

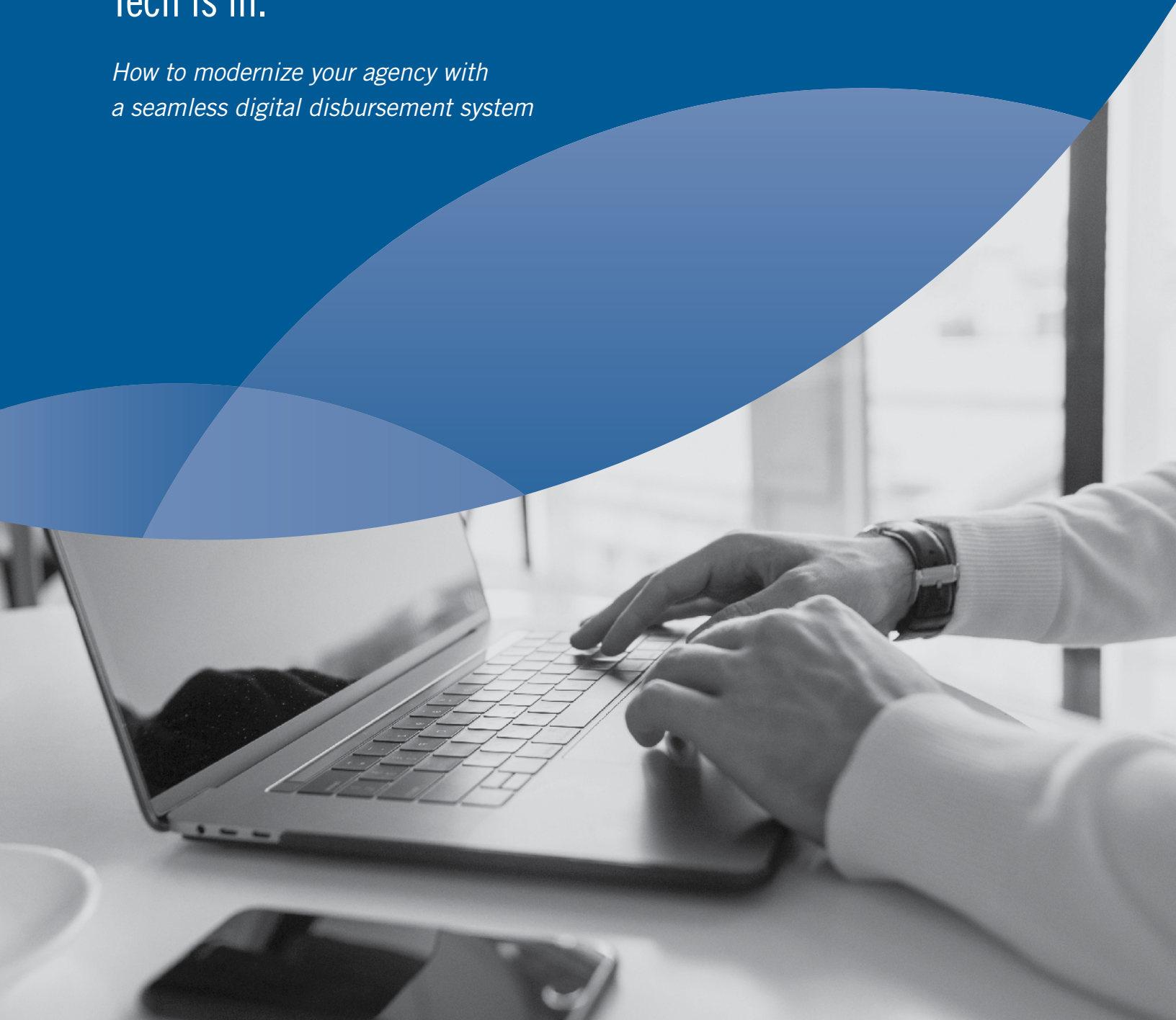
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WHITE PAPER

Paper is out. Tech is in.

*How to modernize your agency with
a seamless digital disbursement system*



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The world that we live in is fast-paced and ever changing. This is due in large part to technological advancement that has challenged existing norms and laid waste to the “way it has always been done” mentality that has pervaded government agencies dating back more than a century.

