda/minute items when published on the website.

## **Web Integration**

eSCRIBE has two approaches to integration of the Webstream into your website. As a standalone webcasting solution, the player may be incorporated directly into a destination website using standard iFrames. When combined with eSCRIBE's Meeting Management solution, agendas/minutes and support documents, including indexed video are available to citizens through a single view on your website.

## **Reporting**

You will have access to viewership statistics at any time, via your dedicated portal, where your username and password will provide real-time statistics as well as the archives of recorded meetings.

eSCRIBE Webcasting reporting metrics include:

- Total number of hits (live and/or archived)
- Total number of unique hits(live and/or archived)
- Number of concurrent users at any given time
- Peak concurrent users
- Average concurrent users
- Reporting by IP address
- Amount of data transfer

In addition to eSCRIBE's reporting platform, we can also incorporate Google Analytics, at no additional charge.

While eSCRIBE is proud of its world class cloud infrastructure, we recommend that additional audio and video redundancy be built into your overall AV setup by a qualified third-party consultant. If you don't have one, we would be happy to recommend one of our authorized Integration Partners to assist you.



## **Additional eSCRIBE Webcasting Plus Technical Information**

<b>Capacity for Live Concurrent Broadcasts</b>	500
<b>Capacity for Live Concurrent Viewers</b>	500,000
<b>Number of live and VoD events streamed over period of 1 year</b>	1000+
<b>Average streaming length per event, live and VoD</b>	6 hours +
<b>Technology Supported</b>	Flash, H264, YouTube Live, Windows Media, Real Media, QuickTime, MPEG 4 (Part 2, Part 10), MPEG 1,2 MP3 – all progressive download formats, MP3, Audio only streaming
<b>Resolution</b>	Any up to 1080i (Full High Definition)
<b>Encoding Speeds</b>	Any up to 5.5 Megabytes per second
<b>Delay</b>	3- 10 seconds avg
<b>Video Output</b>	Codec: H.264 Data rate: 300Kb/s to 50Mb/s Resolution: 320x240 to 720x480
<b>Audio Output</b>	Codec: AAC Data rate: 32Kb/s to 2Mb/s Sample rate: 32Khz to 48Khz mono/stereo





## Recommended Add-ons

### eSCRIBE - Vote Manager/Request to Speak

A meeting management component specifically designed to manage debate and voting during a meeting. Directly supports discussion and voting results in chambers, remote meetings and eases the management of hybrid meetings.

The screenshot displays the eSCRIBE web interface for a City Council meeting on June 26, 2020. The interface is divided into several sections:

- Conduct Meeting:** A sidebar menu on the left lists the meeting agenda, including Roll Call, Call to Order, Adoption of the agenda, Reports of Standing Committees, Resolutions, Executive Report, Closed Session, Bylaws, New Business, Announcements, and Adjournment.
- Votes:** A section titled "Motion - Recorded (Voted)" shows a motion for approval. Below the motion text, there is a table for voting members.
- Action Log:** A section titled "Action Log" showing no tasks for the current item.
- Request To Speak:** A section titled "Request To Speak" with a "Speaker List" and a "Timer Control" section.

**Voting Member Table:**

Voting Member	Yes	No	Abstain	Absent
S. Wattawa	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M. Jones	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Brinkner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
S. Feiler	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M. Damon	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Drew	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. MacDonald	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Irvine	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Jim Smith, Councilor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Request To Speak Section:**

Speaker List: 8.2 Upgrades to Water Treatme (Deactivate)

Pre-set Timer: 1' 2' 3' | Timer Control: 0 3 0 0 | Player Control: [Buttons]

Blair MacDonald: I have a question. Question

Jim Smith: I wish to propose an amendment. Question

Buttons: Save, Next

### Module Function: Rules-based electronic voting

Vote Manager allows meeting participants to electronically vote on resolutions in real-time through their Participant Portal, iPad or Windows 10 tablet. The module supports a wide range of vote types and is fully integrated with roll call, check-in/out, and pecuniary interest management. Vote results can be graphically displayed in-chamber and, when used with the Internet Publishing Plus module, published to the web.



▼ Votes

**Motion - Recorded (Voted)**

1

Moved:

Seconded:

Result:

Clear All Votes

THAT Council approve the plans in the attached proposal and instruct staff to carry out the recommended tasks.

Voting Member	Yes	No	Abstain	Absent
S. Wattawa	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M. Jones	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Brickner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
S. Feirer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M. Damon	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Drew	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. MacDonald	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Irvine	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Jim Smith, Councillor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Add Secondary Motion

Open to voting

Once opened a vote screen appears on meeting participants device (Web, IOS or Windows 10 Apps) and from there the Councillor can enter a result

eSCRIBE Meetings Professional

June 26, 2020

**eSCRIBE**

City Council - Blair

2. Delegations

3. Reports of Standing Com...

a. Finance & Planning

b. Community Developme...

c. Public Safety, Civil Right...

d. Transportation & Public...

e. Zoning & Planning

4. Resolutions

5. Executive Report

6. Closed Session

7. Bylaws

8. New Business

a. Updates to Policies for...

b. Upgrades to Water Trea...

9. Announcements

10. Adjournment

b. Upgrades to Water Treatment Facilities

Describe...  
The City needed the mos...

Sponsor...  
No sponsor

Resolution...  
1) THAT instr...

**Request To Speak**

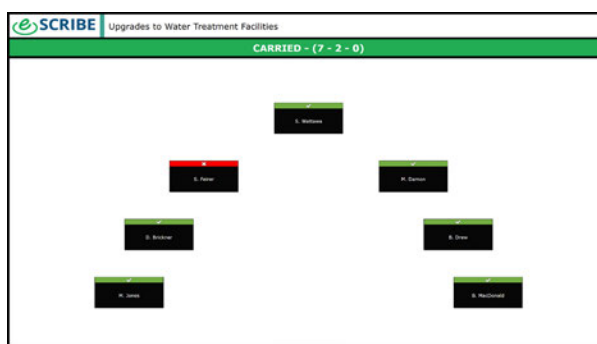
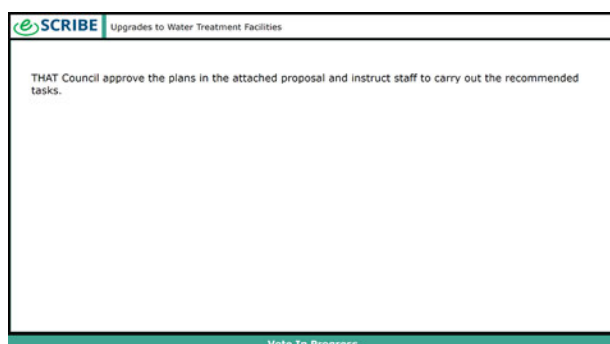
For Against Amend Question

I have a question.

Update Delete

Or alternatively the recording secretary can manually enter a vote on behalf of members who wish to raise their hands.

The eSCRIBE Public Display shows the motion being voted upon followed by the result upon vote completion.

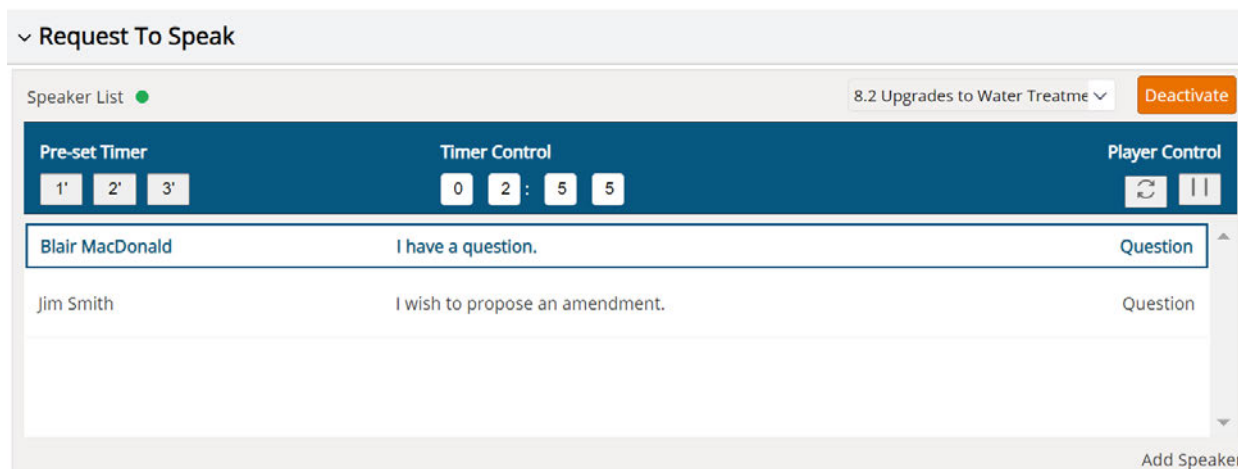


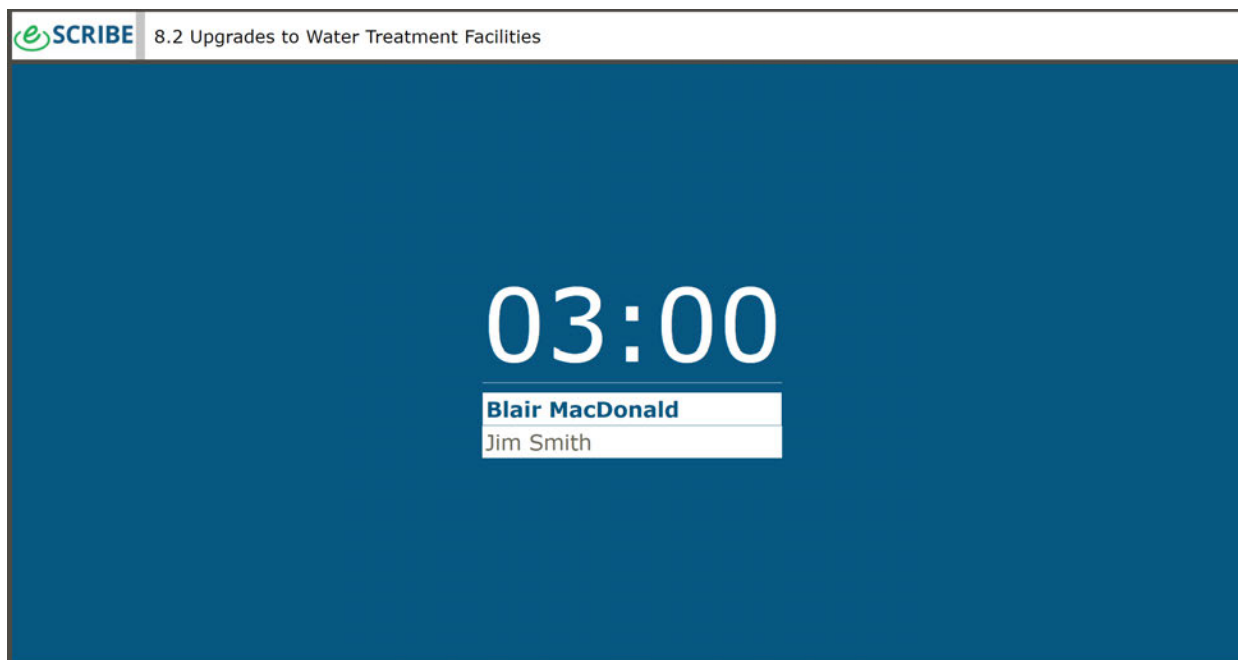
## Key Features

- Supports multiple vote types: simple majority, weighted, two-thirds (present/members), unanimous, tie breaker, multiple choice, and secret ballot
- Fully-integrated with roll call, check in/out, pecuniary interest, voting areas
- Graphical public display screens with configurable voting results details
- Fully integrates with Conflict of Interest registry and current meeting attendance

## Module Function – Request to Speak

Manages the Request to Speak Queue with member requests, maintains managed order which can be modified by the chair and presents a public display of timers, speaker order and number of times a speaker has spoken on a given issue.



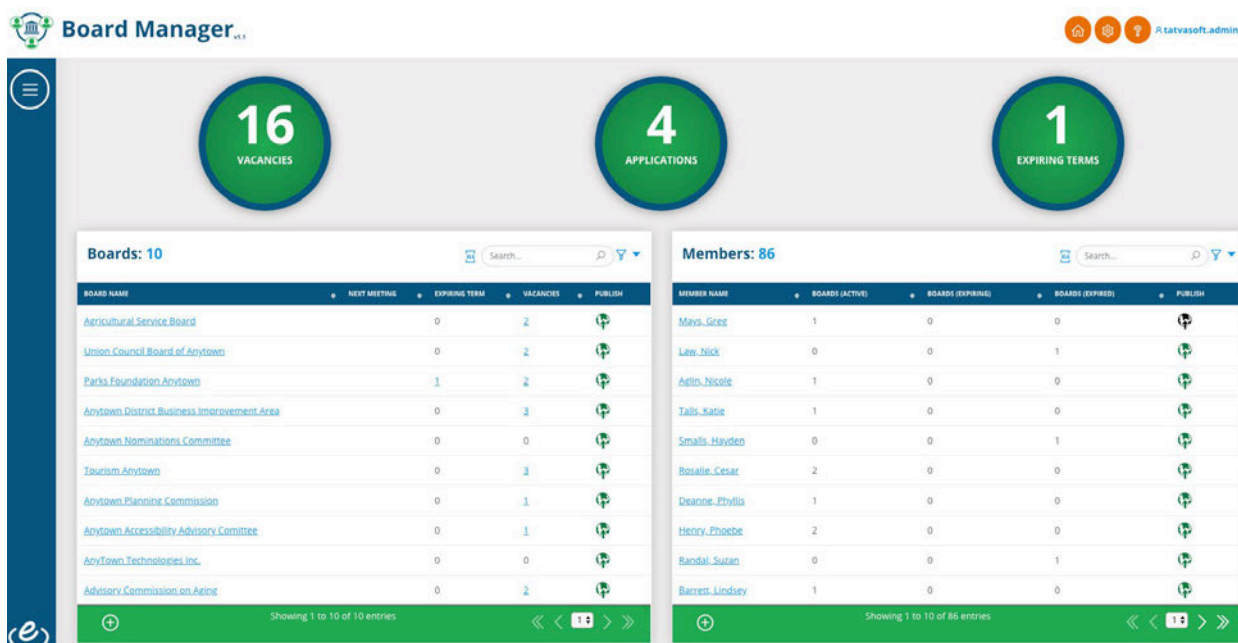


### **Key Features**

- Manages the Request to Speak Queue for debate on agenda items including time limits, number of times speaking, speaker order and public display of current speaker time limits
- Can be used during hybrid meetings to assist with microphone management on web conferencing applications

## **eSCRIBE – Board Manager Plus**

eSCRIBE introduced the Board Manager product in 2018 to address Municipal demands for a simple tool to manage board members and recruitment. This process has traditionally been managed through Excel spreadsheets and large file folders of paper, as well as leveraging newspapers for the publication of vacancies. eSCRIBE Board Manager offers a simple approach with an electronic tool which manages the entire board information and recruitment process. Available as a standalone product or fully integrated to the eSCRIBE Meeting Management suite, Board Manager simplifies managing board terms, recruitment, and public notification of board meetings and activities.



## Key Features

- Manages Board descriptions and Board Member public biographies
- Simple web publishing for all meeting artefacts related to the Board
- Manages Terms, Term Limits and current Board Membership
- Web publishes vacancies and accepts applications and resumes for processing and consideration for Board Membership
- Publishes Board Meeting Schedule

Board Manager+ fully integrates to eSCRIBE Attendee Profiles for automatic Participant List updates

## Public Comments

### Allow the public to submit comments on agenda items

An add-on to the Internet Publishing Plus module, Public Comments allows organizations to receive and publish comments from citizens before, during and/or after meetings. Add another level of engaging your stakeholders.

## Key Features

- Meeting administrators can track and post citizen comments by agenda item
- Configurable rules by meeting type
- Optional review and approval
- Comments can be retained as part of the public record or alternatively deleted after the meeting
- Fully integrated with the meetings agenda, minutes and video through your existing website



## Public Speaker / Delegation Requests

### Manage citizen requests to speak during public meetings

An add-on to the Internet Publishing Plus module, Delegation Request Management (DRM) allows organizations to efficiently manage citizen requests to speak during public meetings through an online form on their existing website.

#### **Key Features**

- Manage delegations' deadlines by individual meeting type
- Automated delegation request and approval
- Customizable web form fields



## Product Roadmap

eSCRIBE maintains a robust implementation function and is always looking to enhance the capabilities of the product. In the past 18 months eSCRIBE has:

- Introduced the Board Manager Module
- Added a number of enhancements to the Report Manager module
- Released a new, simplified and quicker User Interface
- Developed a new, low cost Webcasting Lite video module for smaller organizations
- Releases a new Legislative Management Reporting system
- Added a Request to Speak Queue Management System to an updated eSCRIBE Vote Manager
- Introduced a new Public Comments/Delegation Management module
- Introduced connectors to Laserfiche, FileHold, Notarius Consign
- Accelerated the implementation of a number of integrations to Web Conferencing Platforms to aid with remote/hybrid meetings in response to the COVID-19 pandemic
- Enhanced further inhouse tools developed for the migration from competitors platforms.

### 24-month Roadmap

eSCRIBE considers its Roadmap to be proprietary and given the public nature of RFP responses, and will only discuss it in detail if short listed or in contact negotiations with the City.



# Project Specifications

## Minimum Requirements

	Vendor Response	
	Yes/No	Page No.
Demonstrate experience in the in the government/public sector market implementing projects for clients that resemble the City. Provide client references, including at least three (3) from government agencies for which the vendor has successfully implemented systems similar to the proposed solution in the past two years.	<b>Yes</b> With now over 300 clients worldwide, eSCRIBE has been solely focused on delivering Agenda/Meeting Management, Livestreaming, and Board Management solutions to the public sector since 2008.  References have been provided as part of this RFP response. <a href="#">Click here.</a>	
Demonstrate the qualifications and experience of the staff/personnel to be assigned to develop and implement this project.	<b>Yes</b> Staff experience is outlined in the "Project Team Experience" section. <a href="#">Click here.</a>	
Demonstrate experience successfully migrating existing data and legislative file history (including documents and videos) from Granicus agenda management systems into the vendor's proposed solution.	<b>Yes</b> eSCRIBE has completed or is in the process of completing over 50 competitive migrations in the past 24 months. Of that number, eSCRIBE has successfully completed or is in the process of migrating approximately 20 Granicus or Granicus held (Novus or IQM2) clients over to the eSCRIBE platform.	
Demonstrate how the proposed solution will integrate with the City's electronic records management system (Laserfiche).	<b>Yes</b> eSCRIBE's Laserfiche Connector allows Meeting Administrators to directly access the Laserfiche repository, in order to browse for and attach files to agenda items as supporting documents.  Additionally, agendas and minutes can be published directly from eSCRIBE to Laserfiche in PDF format, with a few simple clicks.	





	<p>Note: The eSCRIBE Laserfiche Connector currently works with customer-premised installations only. The eSCRIBE Product Development Team is currently working to enable this feature for cloud-based Laserfiche installations.</p>	
<p>Provide a detailed project work plan and schedule with key milestones and deliverables at each phase of the project, including development, content migration, implementation, training, system and user testing, and ongoing maintenance/support.</p>	<p><b>Yes</b></p> <p>eSCRIBE has a proven approach for implementation and training. Details on eSCRIBE's approach and project structure can be found in the "Implementation Approach" section. <a href="#">Click here.</a></p>	
<p>Provide detailed plans for initial and ongoing training and resources for City staff administrators and end user.</p>	<p><b>Yes</b></p> <p>As part of the initial roll-out, City staff will be trained by the eSCRIBE Implementation and Training Team. <a href="#">Click here.</a></p> <p>Ongoing training is provided through an annual training subscription. <a href="#">Click here.</a></p>	
<p>Provide ongoing software maintenance, technical assistance and user support after implementation of the proposed solution.</p>	<p><b>Yes</b></p> <p>We are very proud of our solution, but even prouder of our post-sale relationship with our customers. Our support team is just a few clicks or call away and prides itself on their responsiveness and knowledge of both eSCRIBE and the meeting processes we support. eSCRIBE customers can access our support in three ways:</p> <ul style="list-style-type: none"><li>• Customer Community Portal</li><li>• support@escribemeetings.com</li><li>• 1-855-299-0023</li></ul> <p>Additional details can be found by <a href="#">clicking here</a> or in Appendix B of the eSCRIBE Subscription agreement (see Appendix X of this RFP response).</p>	



Provide a software solution with automated workflow capabilities to create, track, edit and approve board agendas.	<b>Yes</b> eSCRIBE is designed with this functionality in mind. eSCRIBE Meeting Manager module allows users to perform these functions. <a href="#">Click here.</a>	
Support live meeting management with ability to record minutes live during the meeting or afterward from the video.	<b>Yes</b> eSCRIBE supports conducting the meeting to capture actions and minutes live during the meeting, with the ability to proof, edit, and add content after adjournment. Video can be livestreamed and recorded, with timestamps that link agenda items to index points in the video. <a href="#">Click here.</a>	
Provide video hosting, recording and archival of meetings with indexing.	<b>Yes</b> eSCRIBE Webcasting Plus allows for the livestreaming and recording of meetings, along with auto timestamping/indexing. <a href="#">Click here.</a>	
Support web-based system administration and end user access from desktop or mobile devices with internet browsers.	<b>Yes</b> eSCRIBE's user interfaced is browser-based. <a href="#">Click here.</a>  In addition, meeting participants (elected officials) can use the eSCRIBE Meetings Pro version app for iPads and Windows 10 devices to access agenda materials, make notes/mark-up's, and participate in meetings. <a href="#">Click here.</a>  Members of the public are able to access meeting artifacts and videos from a publishing iframe that's embedded directly into the City's website. <a href="#">Click here.</a>	
Provide concurrent user access to system applications, with multiple user types (e.g., staff, public, administrative).	<b>Yes</b> eSCRIBE allows for the provisioning of unlimited users.  eSCRIBE provides for nuanced access control with role-based authentication with standard eSCRIBE	



	<p>"Forms-based" authentication and can also be fully integrated to Active Directory using ADFS or Azure-AD. User Roles and Departmental Permissions manage access to Document Types, Meeting Types, User Roles (Administrator, Support Staff, Elected Officials). eSCRIBE also segments meeting types and reports for those meeting types such that you can have meeting-level control of documents. eSCRIBE allows for role-based authentication on a per-meeting-type basis meaning, that a user's role in one meeting type might be different from their role in another meeting type.</p>	
Offer systems administrator functionality with to manage security and assign rights and access based on user roles.	<p><b>Yes</b></p> <p>Users with administrative access can manage security and permissions based on user roles (see above).</p>	
Offer advanced, flexible search functionality.	<p><b>Yes</b></p> <p>eSCRIBE's secure platform has a number of search features available. Internal users can run a number of different searches in eSCRIBE's Report Center and external users can search for content via your public facing website, using keyword searches and filtered results.</p>	
Offer a Board and Committee management module that can be linked to the City's website.	<p><b>Yes</b></p> <p>eSCRIBE Board Manager offers a simple approach with an electronic tool which manages the entire board information and recruitment process.</p> <p>eSCRIBE Board Manager fully integrates to eSCRIBE Attendee Profiles for automatic Participant List updates.</p> <p><a href="#">Click here.</a></p>	
System must be ADA compliant (including documents).	<p><b>Yes</b></p> <p>eSCRIBE user-interfaces are WCAG 2.0 AA compliant. eSCRIBE supports the creation of accessible content. With properly configured templates</p>	



	<p>for agenda items (using MS Word), you can reduce the amount of remediation work to make content compliant. In addition, when publishing an eSCRIBE agenda/minutes document in HTML, each supporting document is published as a separate PDF and therefor maintains the accessibility features and formatting that were in the original Word document. Converting multiple documents with multiple file extensions and multiple format styles, into a single PDF, typically causes a breakage of those accessibility/formatting features. There are other products/services on the market that can be used to flag and remediate non-compliant PDF's. We would be happy to discuss.</p>	
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## General Requirements

The City's preferred software solution will include all or most of the features listed below. This list is not intended to be all-inclusive. Proposals should include information about services and features that the City may consider as relevant to the project's current and future needs.

### Software

Software	Vendor Response	
	Yes/No	Page No.
Describe the system's user license and account structure, including capacity to accommodate future organizational growth.	<b>Yes</b> eSCRIBE is a Software as a Service (SaaS) solution, delivered as a "Site Subscription", allowing for you to provision unlimited users and stand-up the necessary meeting types for your boards, committees, and commissions, while your annual fees remain consistent. Further details are provided in the pricing proposal.	
Describe capability to facilitate API integrations to allow for the sending and receiving of data between the proposed system and software applications currently utilized by the City including but not limited to: <ul style="list-style-type: none"><li>City website (CMS) - link to meeting calendar, agendas, minutes, video recordings, etc.</li><li>Microsoft Office 365/single sign-on</li></ul> Include the methods by which each potential integration will be accomplished.	<b>Yes</b> eSCRIBE's publishing iframes can be embedded into virtually any website, for seamless publishing functionality. Once agendas, minutes, and video are ready, they can be instantly published to your website with just a few easy clicks.  eSCRIBE provides integration with ADFS or Azure AD, to deliver single sign-on functionality.  As a Microsoft Silver Partner, eSCRIBE also provides seamless integration with MS Office 365 (in fact, all versions from Office 2010, to present).  Meeting notifications can automatically be sent out from eSCRIBE as calendar invites, allowing users to easily manage their meeting dates.	



	<p>Content creation for agenda items leverages MS Word and allows users to produce and collaborate on content from anywhere, anytime. The most current version of the document resides in eSCRIBE with version history/control and the ability for multiple users to edit documents at the same time.</p> <p>eSCRIBE also provides integration with Laserfiche for direct file access to your Laserfiche repository for inclusion in agendas, as well as the ability to directly publish agendas and minutes to your Laserfiche repository.</p>	
Describe certified partners and their product integrations with proposed solution.	<p><b>Yes</b></p> <p><b>Microsoft</b> – eSCRIBE integrates with all versions of MS Office from 2010 to present, to support content creation and collaboration for agenda items.</p> <p><b>Laserfiche</b> – eSCRIBE integrates with customer-premised Laserfiche solutions, to allow direct access to the Laserfiche repository to attach content to agendas as supporting documents, as well as the ability to publish finalized meeting artifacts in PDF format, directly to your Laserfiche repository.</p> <p><b>Televic Conference</b> – eSCRIBE integrates with select Televic delegate microphones to deliver electronic voting management capabilities.</p>	
Describe all hardware required to implement the proposed software solution. Include minimum client requirements.	<p><b>Yes</b></p> <p>As a SaaS solution, very little is required in the way of client hardware. For most users, a PC/laptop or Mac with an industry-standard web-browser is all that is required for users to access eSCRIBE.</p>	



	<p>The eSCRIBE Meetings Pro version app is available for iPads and Windows 10 devices, which allows elected officials to quickly and easily access agenda content, make notes, mark-up's, and annotations, as well as participate in meetings with live functionality, such as "go to current item", "request to speak", "electronic vote", "declare conflict of interest".</p> <p>Additional details on the overall recommended checklist for your IT Environment, please visit <a href="#">Appendix C</a>.</p>	
Describe data sharing capabilities of the system.	<p><b>Yes</b></p> <p>eSCRIBE can provide standard publishing API's from within the eSCRIBE Internet Publishing module, which would allow for publishing of upcoming meeting listings, as well as agendas covers, full agenda packages, minutes (with/without supporting documents), addendums, resolution pages, etc.</p> <p>In addition to the above, eSCRIBE can export information and metrics through Excel which can then be imported into systems such as open data catalogs.</p>	
Support single sign-on for end users (to connect with City's CRM system)	<p><b>TBD</b></p> <p>Recognizing that the Rock Solid system is new to the City, eSCRIBE would like to understand the scope of such integrations in more detail before committing to specific features of integration. eSCRIBE does have other clients which register citizens and those clients have mechanisms for connecting through to eSCRIBE as such we feel that the integration as understood is possible but further analysis would be required.</p>	



Capable of facilitating phased implementation of software solution to ensure continuous agenda management throughout the project.	<b>Yes</b> eSCRIBE's standard approach is a "phased implementation". eSCRIBE Implementation and Training staff work closely with you to maintain your desired pace for implementation and ensure that you are comfortable and confident every step of the way.  For more details on eSCRIBE's approach to project delivery, please visit the section on <a href="#">Implementation Approach</a> .	
Provide a testing environment for initial system configuration and implementation of new product features and updates before going live.	<b>No</b> As a cloud-based solution there is a single production environment. No test environment is available. An optional training environment is available for a fee, if required.	
Provide advanced notice of scheduled upgrades and system maintenance to ensure minimal system downtime.	Updates and system maintenance are typically performed on weekends or after midnight Eastern Time, notification of which will be provided to your designated Support Contacts 5 days in advance. This is outlined in the eSCRIBE Subscription Agreement (section 1.c). A copy of the agreement has been provided in <a href="#">Appendix A</a> .	
Provide detailed information on planned product improvements for the next 24 months.	Given the public nature of RFP responses, eSCRIBE does not share Feature Roadmap details in such documents other than to note as per the product roadmap section on page 42 of this response that a robust roadmap is in place and that eSCRIBE does have a history of regular feature releases on a quarterly basis.  eSCRIBE will be happy, if shortlisted, to include in its short list proposal defense a presentation on product roadmap.	





<p>Describe capability of integrating additional features and functionality in the future.</p>	<p><b>Yes</b></p> <p>eSCRIBE is proud of our approach to collaborative R&amp;D with our customers.</p> <p>All eSCRIBE customers have access to the eSCRIBE Customer Portal where feature requests can be submitted and where other eSCRIBE customers can evaluate and up-vote submissions.</p> <p>The feature request portal is managed by several dedicated product portfolio managers that are responsible for driving improvements, enhancements, and new features that fall under their purview.</p> <p>Additionally, your dedicated eSCRIBE Account Manager provides guidance on how to maximize functionality with your current eSCRIBE solution-set and liaise with the Product Development Team if and when necessary.</p>	
<p>Ensure client retains ownership of all content and control of access to the data.</p>	<p><b>Yes</b></p> <p>eSCRIBE strongly believes in the client's rights for data ownership, privacy, and sovereignty. Section 1.f of the eSCRIBE Subscription Agreement outlines our policy for "Customer Data". A copy of the agreement has been provided in <a href="#">Appendix A</a>.</p> <p>Further information on eSCRIBE's internal policies and procedures on handling Customer Data can be found in Appendix D, in the section titled, <a href="#">Access to Customer Sites and Data</a>.</p>	
<p>Provide a demonstration of the product upon request.</p>	<p><b>Yes</b></p> <p>The eSCRIBE Team would be happy to deliver a demonstration, should the City make this request.</p>	



## Agenda Management

Agenda Management		Vendor Response
	Yes/No	Page No.
Provide a user-friendly interface for seamlessly creating, editing, tracking and approving paperless board agendas with supporting documentation.	<b>Yes</b> As outlined in the section on <a href="#">Scope of Services / Proposed Solution</a> , the City will be accessing an extremely user-friendly web-based user interface, where eSCRIBE provides the tools for all staff to effectively and efficiently collaborate on content and get it approved for the agenda. You can create and configure agenda/minutes templates for each meeting type, as well as, as many agenda item templates you may need, and any number of workflows, allowing you to setup approvers and delegate approvers, in as many approval stages as you wish. Items can be easily monitored and tracked through a “dashboard”, where you can view current status/progress of the document in draft, as well as stage of approval. Additional approvers can be added to a workflow before launching as well as in-flight.	
Ability to provide access to all agenda components by multiple users simultaneously.	<b>Yes</b> eSCRIBE is designed to allow access to all agenda components by multiple users simultaneously, with version history/control.	
Ability to create and manage an unlimited number of boards, meeting types and meetings in the system.	<b>Yes</b> eSCRIBE's <a href="#">Meeting Manager</a> module allows you to create unlimited meeting types, each with its own agenda and minute template, as well as the ability to configure quorum management rules, default vote modalities, closed session access, conflict of interest capture/recording, and more. Templates can be	



	duplicated for as many meetings as you want, along with the ability to change and edit items and meeting configuration settings.	
Unlimited agenda file size (including attachment size and file types).	<b>Yes</b>	
Ability for administrators to configure and edit drop-down menus options for meetings elements/agenda items	<b>Yes</b> With eSCRIBE <a href="#">Report Manager</a> module, agenda item templates are created and maintained with MS Word. These templates can be structured and formatted in virtually any way you wish with fields and drop-downs as you see fit.	
Allows agenda items to be created and edited (with attachments) in the agenda screen/module, with revision control.	<b>Yes</b> In addition to leveraging the agenda item templates in eSCRIBE Report Manager, agenda items can be edited in the agenda itself through the <a href="#">eSCRIBE Meeting Manager</a> module, with the ability to add attachments from local/network drives and your Laserfiche repository.	
Ability for administrator to lock and unlock agendas.	<b>Yes</b> Once an agenda is finalized, it can be "locked" through an approval workflow. The approval can be removed to "unlock" the agenda.  Even if an agenda is locked, late items can be either added in the form of an addendum to the agenda, or merged into the existing agenda as a late item, denoted by asterisks or italicized text.	
Ability to edit the meeting body name, location, date, etc. after agenda creation.	<b>Yes</b> These details can be edited by using the "reschedule" feature, or by making changes to the meeting profile and syncing the existing meeting with the new meeting profile.	



Supports versioning of board agendas and agenda items and shows the status of the agenda or item (draft, revision and final versions).	<b>Yes</b> eSCRIBE Meeting Manager supports the version history on items that are in the agenda.  eSCRIBE Report Manager supports version history of agenda items and tracking of item status in its various states of revision.	
Agenda automatically updates when changes are made (without deleting).	<b>Yes</b> Agenda updates happen in real-time. No deletions are necessary.	
Ability to create templates for multiple meeting and board types to ensure consistent formatting. Easy customization of templates by authorized users without computer programming background.	<b>Yes</b> eSCRIBE's Meeting Manager module allows you to create unlimited meeting types, each with its own agenda and minute template, as well as the ability to configure quorum management rules, default vote modalities, closed session access, conflict of interest capture/recording, and more. Templates can be duplicated for as many meetings as you want, along with the ability to change and edit items and meeting configuration settings.  The eSCRIBE Implementation and Training Teams will ensure that your system is properly configured so that you can begin using it as soon as possible, and we provide training to make all users self-sufficient, so that regardless of technical ability, formatting templates is a simple process that does not require vendor involvement (although your eSCRIBE Account Managers and Support Team are always ready and willing to jump-in to provide guidance and assistance if/when necessary).	



