

AMENDMENT NO. 3  
TO LICENSE AND SERVICES AGREEMENT BETWEEN TYLER TECHNOLOGIES INC.  
AND THE CITY OF ROCKLIN

This Amendment is entered into as of this \_\_\_\_ day of August 2022 (“Amendment Effective Date”), by and between the City of Rocklin, a municipal corporation (“City”) and Tyler Technologies Inc. (“Contractor”), who agree as follows:

RECITALS

WHEREAS, the City and Contractor executed a Maintenance Agreement effective March 24, 2020; and

WHEREAS, on April 27, 2021, the City and Contractor executed Amendment No. 1 to the Maintenance Agreement to include additional software and services (Tyler Content Manager), and changed the title of the Agreement to “License and Services Agreement”; and

WHEREAS, on December 14, 2021, the City and Contractor executed Amendment No. 2 to the License and Services Agreement to add additional software and related services (Brazos eCitation); and

WHEREAS, the City and Contractor desire to further amend the License and Services Agreement to include product upgrades and related services (Enterprise ERP/MUNIS).

AGREEMENT

NOW, therefore, the City and Contractor hereby agree to amend the License and Services Agreement as follows:

1. Exhibit “A” Investment Summary is amended as of the Amendment Effective Date to include the additional software, products and services identified in Attachment “1,” attached hereto and incorporated herewith by reference. Services added by this Amendment, along with any authorized expenses, shall be invoiced as provided and/or incurred.
2. The services set forth in the Investment Summary attached hereto as Attachment “1,” will be provided in accordance with the Statement of Work attached hereto as Attachment “2” and incorporated herewith by reference.
3. The License Grant and Restrictions and Limited Warranty set forth in Amendment No. 1 to the License and Service Agreement shall apply to the Tyler ERP Enterprise/MUNIS upgrades referenced in the Investment Summary and Scope of Work set forth in Attachments “1” and “2” hereto.
4. This Amendment shall be governed by and construed in accordance with the terms and conditions of the License and Services Agreement.

5. Except as set forth in this Amendment, the License and Services Agreement is unaffected and shall continue in full force and effect in accordance with its terms. If there is a conflict between this Amendment and the License and Services Agreement, the terms of this Amendment will prevail.

Executed as of the date first written above.

CITY OF ROCKLIN

By: \_\_\_\_\_  
Aly Zimmermann, City Manager

CONTRACTOR, Tyler Technologies Inc.

By: \_\_\_\_\_

By: \_\_\_\_\_

APPROVED AS TO FORM:

By: \_\_\_\_\_  
Sheri Chapman, City Attorney

ATTEST:

By: \_\_\_\_\_  
Hope Ithurburn, Deputy City Clerk

## **Attachment 1**

### **Investment Summary**

The following Investment Summary details the additional software, products and services to be delivered by Contractor to City under the terms of the License and Services Agreement.



Quoted By: Karen Grosset  
 Quote Expiration: 11/01/22  
 Quote Name: City of Rocklin - ERP - Upgrade Assistance  
 Quote Description: Upgrade Assistance

**Sales Quotation For:**

City of Rocklin  
 3970 Rocklin Rd  
 Rocklin CA 95677-2720  
 Phone: +1 (916) 625-5076

**Professional Services**

Description	Quantity	Unit Price	Ext Discount	Extended Price	Maintenance
Munis Workflow Mapping/Analysis	40	\$ 185.00	\$ 0.00	\$ 7,400.00	\$ 0.00
Personnel Actions	64	\$ 185.00	\$ 0.00	\$ 11,840.00	\$ 0.00
Project Management	56	\$ 185.00	\$ 0.00	\$ 10,360.00	\$ 0.00
Report Builder Overview (SSRS)	4	\$ 185.00	\$ 0.00	\$ 740.00	\$ 0.00
Salary and Benefit Projections	8	\$ 185.00	\$ 0.00	\$ 1,480.00	\$ 0.00
Upgrade Assistance: Remote - Per Day	12	\$ 800.00	\$ 0.00	\$ 9,600.00	\$ 0.00
Upgrade Documentation*	64	\$ 185.00	\$ 0.00	\$ 11,840.00	\$ 0.00
Upgrade Integration Review/Testing	32	\$ 185.00	\$ 0.00	\$ 5,920.00	\$ 0.00
Upgrade Munis Administration Review	16	\$ 185.00	\$ 0.00	\$ 2,960.00	\$ 0.00
Upgrade Power User Training	80	\$ 185.00	\$ 0.00	\$ 14,800.00	\$ 0.00
<b>TOTAL</b>				<b>\$ 76,940.00</b>	<b>\$ 0.00</b>