INSTANT GRATIFICATION

Today, people expect unprecedented levels of efficiency in the systems and applications they utilize. They have grown accustomed to instant gratification when it comes to receipt of goods and services they purchase, or obtaining important information that is useful, even critical, to their livelihood.

Nowhere is this more evident than when it comes to matters of finance. “Customers want it, and they want it now” is the new business mantra that many industries everywhere, with few exceptions, work hard to deliver every day.

Today, customers, vendors, and even employees expect payment information at their fingertips and near-instant remuneration when it comes to the money they are due. However, 81% of organizations in the private sector with annual revenues of less than \$1 billion still use paper checks for outgoing payments, while a whopping 90% of organizations with annual revenue between \$1 billion and \$4.9 billion use paper checks for outgoing payments.¹

GOVERNMENT AGENCY CHALLENGES

One notable exception to this new norm in the private sector has been government agencies that serve the local, county, state, and federal level.

Unfortunately, several government agencies across the country are among the most disadvantaged when it comes to optimizing their operations and meeting the demands placed upon them. Many operate on an overstretched basis due to budget (taxpayer funded), workforce, legal, and other constraints, forced to utilize dated technology and antiquated workflow processes and systems.

PAPER PROBLEMS

Among the most prevalent challenges in government is payment disbursements to residents for things like jury pay, restitution, child support, unemployment benefits, rebates, government benefits, and more.

Many government agencies across the country are among the most disadvantaged when it comes to optimizing their operations and meeting the demands placed upon them. Many operate on an overstretched basis due to budget (taxpayer funded), workforce, legal and other constraints, forced to utilize dated technology, and antiquated workflow processes and systems.

Traditionally, such payments have been made in the form of cash or paper check, but both create potential problems:

- Convoluted processes
- Extended processing times
- Delayed payments
- Lost payments
- Payment re-issuance
- Check fraud
- Cumbersome, time-consuming reconciliation
- Escheatment
- Dissatisfied residents
- Labor-intensive customer service support
- And more

Additionally, there are the burdens placed on overwhelmed staff stretched thin and the exorbitant costs and wasted taxpayer dollars associated with the use of cash and paper check payments.

THE PATH FORWARD

The good news is there are solutions. Identifying the right one that can be utilized by your agency to address the issues inherent in payment disbursement is no easy process, but it can be made easier.

As the leading payment disbursements solution for the public sector, Tyler Technologies helps government agencies step into today's technology, move away from cash and paper checks and into electronic payments. Working with thousands of agencies across the U.S., we have identified nine key steps in the solution provider selection process that should be taken, which we recommend to our clients.

This guide can be used as a roadmap to help your agency on the journey from cash or paper check to digital disbursements. It is a resource that steers you all the way to implementation of a seamless, digital disbursement system capable of addressing the most complex challenges you face.

1. ANALYZE YOUR CURRENT SYSTEM

The initial step in determining if digital transformation makes sense for your agency starts with looking at where you are now. Key considerations include the following:

Who you pay and why

- Child support
- Court-ordered payments
- Fuel cards
- Grant payments
- Inmate release/work release
- Juror payments
- Payroll
- Procurement
- Restitution
- Rewards and incentives
- Unemployment
- Vendor payments
- And more

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DISBURSEMENT TYPES

If your agency is like many businesses in the U.S., paper checks are probably your primary form of disbursement, as many agencies cling to their use in making payments to residents and vendors.

If instead you are using cash to make disbursement payments, you know all too well the hassles of obtaining and handling paper money. Frankly, cash payments present too many problems to be utilized in a modern disbursement workflow.

Note: We will primarily focus on the use of paper checks throughout this guide.

NUMBER OF PAYMENTS EACH YEAR

A typical agency doing at least \$5 million in annual revenue writes more than 1,100 paper checks per year, or approximately 4.4 each day. Depending on location, size of jurisdiction, the unique role of the finance office in being responsible for making payments to such a wide array of parties, and other factors, your agency is probably writing a considerable amount of paper checks — especially if that is your primary method for making disbursements.

COST TO CUT A PAPER CHECK

Opinions vary depending on type of agency and other factors, but the Aberdeen Group estimates that the typical paper check costs an agency \$7.78 when accounting for postage, labor, paper, toner, reconciliation, and more.² That doesn't even begin to account for environmental costs, which are both expensive and lasting.