Flexible agenda formatting and editing options (e.g., font, indentation, bulleted and numbered lists, item order, etc.); ability to upload or create tables and graphs, copy and paste from other documents/software	<b>Yes</b> eSCRIBE supports flexible agenda formatting with the features described in this requirement. It is recommended that elements such as tables, graphs, graphics, and other visual media be added as a supporting document for ease of access and viewing, as well as for ADA compliance.	
Supports the attachment of multiple file types to agenda items, including word processing applications, spreadsheets, HFML, photos, graphics and other digital images (PDF, PNG, TIFF, JPEG, etc.), at any point in the workflow.	<b>Yes</b> eSCRIBE supports the ability of attaching supporting content in various formats (as outlined in this feature requirement), and can be done so at any point during the content creation process, or workflow. Agenda Item authors can flag items that are awaiting attachments, so the Clerk or pertinent staff member will see this before the agenda package is finalized and published, allowing for the opportunity to get those attachments included, prior to publishing.	
Allows documents to be attached directly to an agenda item by scanning and uploading from the City network or integrating with external software applications.	<b>Yes</b> eSCRIBE allows supporting documents to be attached directly to an agenda item by simply browsing for the file on a local drive or network drive.	
Ability to copy and move agenda items with associated attachments among agendas, including future agendas, without modifying the current item status	<b>Yes</b> Agenda items can be re-assigned to another meeting/date without modifying current item status.  Also, using the "Refer Item" feature in the eSCRIBE Meeting Manager module, agenda items can be copied and moved to other meetings and meeting types.	
Ability to link related agenda items.	<b>Yes</b> In PDF's agenda items are linked to supporting documents in the full	



	<p>agenda package via the bookmark feature.</p> <p>HTML agendas provide links to supporting documents via hyperlinks on the agenda cover.</p> <p>Hyper links to previously published agenda items can also be hyperlinked.</p>	
Allow easy capability for internal users to link meeting agenda, minutes, videos and supporting documents to the City's website.	<p><b>Yes</b></p> <p><a href="#">eSCRIBE Internet Publishing</a> module allows for agendas, minutes, and supporting documents to be published directly to the City's website.</p> <p>eSCRIBE publishing iframes are embedded into the City's website for a seamless look and feel that's user-friendly and easy to navigate for website visitors.</p>	
Automatic conversion of all agendas with associated documents to PDF format for printing and public access.	<p><b>Yes</b></p> <p>With <a href="#">eSCRIBE Internet Publishing</a> agendas can be published in PDF as a simple cover documents and/or a full agenda package, containing all supporting documents. Agendas can also be published like this in HTML format, with links to supporting documents.</p> <p>The same options are available for publishing minutes.</p>	
Ability to customize internal and external screen views.	<p><b>Yes (Partial)</b></p> <p>Internal screens are not customizable. However, user-based permissions can provide options on what certain users can or cannot have access to.</p> <p>eSCRIBE provides standard options that most customers select, which the vast majority of customers opt for. However, the City can use eSCRIBE's publishing API to style</p>	



	internet publishing pages however deemed fit.	
Ability to create and store images of documents using non-proprietary image formats.	<b>Yes</b> eSCRIBE can store documents in virtually any format.	
Ability to archive and hide user accounts and meeting types from view while allowing them to remain searchable.	<b>Yes</b> Users accounts can be made "inactive".  Meeting types can be hidden by removing them from the view of Meeting Administrators (can be easily reversed).	
Ability for internal and external users to download, print and export/share the agenda (with or without attachments) from the web-based application.	<b>Yes</b> Agendas can be downloaded, exported, shared, printed by both internal and external users. The option to print with/without attachments depends on whether or not you publish both versions.	
Ability to generate a weekly/monthly meeting schedule from the agendas or from a recurring meeting series	<b>Yes</b> <a href="#">eSCRIBE Meeting Manager</a> allows you to schedule recurring meetings by selecting the recurrence interval and number of recurring meetings.	
Ability to revise the agenda, including adding attachments from a meeting, without republishing the agenda	<b>Yes</b> <a href="#">eSCRIBE Meeting Manager</a> allows for revisions to the agenda, including attachments without the need to republish the agenda.	
Functionality to create abbreviated summary agenda/condensed version of the full agenda	<b>Yes</b> With <a href="#">eSCRIBE Meeting Manager</a> , users can choose to create and publish a simple agenda cover (summary) and/or a full agenda package containing all supporting documents.	



## Workflows and Approval Tracking

Workflows and Approval Tracking		
User-friendly functionality for creating and editing standard or customized workflow approval processes with administrator control and assigned user roles.	<b>Yes</b> Workflows can be configured for approvals on agenda items, agendas, and minutes, where Administrators have full control and can assign user-based permissions to specific workflows. Workflows can also be configured by department.	
Provide a visual "dashboard" display of the current status of agendas and agenda items (across multiple departments) with deadlines/timelines.	<b>Yes</b> <a href="#">eSCRIBE Meeting Manager</a> provides visibility into agenda approval status.  <a href="#">eSCRIBE Report Manager</a> allows for full visibility into the current status of agenda items, which can be filtered by meeting type, date, agenda category, deadline, department, and current status.	
Permit deadlines to be set on meeting date or response time.	<b>Yes</b> Deadlines can be configured on workflows and applied on a per user basis.	
Ability to approve agenda items individually or in bulk.	<b>No</b> This feature is currently not available.	
Option for in-system final approval of compiled agendas and minutes by the Clerk's Office before publishing.	<b>Yes</b> <a href="#">eSCRIBE Meeting Manager</a> allows for final approval on compiled agendas and minutes.	
Ability to maintain revisions of agenda items and attachments that are changed during the approval process.	<b>Yes</b> With <a href="#">eSCRIBE Report Manager</a> , agenda item version history is tracked from initial creation of the document, through final approval, indicating date/time of each edit, as well as the user who made them. Previous versions can be restored, if need be.	
Accept multiple electronic file types to be attached to a workflow.	<b>Yes</b> With <a href="#">eSCRIBE Report Manager</a> , Agenda items can consist of	





	multiple files/file types, all of which can be approved as a single item through approval workflows.	
Ability to escalate, delegate and reassign approval roles to other users with appropriate permissions/security roles (e.g., set temporary out of office temporary assignments).	<p><b>Yes</b></p> <p>eSCRIBE allows for delegate approvers to be assigned as a regular "back-up".</p> <p>Approvers can also be added ad hoc prior to workflow launch, or while the workflow is in-flight.</p> <p>Administrative/Executive Assistants can be setup for approvers, to assist with approval routing.</p> <p>Approvers can be added, removed, reassigned as needed.</p> <p>Administrative Overrides can be performed where an Administrator can approve on another approver's behalf, with the option to enter notes.</p> <p>The eSCRIBE Approval Manager app runs on iPhones and Android phones, which allows approvers to receive push notifications on workflows and review and approve/reject items from their device.</p>	
Allow modifications to workflow steps after the process has started. Permit routing changes by authorized users during the workflow processes.	<p><b>Yes</b></p> <p>Modifications to the workflow steps can be performed after the process has been started and new approvers can be assigned to the stage you specify.</p>	
Ability to reject and return an agenda item to a specific user without terminating the entire workflow.	<p><b>No</b></p> <p>This feature is currently not available.</p>	
Support parallel and sequential processing of agenda items.	<p><b>Partial</b></p> <p>Only sequential approvals are available at this time.</p> <p>Note: <a href="#">eSCRIBE Report Manager</a> allows for collaboration on items,</p>	



	without needing to launch workflows. Items can be emailed as a document link to other staff where they can be easily accessed for editing/comments/mark-up's.	
Support email notifications and alerts for system users.	<b>Yes</b> Once an approval workflow is launched, approvers will receive an email that they are required to action a document. Clicking the link in the email will open eSCRIBE in their web-browser where they can review the content, make comments and approve/reject the item.	
Display all workflows related to a specific user at one time and allow users to access specific workflows as desired.	<b>Yes</b> With eSCRIBE Report Manager, users can find all of the items that they have been assigned for approval, with the ability to filter by meeting type, date, deadline, originating department, and current status.	

### Notifications and Reports

Notifications and Reports		
Ability to send automatic notifications/alerts to designated users on agenda revisions, status updates, submission deadlines, workflow approval delays, etc.	<b>Yes (Partial)</b> Alerts on agenda items can be configured to notify designated users of item revisions.  Approvers will receive notifications when they need to approve an item. They will also receive an email reminder if the item passes a deadline.	
Ability for internal and external users to request to receive notifications of agenda availability.	<b>No</b> This feature is currently not available.	
Allow users to create custom notifications.	<b>No</b> This feature is currently not available.	
Reporting functionality with standard report templates and customization options to summarize agenda progress, legislative file history, etc. by department, meeting date, and other criteria.	<b>Yes</b> eSCRIBE Report Manager provides quick and easy visibility into the	



	<p>status of current and past agenda items by the criteria listed here.</p> <p>A "Forecast Report" can also be generated for an expanded view into items on upcoming agendas.</p> <p>Additional functionality for tracking legislative file history is currently in development.</p>	
Ability to produce reports on public keyword searches and sign-ups for alerts.	<b>No</b> This feature is currently not available.	

### Archive and Search

Archive and Search		
Maintain the full history of all agenda items (legislative files), including the meeting dates, agendas, minutes, related resolutions and ordinance numbers, file text, supporting documents, actions and voting history.	<b>Yes</b> eSCRIBE maintains the history of agenda items, including meeting dates, agendas, minutes, agenda item contents/details, along with supporting documents, actions and vote history.	
"Google-type" system search functionality that supports advanced, flexible, simultaneous searching of current and archived agendas, minutes, attachments, videos, closed captions, etc. and videos by full text or metadata.	<b>Yes</b> From your external website, visitors can perform keyword searches on your entire meeting history and parse by meeting type and date range. Additional keyword and parsing parameters are available from within the system, along with the ability to export data to a .CSV file for further ability to work with the data.  Search capabilities on closed captions is currently on our product development roadmap.	
Supports search by full text or metadata; for specific date or date ranges; by title and text content of all files.	<b>Yes</b> eSCRIBE allows for keyword search with filtering for meeting type and date range.	



Provides list of search results with links to the agenda items and supporting documents within the respective agenda.	<b>Yes (Partial)</b> Search results list the agendas where the keywords appear. That agenda can be then accessed and another keyword search is used to locate the relevant section of the agenda.	
Ability to archive and retrieve agenda items and associated documents (hide from view, but not remove from system).	<b>Yes</b> eSCRIBE provides functionality to exclude content from view but allow it to remain in the system. Archived content can be restored at a later time.	

### Minutes & Live Meeting Management

Minutes & Live Meeting Management	Vendor Response	
	Yes/No	Yes/No
Include meeting minute templates with default options that may be edited.	<b>Yes</b> <a href="#">eSCRIBE Meeting Manager</a> provides configurable minutes templates with default options that can be edited in the main template, or during the meeting. The minutes template follows the structure of the agenda and supports the conducting of the meeting, allowing you to capture minutes during the meeting, record attendance/ensure quorum, capture conflicts, handle consent agendas, move in and out of closed sessions, manage debate, capture movers/seconders and votes. eSCRIBE's "Conduct Meeting" mode is highly responsive, to ensure you can maintain the pace of the meeting. You can also draft your minutes with a number of pre-populate and auto-populate features. Regular sentences and phrases can be configured as options that you can select (via dropdown menu) during	



	<p>the meeting, to quickly populate your minutes on an item (call to order, passing of motions, tabling of items, etc.). You can also configure standard "minutes entries" to appear by default in the minutes template. These can always be edited on-the-fly before, during, and after the meeting (as can all other fields in each agenda item, as needed). With eSCRIBE, the Agenda forms a "shell document" for the minutes. As you conduct the meeting, you are simply adding additional details and by the end of the meeting your minutes are complete, with only minor proofreading and editing left to do after adjournment.</p>	
Ability to use a meeting agenda as the template for the meeting minutes.	<b>Yes</b> See previous response.	
Ability to annotate ("timestamp") agenda items in the meeting video and merge with the Minutes.	<b>Yes</b> <a href="#">eSCRIBE Webcasting Plus</a> automatically generates timestamps during the meeting, and links items in the agendas and minutes to timestamp index points in the recorded video.	
Capable of linking to current and archived documents and recordings in the system.	<b>Yes</b> eSCRIBE Internet Publishing allows you to access content and media from current and past meetings.	
Access to the same minutes by multiple users at the same during live meetings.	<b>Yes</b> eSCRIBE Meeting Manager allows multiple users with the appropriate permissions are able to access the same minutes of the same meeting during a live meeting.	
Ability to host and manage multiple meetings simultaneously.	<b>Yes</b> eSCRIBE Meeting Manager allows you to host and manage as many meetings as you want simultaneously, without impact to performance.	



	Note: Streaming/recording video of more than one meeting requires additional hardware. One encoder per meeting.	
Ability to pre-populate attendee lists for multiple meeting types (names and titles).	<p><b>Yes</b></p> <p>Attendee Management in eSCRIBE Meeting Manager allows you to create groups of users with names and titles, as well as configure how you wish for these elements to display in the roll call and vote results of your minutes.</p> <p>Attendee Management also enables you to configure who are voting/non-voting participants, who can see closed materials, who counts towards quorum, plus assign a chair for the meeting and the voting rules for the chair (always or in the event of a tie).</p>	
Ability to take roll call and edit member attendance during the meeting.	<p><b>Yes</b></p> <p>eSCRIBE Meeting Manager provides the ability to take attendance during the meeting and applies your rules for quorum.</p> <p>A floating roll call widget can be activated to manage attendance during the meeting, which can also keep record of attendee check-in/check-out during the meeting.</p>	
Ability to activate agenda items in any order desired.	<p><b>Yes</b></p> <p>eSCRIBE Meeting Manager easily allows you to jump to agenda items in any order you choose. Go in linear order, or advance back and forth as needed.</p> <p>The default setting for minutes capture is in the order in which the meeting is conducted. This setting can be changed if need be, as well as reordering the minutes, in</p>	



	case a mistake is unintentionally made during the meeting.	
Ability to remove items from the Consent Agenda to the Regular Agenda; and to edit motions and votes during the meeting.	<p><b>Yes</b></p> <p>With eSCRIBE Meeting Manager, items can be removed from the Consent Agenda with just one click. Items removed from Consent can be dealt with by clicking on them individually and they will be recorded in the order in which the meeting is conducted.</p> <p>eSCRIBE Meeting Manager also allows motions to be edited during the meeting, as well as the ability to amend or add a secondary motion. Votes can be edited and their modality can be changed... simple majority, roll call, election-style, run-off, weighted vote, change vote threshold. The revisions will automatically be captured to the minutes.</p>	
Recorded actions (roll call, motions, votes, notes, speakers, etc.) populate automatically as text in the Minutes.	<p><b>Yes</b></p> <p>eSCRIBE Meeting Manager automatically populates recorded actions to the minutes.</p>	
Ability to record motions and votes with mover and seconder, permitting votes on multiple motions for an agenda item.	<p><b>Yes</b></p> <p>Movers, seconders, can be captured manually with quick and responsive drop-downs or they can be captured electronically by pushing a move/second screen to voting members devices (Windows 10 or iPad) where they can push the move/second button. The recognized mover/seconder can be chosen manually or by automatically selecting the first to respond (configure it either way).</p> <p>Votes can be captured manually by the Meeting Administrator with check-box options next to each voter's name, and/or votes can be captured electronically on voter</p>	



	<p>devices (Windows 10 or iPad) by pushing a vote screen where voters will select Yes/No/Abstain. The ability to use both methods in the meeting is useful if a voting member forgets their device.</p> <p>Voters that have declared a conflict will not be able to vote electronically and the Meeting Administrator will see a strike-through on their name on the manual vote capture screen.</p> <p>Note: <a href="#">eSCRIBE Vote Manager</a> is required for electronic voting.</p>	
Ability to add actions for agenda item manually or by selecting from a customized list. Ability to configure standard text for motions.	<b>Yes</b> eSCRIBE Meeting Manager allows actions to be captured in these options. Standard language can be entered on motions, to save time during meetings and when finalizing minutes.	
Ability to manually edit votes, motions, etc. during and after the meeting.	<b>Yes</b> eSCRIBE Meeting Manager allows votes and motions to be manually edited during and after the meeting.	
Ability to add new agenda items during the meeting or while creating the minutes.	<b>Yes</b> With eSCRIBE Meeting Manager, new items can be created during the meeting, as well as post-meeting while creating the minutes.	
Electronic board voting functionality with desktop and mobile access that integrates with the minutes module.	<b>Yes</b> <a href="#">eSCRIBE Vote Manager</a> enables electronic voting, with the use of Windows 10 devices or iPads.  Movers, seconders, can be captured electronically by activating a “move/second” screen to voting members’ devices where they can push the move/second button. The recognized mover/second can	





	<p>be chosen manually or by automatically selecting the first to respond (configure it either way you wish).</p> <p>Votes can be captured electronically on voter devices (Windows 10 or iPad) by making a selection "Yes/No/Abstain" when the vote is opened by the Meeting Administrator.</p> <p>Voters that have declared a conflict will not be able to vote electronically and the Meeting Administrator will see a strike-through on their name on the manual vote capture screen.</p> <p>Voting members can declare conflict from their device and the Meeting Administrator can capture it manually as well.</p>	
Visual display that shows votes and speaker timer (with configurable time limits) to the audience.	<p><b>Yes</b></p> <p>eSCRIBE Meeting Manager provides a Public Display that will display the City logo when not active, or the agenda view so the audience can follow-along. During debate or during public speakers, the name of the current speaker, plus speakers in the cue are displayed, as well as a count-down timer with configurable "allotted time" options.</p> <p>When a vote opens up the agenda item title and the wording of the vote/motion are displayed on the Public Display.</p> <p>Once the vote closes, eSCRIBE Vote Manager instantly tallies the results and puts them up on the Public Display as list of voters who voted yes, who voted no, who</p>	



	<p>abstained, and any voters absent during the vote. Or, the vote result can be configured to represent the seating arrangement of the room with the vote result displayed for the voter in the place where they are seated in the room.</p> <p>Screenshots are in the section for <a href="#">eSCRIBE Vote Manager</a>.</p>	
Ability for system users to view agendas and associated attachments, enter notes, etc. from a tablet or other mobile device.	<p>eSCRIBE Meetings Professional version is a dedicated app for Windows 10 and iPads that provides an user-friendly way for Meeting Participants to view agendas and supporting documents, with the ability to enter notes, and make mark-up's and annotations directly on documents (write with stylus, add a note/sticky, highlight, underline, strikethrough). Screenshots are in the <a href="#">eSCRIBE Participant Access</a> section.</p> <p>This app also supports the features for electronic voting, request to speak, declaring conflicts, and "advance to current item" so participants are always in the right place during the live meeting.</p>	

### Post-Meeting Workflows

Post-Meeting Workflows		
Ability to generate post-meeting action summaries or reports.	<p><b>Yes</b></p> <p>The eSCRIBE Action Log allows action items/tasks to be assigned to agenda items for post-meeting follow-up. Tasks can be managed and reported on by task manager, due date, priority, agenda item, completion status, meeting type and meeting date.</p>	



<p>Provide workflow processes to manage post-meeting activities including document numbering, tracking and electronic signatures.</p>	<p><b>Yes (Partial)</b></p> <p>While post-meeting workflows are not available at this time, the eSCRIBE Action Log allows for post-meeting activities to be assigned to users or departments for follow-up. Action Items are linked to the agenda item to which they pertain to.</p> <p>Notifications can be sent to users directly after a meeting or a later time. Task recipients will receive an email containing a link, allowing to access and update task details (assignee, delegate, due date, priority level, completion status, etc.). Additional alerts/reminders can be sent as needed.</p> <p>The Action Log also allows you to run reports on items and parse by assignee, meeting type, due date, priority level, agenda item, meeting type, meeting date, completion status, etc.</p> <p>In addition to drafting minutes and adjusting video timestamps, eSCRIBE Meeting Manager supports additional post-meeting activities for updating document numbers and creating resolution pages for signature. Notifications for agenda item authors/sponsors can also be sent via email, directly from eSCRIBE, to update them on the status of their agenda item and whether a task has been assigned.</p>	
<p>Ability to assign action items to specific department(s) and/or individuals and to track the ongoing status of the items.</p>	<p><b>Yes</b></p> <p>Action items can be assigned in eSCRIBE Meeting Manager, directly on each agenda item. This can be done before, during, or after meetings. Typically, post-meeting the Meeting Administrator uses the</p>	



	<p>"Notifications" feature to instantly send task notifications via email to task recipients (individuals or departments), as well as agenda item updates (actions/results) to the originating item sponsor/author via email.</p> <p>Action item recipients will receive a link inside the notification email that will launch a browser window and display the task, with options for updating details.</p> <p>The eSCRIBE Action Log allows for the tracking and updating of action items. Users can update due dates, current status (assigned, in progress, complete) task details, priority level, and delegate the task if need be (if allowed). Reports can be run to view tasks by user, task, due date, priority level, associated agenda item, meeting type, and meeting date.</p> <p>Tasks assigned from closed sessions can only be viewed by authorized users.</p>	
Ability to track and generate reports (based on dates, topics, etc.) summarizing board members' votes across on business items across a specified time period.	<p><b>Yes</b></p> <p><a href="#">eSCRIBE Report Center</a> allows for a number of different reports to be generated and exported to CSV.</p> <p>Reports can be run on</p> <ul style="list-style-type: none"><li>• <u>Agenda items</u> - with filters for meeting type, date range, keywords, agenda author, and department.</li><li>• <u>Attendance of meeting participants</u> - with filters for meeting type, date, and displays in/out time (even multiple times per meeting)</li></ul>	



	<ul style="list-style-type: none"><li>• <u>Resolutions</u> – with filters for meeting type, date, agenda item, resolution #, resolution wording, moved by, seconded by, resolution type, result</li><li>• <u>Votes</u> – with filters for voting member, meeting type, date range, keywords, resolution #, vote result</li><li>• <u>Referred and Deferred items</u> – with filters for meeting type, date, item title, description, and action/status</li><li>• <u>Forecast</u> – provides visibility into upcoming agenda items – with filters for meeting type, date, date range, agenda category, current status (draft, approval in progress, approved, added, late approval, rejected), file names, item titles, comments, originating department, item author, item sponsor(s).</li><li>• <u>Conflicts of Interest</u> – with filters by voting member, meeting type, date range, keywords,</li><li>• <u>Public Comments</u> – with filters for meeting type, meeting date, date range, agenda item, name of commenter, email address of commenter, comment, position, status (approved, rejected, pending) – Note, this feature requires the <a href="#">eSCRIBE Public Comments</a> module.</li></ul>	
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## Video Hosting & Recording

Video Hosting & Recording	Vendor Response	
	Yes/No	Yes/No
Meeting video capable of linking to/integrating with agenda items, minutes application, support materials and voting system.	<p><b>Yes</b></p> <p><a href="#">eSCRIBE Webcasting Plus</a> livestreams video of your meeting live to your website and records for video-on-demand access, post meeting.</p> <p>Videos are integrated with HTML agendas, allowing viewers to jump to timestamp indexes in the video, by clicking on an agenda item. Supporting documents will also be listed when clicking on an item, with the option to open individual documents in a separate browser window.</p> <p>Vote results are automatically captured to the minutes in the format you configure.</p> <p>eSCRIBE Meeting Manager's Public Display feature can be treated as an additional display feed for your AV switching component, so you can display speaker queue/timer, current motion/resolution, vote result, and agenda view.</p>	
Vendor must provide detailed specifications on the following: method/location of hosting video files, permanent encoder for fixed location and portable encoder for off-site, typical stream rate, installation specifications, hardware/server platform.	<p><b>Yes</b></p> <p>Media is hosted exclusively in US data centres. Encoders are typically installed in a permanent location with an option for a mobile unit for off-site meetings.</p> <p>Additional details can be found in the <a href="#">eSCRIBE Webcasting Plus</a> section.</p>	



HTML 5 HD livestream video player that can be embedded on the City's website.	<b>Yes</b> Video frame can be embedded in the City's website and is typically accessed as a frame in the HTML format agenda.	
Video editing tools allowing the trimming of beginning and ending of meetings after recording.	<b>Partial Yes</b> City staff can download, trim, re-upload the video. Alternatively, City staff can support a ticket to eSCRIBE Support Team and request the trimming of the video (fees may apply).  Native tools to allow for trimming video are on the product development roadmap.	
Customizable web interface that displays video, audio, closed-captioning, agenda item links and document viewing. Easy for authorized users to edit and update.	<b>Partial Yes</b> While the web interface that displays the agenda and the video together cannot be customized, it already allows for optional closed captioning (users can toggle on/off), and agenda items links and document viewing.	
Ability to stream meetings live and to record and publish to the web after the meeting. Supports continued video recording in the event of network connection issues.	<b>Yes</b> eSCRIBE Webcasting Plus will livestream meetings directly to the City website and allow you to publish the video to your agendas/minutes page after the meeting. The eSCRIBE encoder will continue to record the video in the event of network connectivity issues. The video can be uploaded afterward.	
Video and audio files stored securely on private networks.	<b>Yes</b> The City's media content is securely stored on a dedicated private network.	
Connects to a presentation monitor to display supporting materials/documents and voting results for the public; ability to control the video output.	<b>No</b> This functionality is typically handled by AV mixing components that can accommodate camera and display-feed switching. Such components provide the feed for the eSCRIBE encoder, which then	



	streams the feed to the City website, records the meeting and delivers the live and recorded closed captioning service.	
Provide access to live HD meeting videos and make video archives available for search on-demand in multiple web browsers.	<b>Yes</b> eSCRIBE Internet Publishing allows public access to meeting videos (supports HD), in any industry-standard web browser.	
Provides searchable closed captioning that can be recorded and displayed in live and archived videos. Caption search feature that jumps to a specific point in the video.	<b>Partial Yes</b> Optional eSCRIBE Closed Captioning can be added to the Webcasting Plus module to display closed captions during live meetings and in the recorded video.  While the closed caption feed can be downloaded by an authorized user and perform a keyword search, a public facing feature that aligns with time indexing in the video is not yet available.  The eSCRIBE Product Team is currently assessing this feature for the product roadmap.	
Ability to view the closed captions separately as a stand-alone page to serve as a meeting transcript.	<b>Partial Yes</b> The closed caption feed can be accessed by an authorized user. It would then be possible for City staff to format the file for publishing as a supplemental document for that meeting.	
Facilitate the migration of existing video archives into the new system, retaining time stamps, closed captions and agenda links.	<b>Yes</b> Details are included in the <a href="#">Data Migration - Project Scope</a> .	
Ability to use video system and Minutes application in off-line mode.	<b>No</b> As a cloud-based solution, the interface to video and minutes does not provide an off-line mode.	





Ability to upload and remove/replace off-air, non-streamed meetings to the archives.	<b>Yes</b> This is possible as long as the files are MP4 H.264 video with ACC or MP3 audio.	
Ability to record off-site meetings	<b>Yes</b> Meetings that are recorded off-site can be uploaded to eSCRIBE.  Should the City wish to livestream off-site meetings, that is possible as well.	
Ability to add overlays to video	<b>No</b> This functionality is typically delivered by the AV equipment that handles camera/feed control. This equipment is what provides the feed to the eSCRIBE encoder.	
Ability to accommodate multiple internal users viewing multiple meetings simultaneously.	<b>Yes</b> Recorded meetings can be viewed simultaneously without any performance issues.  Streaming multiple meetings at the same time requires an encoder in each location.  Viewing multiple live meetings internally can be accomplished by leveraging aggregate output bandwidth on the City's network or alternatively via an optional eSCRIBE Spooling Server.	

### Public Information Access

Public Information Access	Vendor Response	
	Yes/No	Yes/No
Ability for the public to view, copy and/or download current and archived meeting agendas, minutes, videos and associated documents online.	<b>Yes</b> eSCRIBE Internet Publishing enables the publishing of meeting documents and media that can be accessed/downloaded by members of the public.	



User-friendly option for the public to post written comments online with direct links to specific agenda items.	<p><b>Yes</b></p> <p><a href="#">eSCRIBE Public Comments</a> provides members of the public an opportunity to leave comments on agenda items.</p> <p>This module can be configured to capture commenter contact info or allow for anonymous comments. Comments can also automatically approved and added to the agenda or can notify the Meeting Administrator by email and by icons popping up on agenda items in the internal view of the agenda. They can then be approved or rejected. Profanity filters can be enabled to ensure that derogatory words are not published (replaced with asterisks).</p> <p>Deadlines for comment acceptance can be set, or they can be left open.</p> <p>Reports can be run on comment history in eSCRIBE Report Center.</p>	
Functionality to allow the public to add an upcoming meeting to their personal electronic calendars (e.g., Outlook, Google)	<p><b>Yes</b></p> <p>eSCRIBE Internet Publishing provides your website visitors the opportunity to add an upcoming meeting to any electronic calendar.</p>	
Provide a public sign-up or subscription option to enable individuals to request notifications related to specific meeting agendas or topics.	<p><b>No</b></p> <p>This feature is currently unavailable.</p>	
User-friendly web interface that is easy for the public to access, navigate and search.	<p><b>Yes</b></p> <p>eSCRIBE Internet Publishing has been developed for intuitive functionality with "ease-of-use" in mind. Publishing pages are easy to navigate with very little technical ability required.</p>	
Public comment speaker electronic sign-up process.	<p><b>Yes</b></p> <p>eSCRIBE Public Comments allows your website visitors to leave comments on agendas.</p>	



	<p><a href="#">eSCRIBE Public Speaker / Delegation Requests</a> provides the ability for residents to submit an electronic form to register their interest in speaking at a meeting.</p> <p>Details are captured that allow the Meeting Administrator to vet the individual and then give them a speaker slot on the agenda.</p>	
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### Boards and Committees Administration

Boards and Committees Administration	Vendor Response	
	Yes/No	Yes/No
Ability to create standard and customized applications for multiple City advisory board and committees.	<b>Yes</b> eSCRIBE Board Manager provides the ability to create both standard and customized applications.	
Ability to communicate with board applicants/members from the system throughout the application process, appointment and service term process.	<b>Yes</b> Email Notifications are sent out for mentioned events.	
Module must integrate with City's website.	<b>Yes</b> eSCRIBE Board Manager integrates with existing websites, providing details on boards, members, vacancies, and supports the application process for receiving applications on vacant positions.	
Web-based user and applicant/member access to all module processes.	<b>Yes</b> eSCRIBE Board Manager allows City staff with the proper permissions to access the module through a web interface.  Applicants (external to the City) can access content and the application process from your website.	
Ability to assign user and administrative roles and access permissions for various boards.	<b>Yes</b> In addition to user and administrative roles, special roles can be created to support the	



	unique nature of your various boards. Roles like Chair, Vice-Chair, Secretary, Treasurer, Consultant, Citizen Advisor, Professional Certifications (Doctor, Attorney, Engineer, etc.).	
Streamlined committee and board member management processes, including appointment, training and attendance.	<b>Partial Yes</b> Only board member management at this moment.	
Ability to link to board training information and materials with members.	<b>Yes</b> Documents can be uploaded to each particular board.	
Track and summarize committee and member activity. Provide a dashboard overview of all boards and individual board activity.	<b>No</b> This feature is not available at this time.	
Ability to view timelines of board and committee activity, including member history, upcoming vacancies and position terms (including partial terms).	<b>Yes</b> Timelines can be configured to provide visibility into terms, tenures, limits, upcoming vacancies, number of vacancies, etc.	
Ability to generate and export standard and customized reports on board applications, appointments, vacancies, training status, etc.	<b>Partial Yes</b> We will be introducing standard reports in the next release and custom reports in the near future.	
In-system electronic voting on applications.	<b>Yes</b> Applicant packages can be "referred" to a meeting agenda where a vote can be conducted to approve or reject an applicant.  eSCRIBE Vote Manager also supports election-style and run-off voting, if you wished to use this method of applicant selection.	
Ability to email users and applicants/members directly from the system.	<b>Partial Yes</b> While applicant email addresses are listed in the applicant information screen, the ability to email an applicant directly from the interface is not possible at this time. However, text can be highlighted for a cut-and-paste into an email.	



	<p>Members that have been accepted can be emailed directly from the system. Clicking their email address will open your email window and pre-populate the address field with the member's email address.</p> <p>There is a feature for "Click to Share" that will automatically add the links to applicant information to an email. You can address the email to any user you wish. The recipient will be prompted for their eSCRIBE login credentials, or if they're already logged in or have single sign-on privileges it will automatically open the details in a web browser.</p>	
Ability to compile, download and export individual and batch applications, appointment forms and other documents.	<b>Yes</b> eSCRIBE Board Manager allows Administrators to curate applications and supporting applicant documentation into an "application package" that can be shared with a group of applications reviewers, or added as an item on a meeting agenda.	
Ability to provide notifications and alerts to internal users regarding application and appointment processes (deadlines, submissions, etc.).	<b>Yes</b> eSCRIBE Board Manager can provide these notifications.	
Ability to provide notifications and alerts to applicants/members about submitted applications, incomplete applications, appointments, attendance, etc.	<b>Yes</b> eSCRIBE Board Manager can provide these notifications.	
Links directly to meeting agendas and minutes applications.	<b>Yes</b> eSCRIBE Board Manager allows you to publish full information on your boards and member bio's, as well as meeting information/calendars, plus agendas, minutes, video, and other supporting documents/media.	



## Community Engagement Features

Community Engagement Features	Vendor Response	
	Yes/No	Yes/No
Audio and video public comment feature on agenda items	<b>No</b> Only typed comments are accepted at this time	
Public engagement platform with user-friendly, interactive tools to solicit feedback from citizens on meetings and agenda items (plans, initiatives, budgets etc.)	<b>Yes</b> The public can engage with meetings and agenda items three different ways. All very easy and user-friendly.  <i>Public Comments:</i> allows the public to comment on specific agenda items.  <i>Delegation Request:</i> members of the public can request that an item be added to the agenda specifically for them to speak to.  <i>Public Request to Speak:</i> allows the public to speak to an item on the agenda.	
Ability to disseminate information related to the City's public meetings, advisory boards, specific agenda items, etc. to individuals and community groups via multiple avenues.	<b>Yes</b> eSCRIBE Internet Publishing allows for publishing content to the City's website.  Additional options are available for both City staff and residents to share content from the City website to social media platforms.	
Options for individuals to create a user account, opt in to receive ongoing communication, notifications, etc. from the City	<b>No</b> This functionality is not available at this time.	



## Project Planning and Implementation

While a few vendors have solutions with features to address some of the pain points associated with meetings, features on their own don't necessarily drive benefits. While features are an important consideration at eSCRIBE, we've learned that the ultimate success of a meeting management solution implementation is driven more by end user buy in to the improved way of doing things. That is why more projects fail from lack of user adoption than virtually any other reason.

While training end users on proper system use is an important component, there are additional critical factors to consider. To ensure a successful implementation we assign a dedicated team and follow a repeatable framework that has been developed over hundreds of successful implementations spanning customers both large and small.

### Project Management

Your Project Lead will guide you through the process of setting up your project for success and long-term satisfaction through the whole organization. Throughout a series of project meetings, you will be led through a tried and true process to take your organization from configuration, training, initial go-live, and subsequent roll out to the rest of the organization.

#### Configuration

Your Project Lead will work with you to communicate with staff and coordinate the gathering of user, meeting and process information and configuring eSCRIBE for first use, including:

- Project Planning and ongoing Coordination
- User and Permissions Configuration
- Meeting Types Configuration
- Agenda & Minute Templates & Workflow Configuration
- Report & Legislative Templates & Workflow Configuration
- Webcasting Configuration
- Internet Publishing Configuration
- Scheduling End User Training
  - Meeting Administrators
  - Site Administrators
  - Staff Contributors
  - Meeting Participants
- Maintaining project documentation and resolving open items



## Sample Implementation Plan

eSCRIBE's implementations are centered around a standard approach that has been refined through many years of working with Customers and proven to not only implement the solution, but to help the organization streamline user adoption. As an Azure cloud-based solution, our deployment involves mainly Customer's administrative staff. IT involvement primarily centers around Single Sign-On (SSO) setup, video encoder installation and web publishing integration.