<b>Summary</b>	<b>One Time Fees</b>	<b>Recurring Fees</b>
Total Tyler Software	\$ 0.00	\$ 0.00
Total Annual	\$ 0.00	\$ 0.00
Total Tyler Services	\$ 76,940.00	\$ 0.00
Total Third-Party Hardware, Software, Services	\$ 0.00	\$ 0.00
<b>Summary Total</b>	<b>\$ 76,940.00</b>	<b>\$ 0.00</b>
<b>Contract Total</b>	<b>\$ 76,940.00</b>	

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

### Comments

- ▲ Fees for services included in this sales quotation shall be invoiced as indicated below.
  - Implementation and other professional services fees shall be invoiced as delivered.
  - Fixed-fee Business Process Consulting services shall be invoiced 50% upon delivery of the Best Practice Recommendations, by module, and 50% upon delivery of custom desktop procedures, by module.
  - Fixed-fee conversions are invoiced 50% upon initial delivery of the converted data, by conversion option, and 50% upon Client acceptance to load the converted data into Live/Production environment, by conversion option. Where conversions are quoted as estimated, Tyler will invoice Client the actual services delivered on a time and materials basis.
  - Except as otherwise provided, other fixed price services are invoiced upon complete delivery of the service. For the avoidance of doubt, where "Project Planning Services" are provided, payment shall be invoiced upon delivery of the Implementation Planning document. Dedicated Project Management services, if any, will be invoiced monthly in arrears, beginning on the first day of the month immediately following initiation of project planning.
  - If Client has purchased any change management services, those services will be invoiced in accordance with the Agreement.
  - Notwithstanding anything to the contrary stated above, the following payment terms shall apply to services fees specifically for migrations: Tyler will invoice Client 50% of any Migration Fees listed above upon Client approval of the product suite migration schedule. The remaining 50%, by line item, will be billed upon the go-live of the applicable product suite. Tyler will invoice Client for any Project Management Fees listed above upon the go-live of the first product suite. Unless otherwise indicated on this Sales quotation, annual services will be invoiced in advance, for annual terms commencing on the date this sales quotation is signed by the Client. If listed annual service(s) is an addition to the same service presently existing under the Agreement, the first term of the added annual service will be prorated to expire coterminous with the existing annual term for the service, with renewals to occur as indicated in the Agreement.
- ▲ Expenses associated with onsite services are invoiced as incurred.
  - Tyler's quote contains estimates of the amount of services needed, based on our preliminary understanding of the scope, level of engagement,

and timeline as defined in the Statement of Work (SOW) for your project. The actual amount of services required may vary, based on these factors.

Tyler's pricing is based on the scope of proposed products and services contracted from Tyler. Should portions of the scope of products or services be altered by the Client, Tyler reserves the right to adjust prices for the remaining scope accordingly.

Unless otherwise noted, prices submitted in the quote do not include travel expenses incurred in accordance with Tyler's then-current Business Travel Policy.

Tyler's prices do not include applicable local, city or federal sales, use excise, personal property or other similar taxes or duties, which you are responsible for determining and remitting. Installations are completed remotely but can be done onsite upon request at an additional cost.

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

The Implementation Hours included in this quote assume a work split effort of 60% Client and 40% Tyler.

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

Tyler provides onsite training for a maximum of 12 people per class. In the event that more than 12 users wish to participate in a training class or more than one occurrence of a class is needed, Tyler will either provide additional days at then-current rates for training or Tyler will utilize a Train-the-Trainer approach whereby the client designated attendees of the initial training can thereafter train the remaining users.