Comparatively, Aberdeen estimates that the average cost of an electronic disbursement is approximately \$1.00. Given the constraints and fiduciary responsibilities of operating using public funds, it makes sense to at least look to alternatives regarding paper check disbursements.

TIME TO COMPLETE

From the point where your office determines a payment is due to an individual, such as a juror, to the time when a paper check has been created, sent, cashed, and reconciled, the process can take weeks or even longer. Lost payments, the issue and hassles of escheatment, and check fraud, are a few of the potential problems that can considerably lengthen the process and significantly increase the costs associated with cutting paper checks.

Once again, agencies are being forced to contemplate change from the way they've long operated to a new way of paying disbursements. The fact is, digital payments are no longer new — or for most people a big deal — and are destined to become the new tradition.

ARE YOU SATISFIED?

The last step in your initial analysis is simple. If your current system gets the job done to your satisfaction, promotes harmony within your staff, keeps your residents happy, and is cost effective (saving taxpayer dollars), you are good to go — no need for change. Anything short of that and it's time to move to the next step.

2. DETERMINE WHY YOU HAVEN'T CHANGED

Let's face it: change is almost always a bit scary and comes loaded with a plethora of potential pitfalls and issues. It makes sense that upsetting the apple cart is something we don't take lightly. Frankly, when it comes to agency payment disbursements, no one has ever lost their job due to issuing a paper check.

The question now is: What's been holding you back? More importantly, can these issues be overcome?

STEEPED IN TRADITION

While it seems like it's always been done this way, the move to paper check disbursements from cash was considered a big deal when it began happening in past decades throughout government offices nationwide. Cutting paper checks became the norm and has since been considered so.

Fast forward to the present day and agencies remain challenged due to constraints of tradition and law. Once again, they are being forced to contemplate change from the way they've long operated to a new way of paying disbursements.

The fact is, digital payments are no longer new – or for most people a big deal. Chances are, you routinely make and receive digital payments. Most of us do so because we've developed a trust in technology and enjoy the benefits that come with such advancement. Despite trepidations, digital disbursements are the new norm, destined to become the new tradition.

EMPLOYEE RESISTANCE

Smart employers recognize that their greatest asset is the employees they rely on day to day to conduct the work of the agency.

Understandably, one of the most important issues for employees is that of stability in the workplace. While there is always a desire to see increased benefits and improvements where they work, employees instinctively know change can be fraught with all kinds of unpleasant outcomes, including:

- Job duties switched
- Hours reduced or significantly increased
- Relocation
- Diminished responsibilities
- Workforce reduction
- Job elimination

From the employee perspective, none of those things are likely to elicit a response of acceptance when it comes to their employer deciding it's time for a change initiative, no matter the possible benefit.

As an employer, you must approach any type of change cautiously, understanding that lacking the buy-in of your employees, such initiatives might be doomed to fail.

Bucking tradition and overcoming employee resistance are both big issues. You'll have to determine if the challenge of taking them on is worth the potential benefits, or you can simply sit back and maintain the status quo.

Chances are, you routinely make and receive digital payments. Most of us do so because we've developed a trust in technology and enjoy the benefits that come with such advancement.



IS LACK OF EMPLOYEE BUY-IN A PROBLEM?

We all know that change is inevitable in any modern workplace. When it comes to government agencies though, change can be tough, given the many longstanding traditions that exist in how things are done can lead to a lack of employee buy-in. Despite the challenges of tradition, and laws that must be followed, when done right, change can provide great benefit to the very lifeblood of any agency – its employees.

No desire for change

A “transformation deficit,” the gap between the required change effort and the willingness of employees to change, was at a mere 42% in 2022, falling from 74% in 2016.³

Employee resistance to change is nothing new and certainly understandable. It’s easier to maintain traditions that have long existed. “It’s always been done this way” is a common theme among employees who don’t want their jobs disrupted because management has decided it’s time to do things differently.

Status quo

Whether it’s maintaining long-held traditions, keeping established relationships, comfort that comes from successfully performing job duties, protecting one’s turf in the workplace, or most importantly, job security — “status quo” often feels safest.

Misperception

Many projects never get off the ground, or they start with a preconceived notion of “doomed to fail” based solely on the aforementioned failure statistic. Who can blame employees (or management) for harboring fears or resisting? Yet, the 74% failure statistic is deceptive and has been widely misconstrued for a long time. Yes, few change initiatives are completely successful in meeting all goals. There are inevitable shortcomings.