To facilitate a seamless implementation, built on proven best practices with hundreds of organizations, the eSCRIBE Implementation Team has put together a sampling of template options for agenda, minutes, and report documents that customers can choose from during the configuration of their meeting templates. Alternatively, customers can work with the Implementation Team to configure templates.

Given variables such as vacations, elections etc., a final go live date would be established by the project team, consisting of both the Customer and eSCRIBE, early in the implementation process.

### eSCRIBE Implementation Plan – Transparency Bundle

Dates	Activity	Description	Team
<b>StartDate (SD)</b>	Contract Signed	<ul style="list-style-type: none"> <li>Contract awarded to eSCRIBE</li> <li>Contract signed</li> </ul>	Purchasing (Customer), Sales (eSCRIBE)
<b>SD</b>	Coordinate Hand Off Call	<ul style="list-style-type: none"> <li>Sales to Coordinate hand off introduction with eSCRIBE Implementation team &amp; customer</li> </ul>	Sales & Project Lead (eSCRIBE) Project Sponsor (Customer)
<b>SD + 2 days</b>	Project Hand Off Mtg (15 min call)	<ul style="list-style-type: none"> <li>Project Hand Off Meeting</li> <li>Introductions of project teams (eSCRIBE &amp; Customer)</li> <li>Draft Project Charter               <ul style="list-style-type: none"> <li>Review of modules purchased &amp; Configuration details</li> <li>Confirm Goals &amp; Risks</li> <li>Confirm desired project kick off &amp; completion timeline</li> </ul> </li> </ul> <p><b>ACTIONS AFTER CALL:</b></p> <ul style="list-style-type: none"> <li>eSCRIBE to finalize project charter, draft project plan &amp; build site</li> <li>Customer to gather &amp; send meeting artefacts (Agendas, Minutes &amp; Reports)</li> <li>eSCRIBE review meeting artefacts</li> <li>Customer to complete configuration worksheet for publishing &amp; webcasting</li> </ul>	Sales & Project Lead (eSCRIBE) Project Team (Customer)
<b>SD + 5 days</b>	Project Kick Off Discussion (60 min call)	<ul style="list-style-type: none"> <li>Review project charter, project plan and adjust with customer feedback</li> <li>Review further detail of implementation &amp; training plan</li> </ul>	Project Team (Customer) Project Lead (eSCRIBE)





		<b>ACTIONS AFTER CALL:</b> <ul style="list-style-type: none"> <li>Introduce Customer to ISI, Customer &amp; ISI to order hardware &amp; plan for installation of video encoder</li> </ul>	
<b>SD + 15 days</b>	AV Review Meeting (30 min call)	<ul style="list-style-type: none"> <li>Review AV configuration details as sent by customer</li> <li>Review configuration of webcasting video encoder</li> </ul>	Customer Technical/AV contact ISI AV setup contact
<b>SD + 17 days</b>	Configure eSCRIBE	<ul style="list-style-type: none"> <li>Create meeting artefacts in environment (agenda &amp; minutes for 2 meetings, 2 attendee groups – with up to 50 users)</li> <li>Test the environment</li> <li>Complete user configurations (*If ADFS/Azure AD in use, Customer must have internal ADFS/Azure AD configured &amp; parameters sent to eSCRIBE before any user configuration can begin or migration costs may apply)</li> <li>Build publishing site</li> <li>Customer &amp; ISI to continue working to plan delivery &amp; installation of video encoder</li> </ul>	eSCRIBE Project Team
<b>SD + 23 days</b>	Template Review Mtg (60 min call)	<ul style="list-style-type: none"> <li>Review finalized meeting artefact template configuration</li> <li>Review finalized publishing site</li> <li>Review remaining configuration settings</li> <li><i>*NOTE Customer must provide all configuration detailed by "Configure eSCRIBE" date in order to meet date at this stage*</i></li> </ul> <b>ACTIONS AFTER CALL:</b> <ul style="list-style-type: none"> <li>eSCRIBE to adjust templates &amp; send revised copy for sign off</li> <li>Customer to confirm training dates</li> <li>Customer IT to confirm video encoder is setup &amp; ready to go</li> </ul>	Project Teams (Customer) Project Lead (eSCRIBE)
<b>SD + 29 days</b>	Meeting Manager Training	<ul style="list-style-type: none"> <li>Meeting Manager Training with primary user group (4- 2.5hour sessions)</li> <li>Mock Meeting Preparation</li> <li>Mock Meeting Delivery with video (additional video training session as needed)</li> </ul> <b>ACTIONS AFTER TRAINING:</b> <ul style="list-style-type: none"> <li>Workshop sessions scheduled as needed to discuss specific processes with Trainer</li> <li>Customer Training Attendees to start using eSCRIBE immediately for meetings</li> <li>Customer is responsible for training additional staff and rolling out Meeting Manager to other departments</li> </ul>	eSCRIBE Trainer, Customer Meeting Admin Group



<b>SD + 35 days</b>	Conduct Practice Meeting	<ul style="list-style-type: none"> <li>Customer to prepare meeting and conduct practice meetings in eSCRIBE (build agendas &amp; minutes)</li> <li>Customer to practice using video equipment and eSCRIBE timestamps</li> <li>First meeting support from eSCRIBE Team</li> </ul>	Customer Project Team, eSCRIBE support
<b>SD + 40 days</b>	Post Meeting Review	<ul style="list-style-type: none"> <li>Highlight challenges and questions for review from Meeting Manager Practice</li> </ul>	eSCRIBE Project Lead, Customer Project Team
<b>SD + 42 days</b>	Publishing Implementation	<ul style="list-style-type: none"> <li>eSCRIBE Implementation Coordinator to send iFrame details to integrate publishing into current website</li> <li>Customer web developer implement new publishing pages (iFrame into existing site)</li> </ul>	Customer IT (web admin)
<b>SD + 43 days</b>	Report Manager Pre - Configuration Meeting (30 min call)	<ul style="list-style-type: none"> <li>Review the Report Manager configuration documents &amp; information needed from the customer</li> <li>Review meeting artefacts if necessary</li> </ul>	Project Team (Customer) Project Lead (eSCRIBE)
<b>SD + 44 Days</b>	Configure eSCRIBE	<ul style="list-style-type: none"> <li>Create meeting artefacts in environment (1 report, 5 workflows, 2 attendee groups – with up to 25 users)</li> </ul>	eSCRIBE Project Team
<b>SD + 50 days</b>	Contributor Training	<ul style="list-style-type: none"> <li>2.5 hrs for Report Administrators</li> <li>1 hrs for Report Writers (primary user group)</li> </ul> <p><b>ACTIONS AFTER TRAINING:</b></p> <ul style="list-style-type: none"> <li>Workshop sessions scheduled as needed to discuss specific processes with Trainer</li> <li>Customer Training Attendees to start using eSCRIBE immediately for reports</li> <li>Customer is responsible for training additional staff and rolling out Report Manager to other departments</li> </ul>	eSCRIBE Trainer, Customer Contributor & Admin Group
<b>SD + 62 days</b>	Post Practice Review	<ul style="list-style-type: none"> <li>Highlight challenges and questions for review from Report practice</li> </ul>	eSCRIBE Project Lead, Customer Project Team
<b>SD + 63 days</b>	Participant Training	<ul style="list-style-type: none"> <li>Training for staff who will be training meeting participants, web/Mtgs Pro apps access (train the trainer) – via training video.</li> </ul> <p><b>ACTIONS AFTER TRAINING:</b></p> <ul style="list-style-type: none"> <li>Workshop sessions scheduled as needed to discuss specific processes with Trainer</li> <li>Customer Project Team train meeting participants</li> </ul>	eSCRIBE Trainer, Customer Project Team
<b>SD + 75 days</b>	Go Live (Phase 1 Complete)	<ul style="list-style-type: none"> <li>Once implementation tasks are complete, final review of project charter and sign off</li> </ul> <p><b>ACTIONS AFTER CALL:</b></p>	eSCRIBE Project Lead, Customer Project Team



		<ul style="list-style-type: none"><li>• Customer to actively use eSCRIBE for core meetings, rolling out to additional meeting types/users is done at the discretion of the customer</li><li>• Customer will engage eSCRIBE support team as required</li></ul>	
<b>PHASE 2</b>			
<b>TBD</b>	Further System Roll Out	<ul style="list-style-type: none"><li>• Plan for system migrations (data from legacy systems)</li><li>• Plan for system roll out to organization eSCRIBE Project Lead to support Customer Project Team in roll out of software as desired to additional meeting types and report writers</li></ul>	eSCRIBE Project Lead, Customer Project Team

**NOTES:**

- Estimates do not account for Customer's delays resulting from a shortage of resources or availability of required information
- Day count increment represents working days
- Schedule is subject to change during Project Plan creation
- In addition to the meetings outlined in the plan, weekly/biweekly project meetings will also be scheduled. During phase two system roll out, eSCRIBE implementation team will play a supporting role in Customer onboarding to the rest of the organization, at this time the frequency of project meetings will be evaluated
- Assumption is made that Customer will commit resources as outlined in plan
- Assumption that template emphasis will be on electronic/HTML agenda & minutes
- Assumption is made that eSCRIBE will be training primary user group with a "Train the Trainer approach"
- All training, unless otherwise discussed, is conducted via online group webinar sessions
- Implementation timelines might delay should Customer ADFS/Azure AD setup is not complete in time for site build, alternatively a user migration can take place after ADFS/Azure AD integration is complete (additional charges may apply).



## Training & Process Workshops

### Training

eSCRIBE is built to be user-friendly and with just a few training sessions, users will be quickly on their way to run their first live meeting independently and with confidence.

### Available Courses

- BM1 – Board Manager for Administrator
- MM1 – eSCRIBE Portal Activities
- MM2 – Pre-Meeting Activities
- MM3 – Conducting the Meeting
- MM4 – Post Meeting Activities
- RM1 – Report Manager Administrator
- WCP1 – Webcasting for Site Administrator
- WCP2 – Webcasting for Meeting Administrator

### Unlimited Group Format

Leveraging the group training format allows end users to learn the proper use of eSCRIBE in targeted sessions that can be scheduled around existing schedules, with other like-minded users from nearby municipalities, school or public sector boards. We have found this method to be extremely helpful as users can interact throughout the session, sharing best-practices and lessons learned with each other. Courses are offered multiple times per month and can take as little as a few hours to complete, so users won't fall behind while they are away from the office.

With eSCRIBE's Unlimited Annual Training Subscription, any number of designated users will have the flexibility to register as many times as required to provide ongoing training for new or existing staff as the need arises.

## Go Live Support and Coaching

### Unlimited Coaching Sessions

In addition to end user training, you will have unlimited access to your dedicated Account Manager for both ad-hoc and scheduled + coaching calls up to 30 minutes in length, who can answer questions and provide targeted training to key staff ensuring your ongoing success.

### Dedicated Go Live Support

In order to ensure that your first meeting gets off to a strong start, your eSCRIBE Champion will support you through agenda prep and conducting and recording your first live eSCRIBE meetings to ensure administrative users are comfortable with all aspects of the meeting lifecycle.



## Online Resources and User Forums

### Monthly How-To Webinars

We also run monthly webinars on topics as requested and voted on by customers offering how-to instructions and time saving tips to help users get the most from eSCRIBE. Sign up for one or as many as you like.

### Customer Community Portal (CCP)

To further empower our customers, the CCP can be used to submit and track support tickets. There is also a forum within it to communicate and share product ideas directly with the eSCRIBE product management team and collaborating on meeting “best-practices” with other eSCRIBE customers. Some key features of CCP include:

- **Access Knowledge Base** – a library of user reference, manuals and help guides
- **FAQ section** – “How-to” guides and technical trouble shooting assistance
- **Customer forum** – Chat with other eSCRIBE customers and learn from each other
- **Feature requests** – Submit ideas to eSCRIBE and vote/comment on proposed features from other users
- **Latest announcements** – including product release notes, promotions, company updates
- **Videos** – instructional videos for apps and various eSCRIBE features



## Optional Services

In addition to our core services, clients may require additional services to assist with implementation and user adoption, which are available for additional fee.

### Change Management Support

We understand that for many, change can be scary, and there many questions that need to be answered in order to effectively manage changing the way an organization manages its public meetings as we move to digital, including:

*"Which functionality is best for us?"*

*"Will our processes need to change?"*

*"How will we smoothly transition to the new system?"*

The transition away from traditional paper is changing the way we create, consume and share information, requiring us to move away from established processes and adopt a more integrated workflow, that once in place will benefit internal and external stakeholders alike.

With many years of real-world public sector experience, our third-party change management consultants can help you identify any process, training or skills variances and develop a plan to help your users smoothly transition to eSCRIBE.

### One-to-One Training

For larger end user groups or in cases where the customer would like to incorporate customized business process training into the curriculum, we offer 1:1 training sessions with a dedicated trainer. One-to-one training can be delivered remotely, or on site as required.

### Train the Trainer

For larger groups, a "Train the Trainer" approach could be more cost-effective, where a small number of customers end users will be trained by eSCRIBE, who then become the power user in the organization to train and answer questions internally.

This method ensures there is always a competent in-house trainer available to help your team out with the new processes until the new skills become a habit. The other benefit to an in-house trainer is that they understand the organizational culture and needs, allowing them to share information and new knowledge in a way that will resonate with their staff.

### Document/Records Management Integration

At eSCRIBE we realize that your public meetings are part of an overall content management strategy across your organization (ECM). That's why eSCRIBE provides off the shelf "connectors" to many of the industry's leading ECM systems, including, Laserfiche, FileHold and SharePoint.



## Chamber/Meeting Room Integration

Whether it's support for multiple screens or integrating with microphone and physical voting terminals, eSCRIBE provides off the shelf "connectors" to several leading manufacturers, and in many cases can customize a solution to meet individual requirements.

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# Hosting and Security

## Service Level Metrics

Over the past 24 months, eSCRIBE has maintained 99.97% uptime.

## Hosting Services and Service Level Agreement

In an earlier section of this proposal titled, [The Microsoft Azure Cloud Platform](#), a general description of the hosting services is provided. For additional details, please see [Appendix B – Azure Infrastructure Notes](#). Our commitment to service levels are outlined in high-level detail in the above section “Real Time Technical Support” and in deeper detail in Appendix B of our Subscription Agreement (a copy of which is provided in [Appendix A](#) of this RFP response).

## Hosting Facility

eSCRIBE is hosted in the Microsoft Azure Cloud Platform, a top-tier hosting environment (see details in previous section above).

## Data Storage

With eSCRIBE, there are no limits to the volume of meeting-related content you can store, nor the length of retention. At the end of your initial subscription term (three or five years), the current volume of document storage (video files excluded) will be assessed at that time, and a nominal fee will be applied, based on the following table below.

GB	Price / GB
0-50	\$ 10.00
51-100	\$ 9.50
101-150	\$ 9.00
151-200	\$ 8.50
201-300	\$ 8.00
301+	\$ 7.50

## Data Resiliency

Leveraging domestic Azure Cloud Datacentres, eSCRIBE is available on dedicated virtual server equipment for greater performance, reliability and security of data, including:

- Security monitored access through a multi-level system that includes both biometric secured access and closed-circuit television surveillance
- Leading-edge fire protection and climate control systems
- Built-in power redundancy through AC/DC power, battery back-up, and external generators
- Five redundant Internet carriers for maximum availability and responsiveness
- 24/7/365 administration and service restoration including daily data backups
- Generator and UPS system tested each week to avoid power interruptions
- 10,000 GB monthly transfer on 100MB access
- Unlimited storage is available





- Daily incremental backups of customer meeting data, with weekly and optional monthly full system backups (optional data verification and restoration testing available)
- Automatic failovers to alternative datacentre sites (also domestically located)

### **Software Releases and Updates**

As a SaaS cloud-based product, eSCRIBE is responsible for all service updates and schedules maintenance windows for said changes to the environment. Maintenance windows occur approximately monthly and are communicated in advance. A detailed description of the Software Release and Update approach is provided in Schedule B of the Subscription Agreement included [Appendix A](#).

### **Additional Details on eSCRIBE's Cloud-Based Solution**

More in-depth details on the following can be found in [Appendix C – Supporting Documents](#)

- Business Continuity & Disaster Recovery
- Incident Response Plan
- Access to Customer Sites and Data
- Sample Release Notes
- Project Critical Success Factors

### **Data Ownership**

As per section 1.f. of the eSCRIBE Subscription Agreement: Customer Data, which shall be hosted in The United States along with all copies and backups, together with all intellectual property rights therein, will belong to the Customer and the Customer remains the sole and exclusive owner of the Customer Data. During the Term of this Agreement, the Customer may retrieve such data from the Services at any time and, within ten (10) days of the Customer's request, eSCRIBE will make available any Customer Data that is stored in native file format (Word, Excel, PowerPoint, PDF, MP4). eSCRIBE shall not access, use, disclose, sell, rent, transfer or copy the Customer Data for any purpose (or authorize or permit a third party to perform such acts) other than as required to perform eSCRIBE's obligations pursuant to this Agreement.



## Ongoing Support and Hosting Services

### Realtime Technical Support

We are very proud of our solution, but even prouder of our post sale relationship with our customers.

Our support team is just a few clicks or call away and prides itself on their responsiveness and knowledge of both eSCRIBE and the meeting processes we support.

eSCRIBE customers can access our support in three ways:

- Customer Community Portal
- support@escribemeetings.com
- 1-855-299-0023

Standard support hours are from Monday to Friday, 8am to 9pm local time (Video support 24hrs) excluding statutory holidays. Emergency and extended support are available by request. Key features of Technical Support include:

- Online access to eSCRIBE's trouble ticketing portal to log and update service requests, communicate directly with support personnel and access eSCRIBE's online technical repository
- Live answering and monitoring of customer tickets during regular support hours.
- Unlimited technical assistance by telephone or electronic mail for designated individuals
- Provide any updates to eSCRIBE software and its documentation automatically at no additional charge.

eSCRIBE includes support as part of our subscription agreement so there is not a separate support plan required. eSCRIBE provides a live answer help desk which is nominally located at our office in Markham, Ontario but during the current COVID-19 pandemic is manned by remote working staff located at their home offices, close to the corporate offices. The help desk operates from 8am to 9pm Monday to Friday with additional callback services from 9PM to 11PM and 7x24 callback for video support. eSCRIBE leverages a ZenDesk Trouble Ticket system for tracking and escalating issues. Most issues are resolved in a single call with an average Mean Time to Resolve of less than 20 hours. Calls if not answered immediately, are generally returned with 20 minutes, based on tracked statistics. The detailed escalation procedures are shown in Schedule B of the Sample Subscription Agreement included as Appendix A of this RFP response.

All eSCRIBE support infrastructure is located in Ontario. The help desk has a staff of four and eSCRIBE also has a two person account management team. The Town will be assigned an Account Manager as the system goes live and that will be an escalation point-of-contact who will also provide go-live support, manage maintenance window communications, provide new feature walk-throughs and webinars.



As a SaaS offering, clients are always using the current version and temporary fixes are not applied, nor are they usually necessary. Minor updates includes fixes, security or performance enhancements, occur monthly with the process and communication being detailed in Schedule B of the Sample Subscription Agreement included as Appendix A of this RFP response. Major feature releases are scheduled between two and four times per year.

This is an IT lite solution. Generally there is no IT involvement past initial setup. This is an application for the Clerk's department and is supported directly by eSCRIBE.

eSCRIBE's Client Portal allows for the submission of feature requests in a public forum. Other municipalities can vote on those suggestions and those with greater support or alignment with current roadmap plans will be escalated faster into the product development process for review, scoping, consideration and, if approved, release planning.



## Pricing

eSCRIBE is pleased to offer, the following annual subscription fees and one-time setup fees to meet the requirements as outlined in this RFP. eSCRIBE leverages a detailed onboarding approach developed over hundreds of successful customer implementations, allowing us to provide a fixed price, including: activation of the solution on the cloud, customer specific configuration of meeting types, content templates, and initial workflow configuration, administrator, contributor, and participant training, in addition to one on one workshop sessions and go live support for key initial meetings.

### Transparency Bundle with Recommended Add-Ons

eSCRIBE Annual Service and Support Fees			
Module	Fee	Quantity	Total
<b>Transparency Bundle</b>	\$ 20,400	1	\$ 20,400
eSCRIBE Meeting Manager	INCL		
eSCRIBE Participant Access	INCL		
eSCRIBE Internet Publishing	INCL		
eSCRIBE Report Manager	INCL		
eSCRIBE Webcasting Plus	INCL		
eSCRIBE ADFS / Azure AD	INCL		
eSCRIBE Participant App (iOS / Windows 10) - Pro Version	\$ 100	7	\$ 700
eSCRIBE Closed Captioning	\$ 10,500	1	\$ 10,500
eSCRIBE Vote Manager / Request to Speak	\$ 3,400	1	\$ 3,400
eSCRIBE Public Comments	\$ 2,400	1	\$ 2,400
eSCRIBE Public Speaker / Delegation Requests	\$ 2,400	1	\$ 2,400
eSCRIBE Board Manager Plus	\$ 4,900	1	\$ 4,900
eSCRIBE Laserfiche Integration	\$ 3,640	1	\$ 3,640
<b>Year 1 Subscription Fees</b>			<b>\$ 48,340</b>
Professional Services			
	Fee	Quantity	Cost
Setup and Training	\$ 8,590	1	\$ 8,590
2 Meeting Types, 1 Report Template, 5 Workflows	INCL		
Training - Administrator, Contributor & Participant sessions	INCL		
Closed Captioning Setup	\$ 2,210	1	\$ 2,210
Vote Manger / Request ot Speak Setup	\$ 1,110	1	\$ 1,110
Public Comments Setup	\$ 550	1	\$ 550
Public Speaker / Delegation Request Setup	\$ 550	1	\$ 550
Board Manager Setup (Board and Member Fields)	\$ 2,210	1	\$ 2,210
Board Application Setup (Fee per Board)	\$ 500	1	\$ 500
ADFS / Azure AD Setup	\$ 2,210	1	\$ 2,210
Laserfiche Connector Setup	\$ 1,110	1	\$ 1,110
Granicus Migration (Daily rate x number of days)	\$ 1,350	7	\$ 9,450
<b>Implementation Services Fees</b>			<b>\$ 28,490</b>



## Optional Modules

Optional Modules	Annual Fee	Setup/Training
eSCRIBE Approval Manager	\$ 4,450	\$ 675
eSCRIBE Spooling Server	\$ 1,500	\$ -
eSCRIBE Hot Standby Encoder	\$ 3,500	\$ -
eSCRIBE Annual Training Subscription (optional)	\$ 620	\$ -

## Pricing Notes

1. The City's format for the Price Proposal can be found, beginning on the following page.
2. All fees are in US Dollars (exclusive of taxes), based on a three (3) year term.
3. Proposed pricing is valid for 120 days from date of submission of this RFP response.
4. Implementation fees are for remote support. Onsite personnel can be arranged. Additional travel and living expenses would apply in addition to the Implementation Fees.
5. Year 1 Subscription and Implementation Services Fees are invoiced upon commencement of the project.
6. Subsequent year(s) Subscription Fees will be due on the anniversary date and will increase from the previous year's Subscription Fees by two-point-five percent (2.5%).
7. Payment Terms are Net 30 from date of invoice.
8. Migration of existing meeting artifacts would cost \$9,450.00 and is based on an assumed scope, which is outlined earlier in this document in the section titled "[eSCRIBE Data Migration – Project Scope](#)" (page 14). Additional nominal fees will be applied based on the volume of data that is migrated. Should eSCRIBE be chosen to deliver this solution, we will review the scope with you to and establish agreement of all parties, on the correct approach.
9. Creation of Board/Committee applications is priced at \$500 per application form. We have included the fee for one (1) board/committee. However, should the City wish to setup additional individual applications, fees will be adjusted accordingly.
10. eSCRIBE Meetings for Tablets Standard app (available on iOS only) is included in the bundle price (unlimited users). Additional eSCRIBE Meetings for Tablets Professional licenses (available for both iOS and Windows 10) are available for download at rates listed below. For a feature comparison of Professional and Standard please see the section titled [Participant Access Functionality Matrix](#).
  - a. \$100/user per year (1-10 users)
  - b. \$75/user per year (11-50 users)
  - c. \$50/user per year (51-100 users)
  - d. \$35/user per year (101+ users)



## PART 3 – PRICE PROPOSAL

### 3.1 Agenda and Meeting Management System

The bidder shall provide a pricing proposal that describes each product/service to be provided along with estimated costs as structured below. Please detail any one-time and recurring fees not outlined here to inform the City of the total cost of the proposed solution and services. **Please submit any questions about this pricing format prior to the deadline for proposals.**

#### YEAR ONE EXPENSES

Outline the total base cost for the first year to provide and implement the proposed system that fulfills the minimum requirements listed in this RFP including support services. Specify the additional cost and time associated with any installation/development activities not included in the base estimate, such as integration of the City's existing systems with the proposed solution.

Products and Services – Initial and One-time Costs	Cost/Rate	Notes
Hardware Cost - Attach a description and cost for each product). Specify if the hardware must be purchased from the vendor or may be outsourced from a third party.	Not Applicable	eSCRIBE is a Software as a Service Solution
Application Software Licensing (attach a description and cost breakdown for each product)	\$48,340.00	Outlined in the table below
Application Development/Customization	Not Applicable	eSCRIBE is a Commercial-Off-the-Shelf Offering
Installation/Implementation Costs	\$28,490.00	Outlined in the previous pricing tables.
Maintenance and Technical Support	Included	
Project Management	Included	
Training – Include all materials and travel (lodging, meals, and transportation).	Included	
Other one-time costs (third party licensing, additional modules, enhancements, etc.)	Included	
Other – please describe:	Not Applicable	
<b>TOTAL ONE-TIME COSTS</b>	<b>\$76,830.00</b>	<b>This figure represents total “Year 1” costs.</b>



## ANNUAL/RENEWAL EXPENSES – YEAR 2 AND BEYOND

Outline all anticipated ongoing costs required to operate and maintain the proposed solution on an annual basis after the first year of the project.

Products and Services	Cost/Rate	Notes
Licensing/subscription fees	Included	
Maintenance and support	Included	
Upgrades and enhancements	Included	
Training resources	Optional	\$620/year
Other	N/A	
<b>TOTAL ANNUAL RENEWAL COST</b>	<b>\$49,548.50</b>	<b>Includes 2.5% annual increase</b>

## OPTIONAL SERVICES & FUTURE ENHANCEMENTS

Estimate the costs of additional proposed modules or services that may be implemented in the future to further the project goals outlined in this RFP. Include a cost breakdown for each function.

Products and Services	Cost/Rate	Notes
Outlined in a previous pricing tables	\$	
	\$	
	\$	
	\$	
	\$	
<b>TOTAL COST OF OTHER SERVICES</b>	<b>\$</b>	

**NOTE:** When cost estimating travel, the City's travel policy allows for Coach air travel only. In addition, long distance phone calls, printing, and other administrative costs may be billed at cost only – no mark-up). Evidence of these expenditures will be submitted when invoicing the City.



## Drug-Free Workplace Form

While eSCRIBE does support a drug free workplace, jurisdictional law variances would make signature of that particular document problematic. For your reference, the following language is a part of eSCRIBE's Employee Policy.

### **SUBSTANCE ABUSE**

The Company is committed to providing a safe and productive workplace for its employees. In keeping with this commitment, the following rules regarding alcohol and drugs of abuse have been established for all staff members. The rules apply during working hours to all employees of the Company while they are on Company premises or elsewhere on Company business, including:

- The manufacture, distribution, possession, sale, or purchase of controlled substances on Company property is prohibited.
- Being under the influence of non-prescribed drugs, alcohol, or substances of abuse on Company property is prohibited.

Consistent with the rules listed above, any of the following actions constitutes a violation of the Company's policy on drugs and may subject an employee to disciplinary action, up to and including immediate termination.

- Using, selling, purchasing, transferring, manufacturing, or storing an illegal drug or drug paraphernalia, or attempting to or assisting another to do so, while in the course of employment.
- Working or reporting to work, conducting Company business or being on Company property while under the influence of a non-prescribed drug or alcohol, or in an impaired condition.





## Bidder Verification Form

## BIDDER VERIFICATION FORM

### **LOCAL PREFERENCE** (Check one)

Local Preference requested: ☐ YES ☒ NO

A copy of the following documents must be included in your submission if you are requesting Local Preference:

- Business Tax Receipt
- Zoning Compliance Permit

### **QUALIFIED SMALL BUSINESS AND/OR SERVICE DISABLED VETERAN BUSINESS STATUS** (Check one)

Is your business qualified, in accordance with the City of Gainesville's Small Business Procurement Program, as a local Small

Business? ☐ YES ☒ NO

Is your business qualified, in accordance with the City of Gainesville's Small Business Procurement Program, as a local ServiceDisabled Veteran Business? ☐ YES ☒ NO

### **REGISTERED TO DO BUSINESS IN THE STATE OF FLORIDA**

Is Bidder registered with Florida Department of State's, Division of Corporations, to do business in the State of Florida?

☒ YES ☐ NO (refer to Part 1, 1.6, last paragraph)

If the answer is "YES", provide a copy of SunBiz registration or SunBiz Document Number (#F20000004676)

If the answer is "NO", please state reason why: \_\_\_\_\_

### **DIVERSITY AND INCLUSION** (Applies to solicitations above \$50,000)

Does your company have a policy on diversity and inclusion? ☒ YES ☐ NO

If yes, please attach a copy of the policy to your submittal.

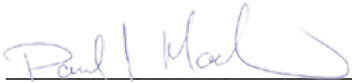
*Note: Possessing a diversity and inclusion policy will have no effect on the City's consideration of your submittal, but is simply being requested for information gathering purposes.*

**eSCRIBE Software Ltd.**

Bidder's Name

Paul J. Mackin, Vice President

Printed Name/Title of Authorized Representative



Signature of Authorized Representative

\ 2021-06-23



# Diversity and Inclusion - eSCRIBE Non-Discrimination Policy

## NON-DISCRIMINATION

In order to provide equal employment and advancement opportunities to all individuals, employment decisions at eSCRIBE will be based on merit, qualifications, and abilities.

eSCRIBE does not discriminate in employment opportunities or practices because of race, color, religion, sex, national origin, age, disability or any other protected grounds as stated in the Ontario Human Rights Code. eSCRIBE will make reasonable accommodations for qualified individuals with known disabilities unless doing so would result in an undue hardship. This policy governs all aspects of employment, including selection, job assignment, compensation, discipline, termination, and access to benefits and training.

Employees with questions or concerns about discrimination in the workplace are encouraged to bring these issues to the attention of their supervisor. Employees can raise concerns and make reports without fear of reprisal. Anyone found to be engaging in unlawful discrimination will be subject to disciplinary action, up to and including termination of employment.



## **eSCRIBE's W-8 (In lieu of W-9)**

**Do NOT use this form for:**

- U.S. entity or U.S. citizen or resident . . . . . W-9
- A foreign individual . . . . . W-8BEN (Individual) or Form 8233
- A foreign individual or entity claiming that income is effectively connected with the conduct of trade or business within the U.S. (unless claiming treaty benefits) . . . . . W-8ECI
- A foreign partnership, a foreign simple trust, or a foreign grantor trust (unless claiming treaty benefits) (see instructions for exceptions) . . . W-8IMY
- A foreign government, international organization, foreign central bank of issue, foreign tax-exempt organization, foreign private foundation, or government of a U.S. possession claiming that income is effectively connected U.S. income or that is claiming the applicability of section(s) 115(2), 501(c), 892, 895, or 1443(b) (unless claiming treaty benefits) (see instructions for other exceptions) . . . . . W-8ECI or W-8EXP
- Any person acting as an intermediary (including a qualified intermediary acting as a qualified derivatives dealer) . . . . . W-8IMY

**Part I**

**Identification of Beneficial Owner**

<b>1</b> Name of organization that is the beneficial owner <u>eSCRIBE Software Ltd.</u>	<b>2</b> Country of incorporation or organization <u>Canada</u>
--------------------------------------------------------------------------------------------	--------------------------------------------------------------------

**3** Name of disregarded entity receiving the payment (if applicable, see instructions)

**4** Chapter 3 Status (entity type) (Must check one box only):

<input checked="" type="checkbox"/> Corporation	<input type="checkbox"/> Disregarded entity	<input type="checkbox"/> Partnership
<input type="checkbox"/> Simple trust	<input type="checkbox"/> Grantor trust	<input type="checkbox"/> Estate
<input type="checkbox"/> Central Bank of Issue	<input type="checkbox"/> Tax-exempt organization	<input type="checkbox"/> Government
<input type="checkbox"/> Private foundation	<input type="checkbox"/> International organization	

If you entered disregarded entity, partnership, simple trust, or grantor trust above, is the entity a hybrid making a treaty claim? If "Yes" complete Part III. ☐ Yes ☐ No

**5** Chapter 4 Status (FATCA status) (See instructions for details and complete the certification below for the entity's applicable status.)

<input type="checkbox"/> Nonparticipating FFI (including an FFI related to a Reporting IGA FFI other than a deemed-compliant FFI, participating FFI, or exempt beneficial owner).	<input type="checkbox"/> Nonreporting IGA FFI. Complete Part XII.
<input type="checkbox"/> Participating FFI.	<input type="checkbox"/> Foreign government, government of a U.S. possession, or foreign central bank of issue. Complete Part XIII.
<input type="checkbox"/> Reporting Model 1 FFI.	<input type="checkbox"/> International organization. Complete Part XIV.
<input type="checkbox"/> Reporting Model 2 FFI.	<input type="checkbox"/> Exempt retirement plans. Complete Part XV.
<input type="checkbox"/> Registered deemed-compliant FFI (other than a reporting Model 1 FFI, sponsored FFI, or nonreporting IGA FFI covered in Part XII). See instructions.	<input type="checkbox"/> Entity wholly owned by exempt beneficial owners. Complete Part XVI.
<input type="checkbox"/> Sponsored FFI. Complete Part IV.	<input type="checkbox"/> Territory financial institution. Complete Part XVII.
<input type="checkbox"/> Certified deemed-compliant nonregistering local bank. Complete Part V.	<input type="checkbox"/> Excepted nonfinancial group entity. Complete Part XVIII.
<input type="checkbox"/> Certified deemed-compliant FFI with only low-value accounts. Complete Part VI.	<input type="checkbox"/> Excepted nonfinancial start-up company. Complete Part XIX.
<input type="checkbox"/> Certified deemed-compliant sponsored, closely held investment vehicle. Complete Part VII.	<input type="checkbox"/> Excepted nonfinancial entity in liquidation or bankruptcy. Complete Part XX.
<input type="checkbox"/> Certified deemed-compliant limited life debt investment entity. Complete Part VIII.	<input type="checkbox"/> 501(c) organization. Complete Part XXI.
<input type="checkbox"/> Certain investment entities that do not maintain financial accounts. Complete Part IX.	<input type="checkbox"/> Nonprofit organization. Complete Part XXII.
<input type="checkbox"/> Owner-documented FFI. Complete Part X.	<input type="checkbox"/> Publicly traded NFFE or NFFE affiliate of a publicly traded corporation. Complete Part XXIII.
<input type="checkbox"/> Restricted distributor. Complete Part XI.	<input type="checkbox"/> Excepted territory NFFE. Complete Part XXIV.
	<input checked="" type="checkbox"/> Active NFFE. Complete Part XXV.
	<input type="checkbox"/> Passive NFFE. Complete Part XXVI.
	<input type="checkbox"/> Excepted inter-affiliate FFI. Complete Part XXVII.
	<input type="checkbox"/> Direct reporting NFFE.
	<input type="checkbox"/> Sponsored direct reporting NFFE. Complete Part XXVIII.
	<input type="checkbox"/> Account that is not a financial account.