Upgrade PM Assistance: Includes 3 days of PM services per month. PM services include delivery and management of upgrade project plan, internal coordination of Tyler resources, and scheduled bi-weekly status calls to review the upgrade project. Upgrade PM Assistance does not include training or access to a Tyler Subject Matter Expert, as such, enrollment in PACE is strongly recommended to complement this service. Without additional services, clients are responsible for developing and executing upgrade test scenarios as well as conducting internal training for staff. Minimum service duration is 4 months, and clients may choose to extend this service by purchasing additional months (3 days per) at the then-current price.

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

The quote reflects both PACE Upgrade Assistance days which will cover custom test plans, assistance with completing the test plans, assistance with process identification and/or documentation to complete the upgrade and testing, identifying common tasks performed by staff in other City departments and how to utilize Munis to accomplish tasks.

In addition, the quote reflects additional days to complete the following initiatives -

- Upgrade Integrations Review/Testing
- Upgrade Munis Admin Review
- Munis Workflow Mapping/Analysis
- Personnel Actions
- Upgrade Power User Training
- Report Builder Overview (SSRS) \*
- Salary and Benefits Projections
- Upgrade Documentation +

\*Tyler will not create reports during this engagement. Tyler will train City staff so they can convert existing Crystal Reports. The City will need to engage with our Professional Services group if they want us to build reports.

+Documentation needs will need to be more detailed for an accurate estimate.

**Attachment 2**  
**Statement of Work**

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The City of Rocklin is currently using an older version (11.3.25.0) of the Munis system software which is antiquated and will soon reach end of support. The new version of the Munis software (2021.4) provides a more modern web-based graphical user interface and additional functionality that can be leveraged to improve service delivery through streamlined business processes.

This professional services contract will ensure a smooth transition to the new software. Services to be delivered under this scope of work include:

- Project plan development and implementation and resource management;
- Assess the City's current processes to ensure a smooth migration to the new environment;
- Review 3rd party data integrations including TimeControl, Telestaff, Trakit, ACTIVENet, and Wells Fargo Positive Pay. Assist City IT staff with resolving any issues with data interfaces;
- Develop test plans and facilitate and assist with the completion of test plans and resolution of issues;
- Create PowerPoint presentations, training materials, FAQs and user guides;
- Training for City employees on the new user interface, system features, and reporting system;
- Develop go-live plan including the communications strategy and facilitate the final migration of data and settings to the new environment on the go-live date;
- Post go-live support and resolution of issues discovered and reported by users.

In addition, the professional services include implementing the workflow management, salary and benefit projections, and personnel actions functionality to promote and improve internal controls, personnel records, and conducting and forecasting what-if scenarios.

## Roles and Responsibilities

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

### Tyler Roles & Responsibilities

Tyler assigns a project manager prior to the start of the upgrade process. Additional Tyler resources are assigned as the schedule develops and as needs arise.

## Tyler Project Manager

The Tyler project manager(s) provides oversight of the Upgrade Project, coordination of Tyler resources for scheduled engagements, management of the budget and schedule, effective risk and issue management, and is the primary Tyler Implementation contact for the project. Tyler Project manager's role includes responsibilities in the following areas:

### Contract Management

- Ensures Deliverables meet contract requirements.
- Acts as primary point of contact for contract and invoicing questions.
- Prepares and presents contract milestone sign-offs for acceptance by City of Rocklin project manager(s).
- Coordinates Change Requests, if needed, to ensure scope and budgetary compliance.

### Planning

- Delivers Upgrade Project planning documents.
- Defines Upgrade Project tasks and resource requirements.
- Develops initial Upgrade Project schedule.
- Collaborates with City of Rocklin project manager(s) to plan and refine upgrade timelines.

### Implementation Management

- Manages scope and budget of Upgrade Project to ensure scope changes and budget (planned versus actual) are transparent and managed effectively.
- Establishes and manages a schedule driven by technical requirements, prerequisites, scope, and budget.
- Establishes risk/issue tracking and reporting process between City of Rocklin and Tyler and takes necessary steps to proactively mitigate these items or communicate with transparency to City of Rocklin.
- Collaborates with City of Rocklin's project manager(s) to establish key business drivers and success indicators that will help to inform Upgrade Project activities and key decisions.
- Collaborates with City of Rocklin's project manager(s) to establish a routine communication plan that will aide project team members, City of Rocklin and Tyler, in understanding the goals, objectives, status, and health of the project.