But, as the *Harvard Business Review* article, “Stop Using the Excuse ‘Organizational Change Is Hard’” highlights, the same McKinsey study makes the point that approximately 60% of management believe their change programs were completely or partially successful, stating, “The McKinsey results show that around 60% of change initiatives are somewhere between a base-hit and a home run, and only 1 in 10 are strikeouts.”⁴

Good odds

Despite plenty that has been written to the contrary — a good portion of it is inaccurate, often citing the *Harvard Business Review* study — those are pretty good odds, and point to the fact that one of the key problems encountered in any change initiative — employee resistance — can be overcome. The good news is that organizations large and small do so daily as they grapple with the ever-changing issues of technology, competition, globalization, communication, workplace culture, and more.

Keys to success

As you contemplate the change that must occur in moving your agency to digital disbursements, and the resistance that might occur, remember that the most frequently cited keys to successfully overcoming employee resistance are the following:

- Regular communication – before, during, and after. Make sure your employees understand the reasons for change and its necessity, as it ensures they understand it will be beneficial to them.
- Genuinely and effectively engaging employees – listen to and encourage their input regarding the change program.

Employ a well-thought-out plan for addressing employee resistance in advance of starting a change program of this nature. Like any other project in your agency, the outcome, and its success (or lack thereof) are directly tied to the planning that goes into it. Plan to succeed!

3. DEFINE YOUR CURRENT DISBURSEMENT PROCESS

Whether it's issuing payments to vendors for products or services that are necessary for your agency to properly operate, or paying residents money they are due, your agency will have established procedures in place to make that all happen.

WORKFLOW

These are the procedures that collectively represent your disbursements workflow process – the step-by-step actions and activities that must each occur in a particular sequence for every disbursement that goes out from your agency.

EXAMINATION

To move forward in your endeavor to determine if digital disbursements are a good solution for your agency, you have to examine the payment workflow process currently utilized. The examination should start with what occurs in each of the main scenarios where your agency makes payments to residents. **This should include payments for jury duty, restitution, child support, bond remittance, and other scenarios.**

PRIMARY PROCESSES

Given their nature, each one of these types of disbursements would be tied to an agency case or action of some sort. In each instance, there would be a triggering action that would necessitate a disbursement.

Oftentimes, agencies operate using workflow processes that were long ago developed in answer to issues and scenarios that existed at the time and that are far different than that which exist today. Not surprisingly, when initially developed, many of those processes weren't necessarily constructed in the best or most efficient manner. A "mashup" is how we would characterize them today.

From there, the process would involve the creation of an internal invoice, funds request or disbursement document. The next steps would range from the necessary accounts payable (AP) work, to check requests and printing (usually as part of a larger check run), all the way through mailing, tracking, reconciliation, and reporting of the completed payment to the appropriate agency or department.

EXCEPTIONS

You also need to account for exceptions and how they are dealt with. Examples include returned payments (sent to wrong address), missing or lost paper checks, instances of check fraud (66% of organizations have experienced check fraud⁵), escheatment, and other scenarios.

CUSTOMER SERVICE

Finally, there are the processes for handling mail, emails, calls, complaints, and other customer service functions related to your paper check disbursements.

4. LIST AVAILABLE RESOURCES

Identifying the resources currently utilized to perform the processes necessary for disbursements within your office should be straightforward.

PERSONNEL

List the people involved in your payment disbursement workflow and their role at every stage. This should include personnel ranging from those on the agency side who participate in the initial request for payment, employees in AP and check printing, to those dealing with distribution (mailing), reconciliation, exceptions, customer service, and more.

TOOLS AND EQUIPMENT

This list should include hardware, software, and other equipment utilized in the payment workflow. Examples include office programs, accounting and check printing software, computers and monitors, printers, ink (toner), internet routers, postage machines, copiers/facsimile, dedicated phone system, and much more.

5. EXAMINE WEAK LINKS IN YOUR SYSTEM

There's a good chance you've experienced issues or problems in your current disbursement system prior to ever deciding to investigate possible alternatives to issuing paper checks to residents.

A key benefit of reviewing your disbursement workflow is that doing so allows you to pinpoint those troublesome or "pain" points in the process that disrupt the cost-efficient and timely execution of such payments.