**6** Permanent residence address (street, apt. or suite no., or rural route). **Do not use a P.O. box or in-care-of address** (other than a registered address).

<u>60 Centurian Drive, Suite 204</u> City or town, state or province. Include postal code where appropriate.	Country <u>Canada</u>
-----------------------------------------------------------------------------------------------------------------	--------------------------

**7** Mailing address (if different from above)

City or town, state or province. Include postal code where appropriate.	Country
-------------------------------------------------------------------------	---------

<b>8</b> U.S. taxpayer identification number (TIN), if required	<b>9a</b> GIIN	<b>b</b> Foreign TIN <u>802-604-744</u>
-----------------------------------------------------------------	----------------	--------------------------------------------

**10** Reference number(s) (see instructions)

**Part II Disregarded Entity or Branch Receiving Payment.** (Complete only if a disregarded entity with a GIIN or a branch of an FFI in a country other than the FFI's country of residence. See instructions.)

- 11** Chapter 4 Status (FATCA status) of disregarded entity or branch receiving payment
- ☐ Branch treated as nonparticipating FFI. ☐ Reporting Model 1 FFI. ☐ U.S. Branch.
- ☐ Participating FFI. ☐ Reporting Model 2 FFI.
- 12** Address of disregarded entity or branch (street, apt. or suite no., or rural route). **Do not use a P.O. box or in-care-of address** (other than a registered address).

City or town, state or province. Include postal code where appropriate.

Country

- 13** GIIN (if any) \_\_\_\_\_

**Part III Claim of Tax Treaty Benefits** (if applicable). (For chapter 3 purposes only.)

- 14** I certify that (check all that apply):
- a** ☒ The beneficial owner is a resident of Canada within the meaning of the income tax treaty between the United States and that country.
- b** ☒ The beneficial owner derives the item (or items) of income for which the treaty benefits are claimed, and, if applicable, meets the requirements of the treaty provision dealing with limitation on benefits. The following are types of limitation on benefits provisions that may be included in an applicable tax treaty (check only one; see instructions):
- |                                                                      |                                                                                                         |
|----------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> Government                                  | <input checked="" type="checkbox"/> Company that meets the ownership and base erosion test              |
| <input type="checkbox"/> Tax exempt pension trust or pension fund    | <input type="checkbox"/> Company that meets the derivative benefits test                                |
| <input type="checkbox"/> Other tax exempt organization               | <input type="checkbox"/> Company with an item of income that meets active trade or business test        |
| <input type="checkbox"/> Publicly traded corporation                 | <input type="checkbox"/> Favorable discretionary determination by the U.S. competent authority received |
| <input type="checkbox"/> Subsidiary of a publicly traded corporation | <input type="checkbox"/> Other (specify Article and paragraph): _____                                   |
- c** ☐ The beneficial owner is claiming treaty benefits for U.S. source dividends received from a foreign corporation or interest from a U.S. trade or business of a foreign corporation and meets qualified resident status (see instructions).
- 15** **Special rates and conditions** (if applicable—see instructions):
- The beneficial owner is claiming the provisions of Article and paragraph \_\_\_\_\_
- of the treaty identified on line 14a above to claim a \_\_\_\_\_ % rate of withholding on (specify type of income): \_\_\_\_\_
- Explain the additional conditions in the Article the beneficial owner meets to be eligible for the rate of withholding: \_\_\_\_\_

**Part IV Sponsored FFI**

- 16** Name of sponsoring entity: \_\_\_\_\_
- 17** **Check whichever box applies.**
- ☐ I certify that the entity identified in Part I:
- Is an investment entity;
  - Is not a QI, WP (except to the extent permitted in the withholding foreign partnership agreement), or WT; **and**
  - Has agreed with the entity identified above (that is not a nonparticipating FFI) to act as the sponsoring entity for this entity.
- ☐ I certify that the entity identified in Part I:
- Is a controlled foreign corporation as defined in section 957(a);
  - Is not a QI, WP, or WT;
  - Is wholly owned, directly or indirectly, by the U.S. financial institution identified above that agrees to act as the sponsoring entity for this entity; **and**
  - Shares a common electronic account system with the sponsoring entity (identified above) that enables the sponsoring entity to identify all account holders and payees of the entity and to access all account and customer information maintained by the entity including, but not limited to, customer identification information, customer documentation, account balance, and all payments made to account holders or payees.

**Part V Certified Deemed-Compliant Nonregistering Local Bank**18 ☐ I certify that the FFI identified in Part I:

- Operates and is licensed solely as a bank or credit union (or similar cooperative credit organization operated without profit) in its country of incorporation or organization;
- Engages primarily in the business of receiving deposits from and making loans to, with respect to a bank, retail customers unrelated to such bank and, with respect to a credit union or similar cooperative credit organization, members, provided that no member has a greater than 5% interest in such credit union or cooperative credit organization;
- Does not solicit account holders outside its country of organization;
- Has no fixed place of business outside such country (for this purpose, a fixed place of business does not include a location that is not advertised to the public and from which the FFI performs solely administrative support functions);
- Has no more than \$175 million in assets on its balance sheet and, if it is a member of an expanded affiliated group, the group has no more than \$500 million in total assets on its consolidated or combined balance sheets; **and**
- Does not have any member of its expanded affiliated group that is a foreign financial institution, other than a foreign financial institution that is incorporated or organized in the same country as the FFI identified in Part I and that meets the requirements set forth in this part.

**Part VI Certified Deemed-Compliant FFI with Only Low-Value Accounts**19 ☐ I certify that the FFI identified in Part I:

- Is not engaged primarily in the business of investing, reinvesting, or trading in securities, partnership interests, commodities, notional principal contracts, insurance or annuity contracts, or any interest (including a futures or forward contract or option) in such security, partnership interest, commodity, notional principal contract, insurance contract or annuity contract;
- No financial account maintained by the FFI or any member of its expanded affiliated group, if any, has a balance or value in excess of \$50,000 (as determined after applying applicable account aggregation rules); **and**
- Neither the FFI nor the entire expanded affiliated group, if any, of the FFI, have more than \$50 million in assets on its consolidated or combined balance sheet as of the end of its most recent accounting year.

**Part VII Certified Deemed-Compliant Sponsored, Closely Held Investment Vehicle**

20 Name of sponsoring entity: \_\_\_\_\_

21 ☐ I certify that the entity identified in Part I:

- Is an FFI solely because it is an investment entity described in Regulations section 1.1471-5(e)(4);
- Is not a QI, WP, or WT;
- Will have all of its due diligence, withholding, and reporting responsibilities (determined as if the FFI were a participating FFI) fulfilled by the sponsoring entity identified on line 20; **and**
- 20 or fewer individuals own all of the debt and equity interests in the entity (disregarding debt interests owned by U.S. financial institutions, participating FFIs, registered deemed-compliant FFIs, and certified deemed-compliant FFIs and equity interests owned by an entity if that entity owns 100% of the equity interests in the FFI and is itself a sponsored FFI).

**Part VIII Certified Deemed-Compliant Limited Life Debt Investment Entity**22 ☐ I certify that the entity identified in Part I:

- Was in existence as of January 17, 2013;
- Issued all classes of its debt or equity interests to investors on or before January 17, 2013, pursuant to a trust indenture or similar agreement; **and**
- Is certified deemed-compliant because it satisfies the requirements to be treated as a limited life debt investment entity (such as the restrictions with respect to its assets and other requirements under Regulations section 1.1471-5(f)(2)(iv)).

**Part IX Certain Investment Entities that Do Not Maintain Financial Accounts**23 ☐ I certify that the entity identified in Part I:

- Is a financial institution solely because it is an investment entity described in Regulations section 1.1471-5(e)(4)(i)(A), **and**
- Does not maintain financial accounts.

**Part X Owner-Documented FFI**

**Note:** This status only applies if the U.S. financial institution, participating FFI, or reporting Model 1 FFI to which this form is given has agreed that it will treat the FFI as an owner-documented FFI (see instructions for eligibility requirements). In addition, the FFI must make the certifications below.

24a ☐ (All owner-documented FFIs check here) I certify that the FFI identified in Part I:

- Does not act as an intermediary;
- Does not accept deposits in the ordinary course of a banking or similar business;
- Does not hold, as a substantial portion of its business, financial assets for the account of others;
- Is not an insurance company (or the holding company of an insurance company) that issues or is obligated to make payments with respect to a financial account;
- Is not owned by or in an expanded affiliated group with an entity that accepts deposits in the ordinary course of a banking or similar business, holds, as a substantial portion of its business, financial assets for the account of others, or is an insurance company (or the holding company of an insurance company) that issues or is obligated to make payments with respect to a financial account;
- Does not maintain a financial account for any nonparticipating FFI; **and**
- Does not have any specified U.S. persons that own an equity interest or debt interest (other than a debt interest that is not a financial account or that has a balance or value not exceeding \$50,000) in the FFI other than those identified on the FFI owner reporting statement.

**Part X Owner-Documented FFI (continued)****Check box 24b or 24c, whichever applies.**

- b** ☐ I certify that the FFI identified in Part I:
- Has provided, or will provide, an FFI owner reporting statement that contains:
    - (i) The name, address, TIN (if any), chapter 4 status, and type of documentation provided (if required) of every individual and specified U.S. person that owns a direct or indirect equity interest in the owner-documented FFI (looking through all entities other than specified U.S. persons);
    - (ii) The name, address, TIN (if any), and chapter 4 status of every individual and specified U.S. person that owns a debt interest in the owner-documented FFI (including any indirect debt interest, which includes debt interests in any entity that directly or indirectly owns the payee or any direct or indirect equity interest in a debt holder of the payee) that constitutes a financial account in excess of \$50,000 (disregarding all such debt interests owned by participating FFIs, registered deemed-compliant FFIs, certified deemed-compliant FFIs, excepted NFFEs, exempt beneficial owners, or U.S. persons other than specified U.S. persons); **and**
    - (iii) Any additional information the withholding agent requests in order to fulfill its obligations with respect to the entity.
  - Has provided, or will provide, valid documentation meeting the requirements of Regulations section 1.1471-3(d)(6)(iii) for each person identified in the FFI owner reporting statement.
- c** ☐ I certify that the FFI identified in Part I has provided, or will provide, an auditor's letter, signed within 4 years of the date of payment, from an independent accounting firm or legal representative with a location in the United States stating that the firm or representative has reviewed the FFI's documentation with respect to all of its owners and debt holders identified in Regulations section 1.1471-3(d)(6)(iv)(A)(2), and that the FFI meets all the requirements to be an owner-documented FFI. The FFI identified in Part I has also provided, or will provide, an FFI owner reporting statement of its owners that are specified U.S. persons and Form(s) W-9, with applicable waivers.

**Check box 24d if applicable** (optional, see instructions).

- d** ☐ I certify that the entity identified on line 1 is a trust that does not have any contingent beneficiaries or designated classes with unidentified beneficiaries.

**Part XI Restricted Distributor**

- 25a** ☐ (All restricted distributors check here) I certify that the entity identified in Part I:
- Operates as a distributor with respect to debt or equity interests of the restricted fund with respect to which this form is furnished;
  - Provides investment services to at least 30 customers unrelated to each other and less than half of its customers are related to each other;
  - Is required to perform AML due diligence procedures under the anti-money laundering laws of its country of organization (which is an FATF-compliant jurisdiction);
  - Operates solely in its country of incorporation or organization, has no fixed place of business outside of that country, and has the same country of incorporation or organization as all members of its affiliated group, if any;
  - Does not solicit customers outside its country of incorporation or organization;
  - Has no more than \$175 million in total assets under management and no more than \$7 million in gross revenue on its income statement for the most recent accounting year;
  - Is not a member of an expanded affiliated group that has more than \$500 million in total assets under management or more than \$20 million in gross revenue for its most recent accounting year on a combined or consolidated income statement; **and**
  - Does not distribute any debt or securities of the restricted fund to specified U.S. persons, passive NFFEs with one or more substantial U.S. owners, or nonparticipating FFIs.

**Check box 25b or 25c, whichever applies.**

I further certify that with respect to all sales of debt or equity interests in the restricted fund with respect to which this form is furnished that are made after December 31, 2011, the entity identified in Part I:

- b** ☐ Has been bound by a distribution agreement that contained a general prohibition on the sale of debt or securities to U.S. entities and U.S. resident individuals and is currently bound by a distribution agreement that contains a prohibition of the sale of debt or securities to any specified U.S. person, passive NFFE with one or more substantial U.S. owners, or nonparticipating FFI.
- c** ☐ Is currently bound by a distribution agreement that contains a prohibition on the sale of debt or securities to any specified U.S. person, passive NFFE with one or more substantial U.S. owners, or nonparticipating FFI and, for all sales made prior to the time that such a restriction was included in its distribution agreement, has reviewed all accounts related to such sales in accordance with the procedures identified in Regulations section 1.1471-4(c) applicable to preexisting accounts and has redeemed or retired any, or caused the restricted fund to transfer the securities to a distributor that is a participating FFI or reporting Model 1 FFI securities which were sold to specified U.S. persons, passive NFFEs with one or more substantial U.S. owners, or nonparticipating FFIs.



**Part XII Nonreporting IGA FFI**

**26** ☐ I certify that the entity identified in Part I:

- Meets the requirements to be considered a nonreporting financial institution pursuant to an applicable IGA between the United States and \_\_\_\_\_ . The applicable IGA is a ☐ Model 1 IGA or a ☐ Model 2 IGA; and is treated as a \_\_\_\_\_ under the provisions of the applicable IGA or Treasury regulations (if applicable, see instructions);
- If you are a trustee documented trust or a sponsored entity, provide the name of the trustee or sponsor \_\_\_\_\_ . The trustee is: ☐ U.S. ☐ Foreign

**Part XIII Foreign Government, Government of a U.S. Possession, or Foreign Central Bank of Issue**

**27** ☐ I certify that the entity identified in Part I is the beneficial owner of the payment, and is not engaged in commercial financial activities of a type engaged in by an insurance company, custodial institution, or depository institution with respect to the payments, accounts, or obligations for which this form is submitted (except as permitted in Regulations section 1.1471-6(h)(2)).

**Part XIV International Organization**

**Check box 28a or 28b, whichever applies.**

**28a** ☐ I certify that the entity identified in Part I is an international organization described in section 7701(a)(18).

**b** ☐ I certify that the entity identified in Part I:

- Is comprised primarily of foreign governments;
- Is recognized as an intergovernmental or supranational organization under a foreign law similar to the International Organizations Immunities Act or that has in effect a headquarters agreement with a foreign government;
- The benefit of the entity's income does not inure to any private person; **and**
- Is the beneficial owner of the payment and is not engaged in commercial financial activities of a type engaged in by an insurance company, custodial institution, or depository institution with respect to the payments, accounts, or obligations for which this form is submitted (except as permitted in Regulations section 1.1471-6(h)(2)).

**Part XV Exempt Retirement Plans**

**Check box 29a, b, c, d, e, or f, whichever applies.**

**29a** ☐ I certify that the entity identified in Part I:

- Is established in a country with which the United States has an income tax treaty in force (see Part III if claiming treaty benefits);
- Is operated principally to administer or provide pension or retirement benefits; **and**
- Is entitled to treaty benefits on income that the fund derives from U.S. sources (or would be entitled to benefits if it derived any such income) as a resident of the other country which satisfies any applicable limitation on benefits requirement.

**b** ☐ I certify that the entity identified in Part I:

- Is organized for the provision of retirement, disability, or death benefits (or any combination thereof) to beneficiaries that are former employees of one or more employers in consideration for services rendered;
- No single beneficiary has a right to more than 5% of the FFI's assets;
- Is subject to government regulation and provides annual information reporting about its beneficiaries to the relevant tax authorities in the country in which the fund is established or operated; **and**
  - (i) Is generally exempt from tax on investment income under the laws of the country in which it is established or operates due to its status as a retirement or pension plan;
  - (ii) Receives at least 50% of its total contributions from sponsoring employers (disregarding transfers of assets from other plans described in this part, retirement and pension accounts described in an applicable Model 1 or Model 2 IGA, other retirement funds described in an applicable Model 1 or Model 2 IGA, or accounts described in Regulations section 1.1471-5(b)(2)(i)(A));
  - (iii) Either does not permit or penalizes distributions or withdrawals made before the occurrence of specified events related to retirement, disability, or death (except rollover distributions to accounts described in Regulations section 1.1471-5(b)(2)(i)(A) (referring to retirement and pension accounts), to retirement and pension accounts described in an applicable Model 1 or Model 2 IGA, or to other retirement funds described in this part or in an applicable Model 1 or Model 2 IGA); **or**
  - (iv) Limits contributions by employees to the fund by reference to earned income of the employee or may not exceed \$50,000 annually.

**c** ☐ I certify that the entity identified in Part I:

- Is organized for the provision of retirement, disability, or death benefits (or any combination thereof) to beneficiaries that are former employees of one or more employers in consideration for services rendered;
- Has fewer than 50 participants;
- Is sponsored by one or more employers each of which is not an investment entity or passive NFFE;
- Employee and employer contributions to the fund (disregarding transfers of assets from other plans described in this part, retirement and pension accounts described in an applicable Model 1 or Model 2 IGA, or accounts described in Regulations section 1.1471-5(b)(2)(i)(A)) are limited by reference to earned income and compensation of the employee, respectively;
- Participants that are not residents of the country in which the fund is established or operated are not entitled to more than 20% of the fund's assets; **and**
- Is subject to government regulation and provides annual information reporting about its beneficiaries to the relevant tax authorities in the country in which the fund is established or operates.

**Part XV Exempt Retirement Plans** *(continued)*

- d ☐ I certify that the entity identified in Part I is formed pursuant to a pension plan that would meet the requirements of section 401(a), other than the requirement that the plan be funded by a trust created or organized in the United States.
- e ☐ I certify that the entity identified in Part I is established exclusively to earn income for the benefit of one or more retirement funds described in this part or in an applicable Model 1 or Model 2 IGA, or accounts described in Regulations section 1.1471-5(b)(2)(i)(A) (referring to retirement and pension accounts), or retirement and pension accounts described in an applicable Model 1 or Model 2 IGA.
- f ☐ I certify that the entity identified in Part I:
- Is established and sponsored by a foreign government, international organization, central bank of issue, or government of a U.S. possession (each as defined in Regulations section 1.1471-6) or an exempt beneficial owner described in an applicable Model 1 or Model 2 IGA to provide retirement, disability, or death benefits to beneficiaries or participants that are current or former employees of the sponsor (or persons designated by such employees); **or**
  - Is established and sponsored by a foreign government, international organization, central bank of issue, or government of a U.S. possession (each as defined in Regulations section 1.1471-6) or an exempt beneficial owner described in an applicable Model 1 or Model 2 IGA to provide retirement, disability, or death benefits to beneficiaries or participants that are not current or former employees of such sponsor, but are in consideration of personal services performed for the sponsor.

**Part XVI Entity Wholly Owned by Exempt Beneficial Owners**

- 30 ☐ I certify that the entity identified in Part I:
- Is an FFI solely because it is an investment entity;
  - Each direct holder of an equity interest in the investment entity is an exempt beneficial owner described in Regulations section 1.1471-6 or in an applicable Model 1 or Model 2 IGA;
  - Each direct holder of a debt interest in the investment entity is either a depository institution (with respect to a loan made to such entity) or an exempt beneficial owner described in Regulations section 1.1471-6 or an applicable Model 1 or Model 2 IGA.
  - Has provided an owner reporting statement that contains the name, address, TIN (if any), chapter 4 status, and a description of the type of documentation provided to the withholding agent for every person that owns a debt interest constituting a financial account or direct equity interest in the entity; **and**
  - Has provided documentation establishing that every owner of the entity is an entity described in Regulations section 1.1471-6(b), (c), (d), (e), (f) and/or (g) without regard to whether such owners are beneficial owners.

**Part XVII Territory Financial Institution**

- 31 ☐ I certify that the entity identified in Part I is a financial institution (other than an investment entity) that is incorporated or organized under the laws of a possession of the United States.

**Part XVIII Excepted Nonfinancial Group Entity**

- 32 ☐ I certify that the entity identified in Part I:
- Is a holding company, treasury center, or captive finance company and substantially all of the entity's activities are functions described in Regulations section 1.1471-5(e)(5)(i)(C) through (E);
  - Is a member of a nonfinancial group described in Regulations section 1.1471-5(e)(5)(i)(B);
  - Is not a depository or custodial institution (other than for members of the entity's expanded affiliated group); **and**
  - Does not function (or hold itself out) as an investment fund, such as a private equity fund, venture capital fund, leveraged buyout fund, or any investment vehicle with an investment strategy to acquire or fund companies and then hold interests in those companies as capital assets for investment purposes.

**Part XIX Excepted Nonfinancial Start-Up Company**

- 33 ☐ I certify that the entity identified in Part I:
- Was formed on (or, in the case of a new line of business, the date of board resolution approving the new line of business) \_\_\_\_\_ (date must be less than 24 months prior to date of payment);
  - Is not yet operating a business and has no prior operating history or is investing capital in assets with the intent to operate a new line of business other than that of a financial institution or passive NFFE;
  - Is investing capital into assets with the intent to operate a business other than that of a financial institution; **and**
  - Does not function (or hold itself out) as an investment fund, such as a private equity fund, venture capital fund, leveraged buyout fund, or any investment vehicle whose purpose is to acquire or fund companies and then hold interests in those companies as capital assets for investment purposes.

**Part XX Excepted Nonfinancial Entity in Liquidation or Bankruptcy**

- 34 ☐ I certify that the entity identified in Part I:
- Filed a plan of liquidation, filed a plan of reorganization, or filed for bankruptcy on \_\_\_\_\_;
  - During the past 5 years has not been engaged in business as a financial institution or acted as a passive NFFE;
  - Is either liquidating or emerging from a reorganization or bankruptcy with the intent to continue or recommence operations as a nonfinancial entity; **and**
  - Has, or will provide, documentary evidence such as a bankruptcy filing or other public documentation that supports its claim if it remains in bankruptcy or liquidation for more than 3 years.

**Part XXI 501(c) Organization**

**35** ☐ I certify that the entity identified in Part I is a 501(c) organization that:

- Has been issued a determination letter from the IRS that is currently in effect concluding that the payee is a section 501(c) organization that is dated \_\_\_\_\_; **or**
- Has provided a copy of an opinion from U.S. counsel certifying that the payee is a section 501(c) organization (without regard to whether the payee is a foreign private foundation).

**Part XXII Nonprofit Organization**

**36** ☐ I certify that the entity identified in Part I is a nonprofit organization that meets the following requirements.

- The entity is established and maintained in its country of residence exclusively for religious, charitable, scientific, artistic, cultural or educational purposes;
- The entity is exempt from income tax in its country of residence;
- The entity has no shareholders or members who have a proprietary or beneficial interest in its income or assets;
- Neither the applicable laws of the entity's country of residence nor the entity's formation documents permit any income or assets of the entity to be distributed to, or applied for the benefit of, a private person or noncharitable entity other than pursuant to the conduct of the entity's charitable activities or as payment of reasonable compensation for services rendered or payment representing the fair market value of property which the entity has purchased; **and**
- The applicable laws of the entity's country of residence or the entity's formation documents require that, upon the entity's liquidation or dissolution, all of its assets be distributed to an entity that is a foreign government, an integral part of a foreign government, a controlled entity of a foreign government, or another organization that is described in this part or escheats to the government of the entity's country of residence or any political subdivision thereof.

**Part XXIII Publicly Traded NFFE or NFFE Affiliate of a Publicly Traded Corporation**

**Check box 37a or 37b, whichever applies.**

**37a** ☐ I certify that:

- The entity identified in Part I is a foreign corporation that is not a financial institution; **and**
- The stock of such corporation is regularly traded on one or more established securities markets, including \_\_\_\_\_ (name one securities exchange upon which the stock is regularly traded).

**b** ☐ I certify that:

- The entity identified in Part I is a foreign corporation that is not a financial institution;
- The entity identified in Part I is a member of the same expanded affiliated group as an entity the stock of which is regularly traded on an established securities market;
- The name of the entity, the stock of which is regularly traded on an established securities market, is \_\_\_\_\_; **and**
- The name of the securities market on which the stock is regularly traded is \_\_\_\_\_.

**Part XXIV Excepted Territory NFFE**

**38** ☐ I certify that:

- The entity identified in Part I is an entity that is organized in a possession of the United States;
- The entity identified in Part I:
  - (i) Does not accept deposits in the ordinary course of a banking or similar business;
  - (ii) Does not hold, as a substantial portion of its business, financial assets for the account of others; **or**
  - (iii) Is not an insurance company (or the holding company of an insurance company) that issues or is obligated to make payments with respect to a financial account; **and**
- All of the owners of the entity identified in Part I are bona fide residents of the possession in which the NFFE is organized or incorporated.

**Part XXV Active NFFE**

**39** ☒ I certify that:

- The entity identified in Part I is a foreign entity that is not a financial institution;
- Less than 50% of such entity's gross income for the preceding calendar year is passive income; **and**
- Less than 50% of the assets held by such entity are assets that produce or are held for the production of passive income (calculated as a weighted average of the percentage of passive assets measured quarterly) (see instructions for the definition of passive income).

**Part XXVI Passive NFFE**

**40a** ☐ I certify that the entity identified in Part I is a foreign entity that is not a financial institution (other than an investment entity organized in a possession of the United States) and is not certifying its status as a publicly traded NFFE (or affiliate), excepted territory NFFE, active NFFE, direct reporting NFFE, or sponsored direct reporting NFFE.

**Check box 40b or 40c, whichever applies.**

- b** ☐ I further certify that the entity identified in Part I has no substantial U.S. owners (or, if applicable, no controlling U.S. persons); **or**
- c** ☐ I further certify that the entity identified in Part I has provided the name, address, and TIN of each substantial U.S. owner (or, if applicable, controlling U.S. person) of the NFFE in Part XXIX.

**Part XXVII Excepted Inter-Affiliate FFI**41 ☐ I certify that the entity identified in Part I:

- Is a member of an expanded affiliated group;
- Does not maintain financial accounts (other than accounts maintained for members of its expanded affiliated group);
- Does not make withholdable payments to any person other than to members of its expanded affiliated group;
- Does not hold an account (other than depository accounts in the country in which the entity is operating to pay for expenses) with or receive payments from any withholding agent other than a member of its expanded affiliated group; **and**
- Has not agreed to report under Regulations section 1.1471-4(d)(2)(ii)(C) or otherwise act as an agent for chapter 4 purposes on behalf of any financial institution, including a member of its expanded affiliated group.

**Part XXVIII Sponsored Direct Reporting NFFE** (see instructions for when this is permitted)

42 Name of sponsoring entity: \_\_\_\_\_

43 ☐ I certify that the entity identified in Part I is a direct reporting NFFE that is sponsored by the entity identified on line 42.**Part XXIX Substantial U.S. Owners of Passive NFFE**

As required by Part XXVI, provide the name, address, and TIN of each substantial U.S. owner of the NFFE. Please see the instructions for a definition of substantial U.S. owner. If providing the form to an FFI treated as a reporting Model 1 FFI or reporting Model 2 FFI, an NFFE may also use this part for reporting its controlling U.S. persons under an applicable IGA.

Name	Address	TIN

**Part XXX Certification**

Under penalties of perjury, I declare that I have examined the information on this form and to the best of my knowledge and belief it is true, correct, and complete. I further certify under penalties of perjury that:

- The entity identified on line 1 of this form is the beneficial owner of all the income to which this form relates, is using this form to certify its status for chapter 4 purposes, or is a merchant submitting this form for purposes of section 6050W;
- The entity identified on line 1 of this form is not a U.S. person;
- The income to which this form relates is: (a) not effectively connected with the conduct of a trade or business in the United States, (b) effectively connected but is not subject to tax under an income tax treaty, or (c) the partner's share of a partnership's effectively connected income; **and**
- For broker transactions or barter exchanges, the beneficial owner is an exempt foreign person as defined in the instructions.

Furthermore, I authorize this form to be provided to any withholding agent that has control, receipt, or custody of the income of which the entity on line 1 is the beneficial owner or any withholding agent that can disburse or make payments of the income of which the entity on line 1 is the beneficial owner.

I agree that I will submit a new form within 30 days if any certification on this form becomes incorrect.

Sign Here

**Robert Treumann**Signed with ConsignO Cloud (2020/09/28)  
Verify with ConsignO or Adobe Reader.

notarius

Signature of individual authorized to sign for beneficial owner

**Robert Treumann**

Print Name

**24/09/2020**

Date (MM-DD-YYYY)

☒ I certify that I have the capacity to sign for the entity identified on line 1 of this form.



## eSCRIBE's Florida Business Registration



October 23, 2020

FLORIDA DEPARTMENT OF STATE  
Division of Corporations

ESCRIBE SOFTWARE, INC.  
60 CENTURIAN DR.  
MARKHAM, ON L4K 5S8,

Having fulfilled the requirements of section 607.1503 or 617.1503, Florida Statutes, on October 22, 2020, this Certificate of Authority is hereby issued to ESCRIBE SOFTWARE LTD. doing business in Florida as ESCRIBE SOFTWARE, INC., an Out of the Country corporation, in accordance with said statute and assigned document number F20000004676. Please refer to this number whenever corresponding with this office.

This document was electronically received and filed under FAX audit number H20000367433.

To maintain "active" status with the Division of Corporations, an annual report must be filed yearly between January 1st and May 1st beginning in the year following the file date or effective date indicated above. If the annual report is not filed by May 1st, a \$400 late fee will be added.

A Federal Employer Identification Number (FEI/EIN) will be required when this report is filed. Apply today with the IRS online at:

<https://sa.www4.irs.gov/modiein/individual/index.jsp>.

Please notify this office if the corporate address changes.

Should you have any questions regarding this matter, please contact this office at (850) 245-6051.

KYLE D BRUMBLEY  
Regulatory Specialist II Supervisor  
Registration Section  
Division of Corporations

Letter Number: 220A00021062



## Agreements and Insurance Requirements

Should eSCRIBE be selected as the City of Gainesville's vendor for this solution, we are prepared to enter into an agreement for the services described in this RFP response. Our standard subscription agreement is provided in Appendix A of this RFP response, which contains details on our insurance coverages, which are commensurate with the delivery of products and services of this nature.

## Summary

eSCRIBE is enthusiastic about the prospect of working with the City of Gainesville on this important project. Hopefully this response demonstrates that eSCRIBE is very highly compliant with your requirements, operates very well within your existing infrastructure, and our references make it clear that their customer experience is a true differentiator.

We look forward to further discussions, including a presentation to show the Town our software. If you have any questions regarding this proposal and/or wish to discuss next steps, please contact eSCRIBE as per below.

Blair MacDonald  
Territory Sales Manager  
(416) 738-6366  
[bmacdonald@escribemeetings.com](mailto:bmacdonald@escribemeetings.com)  
<https://escribemeetings.com>



## Appendix A – Sample Subscription Agreement





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[REDACTED]

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A horizontal bar chart showing the percentage of respondents who believe the U.S. should take action to address climate change, broken down by age group. The x-axis represents the percentage from 0 to 100. The y-axis lists age groups. The bars are black. The data is as follows:

Age Group	Percentage
18-29	85%
30-49	90%
50-69	85%
70+	95%
18-29	85%
30-49	70%
50-69	88%
70+	98%
18-29	98%
30-49	98%
50-69	98%
70+	80%

\_\_\_\_\_

Age Group	Percentage Vaccinated
18-24	15%
25-34	35%
35-44	55%
45-54	65%
55-64	75%
65-74	85%
75+	90%

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Subscription Agreement



The undersigned parties hereby enter into this Agreement,

eSCRIBE Software Ltd

City of Gainesville

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Signature

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Robert Treumann, CEO  
Authorizing Officer, Title

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## Appendix B – Azure Infrastructure Notes

# Trusted Cloud:

Microsoft Azure Security, Privacy, Compliance, Reliability/Resiliency, and Intellectual Property



# Author

Debra Shinder

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# Introduction

Cloud computing plays an increasingly important role in the operations of organizations of all sizes and in all industries around the world. While cost reduction is still a top priority, scalability, mobility, connectivity, and business agility have stepped to the forefront for decision makers. The cloud offers all this and more. A digital transformation is taking place in the business world. Anticipated growth of artificial intelligence (AI) applications and the Internet of Things (IoT) means the demands on computing resources are increasing at a pace that makes it hard for enterprises to keep up. Projections indicate that [the number of IoT devices will increase to over 55 billion by 2025](#). The global AI market is expected to [grow approximately 150%](#) during the period from 2017 to 2025.

The cloud enables these exciting technologies, and trust is the foundation on which cloud computing is built. Customers will not use technologies or technology providers they don't trust. Trust in cloud computing requires the ability to rely on services and data being available when you need them. You must be able to recover quickly from problems or outages. Reliability and resiliency are critical elements in the trust relationship between cloud provider and customer. Trust is a major consideration in cloud adoption and decision making. You want assurance that your data will be accessible to those who need it to do their jobs, and secured against unauthorized access, tampering, or loss. Thus data protection is a major concern.

Threats to cloud security and data privacy are on the rise. In the healthcare sector alone, as of August 2019 the number of patient records that had been breached was more than double that of the entire previous year. A report by Risk Based Security indicated that 4.1 billion records were exposed in the first half of 2019.

Organizations are more security conscious than ever, but trust is about more than just security features. It's also about protecting personal privacy while at the same time promoting the free flow of data. It's about reliability and resiliency. It's about preventing cybercrime and reducing technology-related fraud and online exploitation. It's about providing affordable and accessible connectivity everywhere, for everyone. This requires a consistently trusted, responsible, and inclusive cloud policy.

Trust begins with keeping customer data safe. Data breaches are costly and can cause irreparable damage to your customers and to your company's reputation. New data protection laws, regulations, and industry standards have increased compliance requirements. Organizations must navigate increased data protection requirements and address dynamic threats to privacy and security, while embracing digital transformation. Today, many organizations find that the best way to achieve these goals is through the cloud—but not just any cloud. Choosing a trustworthy cloud services provider is vital. IT and business leaders need a trusted partner with the right technologies and processes to help build scalable, reliable, inclusive cloud solutions and increase business agility while taking the necessary steps to secure data and help ensure privacy and compliance across the enterprise.

At Microsoft, we take these principles seriously, and we have invested heavily in building trust. Microsoft Azure provides a collection of integrated cloud services for the enterprise and government that you can use to help protect your business assets while reducing security costs and complexity. Building on the principles of security, privacy, compliance, resiliency, and intellectual property protection, Microsoft strives to earn and keep your trust.

# Microsoft Azure: Built on a foundation of trust

Azure is a rapidly growing cloud computing platform that features an ever-expanding suite of cloud services. These include analytics, computing, database, mobile, networking, storage, and web. Azure integrates tools, templates, and managed services. These work together to make it easier to build and manage enterprise, mobile, web, and Internet of Things (IoT) apps faster, using the tools, applications, and frameworks you choose.

As a public cloud service, Azure delivers these services to organizations of all sizes, including many of the world's leading enterprises.