### Resource Management

- Identifies and coordinates Tyler Implementation resources and activities.
- Provides direction and guidance to project team.
- Manages the assignment and completion of tasks as defined in the project schedule, task list, and go-live checklist.
- Assesses team performance and adjusts as necessary.
- Consulted on in-scope 3rd party providers to align activities with Upgrade Project tasks.

## Tyler Implementation Consultant

Completes tasks as scheduled/assigned by the Tyler project manager(s).

- Assists City of Rocklin with review of standard upgrade test scripts.
- Assists City of Rocklin with upgrade validation using test scripts.
- Facilitates scheduled training sessions based on defined agenda topics.
- Documents activities for services performed.
- Assists during Go-Live cutover (optional).

## Tyler Technical Services

- Involved in system infrastructure planning/review(s) and maintains underlying requirements and design document(s).
- Schedules and deploys system upgrade.
- Supports and assists the project team with technical issues/needs.
- Tracks issues for timely and effective resolution.

## Tyler Systems Management Services

- Manages incoming City of Rocklin issues via phone, email, online customer incident portal, and from Client Services.
- Provides system support including remote support for City of Rocklin systems, operating systems, peripheral hardware, and SQL assistance for the systems and platform directly attributable to the Tyler applications.
- Tracks issues for timely and effective resolution.
- Assists with database refreshes.

## City of Rocklin Roles & Responsibilities

City of Rocklin resources will be assigned prior to the start of the Upgrade Project. One person may be assigned to multiple Upgrade Project roles.

### City of Rocklin Project Manager

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

### Contract Management

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

## Planning

- Reviews and accepts Upgrade Project planning documents.
- Defines Upgrade Project tasks and resource requirements for City of Rocklin project team.
- Collaborates in the development and approval of the Upgrade Project schedule.
- Collaborates with Tyler project manager(s) to plan and schedule Upgrade Project timelines.

## Implementation Management

- Tightly manages Upgrade Project budget and scope.
- Collaborates with Tyler project manager(s) to establish workflow that ensures scope changes and budget (planned versus actual) are transparent and managed effectively.
- Collaborates with Tyler project manager to establish and manage a schedule and resource plan that properly supports the Upgrade Project schedule as a whole and is also in balance with scope and budget.
- Collaborates with Tyler project manager(s) to establish risk and issue tracking and reporting process that proactively mitigates listed items and communicates with transparency to Tyler any items that may impact the outcomes of the Upgrade Project.
- Collaborates with Tyler project manager(s) to establish key business drivers and success indicators that will inform Upgrade Project activities and key decisions.
- Routinely communicates with both City of Rocklin staff and Tyler, aiding in the understanding of goals, objectives, status, and health of the Upgrade Project by all team members.
- Manages the requirements gathering process to ensure timely and quality business requirements are being provided to Tyler.

## Resource Management

- Acts as liaison between project team and stakeholders.
- Identifies and coordinates all City of Rocklin resources across all modules, phases, and activities including data forms design, hardware and software installation, reports building, and satisfying invoices.
- Provides direction and support to project team.
- Builds partnerships among the various stakeholders, negotiating authority to move the Upgrade Project forward.
- Manages the appropriate assignment and timely completion of tasks as defined.
- Assesses team performance and takes corrective action, if needed.
- Provides guidance to City of Rocklin technical teams to ensure entry of Support Cases with adequate detail and timely response and collaboration with Tyler Technical Support Teams.
- Initiates the Technical Support escalation process as defined in the Technical Support Overview document.
- Owens the relationship with in-scope 3rd party providers and aligns activities with ongoing Upgrade Project tasks.
- Ensures that users have appropriate access to Tyler Upgrade Project toolsets such as Tyler University, Tyler Knowledgebase, Tyler Deploy, SharePoint, Kiteworks (FTP), and MS Teams.
- Conducts training on proper use of toolsets.
- Validates completion of required assignments.
- Coordinates the creation and revisions of upgrade test scripts.
- Validates the completion of upgrade testing.

## City of Rocklin Functional Leads

Validates that necessary skills have been retained by end users.  
Develops upgrade test scripts  
Coordinates/conducts/validates upgrade testing.  
Provides End Users with dedicated time to complete required homework tasks.  
Acts as an ambassador/champion of change for the new process and provide business process change support.