This step should enable you to identify how your current workflow process is failing to meet demands, straining resources, and moreover, missing the mark when it comes to properly serving the needs of residents and the taxpayers you serve.

INEFFICIENT PROCESSES

Oftentimes, organizations operate using workflow processes that were long ago developed in answer to issues and scenarios that existed at the time and that are far different than that which exist today. Not surprisingly, when initially developed, many of those processes weren't necessarily constructed in the best or most efficient manner. A "mashup" is how we would characterize them today.

Often, we find that such systems have been utilized for a major portion of an organization's history. And, as is often the case, they've never been thoroughly examined. It's just the way it's done and has always been done.

Issuing paper checks is a good example. Organizations from every industry have been using paper checks to pay vendors and residents for more than 100 years. It's worked for a long time, but technology, changing business landscape, competition, need to address costs, resident demands, workforce evolution, societal issues (COVID-19 and environmental concerns), and other factors are forcing agencies to re-examine the use of paper checks.

BOTTLENECKS

Inefficient processes, staffing issues, lack of resources, and many other factors often cause bottlenecks to occur, which is disruptive and can overstrain, and even stifle workflow in a system. The bottlenecks that often exist involve steps, tasks, or actions that must occur or be taken before a process can continue. Classic and often prevalent examples include:

- Misrouting of files or documents between departments
- Failure to act in a timely fashion (a document requiring review sitting in an in-basket or inbox for days or longer)
- Lack of formalized tracking (documents, tasks, etc.)
- Reviews required at multiple stages in the workflow
- Redundant steps or tasks (small or large, they create friction in processing and often lead to employee frustration and dissatisfaction)
- Authorization requirements
- Signature requirements
- Limited check runs (once weekly, bi-weekly, or even more infrequently)
- Understaffed departments
- Overworked and overwhelmed employees
- Employee absences
- And more

EMPLOYEE DISSATISFACTION

This can be a major issue in any workplace. Management in any organization must be aware of and always proactive in recognizing and addressing serious employee dissatisfaction. Dissatisfied employees can become an impediment to change and cause serious disruption to workflow.

RESIDENT DISSATISFACTION

Government offices are unique compared to many other types of organizations, given they serve an array of residents that are unlike those at most organizations. Residents are participants in administrative, civil and/or criminal agency-related matters, which can certainly influence their overall demeanor, and patience.

As such, they can present challenges that can be difficult to deal with — even more so when they are due a disbursement, be it a one-time or recurring payment.

While the issues presented can be quite varied depending on the situation, most of these people share something in common – they want their payment quick and without issue.

Government offices are unique compared to many other types of agencies, given they serve an array of residents that are unlike those at most organizations. While the issues presented can be quite varied depending on the situation, most of these people share something in common – they want their payment quick and without issue.

Unfortunately, issues often arise when dealing with paper check disbursement systems. The inability to issue timely and hassle-free digital or alternative payments is often exasperated in those offices utilizing workflow systems that are hobbled by many of the aforementioned problems.

Frequent problems experienced utilizing paper check disbursement systems include:

- **Delayed payments** – paper checks take time to be cut and then take days to weeks to arrive through the mail.
- **Lack of instant availability** – consumers have become accustomed to instant or quick online payments from many of the businesses they deal with. They're less satisfied with agencies that can't offer the same level of service.
- **Lack of reporting** – residents have no means (online app or portal) to track payments, so they don't know when to expect a check, or even if one has been processed.
- **Lost or stolen checks** – inevitable when issuing hundreds to thousands of checks monthly. The outcome is significant delays, increased costs, and very unhappy residents.
- **A difficult burden for unbanked and underbanked residents** — according to the FDIC, nearly 6% of the U.S. population is unbanked and 19% are underbanked.⁶ Residents in those categories find it difficult and costly to cash checks (fees to do so are often exorbitant).
- **Customer service** — while customer service in any agency can be difficult, it can be extremely so in agency related scenarios. Example: a family with limited resources in dire need of receiving a monthly child support payment from the court.



6. REIMAGINE AND RE-ENGINEER

At this point, you will have reviewed all the steps in your disbursement process, identified resources, and taken the time to pinpoint and understand the pain points in your workflow system, including inefficiencies, bottlenecks, and dissatisfaction on the part of employees and residents.

Now it's time to step back and re-engineer the entire process of disbursements from A to Z within your agency. This is your opportunity to design a cutting-edge, efficient system capable of meeting the needs of all your stakeholders, while delivering great benefits that aren't currently available.