Additionally, Microsoft Cloud for US Government delivers Azure services, such as [Azure Government](#), and supports mission-critical government workloads. This includes a unique cloud instance, exclusively for government customers and their solution providers, and hardened US datacenters operated by screened personnel.

The Azure approach to trust is based on the following foundational principles: security, privacy, compliance, resiliency, and intellectual property (IP) protection.

## Security: Azure helps you keep customer data secure

[The Security Development Lifecycle \(SDL\)](#) introduces and emphasizes security and privacy early and throughout all phases of the development process.

- Azure is built on leading security technologies to help organizations manage and control user identity and access, which are central elements in securing your environment.
- Azure delivers network and infrastructure security technologies and tools to help protect your applications and data.
- Azure uses encryption to protect communications and operational processes including your data in transit. Azure also offers encryption for your data at rest.
- Azure offers advanced tools to detect and defend against threats.

## Privacy: You own and control your data

The Azure approach to privacy and data protection is grounded in a commitment to give organizations ownership of and control over the collection, use, and distribution of customer data.

- You own all your data in Azure, and Microsoft will use it only to provide the services agreed upon. Microsoft will not mine your data for marketing or advertising purposes.
- You have control over where your data is located, who can access it, and on what terms.
- You can access your own customer data at any time and for any reason.
- Microsoft imposes carefully defined requirements for government and law enforcement requests for customer data.
- If you discontinue the service, Microsoft follows strict standards for removing your data.

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**The Azure approach to trust is based on the following foundational principles: security, privacy, compliance, resiliency, and protection of intellectual property.**

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## Compliance: Azure conforms to global standards

Compliance plays a critical role in providing assurance for customers and is an important element in the trust relationship. Through rigorous and widely recognized formal standards that are certified by independent third parties, Microsoft helps organizations comply with constantly shifting requirements and regulations governing the collection and use of individuals' data.

With Azure, you can take advantage of more than 90 current compliance certifications, including over 50 region- and country-specific offerings for the United States, the United Kingdom, the European Union, Germany, Japan, India, China, and more. You can also benefit from over 35 compliance offerings specific to the needs of such key industries as healthcare, government, finance, education, manufacturing, and media.

New legislation and regulations are constantly emerging, but Microsoft engages globally with both governmental and non-governmental regulators and standards bodies to keep your current and future compliance needs covered.

Azure offers a broad set of key global and industry-specific standards and supporting materials for key regulations, including, for example, ISO/IEC 27001 and ISO/IEC 27018, FedRAMP, and SOC 1, 2, and 3 Reports. Azure also meets regional and national standards that include the EU Model Clauses, EU-U.S. Privacy Shield, Singapore MTCS, and the CS Mark in Japan.

## Reliability and Resiliency: Azure keeps your applications up and running and your data available

Azure helps you to avoid potential disasters and quickly recover if your organization does get hit by disaster. Azure offers resiliency for your cloud-based applications and data by providing for business continuity in the following ways:

- High availability
- Disaster recovery
- Backup

Azure was the first cloud platform to provide a built-in backup and disaster recovery solution. Alternatively, you may have your own solution, and that works on Azure too. Azure is cost effective, simple, and scalable, and offers an industry-leading certification portfolio.

## Managing IP risks: Azure helps protect your IP

Trust in the cloud encompasses not only the assurance of security, privacy, compliance, and resiliency, but also clarity and confidence that your intellectual property will be protected against frivolous infringement claims, including when you develop innovative solutions working with a cloud provider. Azure IP Advantage and the Shared Innovation Initiative can offer that assurance.

These principles are supported by the Microsoft commitment to transparency, by which you get broad visibility into Azure processes and practices. This white paper explains in plain, clear language what Microsoft does with your customer data, how it protects and secures that data, and why you can rely on Azure to keep your data available to you when you need it and recover your data if a disaster occurs.

**Learn more:** Visit the [Microsoft Trust Center](#) for the most comprehensive and up-to-date information about the policies, processes, and practices that help you exercise your right to control your data and comply with government and industry regulations.

**Learn more:** Find out how [Azure resiliency](#) can help you build comprehensive business continuity solutions, keep your applications up and running, and create a resilient environment faster.



## Security:

Azure helps you keep customer data secure

Microsoft is committed to providing you with a trusted set of cloud services. We have leveraged our decades-long industry experience building enterprise software and running some of the world's largest online services to create a robust set of Azure security technologies and practices. These work to help reduce the cost, complexity, and risk associated with security in the cloud.

Our mission is to deliver the highest levels of security, privacy, compliance, and availability to private and public sector organizations and help you protect your business assets while reducing security costs. Toward that end, Microsoft invests over \$1 billion annually in cybersecurity, including the Azure platform, and employs over 3500 dedicated cybersecurity professionals.

Azure helps you strengthen your security posture, streamline your compliance efforts, and enable digital transformation. Thousands of companies and governments all over the world have chosen Azure as their trusted cloud and benefit from its industry-leading infrastructure and operational security foundation.

Microsoft takes a defense-in-depth approach to security in Azure. We work together with customers, combining built-in security controls and partner solutions to help you get protected faster across identity, network, and data, as well as providing tools to help you with security management and threat protection.

### Defense in Depth

Identity & Access	Apps & Data Security	Network Security	Threat Protection	Security Management
Role-based access	Encryption	DDOS Protection	Antimalware	Log Management
Multifactor Authentication	Confidential Computing	NG Firewall	AI-Based Detection and Response	Security Posture Assessment
Central Identity Management	Key Management	Web App Firewall	Cloud Workload Protection	Policy and Governance
Identity Protection	Certificate Management	Private Connections	SQL Threat Protection	Regulatory Compliance
Privileged Identity Management	Information Protection	Network Segmentation	IoT Security	SIEM

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**Microsoft invests over \$1 billion annually in cybersecurity, including the Azure platform, and employs over 3500 dedicated cybersecurity professionals.**

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Automated Azure processes in the cloud can reduce or eliminate human error that is responsible for many security breaches. State-of-the-art physical security protecting Microsoft datacenters is designed, built, and operated to internationally recognized standards. Microsoft is invested in making the Azure infrastructure resilient to attack, safeguarding user access to the Azure environment, and helping keep customer data secure.

- **Physical security.** Microsoft datacenters have extensive layers of protection to reduce the risk of unauthorized physical access to datacenter resources.
- **Security design and operations.** Microsoft makes Azure security a priority at every step, including code development that follows the [Security Development Lifecycle \(SDL\)](#), a company-wide, mandatory process based on a rigorous set of security controls that govern operations, as well as robust incident response strategies. [Operational Security Assurance \(OSA\)](#) makes Microsoft business cloud services more resilient to attack by decreasing the amount of time needed to prevent, detect, and respond to real and potential internet-based security threats.
- **Infrastructure protection.** The guiding principle of our security strategy is to “assume breach.” The Microsoft global incident response team works around the clock to mitigate the effects of any attack against our cloud services.
- **Network protection.** Azure provides the infrastructure to securely connect virtual machines (VMs) to one another and to connect on-premises datacenters with Azure VMs. The Azure infrastructure ensures that all infrastructure communications (for which Microsoft is responsible) that carry customer information are encrypted over the wire. Distributed denial-of-service (DDoS) protection at every Azure datacenter helps protect against even the largest of DDoS attacks seen on the internet today.
- **Data protection.** Azure safeguards customer data for applications, platform, system, and storage using four specific methods: segregation, encryption, redundancy, and destruction. Azure offers protection for customer data both in transit and at rest, and supports encryption for data, files, applications, services, communications, and drives.
- **Identity and user access management and control.** Azure manages and controls identity and user access to enterprise environments, data, and applications by federating user identities to Azure Active Directory and enabling multifactor authentication for more secure sign-in. Microsoft uses stringent identity management and access controls to limit data and systems access to those with a genuine business need (least-privileged).

This paper discusses each of these in greater detail below.

## Physical security

Microsoft designs, builds, and operates datacenters in a way that strictly controls physical access to the areas where your data is stored. Microsoft has hundreds of Azure datacenters in 54 regions (as of 2019), and each of these has extensive multilayered protections to ensure unauthorized users cannot gain physical access to your customer data. Layered physical security measures at Microsoft datacenters include access approval:

- At the facility's perimeter.
- At the building's perimeter.
- Inside the building.
- On the datacenter floor.

Physical security reviews of the facilities are conducted periodically to ensure the datacenters properly address Azure security requirements.

## Security design and operations

Secure cloud solutions are the result of comprehensive planning, innovative design, and efficient operations. Microsoft makes security a priority at every step, and operational security best practices are integrated into every aspect of Azure. This includes implementing controls that restrict unauthorized access from Microsoft personnel and contractors.



Microsoft provides multilayered security across physical datacenters, infrastructure, and operations. We help our developers build more secure software and meet security compliance requirements, and Azure operations and security professionals work to protect your data from unauthorized access.

### Security embedded in software development

Azure code development adheres to the [Microsoft Security Development Lifecycle \(SDL\)](#). The SDL is a software development process that helps developers build more secure software and address security and compliance requirements while reducing development cost. The SDL became central to Microsoft development practices over a decade ago and is shared freely with the industry and customers. It embeds security requirements into systems and software through the planning, design, development, and deployment phases.

The SDL process has evolved to encompass not only traditional desktop applications but also cloud-based applications and the agile development methodology.

**Learn more:** [Agile Development Using Microsoft Security Development Lifecycle](#)

### Enhanced operational security

Azure adheres to a rigorous set of security controls that govern operations and support. Microsoft deploys combinations of preventive, defensive, and reactive controls including the following mechanisms to help protect against unauthorized developer and administrative activity:

- Tight access controls on sensitive data, including a requirement for multifactor authentication to perform sensitive operations
- Combinations of controls that enhance independent detection of malicious activity
- Multiple levels of monitoring, logging, and reporting
- Just-in-time access, to minimize the number of people who have administrative privileges on a permanent or ongoing basis

Microsoft also conducts background verification checks of operations personnel and limits access to applications, systems, and network infrastructure in proportion to the level of background verification.

To support a comprehensive, cross-company approach to security, every year Microsoft invests more than a billion dollars in security research and development.

These investments include:

- [The Cyber Defense Operations Center](#), a state-of-the-art facility that brings together cybersecurity specialists and data scientists from across the company to combat cyber adversaries, and protect against, detect, and respond to threats in real time.
- The Cybersecurity Solutions Group, a dedicated group of security experts worldwide that delivers security solutions, expertise, and services to help organizations modernize IT platforms, securely move to the cloud, and help keep data safe from modern security risks.

### Assume breach

One key operational principle that Microsoft follows in hardening its cloud services is to “assume breach.” Traditionally, a large proportion of resources in the application development lifecycle were dedicated to preventive measures, such as application security, network segmentation, and host hardening. The current mindset recognizes that prevention alone, while very important, is only the beginning of an effective security strategy.

“Assume breach” assumes that attackers will be able to get in. If an attack is successful, you must be prepared to mitigate the impact through effective detection and response capabilities. This assumption necessitates greater emphasis on and investment in early detection and rapid response efforts.

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**Microsoft provides multilayered security across physical datacenters, infrastructure, and operations.**

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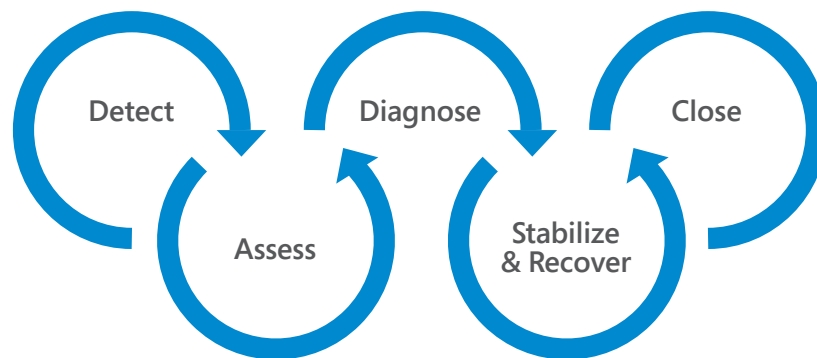
“Red teaming” was developed by the military to improve effectiveness by assuming an adversarial role. At Microsoft, a dedicated red team of software security experts simulates real-world attacks at the network, platform, and application layers, testing the ability of Azure to detect, protect against, and recover from breaches. By constantly challenging the security capabilities of the service, Microsoft works continuously to stay ahead of emerging threats.

**Learn more:** [Microsoft Enterprise Cloud Red Teaming](#)

### Incident response and management

The Microsoft global incident response service works every day to mitigate the effects of attacks and malicious activity.

The goal of security incident management is to identify and remediate threats quickly, investigate thoroughly, and notify affected parties. The incident response team follows an established set of procedures for incident management, communication, and recovery.



Microsoft takes five steps to respond to and manage incidents:

- 1. Detect.** This is the first indication that a security event has occurred and initiates an investigation.
- 2. Assess.** An incident response team member assesses the impact and severity of the event. Based on the evidence gathered, the assessment may or may not result in further escalation to the security response team.
- 3. Diagnose.** Security response experts conduct a technical or forensic investigation to identify containment, mitigation, and workaround strategies. If the security team believes that customer data may have been exposed to an unauthorized individual or that an unlawful act has occurred, the customer incident notification process begins in parallel.
- 4. Stabilize and recover.** The incident response team creates a recovery plan to mitigate the issue. Crisis containment steps such as quarantining impacted systems may occur immediately and in parallel with diagnosis. Longer term mitigations may be planned to occur after the immediate risk has passed.
- 5. Close.** The incident response team creates a post-mortem record that outlines the details of the incident, with the intention to revise policies, procedures, and processes to prevent a reoccurrence.

Microsoft recognizes that shared responsibility means you need tools to conduct your own incident response.

Azure Security Center can play a key role in your incident response strategy. It provides you with insight into the source of the attack, identifying impacted resources and making policy-based recommendations to help you remediate detected issues and resolve them quickly, as well as suggestions for preventing future attacks.

Azure Security Center provides a centralized, real-time monitoring view into the security state of your hybrid cloud resources. Azure Security Center's Investigation Path helps in identifying all the entities involved an attack, such as SQL injection, and quickly remediate against the attack.



In addition, Azure Sentinel can be used in the incident response process by providing a powerful, cloud-based Security Information and Event Manager (SIEM). Security analysts can investigate threats with AI and hunt suspicious activities at scale by tapping into decades of cybersecurity work at Microsoft.

**Learn more:** [Azure Security Response in the Cloud](#) discusses the Microsoft response process in detail and examines how Microsoft investigates, manages, and responds to security incidents within Azure.

**Learn more:** [What is Azure Sentinel](#) provides an overview of what Sentinel can do to support your SIEM requirements.

**Learn more** about [Azure Security Center detection and investigation capabilities](#).

## Infrastructure protection

Infrastructure security is a key component of the secure foundation on which Microsoft cloud services are built. Azure addresses security risks across its infrastructure, which includes hardware, software, networks, administrative and operations staff, and the physical datacenters that house it all.

### Secure Foundation



Industry-leading security systems across global datacenters



Cloud infrastructure with custom hardware and platform-level protections



Collectively secured with cutting-edge operational security

### Physical security

Azure runs in geographically distributed and highly secured Microsoft facilities around the world, sharing space and utilities with other Microsoft Online Services. Physical access is strictly controlled on a “need to” basis and limited in both area and time.

Each facility is designed to run 24 hours a day, 365 days a year, and employs multiple layers of security measures to help protect operations from power failure, physical intrusion, and network outages.

- **Perimeter:** Security staff around the clock, facility setback requirements, fencing and other barriers, and continuous surveillance camera monitoring
- **Buildings:** Alarms, seismic bracing, and security cameras, routine patrol of the datacenter by well-vetted and highly trained security personnel
- **Server facilities:** Multifactor-authentication-based access controls that use biometrics and card readers, cameras, and backup power supplies
- **Datacenter floor:** Full body metal detection screening and additional security scan, video monitoring, and restriction on allowed devices

Microsoft datacenters comply with industry standards (such as ISO/IEC 27001) for physical security and availability. They are managed, monitored, and administered by Microsoft operations personnel. Microsoft conducts periodic physical security reviews of the facilities to ensure the datacenters properly address Azure security requirements.

**Learn more about how** [Microsoft datacenters are physically secured](#).

### Monitoring and logging

Centralized monitoring, correlation, and analysis systems manage the large amount of information generated by devices within the Azure environment, providing continuous visibility and timely alerts to the teams that manage the service. Additional monitoring, logging, and reporting capabilities further enhance visibility.

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**Azure Security Center provides a centralized, real-time monitoring view into the security state of your hybrid cloud resources.**

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Azure reviews and updates configuration settings and baseline configurations of hardware, software, and network devices annually. Changes are developed, tested, and approved prior to entering the production environment from a development and/or test environment. The baseline configurations that are required for Azure-based services are reviewed by the Azure security and compliance team and by service teams.

**Learn more about** [Azure infrastructure monitoring](#).

In keeping with the shared responsibility model, Azure provides you with a wide array of configurable security auditing and logging options for insight into your security state and security-related events. These include Azure Active Directory reporting, Azure Key Vault logs, Azure Storage Analytics, and more. Logs from your Azure resources can be integrated with your on-premises security information and event management (SIEM) system.

[Azure Monitor](#) helps you understand how your applications are performing and proactively identifies issues affecting them and the resources they depend on. It delivers a comprehensive solution for collecting, analyzing, and acting on telemetry from your cloud and on-premises environments. Azure Monitor also includes several features and tools that provide valuable insights into your applications and other resources that they depend on.

[Azure Security Center](#) gives you a centralized view of the security state of your hybrid resources and the configurations of the security controls that are in place to protect them. This enables you to detect threats more quickly and respond more effectively. REST APIs support integration with existing change management and security operations systems.

**Learn more about** [Azure Security Center monitoring and logging](#).

[Azure Sentinel](#) is a SIEM reinvented for the public cloud that helps you see and stop threats before they cause harm. Sentinel puts the cloud and large-scale intelligence from decades of Microsoft security experience to work and makes your threat detection and response smarter and faster with artificial intelligence (AI). It helps eliminate security infrastructure setup and maintenance, and elastically scales to meet your security needs while reducing IT cost.

### Update management

Security update management helps protect systems from known vulnerabilities. Azure uses integrated deployment systems to manage the distribution and installation of security updates for Microsoft software. Azure uses a combination of Microsoft and third-party scanning tools to run operating system, web application, and database scans of the Azure environment.

Security teams perform vulnerability scans on a regular basis. Microsoft contracts with independent assessors to perform penetration testing of the Azure boundary. Red team exercises are also routinely conducted, and the results are used to make security improvements, including those in operational security.

Under the shared responsibility model, you are responsible for managing updates and patches for your virtual machines running on Azure. You can enable and use the [Update Management](#) solution to quickly assess the status of available updates, schedule installation of required updates, review deployment results, and create an alert to verify that updates apply successfully.

**Learn more about** [how to manage Windows updates by using Azure Automation](#).

### Antivirus and antimalware

Malicious code is one of today's top security threats, so Microsoft implements a multiplicity of measures to address it.

- Azure software components must go through a virus scan before deployment. Each virus scan creates a log within the associated build directory, detailing what was scanned and the results of the scan. The virus scan is part of the build source code for every component within Azure. Code is not moved to production without a clean and successful virus scan.





- Microsoft provides native antimalware on all Azure virtual machines (VMs) that run and manage the fabric, to guard against subsequent infestation. When using Azure App Service, the underlying service that hosts the web app has Microsoft Antimalware enabled on it.

The Microsoft Antimalware Client and Service is not installed by default in the Virtual Machines platform. It is available as an optional feature through the Azure portal and Visual Studio Virtual Machine configuration under Security Extensions. Under the shared responsibility model, you are responsible for virus protection within your virtual machines. Microsoft recommends that organizations install and run some form of antimalware or antivirus, such as [Microsoft Antimalware for Azure Cloud Services and Virtual Machines](#), on all VMs.

[Microsoft Antimalware](#) is a single-agent solution for applications and tenant environments designed to run in the background without human intervention. You can deploy protection based on the needs of your application workloads, with either basic secure-by-default or advanced custom configuration, including antimalware monitoring. You can also deploy Microsoft Antimalware through [Azure Security Center](#).

In addition, VMs can be routinely reimaged to clean out intrusions that may have gone undetected.

[Azure Advanced Threat Protection \(ATP\)](#) is a cloud-based security solution that leverages your on-premises Active Directory signals to identify, detect, and investigate advanced threats, compromised identities, and malicious insider actions directed at your organization. Azure ATP enables SecOp analysts and security professionals to detect advanced attacks in hybrid environments in the following ways:

- Monitors users, entity behavior, and activities with learning-based analytics.
- Protects user identities and credentials stored in Active Directory.
- Identifies and investigates suspicious user activities and advanced attacks throughout all phases of a cyberattack.
- Provides clear incident information on a simple timeline for fast triage.

## Penetration testing

Microsoft conducts regular penetration testing to improve Azure security controls and processes, as described above.

Microsoft understands that in a shared responsibility model, security assessment is also an important part of your application development and deployment. Thus, Microsoft has established a policy that allows for organizations to carry out authorized penetration testing on their own—and only their own—applications hosted in Azure.

As of June 15, 2017, Microsoft no longer requires pre-approval to conduct penetration tests against Azure resources. Customers who wish to formally document upcoming penetration testing engagements against Azure are encouraged to fill out the [Azure Service Penetration Testing Notification form](#).

If, during your penetration testing, you believe you have discovered a potential security flaw related to the Microsoft Cloud or any other Microsoft service, please report it to Microsoft within 24 hours by following the instructions on the [Report a Computer Security Vulnerability page](#). Once submitted, you agree that you will not disclose this vulnerability information publicly or to any third party until you hear back from Microsoft that the vulnerability has been fixed. All vulnerabilities reported must follow the [Coordinated Vulnerability Disclosure principle](#).

**Learn more:** [Microsoft Cloud Penetration Testing Rules of Engagement](#). This document describes the unified rules for customers wishing to perform penetration tests against their Microsoft Cloud components.



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**Azure enables you to restrict access to your environments, data, and applications to authorized users based on role assignment, role authorization, and permission authorization.**

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### **Distributed denial-of-service (DDoS) protection**

Azure has a defense system to help protect against DDoS attacks on Azure platform services. Using standard detection and mitigation techniques, it is designed to withstand attacks generated from both outside and inside the platform. The Basic DDoS protection is automatically enabled as part of the Azure platform. Azure DDoS Protection Basic tier provides always-on traffic monitoring with near real-time detection of a DDoS attack, with no intervention required. DDoS Protection automatically mitigates the attack as soon as it's detected. The DDoS service understands your resources and resource configuration and uses intelligent traffic profiling to learn application traffic patterns over time.

[Azure DDoS Protection Standard](#) tier is an optional service that provides additional mitigation capabilities over the Basic service tier, and is tuned specifically to Azure Virtual Network resources. These include real-time attack metrics and diagnostic logs, post-attack mitigation reports, near real-time log stream for Security Information and Event Management (SIEM) integration, and access to DDoS experts during an active attack.

Learn more about [Azure DDoS Protection](#).

### **Identity and user-access management and control**

Identity is a crucial boundary layer for security. Many consider it to be the primary perimeter for security. This is a shift from the traditional focus on network security, as network perimeters keep getting more porous.

Microsoft has strict controls that restrict access to Azure by Microsoft personnel. Microsoft personnel do not have default access to cloud customer data. Instead, they are granted access, under management oversight, only when necessary.

Azure enables you to restrict access to your environments, data, and applications to authorized users based on role assignment, role authorization, and permission authorization.

### **Enterprise cloud directory**

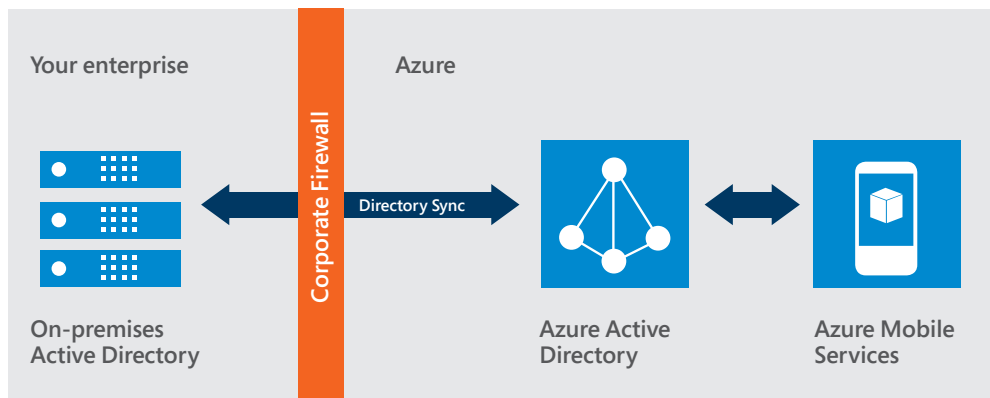
[Azure Active Directory](#) is a comprehensive identity and access management solution in the cloud. It combines core directory services, advanced identity governance, security, and application access management. Azure AD makes it easy for your developers to build policy-based identity management into your organization's applications.

Azure AD Premium editions include additional features to meet the advanced identity and access needs of enterprise organizations, such as:

- The ability for someone to sign in to thousands of applications, including on-premises business applications as well as cloud-based and consumer apps.
- Multifactor authentication.
- Conditional access based on group and location, or device state.
- Azure IoT device-level authentication.
- Access monitoring and logging.
- Cloud App Discovery.
- Self-Service Password Reset (SSPR).

Azure AD enables a single identity management capability across on-premises, cloud, and mobile solutions.





The Azure AD Premium P2 edition offers three important features:

- [Azure AD Identity Protection](#) leverages the anomaly detection of Azure AD to detect anomalies in real time. It uses adaptive machine-learning algorithms and heuristics to detect indications that an identity has been compromised. With Azure AD Identity Protection, you can detect potential vulnerabilities affecting your organization's identities, configure automated responses to detected suspicious actions that are related to your organization's identities, investigate suspicious incidents, and take appropriate action to resolve them.
- [Azure AD Privileged Identity Management](#) helps you manage, control, and monitor access within your organization, by identifying Azure AD administrators, enabling just-in-time administrative access to online services, and providing reports and alerts about administrative access.
- [Access reviews](#) provide governance of identities to ensure users and administrators have the correct access to apps and resources over time. Access reviews enable IT organizations to review access to groups or resources and confirm they still need access to perform their tasks.

**Learn more** For a comprehensive list of the features included in each of the Active Directory editions, see [Azure Active Directory Pricing Details](#).

### Multifactor authentication

The use of multiple authentication factors reduces the risk of unauthorized user access, such as through phishing attacks, and Azure MFA works for both on-premises and cloud applications and across both in a hybrid configuration, helping to safeguard access to data and applications. It delivers strong authentication through a range of easy verification options—phone call, text message, or mobile app notification—allowing users to choose the method they prefer for both on-premises and cloud applications.

**Learn more about** [Azure MFA and how it works](#).

**Conditional access.** Users can access your organization's resources by using a variety of devices and apps from anywhere, so just focusing on who can access a resource is not sufficient anymore. You need to make sure that these devices meet your standards for security and compliance. With Azure AD conditional access, you can make automated access-control decisions for accessing your cloud apps that are based on conditions such as device state, location, client application, and sign-in risk.

**Learn more about** [conditional access in Azure AD](#).

**Azure IoT device-level authentication.** Authentication applies to devices as well as users, especially in today's Internet of Things (IoT). Azure IoT supports X.509 certificates for enhanced authentication at the device level. Device identity can be transmitted safely and securely from the edge to the cloud. You can use the IoT Hub device identity registry to configure per-device security credentials and access control using tokens. Azure IoT Hub grants access to endpoints by verifying a token against the shared access policies and identity registry security credentials. Security credentials, such as symmetric keys, are never sent over the wire.

**Learn more about** [identity registry in your IoT hub](#).

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There are two types of risks related to user accounts that are flagged by Azure AD.

**Risky sign-in is real time, based on the location, device and sign-in behavior, and indicates that someone other than the legitimate account owner might be attempting to sign in.**

**Risky users are flagged for indications of the possibility of a compromised account, based on data collected on the user. For example, if a user's credentials are suspected to have been leaked, that is a risky user.**

**Azure AD creates a risk event record whenever it detects either type of suspicious action.**

**Learn more about** [users flagged for risk security report](#).

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**Access monitoring and logging.** Security reports are used to detect access patterns and to proactively identify and mitigate potential threats. Microsoft administrative operations, including system access, are logged to provide an audit trail if unauthorized or accidental changes are made. You can turn on additional access monitoring in Azure and use third-party tools to detect additional threats. You can also request reports from Microsoft that provide information about user access to your environment.

**Learn more about** [Azure identity management](#).

**Cloud App Discovery** provides a comprehensive view into your cloud app usage, enabling you to address Shadow IT. You can measure app usage by number of users, volume of data, and web requests, and identify which users are using an application. You can also export data for additional analytics and manage applications with Azure Active Directory to enable single sign-on (SSO) and user management.

**Learn more about** [Azure AD Cloud App Discovery](#).

**Self-Service Password Reset (SSPR).** Azure AD SSPR provides both a web-based and Windows-integrated experience that enables users to reset their own passwords. This provides a better, faster, and more efficient password reset experience for users.

**Learn more about** [how Azure AD Self-Service Password Reset works](#).

## Network protection

Azure networking provides the infrastructure to securely connect virtual machines (VMs) to one another and to connect on-premises datacenters with Azure VMs and PaaS services. The Azure shared infrastructure hosts hundreds of millions of active VMs, so protecting the security and confidentiality of network traffic is critical.

In the traditional datacenter model, your corporate IT organization controls your networked systems, including physical access to networking equipment. In the cloud service model, the responsibilities for network protection and management are shared between the cloud provider and the customer. You don't have physical access to switches, routers, and other network devices, but you implement the logical equivalent within your cloud environment using tools such as guest operating system firewalls, virtual network gateway configuration, and virtual private networks.

Azure provides features and tools to help you secure your virtual networks.

**Virtual networks.** You can assign multiple deployments within a subscription to a virtual network and allow those deployments to communicate with each other through private IP addresses. All resources in a virtual network can communicate outbound to the Internet by default. You can communicate inbound to a resource by assigning a public IP address or a public load balancer.

Azure resources communicate securely with each other through a virtual network or through a virtual network service endpoint.

**Learn more about** [virtual network service endpoints](#).

**Network isolation.** Azure is a multitenant service, meaning that your data, deployments, and VMs may be stored on the same physical hardware as that of other customers. Azure uses logical isolation to segregate virtual networks and processing for each customer to help ensure that your customer data is not combined with anyone else's over your virtual networks in Azure. This provides the scale and economic benefits of multitenant services while rigorously preventing customers from accessing one another's data.

[Azure Virtual Networks](#) enable you to use network isolation yourself by creating separate virtual networks (VNETs) for different purposes (development, testing, production). Each VNET is isolated from other VNETs. You can also segment a VNET into multiple subnets.

**Learn more about** [network isolation with Azure best practices for network security](#).



**Virtual machine encryption.** You can encrypt Azure VMs using Azure Disk Encryption to protect the contents of both Windows and Linux VMs. This uses BitLocker for Windows and DM-Crypt for Linux to encrypt both the operating system volume and the data disks. Encryption keys are managed via Azure Key Vault. You can use Azure Storage Service Encryption (SSE) to encrypt VHD files stored in Azure blobs.

**Learn more about** [Azure Disk Encryption for Windows and Linux IaaS VMs VPN](#).

Microsoft enables connections from customer sites and remote workers to Azure Virtual Networks using Site-to-Site and Point-to-Site VPNs. A Site-to-Site (S2S) VPN gateway connection is used to connect your on-premises network to an Azure virtual network over an IPsec/IKE VPN tunnel. A Point-to-Site (P2S) VPN gateway connection lets you create a secure connection to your virtual network from an individual client computer.

**Learn more about** [creating a site-to-site VPN and a point-to-site VPN in Azure](#).

For even better performance, you have the option to use ExpressRoute, a private fiber link into Azure datacenters that keeps your traffic off the Internet. ExpressRoute connections offer more reliability, faster speeds, and lower latencies than typical internet connections.

**Learn more about** [Azure ExpressRoute](#).

**Encrypting communications.** Built-in cryptographic technology enables you to encrypt communications within and between deployments, between Azure regions, and from Azure to on-premises datacenters.

Azure offers many mechanisms for keeping data private as it moves from one location to another, including Transport Layer Security (TLS) and Perfect Forward Secrecy (PFS). When you interact with Azure Storage through the Azure portal, all transactions take place over HTTPS.

**Learn more about** [Azure Encryption](#).

**Threat detection.** [Azure Security Center](#) uses new behavioral analytics to detect insider threats and attempts to persist within a compromised system. Detection algorithms are continuously developed and refined to create insights that you can use to remediate attacks more quickly.

Azure Advanced Threat Protection (ATP) is a cloud-based security solution that helps you detect and investigate security incidents across your enterprise by monitoring user, device, and resource behaviors and identifying anomalies right away.

Advanced Threat Protection for Azure SQL Database is a unified package for advanced SQL security capabilities. It includes functionality for discovering and classifying sensitive data, surfacing and mitigating potential database vulnerabilities, and detecting anomalous activities that could indicate a threat to your database.

**Learn more** [about Azure Advanced Threat Protection](#) and [Advanced Threat Protection for Azure SQL Database](#)

Azure Sentinel enables you to see and stop threats before they harm your network with this next generation Security Information and Event Management (SIEM) solution. It provides you with a bird's-eye view across your enterprise and uses artificial intelligence and integrated automation and orchestration to detect, investigate, and respond to incidents rapidly. Azure Firewall is a managed, cloud-based network security service that helps protect your Azure Virtual Network resources. It is a fully stateful firewall as a service that features:

- Built-in high availability with unrestricted cloud scalability.
- Ability to centrally create, enforce, and log application and network connectivity policies.
- Source and destination Network Address Translation (SNAT and DNAT) support.
- Full integration with Azure Monitor for logging and analytics.
- Support for hybrid connectivity through deployment behind VPN and ExpressRoute Gateways.

**Learn more about** [Azure Firewall](#).

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Azure is based on a shared responsibility model, in which part of the responsibility for security lies with the cloud services provider and part belongs to the customer.

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## Data protection

Your data is your most valuable digital asset. Azure enables you to encrypt data and manage keys. It safeguards your customer data for applications, platform, system, and storage using four specific methods: segregation, encryption, redundancy, and destruction.

**Data segregation.** As a multitenant service, Azure uses logical isolation to segregate storage and processing for each customer to help ensure that your customer data is not combined with anyone else's.

**Data encryption.** You can encrypt data in storage and in transit to align with best practices for protecting the confidentiality and integrity of your data. Azure supports various encryption models, including both client-side and server-side encryption.

For data at rest, Azure offers a wide range of encryption capabilities, giving you the flexibility to choose the solution that best meets your needs.

Azure Disk Encryption leverages the industry-standard BitLocker feature of Windows and the DM-Crypt feature of Linux to provide volume encryption for the OS and data disks. Transparent data encryption (TDE) helps protect Azure SQL Database.

**Learn more about** [Azure Disk Encryption for IaaS VMs](#) and [TDE for SQL Database and Data Warehouse](#).

Azure Key Vault helps you easily and cost-effectively streamline key management and maintain control of keys used by cloud applications and services to encrypt data. Encryption at rest with Azure Site Recovery supports Storage Service Encryption (SSE).