Identifies and communicates any additional training needs or scheduling conflicts to City of Rocklin project manager.

Actively participates in all aspects of the upgrade, including, but not limited to, the following key activities:

- Task completion
- Stakeholder Meeting
- Schedule development
- Maintenance and monitoring of risk register
- Escalation of issues
- Communication with Tyler project team
- Coordination of City of Rocklin resources
- Attendance at scheduled sessions
- Change management activities
- Decentralized end user training
- Process testing
- Upgrade Validation

## City of Rocklin Power Users

Participate in Upgrade Project activities as required by the project team and project manager(s).  
Provide subject matter expertise on City of Rocklin business processes and requirements.  
Attend all scheduled training sessions.  
Participate in all required post-training processes as needed throughout Upgrade Project.  
Test all application configuration to ensure it satisfies business process requirements.  
Become application experts.  
Participate in Upgrade Validation.  
Adopt and support changed procedures.  
Complete all deliverables by the due dates defined in the Upgrade Project schedule.  
Demonstrate competency with Tyler products processing prior to Go-live.  
Provide knowledge transfer to City of Rocklin staff during and after upgrade.  
Participate in conversion review and validation.

## City of Rocklin End Users

Attend all scheduled training sessions.  
Become proficient in application functions related to job duties.  
Adopt and utilize changed procedures.  
Complete all deliverables by the due dates defined in the Upgrade Project schedule.  
Utilize software to perform job functions at and beyond Go-live.

## City of Rocklin Technical Lead

- Validates that all users understand log-on process and have necessary permission for all training sessions.
- Coordinates interface development for City of Rocklin third party interfaces.
- Ensures on-site system meets specifications provided by Tyler.
- Assists with software installation as needed.

## City of Rocklin Upgrade Coordination

- Becomes familiar with the software upgrade process and required steps.
- Becomes familiar with Tyler's releases and updates.
- Utilizes Tyler Community to stay abreast of the latest Tyler releases and updates, as well as the latest helpful tools to manage City of Rocklin' software upgrade process.
- Assists with the software upgrade process during upgrade.
- Manages software upgrade activities post-upgrade.
- Manages software upgrade plan activities.
- Coordinates software upgrade plan activities with City of Rocklin and Tyler resources.
- Communicates changes affecting users and department stakeholders.
- Obtains department stakeholder acceptance to upgrade production environment.

## City of Rocklin Change Management Lead

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

## Upgrade Project Stages

### Initiate and Plan

The Initiate and Plan stage involves Upgrade Project initiation, infrastructure, and planning. This stage creates a foundation for the Upgrade Project by identifying and establishing sequence and timing as well as verifying scope for the Upgrade Project.

### Initial Coordination

Prior to Upgrade Project commencement, Tyler management assigns a project manager. Additional Upgrade Project resources will be assigned later in the Upgrade Project as a schedule is developed. Tyler provides City of Rocklin with initial Upgrade Project documents used to gather names of key personnel, their functional role as it pertains to the Upgrade Project, as well as any blackout dates to consider for future planning. City of Rocklin gathers the information requested by the provided deadline ensuring preliminary planning and scheduling can be conducted moving the Upgrade Project forward in a timely

fashion. During this step, Tyler will work with City of Rocklin to establish the date(s) for the Upgrade Project planning session.

Objectives:

- Formally launch the Upgrade Project.
- Establish Upgrade Project governance.
- Define and communicate governance for Tyler.
- Identify client project team.

STAGE 1	Initial Coordination																
	Tyler								Client								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project manager	Functional Leads	Change Management Leads	Subject Matter Experts (SMEs)	Department Heads	End Users	Technical Leads
Tyler project manager is assigned	A	R	C	I	I	I	I		I		I						
Client project team is assigned									A	I	R	I	I	I			
Provide initial Upgrade Project documents to City of Rocklin		A	R	C					I		I						
Gather preliminary information requested			I						A		R	C		C		C	C

Inputs	Contract documents
	Statement of Work

Outputs/Deliverables	Completed initial Upgrade Project documents

Work package assumptions:

Upgrade Project activities begin after the agreement has been fully executed.

## Upgrade Project Planning

Upgrade Project planning provides an opportunity to review the contract and services purchased.