STREAMLINE

Any system, especially those that have been utilized for a long period of time, can be improved through the streamlining of processes. While there are many possibilities when it comes to re-engineering your disbursements system, there are some key areas where you should focus:

- Eliminating inefficiencies previously identified (e.g., manual tasks, redundant processes, bottlenecks/choke points) that simply exist, but in truth serve no purpose or can be easily changed to reduce friction in the system
- Combining steps where possible to reduce the need for reviews and approvals at multiple points in the process, and eliminate the need for signatures or convert to digital signing
- Implementing tools that track workflow and progress in real time, and that hold each employee in the system accountable for the timely completion of their work
- Adopting technology or services that can cost effectively manage major parts of the payment disbursement operations in your office

BETTER ALTERNATIVES

While streamlining and re-engineering your disbursement system is critical and should produce tangible results, that's only the start. The fact is, in today's age, it's impossible to effectively address the many problems and shortcomings that are inherent in any operation that relies on the utilization of paper checks as its primary form of payment.

Meaningful change will require that you envision the elimination of paper checks from your current system. There will certainly be disruption, but the good news is you are already thinking about this.

To be done right, you'll need to think about what such an endeavor would look like, consider how your employees would be impacted, and determine how processes would need to be changed or updated to utilize payment alternatives.

Among the options you should consider for alternative payments:

- ACH
- Direct deposits
- Bank transfers
- Gift cards
- PayPal® or Venmo®
- Pre-paid cards (physical or virtual)

This is your opportunity to design a cutting-edge, efficient system capable of meeting the needs of all of your stakeholders, while delivering great benefits that aren't currently available.



7. IDENTIFY BENEFITS

As with any project, the tasks and timelines are all extremely important, but ultimately it is the deliverables and the benefits they provide that are most critical. The benefits are what justify the need for undertaking the project, so it's important to know in advance what to expect before ever beginning such an endeavor.

What are some of the potential benefits of switching from paper checks to digital disbursements?

Employees

- Augments understaffed teams who are stretched thin
- Reduces customer service needs
- Provides opportunities to take on work that might be viewed as more meaningful
- Improves job satisfaction

Residents (payment recipients)

- Enables residents to decide how they get paid
- Improves payment speed
- Empowers payees to track payments so they know exactly when they will be paid
- Increases resident engagement and satisfaction
- Provides multiple ways to pay unbanked or underbanked individuals

Elected officials

- Alleviates the cost and administrative burden of paper checks for a wide variety of government disbursements
- Produces taxpayer savings that can be allocated for other uses
- Addresses issues of employee dissatisfaction in a proactive manner
- Serves the unique needs of unbanked and underbanked residents

- Addresses issues of resident (payee) dissatisfaction
- Demonstrates that elected officials and their staffs are meeting campaign pledges by modernizing their office by implementing technology that better serves the public

At this point, you've taken all the necessary steps to properly analyze your current pay disbursement system and you've looked forward, contemplating what change might entail. Most importantly, you've identified the benefits that would flow from a change in your disbursement system.

The question to be answered now is whether those benefits justify change. If the answer is yes, it is most definitely time to modernize.

8. SEEK OUT THE BEST SOLUTION

You've decided it's time to make the switch to a digital disbursements system. The big issue at this point is how to go about selecting the best solution for your needs.

Were you to head online and do a search of potential providers in the digital disbursements space, you'd find there are endless companies offering everything from digital payment systems and services to software providers and consultants. Trying to select a provider through a web search would result in an endless process.

Fortunately, it's not necessary. Whether you realize it or not, you probably already have two resources that are somewhat qualified in terms of identifying companies who work with agencies just like yours.

GROUP 1

It's a sure bet you've been contacted in the past by technology providers offering digital disbursement solutions for government. These should be added to your list of providers to contact.

GROUP 2

Chances are you network with and have contacts and relationships with other government personnel, locally, statewide, or even nationwide. It's worth reaching out to those contacts, as it stands to reason they will have experience in the area or can point you to others that work in agencies where the switch to digital disbursements has previously occurred.

GATHERING INFO

Once you have compiled your list, you can begin your search in earnest. Start with an introductory contact and request their information.