**Learn more about** [Azure Storage Service Encryption for Data at Rest](#).

For data in transit, Azure uses industry-standard transport protocols such as TLS 1.2+ between devices and Microsoft datacenters and within datacenters themselves. You can enable encryption for traffic between your own virtual machines and end users.

SMB 3.0 can be used in VMs that are running Windows Server 2012 or later to make data transfers secure by encrypting data in transit over Azure Virtual Networks. Administrators can enable SMB encryption for the entire server or just specific shares.

Secure Shell (SSH) can be used to connect to Linux VMs running in Azure. SSH is an encrypted connection protocol that allows secure sign-ins over unsecured connections.

Azure VPN encryption creates a secure, encrypted tunnel to protect the privacy of data sent across the network. Site-to-Site VPNs use IPsec for transport encryption. You can configure Azure VPN gateways to use a custom IPsec/IKE policy with specific cryptographic algorithms and key strengths. Point-to-Site VPNs use Secure Socket Tunneling Protocol (SSTP) to create the VPN tunnel that allows individual client computers access to an Azure virtual network.

**Learn more about** [Azure encryption of data in transit](#).

**Data redundancy.** You may opt for in-country storage for compliance or latency considerations or out-of-country storage for security or disaster recovery purposes. Data may be replicated within a selected geographic area for redundancy.

Data in your Azure storage account is always replicated to ensure durability and high availability. You can choose from the following replication options:

- Locally redundant storage
- Zone-redundant storage
- Geo-redundant storage
- Read-access geo-redundant storage

**Learn more about** [replication options in Azure Storage](#).

[Advanced Threat Protection for Azure Storage](#) provides an additional layer of security intelligence that detects unusual and potentially harmful attempts to access or exploit storage accounts. This layer of protection allows you to address threats without the need to be a security expert or manage security monitoring systems.

Security alerts are triggered when anomalies in activity occur. These security alerts are integrated with Azure Security Center, and are also sent via email to subscription administrators, with details of suspicious activity and recommendations on how to investigate and remediate threats.

[Advanced Threat Protection for SQL Database](#) is part of the Advanced Data Security (ADS) offering, which is a unified package for advanced SQL security capabilities. It detects anomalous activities indicating unusual and potentially harmful attempts to access or exploit databases. This provides a new layer of security, which enables customers to detect and respond to potential threats as they occur by providing security alerts on anomalous activities.





























**Data destruction.** When you delete data or leave the Azure service, Microsoft follows industry-standard processes for overwriting storage resources before reuse, including following the National Institute of Standards and Technology (NIST) Special Publication 800-88 guidelines for media sanitization.



Learn more about [NIST SP 800-88 R1](#).

## Shared responsibility for security

Azure is based on a shared responsibility model, in which part of the responsibility for security lies with the cloud services provider and part belongs to the customer. This is in contrast to the traditional on-premises datacenter model, in which the organization that owns the data is solely responsible for securing it from end to end.

The division of responsibilities between cloud customers and cloud providers depends on the cloud service model in use (infrastructure, platform, or software as a service), as illustrated by the figure below.

Responsibility	On-Prem	IaaS	PaaS	SaaS
Data classification & accountability				
Client & endpoint protection				
Identity & access management				
Application-level controls				
Network controls				
Host infrastructure				
Physical security				

 Cloud customer  
 Cloud provider

In the Azure cloud, Microsoft is responsible for the security of the physical machines and the infrastructure within the Microsoft datacenter that hosts a customer's virtual machines (VMs). Microsoft endeavors to make its services secure by default, but it is the customer's responsibility to use those services in a secure way.

For example, the security within the confines of the VMs, such as data classification, access management, and application-level controls, is the responsibility of the customer. Likewise, the security of client and endpoint devices is the customer's responsibility. However, Microsoft provides tools that customers can use to protect cloud data and applications, and monitor and respond to security incidents that fall under your area of responsibility, such as:

- [Encryption options](#). Many network encryption options are available to users to secure the network data for which they're responsible. These include Azure Disk Encryption, Azure Storage Service Encryption, and other encryption options as discussed in the preceding section.
- [Azure Active Directory](#) is the Microsoft multitenant, cloud-based directory, and identity management service that is built to work for apps in the cloud, on mobile, or on-premises.
- [Azure Key Vault](#) helps you increase security by safeguarding the cryptographic keys and other secrets (such as passwords) used by cloud apps and services.
- [Azure Information Protection \(AIP\) \(Rights Management Services\)](#) helps you classify your data based on sensitivity, define who can access data and what they can do with it, and track activities on shared data.
- [Azure Security Center](#) provides you with a unified view of security across all of your on-premises and cloud workloads, so you can find and fix vulnerabilities before they can be exploited.
- [Antimalware protection](#). Azure offers Microsoft Antimalware for Azure to protect cloud services and virtual machines, and also employs intrusion detection, distributed denial-of-service (DDoS) attack prevention, and regular penetration testing.

**Learn more:** [Shared Responsibilities for Cloud Computing](#) explains the relationship between cloud service providers and their customers, and delineates their roles and responsibilities.







## Privacy:

Azure gives customers ownership and control of their data

Microsoft understands that when you use Azure, you are entrusting us with your most valuable asset—your data. You trust that its privacy will be protected and that it will be used only in a way that is consistent with your expectations.

For many organizations, keeping your data private is no longer merely desirable—it's mandatory. Government and industry regulations require that you protect the privacy of certain types of data. Breaches that expose personal information can have serious consequences.

The Microsoft approach to privacy is grounded in its commitment to give you control over the collection, use, and distribution of your customer data. Knowledge is the key to controlling your data, and with Azure:

- You know how Microsoft manages your data. Microsoft uses your customer data only to provide the services agreed upon and does not mine it for marketing or advertising. If you leave the service, Microsoft takes the necessary steps to ensure the continued ownership of your data.
- You know where your data is located. Customers who want to maintain their data in a specific geographic location can rely on the expanding network of Azure datacenters around the world. Microsoft also complies with international data protection laws regarding transfers of customer data across borders.
- You know who can access your data and on what terms. Microsoft takes strong measures to protect your data from inappropriate access, including restrictions that limit access for Microsoft personnel and subcontractors. However, you can access your own customer data at any time and for any reason.
- You know how Microsoft responds to government and law enforcement requests to access your customer data. Microsoft will not disclose customer data hosted in the Microsoft Cloud to a government or law enforcement except as you direct or where required by law.



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**Microsoft defines customer data as “all data, including all text, sound, video or image files, and software that are provided to Microsoft by, or on behalf of, the customer using the online service.” For example, this includes data that you upload for storage or processing and applications that you run in Azure.**

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## How Microsoft manages your data

With Azure, you are the owner of your customer data and you retain all right, title and interest in the data. You can access your own customer data at any time and for any reason without assistance from Microsoft.

**Microsoft does not share customer data for advertising.** Your data is your business. Microsoft does not share business customer data with Microsoft advertiser-supported services, or mine it for marketing or advertising. Microsoft uses your Azure customer data only to provide the service and for purposes compatible with providing the service, including day-to-day operations and troubleshooting.

## When Microsoft deletes your data

If you end your Azure subscription, Microsoft will retain your customer data for a period of time as specified in the [Microsoft Online Services Terms](#) so you can extract the data. After the specified retention period ends, Microsoft will delete the customer data and personal data unless Microsoft is permitted or required by applicable law to retain such data or is authorized to do so in the agreement.

If you leave the Azure service or your subscription expires, Microsoft is governed by strict standards and follows specific processes that adhere to the contractual agreement for:

- Removing customer data from cloud systems under its control within specified time frames.
- Overwriting storage resources before reuse.
- Physical destruction of decommissioned hardware.

**Learn more about** [how Microsoft handles data upon service termination](#). Download Data Protection in Azure and see “Data Deletion” on page 21.

## Where your data is located

As a customer of Azure services, you know where your data is stored. Azure offers an ever-expanding network of datacenters across the globe.

- Most Azure services permit you to specify the region where your customer data will be stored.
- Microsoft does not control or limit the locations from which you or your users may access, copy, or move customer data. Customers and their end users may move, copy, or access their customer data from any location globally.
- Microsoft may replicate customer data to other regions for data resiliency, but will not replicate or move customer data outside the geographic region.
- Microsoft complies with international data protection laws for transfers of customer data across borders.
- Microsoft will not transfer to any third party (not even for storage purposes) data that you provide to Microsoft through the use of Azure services that are covered under the [Microsoft Online Services Terms](#).

[Find Azure datacenter locations](#) and get information about data storage for both regional and global services.

**Learn more:** [Where your data is located](#)

## Who can access your data and on what terms

Microsoft takes strong measures to help protect your customer data from inappropriate access or use by unauthorized persons. In addition to the physical and technological protections discussed in the Security section of this paper. These include restricting access by Microsoft personnel and subcontractors, and carefully defining requirements for responding to government requests for customer data.

**You can access your customer data at all times.** You can retrieve a copy of Azure customer data at any time and for any reason without the need to notify Microsoft or ask for assistance. At all times during the term of your Azure subscription, you can access, extract, and delete your customer data stored in Azure. You can also take your customer data with you if you end your subscription.

**How Microsoft limits access to customer data.** The operational processes that govern access to customer data in Microsoft business cloud services are protected by technical and organizational measures that include strong authentication and access controls, both physical and logical.

- Access to physical datacenter facilities is guarded by outer and inner perimeters with increasing security at each level.

**Learn more** about [how Azure secures its datacenters](#).

- Virtual access to customer data is restricted based on business need by role-based access control, multifactor authentication, minimizing standing access to production data, and other controls.

**Learn more** about [how Azure controls access to your data](#).

- To ensure control over encrypted data, you have the option to generate and manage your own encryption keys, determine who is authorized to use them, and revoke Microsoft copies of your encryption keys.

**Learn more** about [how Azure protects your data](#).

Azure is a multitenant service. This means your data, deployments, and virtual machines may be stored on the same physical hardware as that of other customers. Microsoft uses logical isolation to segregate storage and processing for each customer to help ensure that your customer data is not combined with anyone else's.

**Microsoft limits access to your customer data by its personnel.** Microsoft has automated most of its service operations so that only a small set requires human interaction.

- Microsoft engineers do not have default access to cloud customer data. Instead, they are granted access under management oversight and only when necessary.
- Microsoft personnel will use customer data only for purposes compatible with providing the contracted services. These may include troubleshooting aimed at preventing, detecting, or repairing problems affecting the operation of Azure, and the improvement of features such as protecting against threats, like malware.

**Microsoft limits access to your customer data by subcontractors** whom it hires to provide limited services on its behalf.

- Subcontractors can access and use customer data only to deliver the services they were hired to provide.
- The Microsoft Online Services Subcontractor List discloses the names of subcontractors who have access to customer data and provides advance notice of new subcontractors.

**Learn more:** [Who can access your data and on what terms](#)

**Microsoft notifies you in case of a security breach.** If Microsoft becomes aware of a breach of security that results in unauthorized access or disclosure of your customer data, Microsoft will:

- Promptly notify you of the security incident.
- Investigate the security incident and provide you with detailed information about it.
- Take reasonable steps to mitigate the effects and to minimize any resulting damage.

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**The Microsoft approach to privacy is grounded in its commitment to give you control over the collection, use, and distribution of your customer data.**

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Privacy is built into the Azure infrastructure, and is governed by Microsoft privacy policies and the Microsoft Privacy Standard, the cornerstone of the Microsoft privacy program.

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## How Microsoft responds to government requests for customer data

Microsoft imposes carefully defined requirements on government and law enforcement requests for customer data. Such requests for customer data must comply with applicable laws. When governments or law enforcement agencies make a lawful request for customer data, Microsoft is committed to transparency and limits what it discloses.

- Microsoft will not disclose customer data hosted in Azure to a government or law enforcement except as you direct or where required by law. Microsoft does not give any third party, including law enforcement and government entities, direct or unfettered access to customer data.
- Microsoft always attempts to redirect third-party requests to you.

If Microsoft is compelled by law to disclose customer data, you will be promptly notified and provided with a copy of the request, unless Microsoft is legally prohibited from doing so. Microsoft takes care to provide only the data specified in the legal order.

- Microsoft has taken steps to ensure that there are no “back doors” for use in government surveillance, and Microsoft does not provide any government with encryption keys or the ability to break the encryption that protects customer data.

Microsoft demonstrates its commitment to transparency by publishing semi-annual reports regarding requests for customer data made by law enforcement agencies. The Law Enforcement Requests Report site provides you with information about such requests made for customer data.

**Learn more:** [Get detailed Microsoft data privacy standards.](#)

## Microsoft sets and adheres to stringent privacy standards

Microsoft is transparent about the specific policies, operational practices, and technologies that help ensure the privacy of your data in Microsoft business cloud services.

### Microsoft builds privacy protections into Azure

Privacy is built into the Azure infrastructure, governed by Microsoft privacy policies and the Microsoft Privacy Standard, the cornerstone of the Microsoft privacy program. This authoritative document delineates the general privacy requirements for developing and deploying all Microsoft products and services, including Azure.

Standards and processes that support these principles include the [Microsoft Online Services Privacy Statement](#) (which details Microsoft core data protection policies and practices) and the [Microsoft Security Development Lifecycle](#) (which integrates privacy requirements in the software development process).

### Microsoft contractual commitments back its privacy best practices

Microsoft backs these privacy protections with strong contractual commitments to safeguard customer data, including:

**ISO/IEC 27018.** Microsoft was the first major cloud provider to adopt the first international code of practice for cloud privacy. An independent audit has verified that Azure is aligned with the ISO/IEC 27018 code of practice.

**EU Model Clauses.** EU data protection law regulates the transfer of EU customer personal data to countries outside the European Economic Area (EEA). Microsoft EU Standard Contractual Clauses provide specific contractual guarantees around transfers of personal data for covered services, which Europe’s privacy regulators have determined meet EU standards for international transfers of data.

**EU-U.S. Privacy Shield.** Microsoft is certified to the EU-U.S. Privacy Shield Framework as set forth by the US Department of Commerce regarding the collection, use, and retention of personal information transferred from the EU to the United States. Microsoft also abides by Swiss data protection law regarding the processing of personal data from the EEA and Switzerland.

**FERPA.** The Family Educational Rights and Privacy Act (FERPA) is a US federal law that protects the privacy of student educational records. Microsoft agrees to the use and disclosure restrictions imposed by FERPA on Azure.

**HIPAA.** The Health Insurance Portability and Accountability Act (HIPAA) is a US federal law that regulates patient Protected Health Information (PHI). Azure and Azure Government offer customers a HIPAA Business Associate Agreement (BAA).

**HITRUST.** The Health Information Trust (HITRUST) Alliance created and maintains the Common Security Framework (CSF) to help healthcare organizations and cloud providers demonstrate their security and compliance.

**LOPD (Spain).** Microsoft was the first hyperscale cloud service provider to receive an authorization from the Spanish Data Protection Agency for its compliance with the high standards governing international data transfer under Spanish Organic Law 15/1999 (Ley Orgánica 15/1999 de Protección de Datos, or LOPD). Microsoft is also the first hyperscale cloud service provider to obtain a third-party audit certification for its online services' compliance with the security measures set forth in Title VIII of Royal Decree 1720/2007.

**My Number Act (Japan).** The "My Number" system created by Japan's legislature establishes a personal identification number assigned to every resident, foreign and domestic. Microsoft does not have standing access to My Number data stored in Azure; however, Microsoft contractually commits that Azure has implemented technical and organizational security safeguards to help customers protect individuals' privacy.

**PDPA (Argentina).** In a data transfer agreement, Microsoft makes a contractual commitment that Azure in-scope services have implemented the applicable technical and organizational security measures stated in Regulation 11/2006 of the Argentine Data Protection Act. It also makes important commitments regarding notifications, auditing of our facilities, and use of subcontractors.

**PIPEDA, PIPA, and BC FIPPA (Canada).** The Personal Information Protection and Electronic Documents Act (PIPEDA), Alberta Personal Information Protection Act (PIPA), and British Columbia Freedom of Information and Protection of Privacy Act (BC FIPPA) are Canadian privacy laws that require organizations to take reasonable steps to safeguard information in their custody or control. Microsoft contractually commits that Azure and Intune in-scope services have implemented security safeguards to help protect the privacy of individuals, based on established industry standards.

**EU General Data Protection Regulation (GDPR).** The European Union's GDPR became enforceable on May 25, 2018. The GDPR sets a new bar globally for privacy rights, security, and compliance. It imposes new rules on companies, government agencies, non-profits, and other organizations that offer goods and services to people in the EU, or that collect and analyze the personal data of everyone residing in the EU, whether or not they are citizens. The GDPR applies to such organizations no matter where they are located.

Microsoft has developed the following materials to help you prepare for compliance with the GDPR:

- [Overview of the GDPR serves as an introduction to GDPR and its key concepts](#)
- [How Azure Can Help Organizations Become Compliant with the EU GDPR](#)  
This white paper, written for decision makers, privacy officers, and security and compliance personnel, helps organizations identify and catalog personal data in Azure systems, build more secure environments, and simplify management of GDPR compliance.

Learn more: [visit the Microsoft GDPR home page](#)

## Microsoft tools simplify your privacy burden

Microsoft simplifies your privacy burden with tools to help you automate privacy. Built-in controls, configuration management tools, and data subject request tools accelerate your compliance and save you money.

**Azure Information Protection.** You can add classification and protection information for persistent protection that stays with your data regardless of where it's stored or with whom it's shared. [Azure Information Protection](#) lets you configure policies to classify, label, and protect data based on its sensitivity. Classification is fully automatic, driven by users, or based on recommendation.

You can choose how your encryption keys are managed, and you can track activities on shared data and revoke access if necessary. Data classification and protection controls are integrated into Microsoft Office and common applications.

**Azure Policy.** You can define and enforce policies that help your cloud environment become compliant with internal policies as well as external regulations using [Azure Policy](#). You can build custom policies with flexibility or apply built-in policies from Microsoft to govern your Azure resources.

**Azure Data Subject Request (DSR) Portal.** The GDPR gives data subjects specific rights to their personal data; these rights include obtaining copies of personal data, requesting corrections to it, restricting the processing of it, deleting it, or receiving it in an electronic format so it can be moved to another controller. A formal request by a data subject to a controller to take an action on their personal data is called a Data Subject Request or DSR.

[The Azure Data Subject Request \(DSR\) portal](#) enables you to fulfill GDPR requests and shows you how to use Microsoft products, services, and administrative tools to find and act on personal data that resides in the Microsoft cloud to respond to DSRs.

Learn more about: [Azure Information Protection](#)





## Compliance:

Azure conforms to global standards

Compliance plays a critical role in providing assurance for customers, and is an important element in the trust relationship. Through rigorous and widely recognized formal standards that are certified by independent third parties, Microsoft helps organizations comply with constantly shifting requirements and regulations governing the security, collection, and use of individuals' data.

Azure offers a broad set of key global and industry-specific standards and supporting materials for key regulations, including [ISO/IEC 27001](#) and [ISO/IEC 27018](#), [FedRAMP](#) and [SOC 1, 2, and 3 Reports](#). Azure also meets regional and national standards that include the [EU Model Clauses](#), [EU-U.S. Privacy Shield](#), [Singapore MTCS](#), and the [CS Mark](#) in Japan. You'll find a complete list of Azure compliance offerings below.

Rigorous audits (many of which require annual review of Azure facilities and capabilities) are conducted by independent accredited third parties such as BSI and Deloitte, which validate Azure's adherence to these standards.

Through its long-standing relationship with the legal and compliance community, Microsoft has developed a wealth of resources for professionals who need relevant information on the key regulatory and compliance considerations associated with cloud computing. This includes both privacy law requirements that apply across all industries, and sector-specific guidelines and regulations.

While it is up to you to determine whether Azure services comply with the specific laws and regulations that are applicable to your business, we help you make these assessments, by providing the specifics of our compliance programs, including audit reports and compliance packages. Your auditors can compare Azure results with your own legal and regulatory requirements, and you can verify the Azure implementation of controls by requesting detailed audit results and reports, many of which are free to Azure customers and trial customers through the [Service Trust Platform](#).

**Learn more:** For the most current information about Azure compliance, visit the [Microsoft Trust Center compliance offerings](#) and choose Azure from the Product or Service list.

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Microsoft offers the most comprehensive set of compliance offerings of any cloud service provider—the deepest and broadest coverage in the industry.

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## Azure compliance offerings

Microsoft offers the most comprehensive set of compliance offerings of any cloud service provider to help you comply with national, regional, and industry-specific requirements governing the collection and use of individuals' data.

These include compliance offerings that are: globally applicable, US government regulations, other region- or country-specific regulations, and industry-specific requirements. Below is a list of our compliance offerings as of October 2019.

### Globally applicable offerings

Compliance offerings covered in this section have global applicability across regulated industries and markets. They can often be relied upon by customers when addressing specific industry and regional compliance obligations.

- **CIS Benchmark.** The Center for Internet Security Microsoft Azure Foundations Benchmark.
- **CSA STAR Attestation.** The Cloud Security Alliance audit of a cloud provider's security posture.
- **CSA STAR Certification.** The Cloud Security Alliance certification that involves an independent third-party assessment of a cloud provider's security posture.
- **CSA STAR Self Assessment.** The Cloud Security Alliance level 1 offering that is free and open to all cloud services providers.
- **ISO/IEC 20000-1:2011.** International Organization for Standardization (ISO)/International Electrotechnical Commission (IEC) certification in Information Technology Service Management.
- **ISO 22301.** International Organization for Standardization (ISO) Business Continuity Management Standard.
- **ISO/IEC 27001.** International Organization for Standardization (ISO)/International Electrotechnical Commission (IEC) Information Security Management Standards.
- **ISO/IEC 27017.** International Organization for Standardization (ISO)/International Electrotechnical Commission (IEC) Code of Practice for Information Security Controls.
- **ISO/IEC 27018.** International Organization for Standardization (ISO)/International Electrotechnical Commission (IEC) Code of Practice for Protecting Personal Data in the Cloud.
- **ISO 9001.** International Organization for Standardization Quality Management Systems Standards.
- **SOC 1, 2, and 3.** Service Organization Controls standards for operational security.
- **WCAG 2.0.** Web Content Accessibility Guidelines 2.0.

### US government

The following compliance offerings are focused primarily on addressing the needs of US Government. Azure, Azure Government, and Azure Government for DoD have the same comprehensive security controls in place, as well as the same Microsoft commitment on the safeguarding of customer data.

- **CJIS.** Criminal Justice Information Services Security Policy.
- **DFARS.** Defense Federal Acquisition Regulation Supplement for defense contractors.
- **DoD DISA L2, L4, L5.** US Department of Defense Provisional Authorization.
- **DoE 10 CFR Part 810.** Department of Energy Code of Federal Regulations.
- **EAR.** US Export Administration Regulations.
- **FDA CFR Title 21 Part 11.** Food and Drug Administration Code of Federal Regulations.



- **FedRAMP.** Federal Risk and Authorization Management Program.
- **FERPA.** Family Educational Rights and Privacy Act.
- **FIPS 140-2.** Federal Information Processing Standard.
- **IRS 1075.** US Internal Revenue Service Publication.
- **ITAR.** International Traffic in Arms Regulations.
- **NIST 800-171.** National Institute of Standards and Technology Special Publication on Protecting Unclassified Information in Nonfederal Information Systems and Organizations.
- **NIST Cybersecurity Framework (CSF).** National Institute of Standards and Technology Cybersecurity Framework.

### Other region- and country-specific regulations

The following compliance offerings are specific to various regional and national laws and regulations. Some of these offerings are based on independent third-party certifications and attestations; others provide contract amendments and guidance documentation to help customers meet their own compliance obligations.

- **Argentina PDPA.** Personal Data Protection Act 25,326.
- **Australia IRAP Unclassified.** Information Security Registered Assessors Program.
- **Australia IRAP PROTECTED.** Information Security Registered Assessors Program highly sensitive data security level.
- **Canada Privacy Laws.** Personal Information Protection and Electronic Documents Act (PIPEDA), Alberta Personal Information Protection Act (PIPA), and British Columbia Freedom of Information and Protection of Privacy Act (BC FIPPA).
- **China GB 18030:2005.** Chinese Coded Character Set standard set by the China Electronics Standardization Institute (CESI).
- **China DJCP (MLPS) Level 3.** Information Security Technology—Basic Requirements for Classified Protection of Information System Security (multilevel protection scheme).
- **China TRUCS / CCCPPF.** Trusted Cloud Service Certification.
- **EU EN 301 549.** European Union Accessibility Requirements Suitable for Public Procurement of ICT Products and Services.
- **EU ENISA IAF.** The European Union Agency for Network and Information Security Information Assurance Framework.
- **EU GDPR.** European Union General Data Protection Regulation.
- **EU Model Clauses.** European Union data protection law Standard Contractual Clauses.
- **EU-US Privacy Shield.** Designed by the U.S. Department of Commerce, and the European Commission.
- **Germany C5.** Cloud Computing Compliance Controls Catalog.
- **Germany IT-Grundschutz workbook.** IT-Grundschutz workbook for Internet and cloud usage.
- **India MeitY.** Ministry of Electronics and Information Technology accreditation for public cloud, government virtual private cloud, and government community cloud.
- **Japan CS Mark Gold.** Cloud Security Gold Mark for IaaS and PaaS.
- **Japan My Number Act.** Social Benefits and Tax Number resident identification number system.
- **Netherlands BIR 2012.** Baseline Informatiebeveiliging Rijksdienst standard.
- **New Zealand Gov CC Framework.** New Zealand Government Cloud Computing Security and Privacy Considerations.



- **Singapore MTCS Level 3.** Multi-Tier Cloud Security Standard for Singapore certification for IaaS, PaaS, and SaaS.
- **Spain ENS High.** Spain Esquema Nacional de Seguridad (ENS) High Level Security Measures.
- **Spain DPA.** Spanish Data Protection Agency guidelines.
- **TISAX (Germany).** Trusted Information Security Assessment Exchange.
- **UK Cyber Essentials Plus.** Cyber Essentials PLUS requirements outlined in the Cyber Essentials Scheme Assurance Framework.
- **UK G-Cloud.** United Kingdom Government-Cloud services classification v6.
- **UK PASF.** United Kingdom Police Assured Secure Facility standards.

### Industry-specific

The following compliance offerings are intended to address the needs of customers subject to various industry regulations such as those in financial services, healthcare and life sciences, media and entertainment, and education. Azure is not subject directly to oversight by these regulators; however, Azure can help customers meet their own compliance requirements.

- **23 NYCRR Part 500.** New York State cybersecurity requirements for licensed financial institutions.
- **AFM and DNB (Netherlands).** Dutch Authority for the Financial Markets (Autoriteit Financiële Markten, AFM) and the Dutch Central Bank (De Nederlandsche Bank, DNB) financial services regulations.
- **AMF and ACPR (France).** The French Financial Authority (Autorité des Marchés Financiers, AMF) and the French Prudential Authority (Autorité de Contrôle Prudentiel et de Résolution, ACPR) financial services and insurance industry regulations.
- **APRA (Australia).** The Australian Prudential Regulation Authority (APRA) regulations for banks, credit unions, insurance companies, and other financial services institutions.
- **CDSA.** The Content Delivery & Security Association (CDSA) Content Protection & Security (CPS) Standard.
- **CFTC 1.31.** The United States Commodity Futures Trading Commission (CFTC) Rule 1.31 recordkeeping requirements.
- **DPP (UK).** The Digital Production Partnership (DPP) and North American Broadcasters Association (NABA) broadcasters cybersecurity requirements.
- **EBA (EU).** European Banking Authority.
- **FACT (UK).** Federation Against Copyright Theft.
- **FCA and PRA (UK).** Financial Conduct Authority and Prudential Regulation Authority.
- **FFIEC.** The US Federal Financial Institutions Examination Council.
- **FINMA (Switzerland).** The Swiss Financial Market Supervisory Authority.
- **FINRA 4511.** The Financial Industry Regulatory Authority Rule 4511.
- **FISC (Japan).** The Center for Financial Industry Information Systems.
- **FSA (Denmark).** The Danish Financial Supervisory Authority.
- **GLBA.** The Gramm-Leach-Bliley Act regulating the US financial services industry.
- **GxP.** Good Clinical, Laboratory, and Manufacturing Practices (GxP), and regulations enforced by the US Food and Drug Administration (FDA) under CFR Title 21 Part 11.
- **HDS (France).** Health Data Hosting (Hébergeurs de Données de Santé, HDS) certification.
- **HIPAA/HITECH.** Health Insurance Portability and Accountability Act and the Health Information Technology for Economic and Clinical Health.



- **HITRUST.** Health Information Trust Alliance.
- **KNF (Poland).** The Polish Financial Supervision Authority (Komisja Nadzoru Finansowego).
- **MARS-E.** The Center for Medicare and Medicaid Services Minimum Acceptable Risk Standards for Exchanges.
- **MAS + ABS (Singapore).** Monetary Authority of Singapore (MAS) and the Association of Banks in Singapore.
- **MPAA.** Motion Picture Association of America.
- **NBB and FSMA (Belgium).** National Bank of Belgium (NBB) and the Financial Services and Markets Authority.
- **NEN-7510 (Netherlands).** Dutch Standardisation Institute healthcare standard.
- **NERC.** North American Electric Reliability Corporation.
- **NHS IG Toolkit (UK).** National Health Service Information Governance toolkit.
- **OSFI (Canada).** Office of the Superintendent of Financial Institutions.
- **PCI DSS.** Payment Card Industry Data Security Standards.
- **RBI and IRDAI (India).** The Reserve Bank of India and Insurance Regulatory and Development Authority of India.
- **SEC 17a-4.** United States Securities and Exchange Commission.
- **Shared Assessments.** Shared Assessment Program formerly known as BITS Shared Assessments, used in the banking industry.
- **SOX.** Sarbanes-Oxley Act of 2002, administered by the Securities and Exchange Commission.
- **TISAX (Germany).** Trusted Information Security Assessment Exchange for the automotive industry.

### Compliance tools and guidance

Frequent updates to the laws and rules from the many regulatory bodies around the world create a challenge for organizations. Compliance personnel need assistance to help meet evolving requirements. Microsoft helps customers meet compliance obligations by providing an extensive repository of resources that include tools, documentation, and guidance.

#### Microsoft Trust Center

The [Microsoft Trust Center](#) is your resource for learning how we implement and support security, privacy, compliance, and transparency in all our cloud products and services. The Trust Center features a comprehensive set of all current certifications, attestations, and other compliance offerings.

#### Service Trust Center

The [Service Trust Portal](#) contains additional guidance and tools to help meet your security, compliance, and privacy needs when using Azure and other Microsoft Cloud services. These audit reports, Azure Security and Compliance Blueprints, and trust documents to help you understand cloud features, and to verify technical compliance and control requirements.

#### Azure Blueprints

The Azure Blueprint service helps customers build Azure applications that are secure and comply with many regulations, including the GDPR and HIPAA, both internally and externally. They also help simplify large scale Azure deployments by packaging key environment artifacts, such as Azure Resource Manager templates, resource groups, role-based access controls, and policies, in a single blueprint definition.

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**Microsoft helps customers meet compliance obligations by providing an extensive repository of resources that include tools, documentation, and guidance.**

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This free service provides you with templates to create, deploy, and update fully governed cloud environments to consistent standards and comply with regulatory requirements. It differs from Azure Resource Manager (ARM) and Azure Policy in that Blueprints is a package that contains different types of artifacts—including Resource Manager templates, resource groups, policy assignments, and role assignments—all in one container, so you can quickly and easily deploy all these components in a repeatable configuration.

You can use the built-in blueprints or create your own custom blueprints. Blueprints can be created in the Azure portal or using the REST API with tools such as PowerShell. If the latter method is used, you can define blueprint parameters to prevent conflicts when reusing certain blueprints.

### **Implementation guidance**

Organizations face many challenges in achieving their compliance goals. Microsoft provides guidance to help Azure customers reach those goals and comply with industry and government regulations in the cloud:

- [Overview of Microsoft Azure Compliance](#)
- [How Microsoft Azure Can Help Organizations Become Compliant with the EU GDPR](#)
- [A Practical Guide to Designing Secure Health Solutions using Microsoft Azure](#)
- [Microsoft Azure HIPAA/HITECH Act Implementation Guide](#)





## Resiliency/Reliability:

Azure keeps your applications up and running and your data available

Resiliency is not about avoiding failures but responding to failures. The objective is to respond to failure in a way that avoids downtime and data loss. Business continuity and data protection are critical issues for today's organizations, and business continuity is built on the foundation of resilient systems, applications, and data.

Reliability and resiliency are closely related. Reliability is defined as dependability and performing consistently well. Resiliency is defined as the capacity to recover quickly. Together, these two qualities are key to a trustworthy cloud service.

Despite your best efforts, disasters happen; they are inevitable but mostly unpredictable, and vary in type and magnitude. There is almost never a single root cause of a major issue. Instead, there are several contributing factors, which is the reason an issue is able to circumvent various layers of mitigations/defenses.

There is no way to always prevent bad things from happening. All we can do is add layers and minimize gaps.

### **Making systems reliable**

Making systems reliable in the public cloud is not the same as in your own datacenter. The cloud is an ever-changing, constantly evolving platform, unlike the usual on-premises IT model where you can achieve greater availability by avoiding change. In the public cloud, change is both inevitable and beneficial, but you must plan for it.

Complex systems can fail in complex ways, and you need resilience to deliver reliability. Reliability is the goal, whereas resilience is the method by which you achieve that goal.

### **Achieving resilience**

Resilience begins with availability. Reducing the amount of downtime and the number of disruptions to service is important to the continued operation of your core business functions. Organizations today are dependent on their online presence for communications with vendors, sales to customers, financial transactions, and more. Downtime means lost revenue and can damage your business reputation.

High availability is about providing uninterrupted continuity of operations whereas disaster recovery is about recovering from a natural or human-induced outage and providing continuity of operations. Disaster recovery usually involves some amount of downtime.

The direct and indirect monetary cost of down time for your organization depends on several factors, including your field of business, how you do business (percentage of sales made online), total revenues, time of day or day of week, and so forth. According to the

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**Azure was the first cloud platform to provide a built-in backup and disaster recovery solution.**

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Ponemon Institute, the average cost of a datacenter outage can be \$9000 per minute.

An effective disaster recovery strategy has two parts: preparedness and recovery. The two are closely related but are not the same. Preparedness is the theoretical plan for the procedures you will follow in response to a catastrophic event, whether it's physical destruction of systems due to a natural disaster or a devastating cyberattack. Recovery is the actual implementation of the processes that make up that plan.

Your data is a valuable asset. According to multiple studies, the leading cause of data loss is human error, attributable to both users and IT professionals. Better training and tighter access controls can help reduce the incidence, but data loss can still occur. To implement a full recovery, you need a good backup system so that if your data is lost or corrupted, you can restore it.

Azure helps you to avoid many potential disasters and quickly recover if your organization does get hit by disaster. Azure offers resiliency for your cloud-based applications and data by providing for business continuity in the following ways:

- High availability
- Disaster recovery
- Backup
- Resilient app design best practices

### Shared responsibility

Just as security is a responsibility that's shared between cloud provider and customer, building systems that will survive failure is also a shared responsibility. Microsoft builds and operates the resilient foundation, then you choose to enable relevant services to help with your resiliency needs. Your apps and workloads sit on top of both.