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

During Upgrade Project planning, Tyler will introduce the tools that will be used throughout the upgrade. Tyler will familiarize the client with these tools during Upgrade Project planning and make them available for review and maintenance as applicable throughout the Upgrade Project.

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

Inputs	Contract documents
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Outputs / Deliverables	Upgrade Project Plan	Delivery of document
	Initial Upgrade Project Schedule	City of Rocklin provides acceptance of schedule based on resource availability, Upgrade Project budget, and goals.

Work package assumptions:

City of Rocklin has reviewed Upgrade Project Product Order Form and understands services purchased.



## Infrastructure Planning

Procuring required hardware and setting it up properly is a critical part of a successful upgrade. This task is important for both on-premise and Tyler-hosted/SaaS deployment models; however, the responsibility to execute the tasks discussed here will differ depending on the model required for specific applications and suites (please see your Investment Summary for details). Tyler will be responsible for upgrading the environments for a hosted/SaaS deployment, unless otherwise identified in the Agreement. In an On-premise deployment, City of Rocklin will be responsible for the setup of the infrastructure. In both models, City of Rocklin is responsible for the installation and setup of all peripheral devices.

### Objectives:

Ensure City of Rocklin' infrastructure meets Tyler's application requirements.

Ensure City of Rocklin' infrastructure is scheduled to be in place and available for use on time.

STAGE 1	Infrastructure Planning																
	Tyler							Client									
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project manager	Functional Leads	Change Management Leads	Subject Matter Experts	Department Heads	End Users	Technical Leads
Provide Infrastructure Requirements and Design Document		A	R		C		C				I						I
Initial Infrastructure Meeting		A	R		C		C				C						C
Schedule SaaS Environment Availability (where applicable)		A	R				C				I						
Schedule Hardware to be Available for Installation (where applicable)			I				I		A		R						C
Schedule upgrade of TEST environment.		A	R				C				I						I
Infrastructure Audit		A	R				C				I						C

Inputs	1. Initial Infrastructure Requirements and Design Document
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Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	1. Completed Infrastructure Requirements and Design Document	Delivery of Document
	2. Infrastructure Audit	System Passes Audit Criteria

Work package assumptions:

City of Rocklin will maintain environment (or virtual environment) for On-Premise deployments.

## Stakeholder Presentation

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

Objectives:

Formally present and communicate the Upgrade Project activities and timeline.

Communicate Upgrade Project expectations.

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

Inputs	Agreement
	SOW

Outputs / Deliverables	Stakeholder Meeting Presentation
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Work package assumptions:

None

## Control Point 1: Initiate & Plan Stage Acceptance

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

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

Initiate & Plan Stage Deliverables:

Initial Upgrade Project Schedule

Initiate & Plan stage acceptance criteria:

- All stage deliverables accepted based on acceptance criteria previously defined
- Upgrade Project governance defined
- Stakeholder presentation complete

Completed Infrastructure Requirements and Design Document

System Passes Infrastructure Audit (as applicable)

## Assess & Define

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

## Upgrade Orientation

Upgrade Orientation provides the Upgrade Project stakeholders a high-level understanding of major product enhancements and changes that exist in the new release.

As a standard practice, the Tyler Project Manager will direct clients to view version-specific Major Enhancement documents.

Objectives:

Provide a high-level understanding of major enhancements included in the new release

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

Inputs	Major Enhancement documentation
	Training Plan

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

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

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

Assess & Define Stage Deliverables:

- Major Enhancement Documentation
- Initiate & Plan stage acceptance criteria:

- All stage deliverables accepted based on acceptance criteria previously defined
- Upgrade Project governance defined
- Stakeholder meeting complete

### Prepare Upgrade

During the Prepare Upgrade stage, information gathered during the Initiate & Plan and Assess & Define stages will be used to configure and test the Tyler software upgrade. Software configuration will be validated by the client and processes will be refined as needed to ensure business requirements are met.

### Upgrade Deployment

The success and timeliness of subsequent work packages are contingent upon the upgrade deployment. Delays in executing this work package can affect the Upgrade Project schedule.

Objectives:

City of Rocklin' hardware is available and set up appropriately to meet Tyler's requirements.  
 Test Environment is upgraded and validated.