The information you will want to receive should include the following:

- Time in business
- How much work they've done with users in your space and a list of those clients
- Brief description of their solution, with specifics on how it addresses your issues, concerns, and needs
- Details on how they will support and service your residents. Here are some sample questions to ask:
 - If you provide debit cards, how do residents get help?
 - Do you offer an app or online portal where a resident can track (and even transfer) their funds?
 - How do you give confidence to my finance office that a payment noted as disbursed within the system has actually been completed, with the resident paid?
 - Can you guarantee that my office won't continue to be inundated with dozens or even hundreds of calls and emails from residents asking about their money?
 - Will I have to change my entire payment system, or just the way I make disbursements?

- Samples of how their solution has been utilized (e.g., client testimonials, case studies)
- Cost of their solution – you want to know in advance if it is within your budget and how it compares to other solutions available in the marketplace
- Any other information they would suggest you need as you search for a provider

Once you've received that information, you will have begun to form a clear picture of a technology provider it makes sense to further investigate.

At that point, you should take time to contact the references that were provided by the companies you've shortlisted. They will be able to provide insight into how the solution worked, any problems, results obtained, their view on what the implementation process was like, how they feel about support, whether they feel all their needs were met, and if they would recommend the provider.

Poor implementation can kill projects from the get-go, and at that point, you must live with your decision. Support is equally important, as it is imperative to your ongoing operations. As such, discovery in these areas should be done in advance of making your final decision regarding a potential solution provider.



9. PREPARE FOR IMPLEMENTATION

Two key additional areas you'll want to give special consideration to before making your final decision are implementation and support. Poor implementation can kill projects from the get-go.

Support is equally important, as it is imperative to your ongoing operations. As such, discovery in these areas must be done in advance of making your final decision regarding a potential solution provider.

Information you will want to obtain:

- Will their solution integrate with your existing accounting system?
- Will their solution integrate with your other existing systems for ERP, court management, case management, jury management, commissary, and more?
- Will you need to get your IT department involved? If so, to what extent?
- What is the implementation process?
- Average time necessary for implementation — how much time to get up and running?
- Cost to your office for implementation?
- Can it be done while maintaining current work?
- Will there be special or additional equipment or software you'll have to purchase?
- How much training will their system require on your end?
- Who will train your people, and is that included in pricing?
- Will there be a need for ongoing training?
- What ongoing customer and technical support will they provide and are there enhanced levels if necessary (ask for their Service Level Agreement or SLA)?
- Is there a dedicated support person or team your office will work with?

CONCLUSION

Government agencies at the local, state, and federal level are experiencing tremendous benefit as they make the transformation from cash and paper checks to digital disbursement systems.

Done right, they haven't had to disrupt their processes for payment, just the manner in which disbursements are made.

Making that switch could completely transform the way you serve your community, creating tremendous cost savings for taxpayers, while making your residents and employees happy at the same time.

To make that happen, you should:

- Analyze your current system
- Determine why haven't you changed previously
- Define your current disbursement processes
- List available resources
- Examine weak links in your system
- Reimagine and re-engineer
- Identify benefits
- Seek out the best solution
- Prepare for implementation

FOOTNOTES

1. Association for Finance Professionals, [2022 Payments Cost Benchmarking Survey](#)
2. [Aberdeen Group](#)
3. *Harvard Business Review*, [Employees Are Losing Patience with Change Initiatives](#)
4. *Harvard Business Review*, [Stop Using the Excuse "Organizational Change is Hard"](#)
5. Association for Finance Professionals, [2022 AFP® Payments Fraud and Control Report Key Highlights](#)
6. FDIC, [How America Banks: Household Use of Banking and Financial Services](#)

ABOUT TYLER TECHNOLOGIES, INC.

Tyler Technologies (NYSE: TYL) provides integrated software and technology services to the public sector. Tyler's end-to-end solutions empower local, state, and federal government entities to operate efficiently and transparently with residents and each other. By connecting data and processes across disparate systems, Tyler's solutions transform how clients turn actionable insights into opportunities and solutions for their communities. Tyler has more than 40,000 successful installations across nearly 13,000 locations, with clients in all 50 states, Canada, the Caribbean, Australia, and other international locations. Tyler has been recognized numerous times for growth and innovation, including Government Technology's GovTech 100 list. More information about Tyler Technologies, an S&P 500 company headquartered in Plano, Texas, can be found at tylertech.com.

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