### Azure resilient foundation

Everything is built on top of the resilient foundation, which is a requirement for any application to achieve resiliency. To achieve resilience—the application on top has to take advantage of the resilient services built on the foundation.

The three pillars of the Azure resilient foundation are:

- Design: How Microsoft designs its global fiber network, evolving datacenters, and storage protections built into the Azure platform.
- Operate: How Microsoft rolls out releases into the environment, performs maintenance (planned and unplanned), and uses machine learning to predict failures and protect customer workloads.
- Observe: How customers can observe what's happening in their environment(s), inform people and systems to make informed decisions before/during issues, and determine their own availability requirements.

IT systems are subject to failure. If all your systems and data are located on your premises, a fire, flood, tornado, or other natural disaster can bring your operations to a halt for weeks or months. When your applications and data are hosted on a cloud service, you have redundant, distributed implementations of your IT resources across physical locations.

Even in the cloud, however, hardware can fail, the network can have transient failures, and rarely, an entire service or region may experience a disruption. Thus, your cloud service provider's dedication to business continuity is vital. Azure provides a comprehensive set of native business continuity solutions that protect you against failures within datacenters and even the failure of entire datacenters.

Business continuity is based on the ability to perform essential business functions during and after adverse conditions, such as a natural disaster or a downed service. Azure is the first hyperscale cloud provider to be certified under ISO-22301, the first international standard to demonstrate the ability to prevent, mitigate, respond to, and recover from disruptive incidents.

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Availability is often expressed as percentage of uptime, using a "table of nines." For example, if the level of availability over a year is 99.99%, it is said to be "four nines." This translates to average downtime of 1.01 minutes per week, 4.32 minutes per month, or a total of 52.56 minutes per year.

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The reliability and performance of cloud services are determined in part by the network and (in addition to having more datacenter regions than any of our competitors) the Microsoft network is also one of the largest in the world. Unlike with many other public cloud providers, data that traverses between Azure datacenters and regions doesn't go through the public internet—it stays in the Microsoft network.

## High availability

A key aspect of a resilient foundation is availability. High availability is all about maintaining acceptable continuous performance despite temporary failures in services, hardware, or datacenters, or fluctuations in load. Highly available systems are consistently operational over long periods of time.

Azure uptime, expressed as a rolling 12 month average to June 2019, was 99.996%, or approximately 26 minutes of downtime per year. Availability can never be 100% because hardware and software failures happen, and human error occurs. But the Service Level Agreement (SLA) describes our commitment for uptime and connectivity. Microsoft provides SLAs that define the guaranteed availability levels for each Azure service. Microsoft also provides support for high availability at the virtual machine, datacenter, and regional levels, through a number of features and functions across the categories of compute, storage, and networking.

**Azure Availability Zones.** This provides redundancy at the regional level. It is a high-availability offering that protects your applications and data from datacenter failures. Availability Zones are unique physical locations within an Azure region. The physical separation of Availability Zones within a region protects applications and data from datacenter failures. With Availability Zones, Azure offers industry best 99.99% virtual machine uptime SLA.

Learn more about [Azure Availability Zones](#).

**Availability Sets.** This provides redundancy at the datacenter level. An Availability Set is a logical grouping capability that you can use in Azure to ensure that the VM resources you place within it are isolated from each other when they are deployed within an Azure datacenter. If a hardware or Azure software failure occurs, only a subset of your VMs are impacted, and your overall application stays up and continues to be available to your customers.

Learn more about [deploying highly available VMs by creating an Availability Set](#).

**Data residency boundary.** This provides redundancy across two regions that share the same regulatory requirements for data replication and storage. Your data is protected from loss of an entire region with geo-redundant storage and Azure Site Recovery.

Learn more about [Azure Regions](#).

**Azure Load Balancer.** Load Balancer can scale your applications and create high availability for your services. Load Balancer automatically scales with increasing application traffic, and you can use the internal load balancer for traffic between virtual machines inside your private network.

Learn more about [Azure Load Balancer](#).

**Azure Traffic Manager.** This is a DNS-based traffic load balancer that enables you to distribute traffic optimally to services across global Azure regions, while providing high availability and responsiveness.

Learn more about [choosing the correct Azure load balancing solution](#).

**Azure compute resiliency solutions.** You can apply autoscaling to virtual machines for high availability and easily spread your workloads across the virtual machines in your virtual machine scale set.

**Network support for high availability.** You can deploy VPN and ExpressRoute gateways in Azure Availability Zones. This brings resiliency, scalability, and higher availability to virtual network gateways. Deploying gateways in Azure Availability Zones physically and

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**Traffic Manager and Load Balancer can be used individually, or you can use them together or in combination with Azure Application Gateway to create a deployment that is geographically redundant.**

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logically separates gateways within a region, while protecting your on-premises network connectivity to Azure from zone-level failures.

**Highly available storage options.** The data in your Azure storage account is always replicated to ensure durability and high availability. Azure Storage replication copies your data so that it is protected from planned and unplanned events ranging from transient hardware failures, to network or power outages, to massive natural disasters, and so on. You can choose to replicate your data within the same datacenter, across zonal datacenters within the same region, and even across regions.

When you create a storage account, you can select one of the following replication options:

- Locally redundant storage (LRS) replicates your data within a storage scale unit that is hosted in a datacenter in the region in which you created your storage account.
- Zone-redundant storage (ZRS) replicates your data synchronously across three storage clusters in a single region, where each storage cluster is physically separated from the others and resides in its own availability zone.
- Geo-redundant storage (GRS) replicates your data to a secondary region that is hundreds of miles away from the primary region.
- Read-access geo-redundant storage (RA-GRS) provides read-only access to the data in the secondary location, in addition to geo-replication across two regions.

Learn more about [these Azure storage replication options](#).

## Disaster recovery

Your disaster recovery strategy is key to business continuity. Site recovery and data backup are elements of a disaster recovery plan. Organizations using the cloud tend to take the reliability of the public cloud for granted, not recognizing that they may be responsible for choosing and implementing backup and recovery mechanisms.

As a cloud customer, you will confront more opportunities to spend extra time and money on optional backup than you can ever take advantage of, so you need to make explicit and careful choices as to what you will and will not do.

Your disaster recovery plan should:

1. **Identify** and classify the threats and risks that may lead to disasters.
2. **Define** the resources and processes that ensure business continuity during the disaster.
3. **Define** the reconstitution mechanism to get the business back to normal from the disaster recovery state, after the effects of the disaster are mitigated.

An effective disaster recovery plan plays its role in all stages of operations and it is continuously improved by disaster recovery mock drills and feedback capture processes.

Disaster recovery happens in the following sequential phases:

1. **Activation Phase:** In this phase, the disaster effects are assessed and announced.
2. **Execution Phase:** In this phase, the actual procedures to recover each of the disaster-affected Azure services are executed. Business operations are restored into the Azure paired region.
3. **Reconstitution Phase:** In this phase the original Azure region hosted system/service is restored, and execution phase procedures are stopped.

Microsoft provides tools and services to help you implement and test your disaster recovery plan.

**Azure Site Recovery** is the Azure built-in disaster recovery as a service (DRaaS) solution that can help keep your applications up and running during an IT outage. You can ensure compliance by testing your disaster recovery plan without impacting production workloads





or end users and keep applications available during outages with automated recovery from on-premises to Azure or Azure to another Azure region.

Azure helps you to reduce the cost of deploying, monitoring, patching, and maintaining on-premises disaster recovery infrastructure by eliminating the need for building or maintaining a costly secondary datacenter. You pay only for the compute resources you need to support your applications in Azure.

Several different types of disaster scenarios can affect a customer's current Azure infrastructure topology. Region-wide service disruptions are not the only cause of application-wide failures. Poor design and administrative errors can also lead to outages. It's important to consider the possible causes of a failure during both the design and testing phases of your disaster recovery plan. A good plan takes advantage of Azure features and augments them with application-specific strategies.

Learn more about [Azure Site Recovery](#).

## Backup

Azure Backup helps you reduce data restoration time and reliability challenges. It's built into the Azure platform, with seamless support for virtual machines running in Azure and on-premises. It's cost effective because it doesn't require any additional infrastructure. Multiple authentication layers help to keep your data safe and guard against loss from ransomware.

Data backup is a critical part of disaster recovery. If the stateless components of an application fail, you can always redeploy them. If data is lost, the system can't return to a stable state. Data must be backed up, ideally in a different region in case of a region-wide disaster.

Azure provides resiliency for your databases. Azure Backup automatically discovers if a selected virtual machine is running SQL and backs up your SQL database natively with support for fifteen-minute recovery time objective (RTO). Azure also provides data resiliency. You can back up important files natively in Azure, with item-level restore. Azure Backup supports full, differential, and incremental backup.

Backup is distinct from data replication. Data replication involves copying data in near real time, so that the system can fail over quickly to a replica. Data replication can reduce the length of time it takes to recover from an outage by ensuring that a replica of the data is always standing by. However, data replication won't protect against human error. If data is corrupted because of human error, the corrupted data just gets copied to the replicas.

Thus, you still need to include long-term backup in your disaster recovery strategy.

Learn more about [Azure Backup](#).

## Resilient app design best practices

Your mission-critical applications and data should be built for resiliency. One of the primary ways to make an application resilient is through redundancy. You need to plan for this redundancy when you design the application. The level of redundancy that you need depends on your business requirements; in general, there is a tradeoff between greater redundancy and reliability versus higher cost and complexity.

Azure has a number of features to make an application redundant at every level of failure, from an individual VM to an entire region. These include Availability Sets and Availability Zones as well as Azure Site Recovery and Azure Backup.

The Azure Architecture Center provides detailed information to get started quickly and build apps correctly the first time. This includes guidance on building for security, scalability, performance, cost, and manageability—including tested deployment scripts and verified recommendations for your production workloads.





# Managing IP risks:

Azure helps protect your IP

Learn more about [designing resilient applications for Azure](#).

In today's business world, companies produce not only tangible goods but also intellectual property (IP), including concepts, ideas, inventions, original artistic works, software code, logo designs, and identifying names.

Copyright, patent, trademark, and other intellectual property protections are designed to safeguard the IP owner's rights to derive the value from such creations of the human mind. This encourages creativity and innovation and allows creators and investors to benefit from their efforts and receive a return on their investment of time, mental energy, and/or money.

Business method and software patents provide a lucrative opportunity for non-practicing entities (NPEs), who stockpile large numbers of patents with no intention of developing products, but for the purpose of suing companies and individuals for infringement. This type of cloud-based patent litigation is increasing, and lawsuits and countersuits can cost your organization money and time and damage your reputation. The aggressive tactics of NPEs discourage innovation.

Trust in the cloud encompasses not only the assurance of security, privacy, compliance, and resiliency, but also clarity and confidence that your innovations will be protected against frivolous infringement claims, including when you co-develop innovative solutions working together with a cloud provider. Microsoft Azure IP Advantage and the Shared Innovation Initiative can help offer that assurance.

The following steps will get you started on the road to protecting your innovations and developing with confidence:

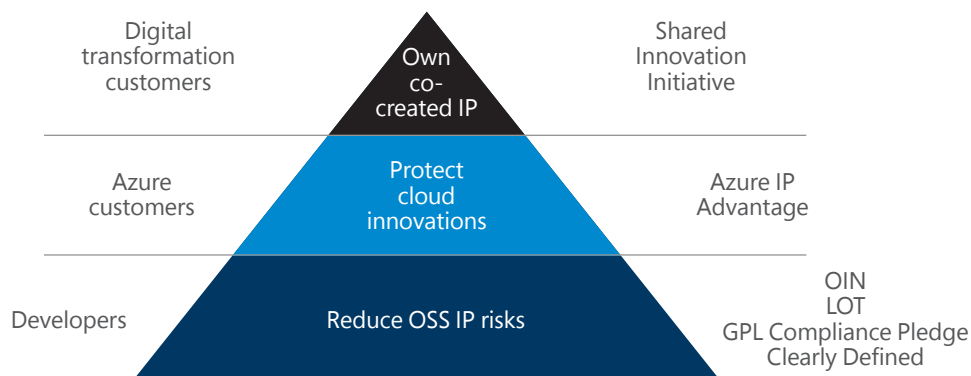
- Assess your cloud IP protection and business risks.
- Identify a plan to protect your innovation in the cloud.
- Continue your digital transformation with Microsoft Cloud as a trusted partner.

## IP in the cloud

As computing shifts to the cloud, new risks to innovation emerge. These include risks to developers, to Azure customer organizations working in the cloud, and to customers who co-create intellectual property with Microsoft as part of their digital transformation.

Microsoft trust and IP initiatives build on one another to provide protections to all three of these categories.





## Azure IP Advantage

Intellectual property is increasingly being created, stored, and shared in digital form. Digital transformation has brought a paradigm shift to the business environment as companies embrace new approaches to creating, communicating, and interacting with customers, partners, and the public.

NPEs see this as an opportunity; they collect and hoard patents and then assert patent infringement against innovators. This is a growing concern for cloud services customers, and the fear of a patent suit discourages innovation in the cloud. Cloud providers can help their customers reduce the risk to be able to innovate with confidence, and Microsoft Azure offers best-in-industry protection against IP risks. Azure IP Advantage includes:

- **Uncapped indemnification.** This covers claims for IP infringement and extends to open source software (OSS) incorporated by Microsoft in Azure services (for example, Apache Hadoop used for Azure HDInsight). It is provided by default for all Microsoft cloud customers.
- **Patent Pick.** Microsoft provides a portfolio of 10,000 patents that customers can pick from and use to deter and defend against patent lawsuits. It is available to consuming Azure customers with an Azure usage of \$1k/m over the last three months who have not filed a patent infringement lawsuit against another Azure customer for their Azure workloads in the last two years. This helps to discourage excessive litigation.
- **Springing license.** This provides peace of mind with future patent protection; if Microsoft sells any of its patents to an NPE in the future, its customers will receive a license, so the NPE won't have an infringement suit against the customer. This is available to all consuming Azure customers with an Azure usage of \$1k/m over the last three months. Unlike other cloud providers, Microsoft does not require a reciprocal commitment from the customer for its patents. In addition, Microsoft is a member of the LOT Network, a non-profit community of companies that was formed to preserve the traditional uses of patents while providing immunization against the patent troll problem.

These protections help free companies to concentrate more on building their businesses, leveraging open source software, and serving their customers, and less on dealing with patent litigation.

## Shared Innovation Initiative

Every company today is becoming in part a software company. Companies are increasingly collaborating with their cloud providers to co-create intellectual property to transform their business operations. There is growing concern that without an approach

that ensures customers own key patents to these new solutions, tech companies will use the knowledge to enter their customers' market and compete against them—perhaps even using the IP that customers helped create.

Microsoft developed its Shared Innovation Initiative in response to these concerns when customers collaborate with Microsoft to develop new products and services that run on the Azure platform. We've created contract terms that lay out these principles for engagements where the parties are co-creating new IP. Shared Innovation builds on our approach outlined in the AIPA, and is based on seven guiding principles:

- 1. Respect for ownership of existing technology.** We each own the existing technology and IP that we bring to the table when we partner together. As we work with customers, we'll ensure that we similarly will each own the improvements made to our respective technologies that result from our collaboration.

The co-creation of new technology in the world today seldom starts from scratch. At Microsoft we bring our existing products, IP, and expertise, and our customers do the same thing, often reflecting their world-leading expertise in their particular field. Our ability to co-create relies on both companies respecting each other's IP.

- 2. Assuring customer ownership of new patents and design rights.** As we work together to create new technology, our customers, rather than Microsoft, will own any patents that result from our shared innovation work.

Among other things, this means that Microsoft will cooperate in the filing of any patent applications resulting from the new invention work. This also means that Microsoft will assign to the customer all of the rights, titles, and interest in the patents we create together.

- 3. Support for open source.** If our shared innovation results in the creation of source code and our customers so choose, Microsoft will work with them to contribute to an open source project any code the customer is licensed to use.

- 4. Licensing back to Microsoft.** Microsoft will receive a license back to any patents and design rights in the new technology that results from the shared innovation, but the license will be limited to improving our platform technologies.

For this purpose, our own platforms include existing and future versions of Azure, Azure Services (e.g., Cognitive Services), Office 365, Windows, Dynamics, Enterprise Mobility Solution, Cortana, Bing, Xbox, Xbox Live, HoloLens, System of Intelligence, and code and tools developed by or on behalf of Microsoft that are intended to provide technical assistance to customers in their respective businesses.

- 5. Portability.** We won't impose contractual restrictions that prevent customers from porting to other platforms the new, shared innovations they own.

In the world today, customers want to retain the contractual freedom to move the work they co-create to an alternative platform in the future if they so choose. We respect their right to do so. We're committed to retaining our customers' business by offering better performance and value than anyone else, not by locking customers in to something they no longer want to use.

- 6. Transparency and clarity.** We will work with customers to ensure transparency and clarity on all IP issues as the shared innovation project moves forward.

IP issues can get complicated, and shared innovation works well only if there is transparency and clarity for customers throughout the process. We're committed to well-organized and defined processes that ensure that our customers always



have clear and complete information. We'll also each appoint executive sponsors to help address quickly any questions or issues that may arise during shared innovation work.

**7. Learning and improvement.** We'll continue to learn from this work and use this learning to improve further our shared innovation work.

We look forward to listening to and learning with our customers as we do more of this important work. We look forward to using what we learn to make future improvements to these principles.

Shared innovation projects represent the next frontier in developing cutting-edge technology, and the ability to co-create relies on both companies respecting each other's IP. These principles offer a path that will ensure that the co-creation of digital technologies creates new economic value to companies throughout the economy and around the world, and strikes a balance that enables Microsoft and its customers to focus on what each does best and work together with trust and confidence to help each other become more successful.





## Appendix C – IT Environment Checklist

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## Hardware/Software Requirements for eSCRIBE Apps

eSCRIBE is a browser-based platform, allowing users to access from virtually anywhere on virtually any device. There are only two applications that require local installation on a user's device. Please see:

 <p><b>eSCRIBE Meetings</b></p> <p><b>Secure Access to Meetings On-the-Go</b> <i>(for meeting participants)</i></p>	<p>With digital content exploding, tablets and smartphones have evolved the way we live and work. eSCRIBE Meetings is a real-time application for elected officials and meeting participants who actively participate in meetings. Users can securely access and sync with any authorized eSCRIBE meeting portals to:</p> <ul style="list-style-type: none"><li>• Browse upcoming meeting agendas, download content for viewing offline</li><li>• Access related reports and supporting information easily</li><li>• Annotate comprehensively, with private and group comments support</li><li>• Use integrated e-voting and request-to-speak management for members</li><li>• Search online resources library for non-meeting specific information; and more</li><li>• eSCRIBE Meetings is available globally for Apple iPad's running iOS 9 or higher, through the Apple App Store, as well as for Windows 10 through the Microsoft Store</li></ul>
 <p><b>eSCRIBE Approval Manager</b></p> <p><i>for Smartphones</i></p>	<p>Never miss a deadline again, with Approval Manager for iOS and Android Smartphones. Now managers and report authors can easily access their Report Manager approval requests anywhere, anytime. With a few simple taps, users can review and prioritize awaiting approvals, open reports and supporting documents, and approve or reject with comments.</p> <p>Available for all iOS and Android mobile devices through the Apple Appstore and Google Play Store.</p> <p><b>App Features</b></p> <ul style="list-style-type: none"><li>• Approval Management — Secure access to your workflow approval tasks from Report Manager</li><li>• Secure Access — No separate usernames and passwords are required</li><li>• Document Viewer — Built-in online viewer supports all major file formats, including Microsoft Office and PDF</li></ul> <p>Pricing is for your entire organization, regardless of number of users.</p>



## Appendix D – Supporting Documents

### Business Continuity & Disaster Recovery Incident Response Plan

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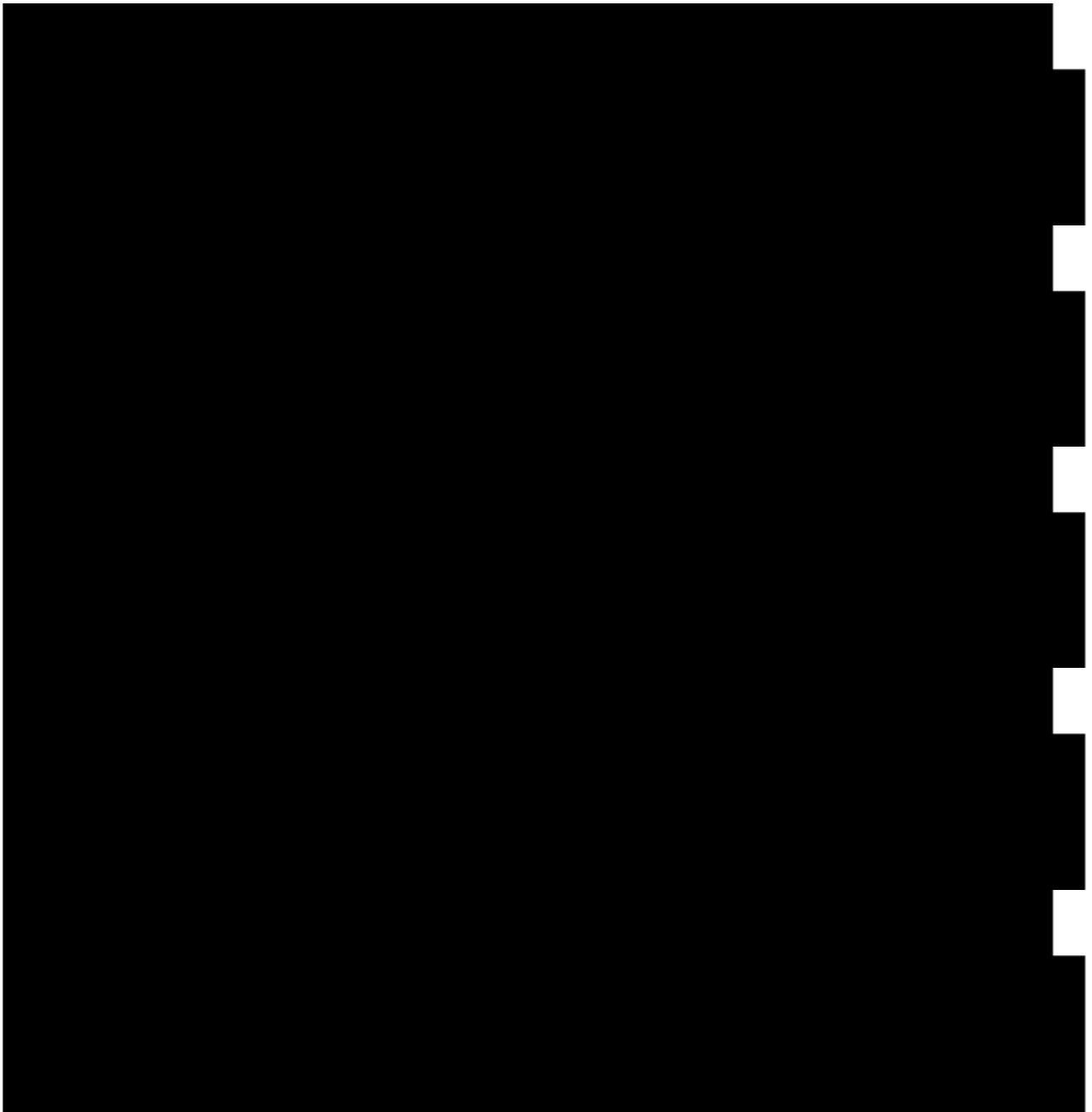
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## Access to Customer Sites and Data



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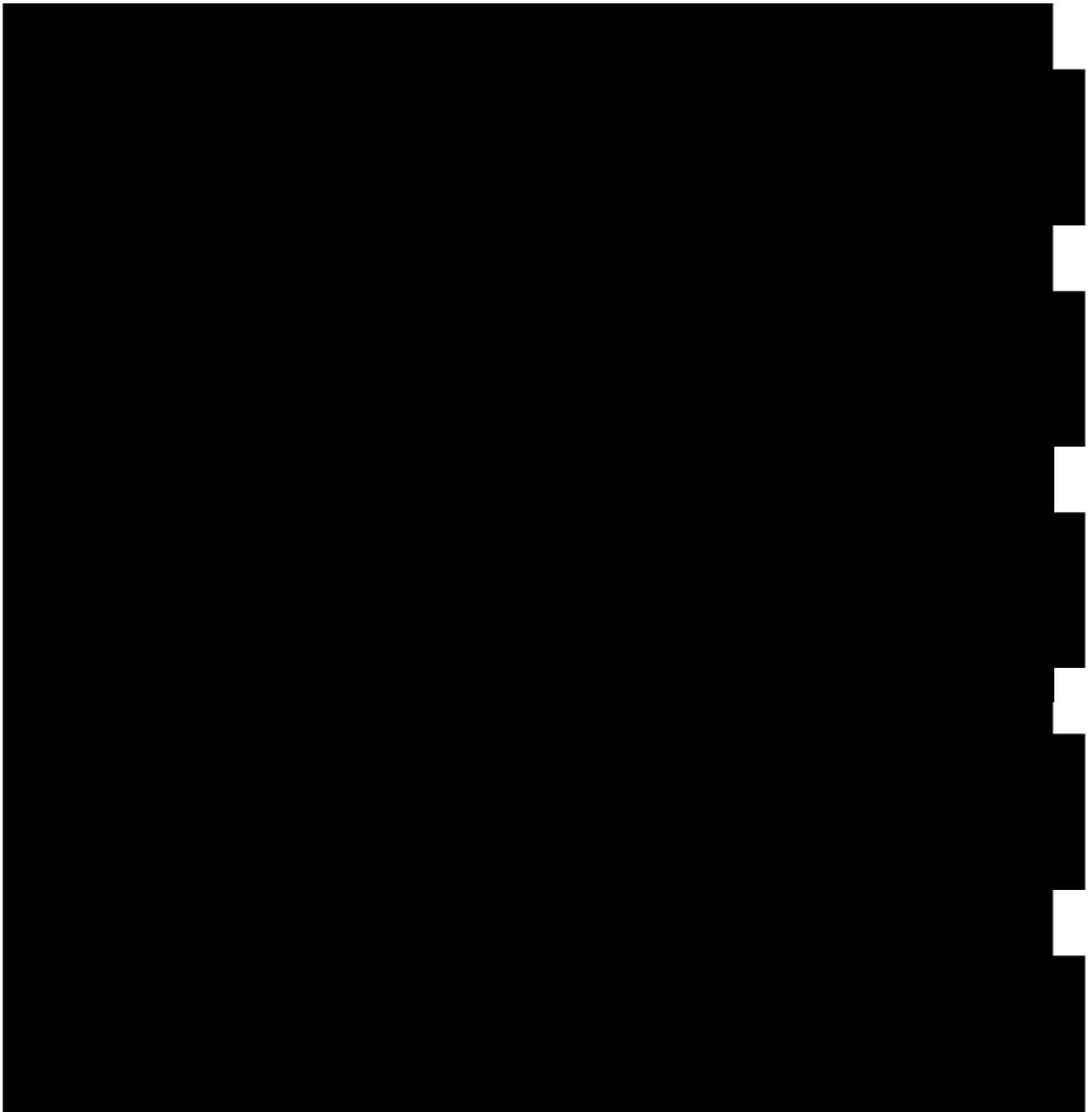
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## Incident Response Plan





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## Project Critical Success Factors



## Project Critical Success Factors

<b>Resource Availability</b>	Subject matter experts will have to be available as required throughout the project. While the time commitments are not onerous, some effort will be required from the Clerk's staff (Clerk and project team) and the ITS.
<b>Openness to Change</b>	An open mind produces a willingness to accept the inevitable changes in workflow and business process changes. Generally, these changes are modest but can seem larger than they are if resistance persists.
<b>Courage and Commitment in the culture</b>	The clerk's team, working with identified stakeholders across the organization, should be the evangelists for the new system, revealing the courageous and necessary cultural adoption to change.
<b>Knowledge is Power</b>	Knowledge is power which breeds confidence that cascades into a winning attitude throughout the organization.
<b>Support business groups</b>	Support business groups act as an easy first 'win'. A business group with report management and workflow that has managed to adopt to the new process is used as an example to others. When one group succeeds and has a positive experience, others readily adopt.
<b>Training</b>	Sufficient resources must be applied to training so people will quickly become comfortable with the new process.
<b>Approach incrementally</b>	The process is better understood and experienced with a number of small but important wins. Trying to "boil the ocean" never works. Identify key meeting streams and business group – roll out meeting automation to them and then build on that success.
<b>Reassurance</b>	eSCRIBE's Post Go Live support is well received, as the client goes live with the initial meeting. We offer a dedicated technician to provide friendly, client aware support or "hand holding" during the first few meeting cycles.



## Appendix E – Case Studies

A photograph of the Livingston County Courthouse, a large, ornate brick building with a prominent clock tower. The building has multiple gables and windows, and the clock tower has two visible clock faces. The sky is blue with some light clouds.

# eSCRIBE Boosts Efficiency, Consistency and Compatibility of Agendas, Resolutions and Minutes for Livingston County

*Customer*  
Livingston County

*Location*  
Livingston County, MI

*Industry*  
Municipality

## *About the Client*

Located in Southeastern Michigan – the most populous region of Michigan, where nearly half of the state's population resides – Livingston County was founded in 1836 and named after Edward Livingston, the Secretary of State for President Andrew Jackson. Situated within an hour's drive of major metropolitan centers including Detroit and the state capitol of Lansing, Livingston County is also roughly midway between the University of Michigan and Michigan State University. An estimated 2017 population just shy of 190,000, places Livingston County as the eleventh most populous county in the state, while its tax rate ranks lowest and its median income highest amongst Michigan's counties.



## The Challenge

In 2016, IT and administration staff at Livingston County kicked off a project to replace the legacy, “homegrown” system they were using to manage agendas and resolutions<sup>1</sup> for the County Board of Commissioners.

“Due to the age of the system, associated components were unreliable,” recalled Diane Gregor, Livingston County Applications Manager. “We wanted to replace the system before it became unusable. If that happened, it would have been extremely difficult to recover. A lot of people relied heavily on that system.”



At its core, the new solution needed to allow end-users to create resolutions, supporting documents, and agendas. The documents would then need to be assigned to a series of meeting agendas, and then go through the county board’s multiple-committee approval process. Resolutions, supporting documentation, agendas, and minutes needed to be retrievable by multiple search criteria.

## Aiming for Efficiency

Looking to not only replace but improve upon the previous system, County staff sought significant improvements in efficiency for generating agendas and minutes.

“Our old system actually consisted of multiple, separate products,” explained Livingston County Administrative Specialist Natalie Hunt, who handles the vast majority of agendas and minutes across the County’s boards and committees. “Agendas were generated out of our internally-developed system, but minutes were done in Microsoft Word and agenda details needed to be manually copied over. There was also no real workflow in the system; people could be notified of the availability of materials for their review, but there was no enforced workflow or approval handling.”

Last but not least, the age of the custom system’s underlying platform created compatibility issues with the software applications being used by County staff.

“Most of our users were on Microsoft Office 2013 or 2016,” explained Steve Hoyer, Application Developer at Livingston County. “Because our agenda and resolution system was running on SharePoint V2, all supporting Word documents had to be saved as Word 2003 or earlier format. Similarly, supporting PDF documents needed to be a particular version or lower; otherwise they were incompatible with our system.”

---

<sup>1</sup> Resolutions are county “legislative” documents, used to establish policy or obtain approvals for projects, staffing changes, and purchases.

## *The Solution*

Hoyer's research led Livingston County to evaluate the eSCRIBE meeting management system. The County's evaluation of comparable products found similar product offerings, with eSCRIBE's pricing being highly competitive. Beyond fulfilling their immediate goals and cost-effective pricing, the team found existing and upcoming modules for the eSCRIBE platform attractive for future initiatives.

"We saw that the upcoming Board Manager module would streamline another area where we had significant inefficiencies," said Hunt. "We also like the rich functionality of eSCRIBE's Webcasting Plus module. It certainly is a viable option, if we were to choose to broadcast our meetings."

## **Reassuring References**

References from existing eSCRIBE customers were also key factors in the County's purchase decision, particularly when compared to what they heard about eSCRIBE competitors. "eSCRIBE customers provided glowing references," explained Gregor. "Their reputation for support, responsiveness, and integrity really impressed us."

eSCRIBE's openness to feedback and requests from their customers also stood in contrast to peers' reports on competitors. "We really liked how eSCRIBE offered a community forum for engaging with their customers and getting suggestions about enhancements," said Hunt. "That was a good sign for the type of relationship we could expect."

## *The Results*

Livingston County signed on with eSCRIBE in October 2017. Implementation began two weeks later, with an official "go live" in February 2018. Initially rolled out to support the County Board of Commissioners, Livingston County has subsequently expanded the use of eSCRIBE to other departments and committees. Since then, the County Veterans Affairs Committee, Election Commission, and Tax Allocation Board have adopted eSCRIBE for their meeting management platform.

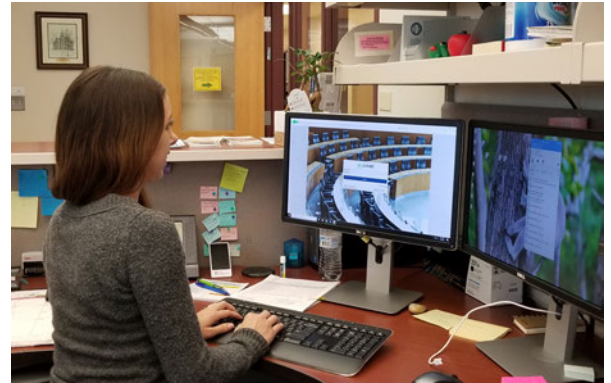
While Hunt remains the eSCRIBE system's primary user, handling roughly 90% of agendas and 85% of minutes, separate staff members handle certain agendas and minutes depending on the particular meeting and department. The county now has close to 100 overall eSCRIBE users spanning many departments, including people who create and submit resolutions. In addition to administering user accounts and creating workflow assignments, Gregor is also a content contributor herself, writing resolutions for IT and related projects.

Hunt cites the efficiency and ease of eSCRIBE's unified approach to generating agendas and minutes as being the biggest benefit for her role, reducing minutes preparation time by 50% as well as decreasing agenda preparation time by roughly 30%.

*“Having agenda content automatically populated into the minutes is a real time-saver,” said Hunt. “I don’t need to re-create my minutes with every meeting; they’re in the system and I can just go in and tweak them.”*

## Compatibility and Consistency

Hunt similarly praises the benefits of eSCRIBE's template-based approach. “I really appreciate being able to select standard language from a drop-down menu for my minutes and resolutions, so I don’t have to manually type in everything,” she explained. “It also helps lessen errors and maintain consistency within our minutes and agendas across our committees and boards, which is very important to us.”