STAGE 3	Initial System Deployment (On-Premise)																
	Tyler							Client									
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project manager	Functional Leads	Change Management Leads	Subject Matter Experts (SMEs)	Department Heads	End Users	Technical Leads
Review Purchased Hardware			A				R				I						C
Prepare hosted environment (where applicable)			A				R				I						C
Setup/Prepare Hardware for Upgrade for Included Environments			I				C				A						R
Upgrade TEST Environment			A				R				I						C
Install Licensed Software on Client			I				C				A						R
Devices (if applicable)																	
Validate upgrade installation & prepare for testing			A								R	C					

Inputs	Hardware is Procured and Made Available to Tyler
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Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Licensed Software is Installed on City of Rocklin devices (if applicable)	Software is accessible
	Validate Upgrade Installation	System Passes

Work package assumptions:

The agreed-upon generally available version of the Tyler Licensed Software will be installed.  
 City of Rocklin will provide network access for Tyler modules, printers, and Internet access to all applicable City of Rocklin and Tyler Upgrade Project staff.

On-Premise (where applicable):

The City of Rocklin has procured sufficient hardware by the agreed upon timeline.  
 The procured hardware and software meets Tyler requirements to ensure sufficient speed and operability of Tyler Licensed Software. Tyler will not support the use of Licensed Software if the City of Rocklin does not meet minimum standards of Tyler’s published specifications.  
 The City of Rocklin has in place and keeps up to date all hardware, software, and technical infrastructure necessary to support the upgrade.

## Process Refinement

Tyler will provide guidance in the development and execution of Upgrade testing scenarios. City of Rocklin collaborates with Tyler staff iteratively to validate software configuration options to support future state.

Objectives:

Ensure that City of Rocklin understands how to execute processes in the upgraded software.  
 Refine processes to meet business requirements.  
 Validate standard interfaces, where applicable.  
 Validate forms and reports, where applicable.

STAGE 3	Process Refinement																
	Tyler								Client								
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project manager	Functional Leads	Change Management Leads	Subject Matter Experts (SMEs)	Department Heads	End Users	Technical Leads
Updates to Upgrade Validation testing plan			C								A	R		C			C

Input	Upgrade validation test plan
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Outputs / Deliverables	Updated upgrade validation test plan
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Work package assumptions:

None

## Production Readiness

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

## Upgrade Validation

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

Objectives:

Validate that the upgrade performs as indicated in the upgrade validation plan.

Ensure City of Rocklin organization is ready to move forward with go-live and training (if applicable).

STAGE 4	Upgrade Validation																
	Tyler							Client									
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project manager	Functional Leads	Change Management Leads	Subject Matter Experts (SMEs)	Department Heads	End Users	Technical Leads
Update Upgrade Validation plan			C								A	R		C			
Update test scripts (as applicable)			C	C	C						A	R		C			
Perform testing			C	C	C						A	R		C			
Document issues from testing			C	C							A	R		C			
Perform required follow-up on issues			A								R	C		C			

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

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Upgrade Validation Report	City of Rocklin updates report with testing results

Work package assumptions:

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

## Go-Live Readiness

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

Objectives:

- Action plan for go-live established.
- Assess go-live readiness.
- Stakeholders informed of go-live activities.

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

Inputs	Future state decisions
	Go-live checklist



Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	Updated go-live checklist	Updated Action plan and Checklist for go-live delivered to City of Rocklin

Work package assumptions:

None

## End User Training (Rocklin has opted to perform end user training internally)

End User Training is a critical part of any successful software upgrade. Billable training days are not typically included in Upgrade PM assistance, but the PM may be consulted in the development of a training plan, and the Client project team will organize and initiate the training activities.

In the event that the client purchases Tyler-led training, the “Train the Trainer” approach is used. Tyler provides one occurrence of each scheduled training or upgrade topic. City of Rocklin users who attended the Tyler sessions may train additional users. Additional Tyler led sessions may be contracted at the applicable rates for training.

Tyler will provide standard application documentation for the general use of the software. It is not Tyler’s responsibility to develop client specific business process documentation. Client-led training labs using client specific business process documentation if created by the client can be added to the regular training curriculum, enhancing the training experiences of the end users.