Natalie Hunt,  
Administrative Specialist

The eSCRIBE platform's compatibility with the latest versions of Microsoft Office and PDF creation tools has also eliminated common document generation obstacles. “With our old system, there were many times we would be creating an agenda and stumble on rogue documents that we would need to manually tweak, reformat, or re-print into earlier document variants just to get them into the agenda,” said Gregor. “eSCRIBE has eliminated most of those hiccups.”

eSCRIBE's document workflows helped the Livingston County team enforce consistent practices and improve visibility. “We had some initial resistance from end-users to overcome, as nobody likes change,” explained Hunt. “We’re now getting most people on board with why the workflows are there and how they operate. It has been a really good feature on our end, as it notifies the appropriate managerial staff and gives us visibility of who has reviewed a document, who has made changes, who has signed off on it, and so forth. Everything is better documented now.”

eSCRIBE has also streamlined transparency for the County, automating the process for publishing agendas and minutes to their public website. “We used to have to upload a PDF to our website document library, and then link it to the web pages by hand,” said Hunt. “It was all manual, and if an agenda was subsequently revised, we needed to remove it and re-upload it. eSCRIBE efficiently handles all of the publishing for us, including revisions.”

## On-Board Efficiency

At the time of this writing, Livingston County is in the process of implementing eSCRIBE's new Board Manager Plus module to bring similar efficiencies and enhanced transparency to managing their roughly 25 boards and committees. “We expect Board Manager to replace the spreadsheets we use for tracking,” said Hunt. “Our existing processes for recording membership, updating the roster, recruiting, and taking applications are all very manual. Board Manager Plus will help us simplify and automate

those functions in a single place. Plus, Board Manager's integrated publishing capabilities will give the public the ability to see what all of our boards and committees do, including some they might not even realize exist."

The Livingston County team plans to expand the use of eSCRIBE into even more departments and committees, and looks forward to eSCRIBE's upcoming Legislative module to enhance their ability to track and inquire on resolutions, including historical records.

In the meantime, Hunt continues to enjoy working with the eSCRIBE platform and personnel. "Their customer service team is always pleasant and quick to respond, and when we came across things where the system didn't yet work the way we expected, they've been great in finding creative ways for us to accomplish what we needed. We really appreciate that effort."

The entire Livingston County team is similarly pleased by how eSCRIBE communicates with their customers. "They keep all of our team informed, and we love that eSCRIBE reaches out to us for ideas, taking our input when they're developing new features and modules", concluded Gregor. "I'm anxious to see what things they come up with that we haven't thought of yet!"



*The Board gathers for a meeting while a staff member uses eSCRIBE for meeting minutes*



A photograph of the City of Fort Saskatchewan City Hall, a modern building with large glass windows and a brick section. The name 'CITY OF FORT SASKATCHEWAN CITY HALL' is mounted on the facade in large, blue, three-dimensional letters.

CITY OF FORT SASKATCHEWAN CITY HALL

## City of Fort Saskatchewan Boosts Transparency with Improved Streaming by Switching to eSCRIBE

*Customer*

City of Fort Saskatchewan

*Location*

Fort Saskatchewan, AB

*Industry*

Municipality

### *About the Client*

Home to more than 25,500 people, Fort Saskatchewan, Alberta is a vibrant economic and cultural hub located 15 minutes northeast of Edmonton on the banks of the North Saskatchewan River. The City of Fort Saskatchewan proudly manages state-of-the-art recreation, cultural and historic amenities including 75 km of outdoor trails, a performing arts theatre and fitness centre within the Dow Centennial Centre, and the 1875-1885 NWMP Fort Representation in historic downtown.

As the City's Legislative Officer, Sheryl Exley is responsible for approximately 24 council meetings each year. Having been involved with council meeting recording for over two decades, she has seen many changes from the days when minutes were all written by hand and then typed.

Exley has extensive job responsibilities beyond just meetings, including providing administrative support to each councillor, budget management, and serving as the Census Coordinator to track the city's growing population. Every minute that can be saved through better electronic meeting management is valuable time she can spend on her other duties.



## *The Challenge*

The City of Fort Saskatchewan first adopted electronic meeting management in 2012. The software delivered the efficiencies the City expected over their previous manual, paper-based methods, but limitations of the system became more evident over the years.

"Our first system served its purpose at the beginning, but as time transpired, new programs were becoming available that didn't require as much recurring start-up effort or as much systems maintenance," said Exley. "The old system required me to work off three separate programs to use all of its functionality, so it was a lot of work to get it up and running before each council meeting, and it was hard to troubleshoot if we had difficulties."

## **The Significance of Streaming**

Most problematic though, were the system's limitations for video streaming. Live streams and on-demand clips were not compatible with tablets and mobile devices, and even viewing on desktop PCs required a now-obsolete browser plug-in.

"Video streaming is a huge component of making sure we're transparent to our residents about how we conduct business and how council formulates its decisions," explained Exley. "Residents were frustrated, as they could not view our live streams or archived videos on portable devices. And as operating systems and browsers progressed and no longer supported the Silverlight plug-in, it became harder and harder for people to watch our videos."

## **Time for a Change**

Unable to solve these challenges with their existing product, Exley realized that the City would need to change systems. "The software updates were not available for all modules," she said. "We could update certain components of the program, but would lose other components such as voting and

video streaming because updates were not available. This would be a step back for the City. When we looked at eSCRIBE, we were pleased to discover that they already had what we needed."

## *The Solution*

While the ability to easily stream meetings to mobile devices was among the City's top criteria, other capabilities of the eSCRIBE platform reinforced that it would be the ideal choice.

"The ability to access the eSCRIBE software from anywhere through a web-based interface is phenomenal, and a significant benefit over our hardware-bound previous system," Exley praised. "It is user-friendly and provides tremendous flexibility during live council meetings, such as being able to easily edit motions."

The City also valued eSCRIBE's approach to data storage. "With our previous system, all of our information was housed at our City Hall, which was a risk if anything was to happen to that one storage location," Exley explained. "With eSCRIBE, all information is managed and stored in various sites within Canada, which helps safeguard our videos and archived meetings."

## **A Complete, Integrated Platform**

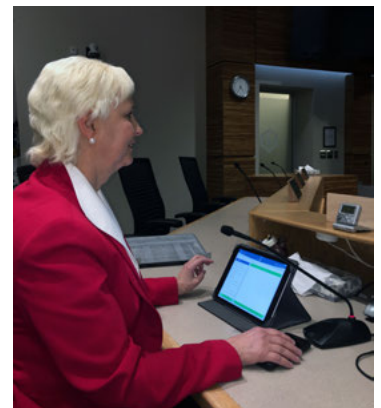
The City of Fort Saskatchewan chose the eSCRIBE Transparency Bundle, which includes modules for meeting management, report management, a participant portal, Internet publishing, and most notably for their goals, the limit-free Webcasting Plus fully-managed streaming solution.

The City also deployed eSCRIBE's Vote Manager module, enabling seamlessly-integrated electronic voting, and augmented it with an advanced graphical public display. Featuring a horseshoe-pattern seating arrangement chart showing how each councillor voted, the graphical representation is shown on public displays for in-person meeting attendees and included in the live and recorded video streams to further bolster transparency.

Last but certainly not least, the City licensed the eSCRIBE Meetings iPad app, providing councillors secure access to meetings through their tablets. While members previously used space-consuming laptops in council chambers, they now need only their iPad to view agendas, make notes, and vote electronically through the app.

## **Smooth Transition**

Exley found the process of deploying eSCRIBE fast and easy. Implementation started in August 2017, with the first live eSCRIBE-powered meetings taking place in October.



*Mayor Katchur starts her iPad prior to a meeting*

"I couldn't believe how quickly things happened with eSCRIBE," she said. "From the eSCRIBE team working with our IT group to integrate with Active Directory Federated Services for authentication, to the initial templates they created for me and my own learning experience, I give eSCRIBE 100% on the process."

## *The Results*

Switching to eSCRIBE delivered benefits for residents, councillors and Exley herself. For public constituents, the improvements in video streaming were met quickly with positive feedback.

*"Residents have commented on social media how nice it is to be able to view our videos from anywhere on a tablet or smartphone," Exley shared. "For those who can't come to council meetings, being able to watch them from home is remarkable. People also like being able to scroll through the agenda on the website and click an item to go directly to that part of the video."*

### **Councillor Convenience**

The eSCRIBE iPad has similarly earned praise from councillors, while eliminating the costly and cumbersome paper agenda packages they were previously supplied with at meetings. "It's so user-friendly," said Exley. "Council is very pleased with how they can view and access agendas and vote on the iPad, and I like how remarkably easy it is to compile, index and make the PDF available through the app."

Councillors have also found the app's secure remote access capabilities to be very beneficial. "When a member of council can't attend a meeting, they can phone in and vote on items through the app," Exley explained. "It allows them to participate in council meetings in real time even when they can't be in chambers. That makes their job easier, which is always one of our goals."

### **Operational Ease**

For Exley, using eSCRIBE has simplified operation, saving her time while eliminating concerns. "Starting a meeting is just so easy, including getting the video streaming going and the actual conducting of the meeting," she praised. "With eSCRIBE, I am confident when I start a meeting that things will go smoothly."

Even more important, eSCRIBE allows Exley to meet the City's goals for keeping the public informed. "eSCRIBE gives us the opportunity to be more open and transparent," she said. "It definitely makes it easier for me to make sure I am relaying the decisions of council and the processes behind them in the best way I can."



### A Platform for Growth

While the City of Fort Saskatchewan has immediate plans to integrate their eSCRIBE deployment with the city's LaserFiche records management system, it's the long-term future of the platform that excites Exley the most.

"eSCRIBE strives to make their product even better. We want to be able to use the system for a long time. Seeing eSCRIBE growing with us and looking at new ways to improve is phenomenal. The software delivers on its promises, and it's clear that eSCRIBE values us as a customer," she concluded.



Sheryl Exley,  
Legislative Officer



## **Meeting Management Drives Better Transparency**

While Saving Weeks of Time for the City of Burlington

The trend to smarter, automated and more transparent government is driving change at the City of Burlington. New technologies are being introduced to lower costs, improve efficiencies and enable citizens to get fast access to information. Recently Burlington decided to deploy eSCRIBE on Microsoft Azure. With eSCRIBE, public servants and elected officials have been able to eliminate paper and automate the hours of manual processes spent copying, collating and distributing binders of minutes, agenda items, tasks and reports. Everything is now online, accessible and secure in Microsoft's Canadian cloud data centres. The complexity of managing the information and tasks generated by multiple meetings, agendas, committees, sub-committees and citizen input is instantly, easily and securely available.

“ Before eSCRIBE, everything was done manually. It is almost impossible to try and quantify the hours we spent preparing. Compiling reports took months, and building a meeting agenda was a two-day process for each committee. Now everything we need is up-to-date and securely available on any device, anywhere. ”

**Danielle Pitoscia,**  
Manager of Election &  
Committee Services





## City of Burlington – Committed to Sustainable Growth

In the lobby of City Hall in Burlington, Ontario, an inscription reads “Where people, nature and business thrive”. Repeatedly voted as one of the best places to live in Canada, the City of Burlington is committed to innovation, sustainable growth, and to building trust with its most valued assets – its constituents.



## Good Government = Great Citizen Value

In order to provide forward-thinking governance to its citizens, the city relies on four standing committees that gather information from public delegations and submit recommendations to Council on matters pertaining to Finance, Planning & Building, Transportation and Roads, Parks & Recreation, IT Services, Human Resources, Citizen Advisory Committees, and much more. Some 100 reports are produced annually, all of them essential to informed decision-making, accountability and transparency – in other words, good government.





## Meetings, Management & Paperwork

Not surprisingly, meetings are the order of the day at City Hall. However, the complexity of scheduling meetings and preparing agendas for members of multiple committees, sub-committees, departments and Council itself is overwhelming if left to paper and manual processes.

Danielle Manton, Manager of Election & Committee Services, remembers what it was like before eSCRIBE: “Everything was done manually. It is almost impossible to try and quantify the hours we spent preparing. Compiling reports took months, and building a meeting agenda was a two-day process for each committee.”

Mired in inefficiencies and, the City realized they needed to replace their paper-based, manual processes with an automated meeting management system. In addition to keeping city staff and officials organized and on track, the application would need to deliver current information right into the hands of stakeholders and make it accessible from any device, eliminating the need for enormous amounts of paper used for printed reports.



Furthermore, the City knew that automation processes would ensure no steps were missed while making critical information available online almost immediately for any stakeholder to access.

In 2011, the City hired a company that claimed to have the right technology. The implementation dragged out over two long years and in the end, the solution did not meet its promised potential. “We ended up just using it for agendas and report tracking, and we already had a system for that,” added Manton.

Despite the disappointing outcome, the City did not give up. In 2016 they met with the meeting management experts at eSCRIBE, and a dynamic partnership developed. “We quickly saw the flaws in their system and knew that our complete six-stage meeting package would deliver immediate results,” said Paul Mackin, vice-president, eSCRIBE.



## **eSCRIBE on Microsoft Azure – Dependability and Data Sovereignty in the Cloud**

eSCRIBE's meeting and agenda management solution provides dramatic cost savings and efficiencies in one eco-friendly, automated package. And because it is built on Microsoft's 100% Canadian cloud – Azure – the City of Burlington is assured of 99.9% availability, flexibility, infinite scalability, and a level of security that can't be matched by other cloud providers. With encryption features and data residency requirements met, information stays right where it's supposed to be, accessible whenever and wherever it's needed.

"Offering eSCRIBE on Microsoft Azure is of tremendous value to our public sector clients who are trying to do more with less, all under the glare of public scrutiny," added Mackin. "The cloud means a much faster time to implementation as well as reduced operating costs because the need to buy and maintain an infrastructure is eliminated. Microsoft's Canadian data centres stand up to Canadian privacy and sovereignty requirements. Data is resident on Canadian soil at all times."





## eSCRIBE and Microsoft CityNext

eSCRIBE has been a proud Microsoft partner for some time, and was one of the first technology companies to join Microsoft's CityNext consortium. CityNext is a Microsoft initiative that has been developed to provide a wide variety of solutions focused on creating more efficient local government operations. Cities, municipalities and townships face all of the same challenges as big government but have significantly smaller budgets to work with.

The Microsoft CityNext alternatives deliver secure, affordable and innovative methods to local governing bodies so that they can:

- Reduce cost
- Empower civil servants and elected officials
- Enable transparency
- Provide 24/7 self-serve information to citizens
- Communicate constituent value



## The Benefits of eSCRIBE

As a cloud-based solution built on Microsoft Azure, eSCRIBE is helping cities and municipalities by delivering:

- A single platform to sort, manage and distribute reports and agendas to the right people, at the right time;
- Reduced complexity around scheduling meetings and people, with fewer errors;
- Better collaboration between committees and managers;
- Improved transparency – council members, City staff, constituents and stakeholders can access information online from any device;
- Online features that keep constituents up-to-date and engaged;
- A lowered carbon footprint by eliminating huge volumes of paper.

The City of Burlington customized the application by adding their own page of quick tips and FAQs, and embedding their internal website.



## Easy to Learn – Internal Staff Coach Others

eSCRIBE's train-the-trainer program led to easy adoption. Report authors can come back to the monthly training sessions that are run by each Standing Committee Clerk, who quickly became experts in how to use the system.

While the software itself was impressive, staff at City Hall were most grateful for the leadership and understanding that eSCRIBE demonstrated throughout the transition. Explains Manton, "The experts at eSCRIBE listen to the customer. Change is always challenging, and although we had made a commitment to the new system, at times we dug in our heels, requesting more. eSCRIBE always delivered. They were clear, honest and professional – and that's why they're the experts."



## All this, and Green too!

Since deployment of eSCRIBE's agenda and meeting management solution, the City of Burlington has realized savings in time, resources and paper costs. More importantly, perhaps, is their ability to be truly transparent and accessible – a commitment they take seriously.

Agendas are produced automatically, meetings are run efficiently, and time is spent on more high-value and mission-critical activities.

Now, reports that used to take two weeks to publish are available online within 24 hours. That means that Burlington's many Citizen Advisory Committees, tasked with everything from assessing bike lanes to millennials' issues, are able to observe and track the outcomes of Council and Committee meetings. And because the information is readily accessible, Burlington's citizens and businesses can be more easily engaged and participatory when it comes to matters of their City. Danielle Manton reports that they can now "turn on a dime based on community feedback."

And it's an eco-friendly solution that supports environmental initiatives advocated by Burlington. "The benefits are huge," concluded Manton. "We really love eSCRIBE. They've helped take us to a place and level of efficiency that will continue to have huge impact for years to come."

## Digital Transformation

### Engage Your Customers

With eSCRIBE Meeting Manager, it is now easy for citizens to provide feedback that can be captured, saved and shared with elected officials and public servants, enabling collaboration, transparency and meaningful two-way dialogue.

### Empower Your Employees

eSCRIBE Meeting Manager has eliminated hundreds of man-hours spent preparing the meeting agendas, minutes and reports for City Council, committees, sub-committees and the public, ensuring transparency, accountability and better access to accurate information for decision-making.

### Optimize Your Operations

With eSCRIBE, public servants and elected officials have been able to eliminate paper and automate the hours of manual processes spent copying, collating and distributing binders of minutes, agenda items, tasks and reports. Everything is now online, accessible and secure in Microsoft's Canadian cloud data centres

## **Appendix F – Signed Addendums**

## ADDENDUM NO. 1



Date: June 1, 2021

Bid Date: June 9, 2021  
at 3:00 P.M. (Local Time)

Bid Name RFP for Agenda and Meeting Management System

Bid No.: CCLK-210044-MS

NOTE: This Addendum has been issued only to the holders of record of the specifications and to the attendees of the mandatory pre-bid conference held on May 26, 2021.

The original Specifications remain in full force and effect except as revised by the following changes which shall take precedence over anything to the contrary:

1. Any questions shall be submitted in writing to the City of Gainesville Purchasing Division by 3:00 p.m. (local time), June 2, 2021. Questions may be submitted as follows:

Email: [sowersma@cityofgainesville.org](mailto:sowersma@cityofgainesville.org)

And

[holders@cityofgainesville.org](mailto:holders@cityofgainesville.org)

2. Please find attached:

- a. Copy of the blackout period information (Financial Procedures Manual Section 41-424 Prohibition of lobbying in procurement matters).

3. Diane Holder, Procurement Division, discussed bid requirements.

- a. This is a non-mandatory pre-bid meeting.
  - b. Send questions in writing to Diane Holder or Melanie Sowers via email or fax.
    - i. All communication through Diane Holder or Melanie Sowers only. Do not communicate with other City staff.
  - c. Discussed bid due date, time and delivery location.
    - i. All submittals must be entered in DemandStar.com by 3:00 p.m. on June 9, 2021 – DemandStar is programmed to reject any bids that are entered after that time. DemandStar is a free tool for vendors to submit bids. DemandStar will automatically close the solicitation at the specified date and time, and the City will not accept any late proposals, regardless of the format presented.
  - d. Discussed Living Wage, Local Preference – identified pages where there is information.

4. Marie Kessler, City Clerk's Office, provided an overview of the intent of the solicitation.

5. Scott Sheridan, IT Supervisor, discussed the technical side of the project.

- a. For a little bit of clarification on the integration, there are two efforts going on right now with City of Gainesville. One of them is with CRM (Customer Relationship Management) and that

solution is being delivered through Rock Solid which has a background with Microsoft Dynamics. The other solution that is coming around is for the main City of Gainesville.org website and that is with Open Cities. The expected go live is December, 2021. So, if there are questions about integrations those are the primary platforms we would be looking for. Both of those are also vendor hosted cloud systems. Nothing that we are doing on premise.

6. Raul Merlo, Broadcast engineering, discussed the video applications.

Question: How much content to migrate?

Answer: Our video archives go back to 2006. I've been here 8 ½ years. In the last couple of years the number of meetings that we are having and are recording have almost doubled. I would estimate at least 50 hours of recorded meetings per month.

Some of the abilities that Marie already mentioned, and then we would like a streaming video player that is embeddable on our website. Should be an HTML file player that doesn't require plug in and flash. The ability to migrate current archives. To be honest I don't know that we need to migrate 15 year old meetings, but I'm not an expert on our record retention requirements. There is a certain amount, good bit of video content. We did go HD last year, before that it was standard def. So the files now are a lot, much larger. We would definitely like the player and recordings to be high def, it doesn't really matter if it is 1080p or 720p.

We do need the ability to show the live captions (we do live caption for all of our meetings) in the player. We currently have the ability to search the captions for jump points in the video which is very helpful when you are trying to find something. So I think that would be a nice feature to be able to have in whatever system we use.

The other thing, sometimes we do have issues with recordings and we have the ability to swap the videos with a new version of the video (we have a TV station, a government channel, so we are able to have another copy of the recording). Swap it out and keep the captions, keep the jump points, keep the time stamps that have already been there. So that is a function that is essential, because occasionally things do go wrong with recordings. And some of our meetings last 10 hours. The person on Marie's staff who has to time stamp has had to go back a few times and redo that. So I think that is something that would be necessary.

We currently have, it's not a requirement, of both local and cloud based storage. The local storage from this vendor is a local server that is designed to accelerate the stream to local users on our City network. The other is cloud based is for the general public. Typically the local version is more quickly available. That would be nice to have, but we occasionally have issues with that. That's all for the video side of things.



The following are answers/clarifications to questions received at the non-mandatory pre-bid conference:

7. Question: I noticed in your requirements there is no prioritization. So it is very difficult from the RFP to tell is a must have, is this a nice to have, is this a highly desirable. There is no real way to prioritize those. That makes it difficult for me to make a bid/no bid decision. You could have something in there that's not really particular important to you, but we can't rate it. It may be something that we don't do or whatever. That would be useful if possible.

Answer: Any of the specifications listed under the minimum requirements, those are our highly, highly prioritized. Really, we can't imagine implementing a system that doesn't include those just because we found them to be really critical pieces. I do want to highlight, Raul mentioned about migration. We are looking for a vendor who will be able to and can demonstrate that they have experience migrating legislative files out of an existing system into their product. Simply because the City has such a deep legislative history and we can't really conceive starting fresh and moving forward without that. So that is something I didn't highlight earlier. Beyond anything that is listed as a minimum requirement that we really view as critical, everything else listed under general requirements they are all functionalities or features that we very much would like to have. I would say anecdotally some of these are in my experience just going to be standard in any agenda management system but if we haven't flagged it as being one of those minimum requirements we are essentially just going weigh the proposals that come in recognizing that likely no one vendor is not going provide or meet every single one of those specifications.

8. Question: Clarification – Just an implicit question which I didn't realize until this meeting today. The integration into the CRM system. Rock Solid recently procured a meeting management platform. Does that not give them an inside edge on this because I don't know that it integrates yet but it probably will eventually. I'm curious about just the almost implied, because you have an existing technical suite that recently bought a meeting management platform. I'm a little concerned if that makes this a No Bid for us.

City: Do you know which meeting management solution they acquired? One of the things we can do is check with City of Gainesville Strategic Initiatives to find out if that is something within the scope of their contract capabilities then we can give an answer if that is something that is available.

Vendor: I'm sure Michelle Cooper would willing talk to that. It is PrimeGov.

City: PrimeGov OK. I don't have the information myself but I can definitely relay that back as a question to staff then we can put out as an official answer.

Vendor: If there is a technological solution that you already have simply by a change order to a contract it's probably less desirable for other vendors better or not to bid.

City: It may be possible to add the solution by change order, but the City has not evaluated the solution for its capability in meeting the City's requirements. The City decided to issue this RFP to evaluate competitive proposals for the various functionalities and integrations we're seeking.

9. Question: Are you multi-streaming to any other media, Facebook Live, cable, Granicus Access, anywhere else?

Answer: We do Facebook live stream and we do have a cable channel but those are completely independent of the device. We do have a hardware quote coder from our card vendor that we use strictly for the Granicus stream and archiving purposes, but the equipment that we are using for



Facebook Live and tv is completely independent and we can feed any source into the hardware coder. Sometimes we share the channel with the County, sometimes they are on the air, our web player is typically just showing the channel. But if the county is having a meeting and they are on the air and we have a meeting at the same time we switch the source and we do that with our own routing capabilities and equipment. So the encoder is just streaming to one destination.

10. Question: Do you mind if I ask a follow up question to that one. I take it because you are using Granicus and I understand that fits you quite well, that your preference is not to use You Tube as your primary repository, but to have your own repository and then if you use Facebook or You Tube that could be a secondary storage repository for you. Is that a correct interpretation?

Answer: We don't use any other archiving method.

11. Question: So you want your own repository? End of story. That's it.

Answer: Correct, we do keep our Facebook live meetings, but we don't consider those official public records. We make DVDs just as a backup. We do record for TV playback but those are not an archive. We have to clear the server every once in a while. The vendor will provide the entire archive capability.

Vendor: That shows wisdom. That is the correct way to do it.

12. Question: Do you have the number of users. I don't recall seeing it. Just an estimate will be good.

Answer: I don't know that we have the number of users. I don't believe we mentioned the number in the RFP. I don't know how many staff currently are users in our system. That is something we could actually get a pretty good estimate on and provide that.

The City's current agenda management system includes 409 total users, 246 active users.

13. Question: You mentioned that board management is required. How many boards in total are you needing to manage?

Answer: About 25. The reason I don't want to say that is a hard number, because there are a few boards that are multi-jurisdictional. A Combination of City, County, other regional agencies and so at any given time it actually depends.

14. Question: Would they have separate application processes? Very specific example: You might have an assessment board, anyone who's aware can apply. Then you can have a public health board. There you're looking for someone with public health expertise, a nurse, physician, an epidemiologist, pick your health profession and they might require a separate application process. Is it common or how do you manage that now?

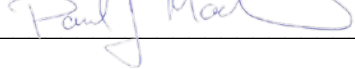
Answer: I'm not the expert. I can't speak to the details of that. But I believe we do customize our applications to some extent. We are interested as one of the features listed in the general requirements in having the ability to customize the applications.

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 1 by his or her signature below, **and a copy of this Addendum to be returned with proposal.**

CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 1 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER: eSCRIBE Software Ltd. \_\_\_\_\_

BY:  \_\_\_\_\_

DATE: 2021-06-23 \_\_\_\_\_

# CITY OF \_\_\_\_\_ FINANCIAL SERVICES GAINESVILLE PROCEDURES MANUAL

## 41-424 **Prohibition of lobbying in procurement matters**

Except as expressly set forth in Resolution 170116, Section 9, during the Cone of Silence as defined herein no person may lobby, on behalf of a competing party in a particular procurement process, City Officials or employees, except the Procurement Division or the procurement designated staff contact person. Violation of this provision shall result in disqualification of the party on whose behalf the lobbying occurred.

Cone of Silence period means the period between the issue date which allows for immediate submittals to the City of Gainesville Procurement Division in response to an invitation to bid, or a request for proposal, or qualifications, or information, or an invitation to negotiate, as applicable, and the time that City Officials or the Procurement Division, or City Department awards the contract.

Lobbying means when a person seeks to influence or attempt to influence City Officials or employees with respect to a decision of the City, except as authorized by procurement procedures.

## ADDENDUM NO. 2



Date: June 4, 2021

Bid Date: June 9, 2021  
at 3:00 P.M. (Local Time)

Bid Name RFP for Agenda and Meeting Management System

Bid No.: CCLK-210044-MS

NOTE: This Addendum has been issued only to the holders of record of the specifications and to the attendees of the non-mandatory pre-bid conference held on May 26, 2021.

The original Specifications remain in full force and effect except as revised by the following changes which shall take precedence over anything to the contrary:

1. Please find attached:
  - a. Copy of the blackout period information (Financial Procedures Manual Section 41-424 Prohibition of lobbying in procurement matters).

**CORRECTION NOTE:** The pre-bid conference held on May 26, 2021 was **Non**-Mandatory.

Addendum No. 1 stated:

This Addendum has been issued only to the holders of record of the specifications and to the attendees of the mandatory pre-bid conference held on May 26, 2021.

Correction:

This Addendum has been issued only to the holders of record of the specifications and to the attendees of the **non**-mandatory pre-bid conference held on May 26, 2021.

The following are answers/clarifications to questions received after the non-mandatory pre-bid conference:

2. Question: If possible, could you provide an answer on to this question as soon as possible, please?
  - a. Please describe the format of the data that will be returned by Granicus to the City and how the City intends to make it available to the selected vendor, for migration into the new system.

Answer: The City does not know how the data would be received from Granicus for migration into a new system.
3. Question: There are 25+ boards to manage. How many separate application processes/forms are there from that list of boards. For example: a certain number may be standard and there may be others that need to be specific based on the board.

Answer: Each of the City's boards has an application that includes standard questions along with customized questions specific to the board's subject matter and requirements.

4. Question: Do you have specifics around what functionality you require through the CRM integration? Can you provide a use case?
- Answer: The City's goals for this integration are to promote interoperability between the platforms, reduce staff effort for manual input, and eliminate duplicate data and data conflicts. The City seeks to understand what integration capabilities are available from bidder's Agenda Management Systems proposals. Commonly this involves application programming interfaces (API's) that may optionally utilize a RESTful architecture. An integration scenario for CRM might involve synchronizing new board membership applicants to kickoff follow-up & tracking within CRM. Another integration need is content syndication to other platforms such as the official City site, Facebook, or other social media platforms. For example, Clerk's office staff currently have a cumbersome manual process to syndicate the official notice of meetings (<http://www.cityofgainesville.org/ClerkOfTheCommission/NoticeofMeetings.aspx>) through the Tockify service. Another use case would be to use the CRM ID As A Service functionality so citizen users can use their myGNV username and account to log into the agenda management system for any features they need to access.
5. Question: Given that the City's CRM solution (Rock Solid) has recently acquired a Meeting Management system in PrimeGov, does that not give that vendor an advantage in this RFP process?
- Answer: Same as the response from the question asked during the pre-bid meeting. See Question #8 in Addendum No. 1.
6. Question Regarding the requirement for "Data sharing capabilities" on page 11 of the RFP document, could you expand on the desired functionality?
- Answer: Similar to question and answer for #4, the City seeks to understand how the Agenda management system proposal can interface with other systems used by City staff such as Rock Solid CRM and content management systems such as OpenCities. It is most helpful if bidders can describe:
- What interfaces are available in solution?
  - Do the specific interfaces support data import, data export, or both (if not explicitly named & defined)?
  - What mechanism is used to convey the interface? RESTful API's are one example but other might include SOAP, XML-RPC, JSON-RPC, Webhooks, etc.
7. Question: Please provide the current version of the City's Laserfiche install, and indicate if it is customer-premised or cloud-based.
- Answer: The City uses a Laserfiche Cloud system that was implemented in 2020.
8. Question: Regarding the requirement for "Ability to create and store images of documents using non-proprietary image formats" on page 13, can you provide examples of such formats and/or use cases?
- Answer: Examples of these formats include .JPEG (.jpg), Portable Network Graphics (.png), Portable Document Format (.pdf), and MPEG-4 (mp4).

9. Question: Regarding the requirement for “Ability to archive and hide user accounts and meeting types from view while allowing them to remain searchable” on page 13, could you please expand on the use case and/or reasoning for hiding/archiving a meeting type? How often does this scenario occur?
- Answer: The City's agenda management users change regularly as employees join or leave the organization. The City would like the ability to archive or remove, but not delete, user accounts from view so that they may be restored if an employee rejoins the organizations or changes positions. Similarly, the City would like to be able to remove/archive meeting types when not currently in use but retain them in the system if possible.
10. Question: Regarding the requirement for “Ability to archive and retrieve agenda items and associated documents (hide from view, but not remove from system)” on page 14, could you please expand on the use case and/or reasoning for hiding/archiving an agenda item? How often does this scenario occur?
- Answer: The City desires the ability to archive drafts or old versions of agendas, agenda items and associated back-up. We would like to be able to remove these items from user view but to retain the option to restore them without deleting them permanently.
11. Question: The RFP states “Offer a Board and Committee management module that can be linked to the City’s website.” It also states “Module must integrate with City’s website.” Proposer is seeking clarification from the City of Gainesville regarding the two separately listed requirements for integrating/and or linking the Boards and Committees Management module to the City’s website.
- Answer: At a minimum, the bidder’s Board and Committee management module must be capable of linking to the City’s website. The City also seeks to understand what integration capabilities are available from bidder’s Agenda Management Systems proposals. Also reference Questions #4 and #6 above.
12. Question: The RFP states “video and audio files stored securely on private networks.” Proposer is seeking further information regarding this requirement. Is the City wishing to securely store video and audio files on the City’s private networks or asking if the Proposer will provide secure storage of video and audio files?
- Answer: The City is requesting that the proposer (bidder) store video/audio files on their private networks (servers), not the City's.
13. Question: The RFP states “Support single sign-on for end users (to connect with City’s CRM system).” Proposer is seeking to understand if this requirement is meant to apply to citizen users or internal users (staff)?
- Answer: The City seeks to understand the capability of the proposed solution to support single sign-on (SSO) for external citizen users and for internal staff users. The authentication provider working behind the scenes is Microsoft’s Active Directory (AD) service which synchronizes with Azure Active Directory (AAD). This Agenda Management RFP seeks to understand if the proposed solutions support SSO for external and internal end users using AD/AAD and how solutions fulfill this general access requirement.
14. Question: The RFP states “Provide access to live HD meeting videos and make video archives available for search on-demand in multiple web browsers.” Provider is seeking to understand what the City

desires for search related to video. Are you looking for users to be able to search the video bookmarks (“timestamps”, closed captions, or both?)

Answer: Users should be able to search the videos by clicking on the time stamps and using closed captions. We need to be able to search both ways.

15. Question: The RFP states “Ability to link related agenda items.” Can more information be provided on what is meant by linking items/desired use-case?

Answer: This specification refers to the ability to tag or create associations between related agenda items to facilitate cross-referencing and maintaining legislative history. For example, creating an association between agenda items related to a proposed development that would be easily searchable by internal staff and external citizen users.

16. Question: Is there a timeframe of when you will be posting a response to these questions?

Answer: Hopefully, by June 4.

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 2 by his or her signature below, **and a copy of this Addendum to be returned with proposal.**

CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 2 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER: eSCRIBE Software Ltd.

BY: 

DATE: 2021-06-23

# CITY OF \_\_\_\_\_ FINANCIAL SERVICES GAINESVILLE PROCEDURES MANUAL

## 41-424 **Prohibition of lobbying in procurement matters**

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Cone of Silence period means the period between the issue date which allows for immediate submittals to the City of Gainesville Procurement Division in response to an invitation to bid, or a request for proposal, or qualifications, or information, or an invitation to negotiate, as applicable, and the time that City Officials or the Procurement Division, or City Department awards the contract.

Lobbying means when a person seeks to influence or attempt to influence City Officials or employees with respect to a decision of the City, except as authorized by procurement procedures.



## ADDENDUM NO. 3



Date: June 7, 2021

Bid Date: ~~June 9, 2021~~  
June 23, 2021  
at 3:00 P.M. (Local Time)

Bid Name RFP for Agenda and Meeting Management System

Bid No.: CCLK-210044-MS

NOTE: This Addendum has been issued only to the holders of record of the specifications and to the attendees of the non-mandatory pre-bid conference held on May 26, 2021.

The original Specifications remain in full force and effect except as revised by the following changes which shall take precedence over anything to the contrary:

1. Please find attached:

- a. Copy of the blackout period information (Financial Procedures Manual Section 41-424 Prohibition of lobbying in procurement matters).

### **DUE DATE FOR UPLOADING PROPOSAL:**

The DUE DATE FOR UPLOADING PROPOSAL is hereby extended to **June 23, 2021.**

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 3 by his or her signature below, **and a copy of this Addendum to be returned with proposal.**

### CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 3 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER: eSCRIBE Software Ltd.

BY: 

DATE: 2021-06-23

# CITY OF \_\_\_\_\_ FINANCIAL SERVICES GAINESVILLE PROCEDURES MANUAL

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