Objectives:

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

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

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

Outputs / Deliverables		Acceptance Criteria [only] for Deliverables
	End User Training	City of Rocklin signoff that training was delivered

Work package assumptions:

- City of Rocklin will be responsible for training users on new functionality unless client contracts Tyler to conduct training.

### Control Point 4: Production Readiness Stage Acceptance

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

Production Readiness stage deliverables:

- Upgrade Validation Report.
- Update go-live action plan and checklist.
- End user training.

Production Readiness stage acceptance criteria:

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

## Production

Following end user training the production system will be fully enabled and made ready for daily operational use as of the scheduled date. Tyler and City of Rocklin will follow the comprehensive action plan laid out during Go-Live Readiness to support go-live activities and minimize risk to the Upgrade Project during go-live. Following go-live, Tyler will work with City of Rocklin to verify that upgrade work is concluded.

### Go-Live

Following the action plan for Go-Live, defined in the Production Readiness stage, City of Rocklin and Tyler will complete work assigned to prepare for Go-Live.

Tyler staff collaborates with City of Rocklin during Go-Live activities. City of Rocklin transitions to Tyler software for day-to day business processing.

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

Objectives:

- Execute day to day processing in Tyler software.
- Client data available in Production environment.

STAGE 5	Go-Live																
	Tyler							Client									
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project manager	Functional Leads	Change Management Leads	Subject Matter Experts (SMEs)	Department Heads	End Users	Technical Leads
Complete Go-Live activities as defined in the Go-Live action plan			C	C	C					A	R	C	I	C			
Provide Go-Live assistance			A	R	C	C		I			C	C	I	C		I	C

Inputs	Comprehensive Action Plan for Go-Live
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Outputs / Deliverables	None
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Work package assumptions:

- City of Rocklin will complete activities documented in the action plan for Go-Live as scheduled.
- External stakeholders will be available to assist in supporting the interfaces associated with the Go-Live live process.
- The Client business processes required for Go-Live are fully documented and tested.
- City of Rocklin Project team and subject matter experts are the primary point of contact for the end users when reporting issues during Go-Live.
- City of Rocklin Project team and SME’s provide business process context to the end users during Go-Live.
- The Tyler Go-Live support team is available to consult with the client teams as necessary.
- The Tyler Go-Live support team provides standard functionality responses, which may not be tailored to the local business processes.

## Control Point 5: Production Stage Acceptance

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

Advancement to the Close stage is not dependent upon Tyler’s receipt of this Stage Acceptance.

Production Stage Acceptance Criteria:

All stage deliverables accepted based on criteria previously defined.

## Close

The Close stage signifies full upgrade of all products purchased and encompassed in the Upgrade Project.

### Upgrade Project Closeout

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

Objectives:

Confirm no critical issues remain for the project teams to resolve.

Determine proper knowledge transfer to City of Rocklin teams for key processes and subject areas have occurred.

Verify all deliverables included in the Agreement are delivered.

STAGE 6	Upgrade Project Close Out																
	Tyler							Client									
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Executive Manager	Implementation Manager	Project manager	Implementation Consultant	Data Experts	Modification Services	Technical Services	Client Services	Executive Sponsor	Steering Committee	Project manager	Functional Leads	Change Management Leads	Subject Matter Experts (SMEs)	Department Heads	End Users	Technical Leads
Conduct post Upgrade Project review		A	R	C	C	C	C				C	C	C	C			C

Inputs	Contract
	Statement of Work

Outputs / Deliverables	None
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Work package assumptions:

All Upgrade Project upgrade activities have been completed and approved.

No critical Upgrade Project issues remain that have not been documented and assigned.

All Tyler deliverables have been completed.

## Control Point 6: Close Stage Acceptance

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

Note: Advancement to the Close Stage is not dependent upon Tyler's receipt of this Stage Acceptance.

Close Stage Acceptance Criteria:

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

## General Assumptions

Tyler and City of Rocklin will use this SOW as a guide for managing the Tyler Upgrade Project as provided and described in the Agreement. There are a number of assumptions which, when acknowledged and adhered to, will support a successful upgrade. Assumptions related to specific work packages are documented throughout the SOW. Included here are general assumptions which should be considered throughout the overall upgrade process.

## Upgrade Project

Upgrade Project activities will begin after the Agreement has been fully executed.

The City of Rocklin Project team will complete their necessary assignments in a mutually agreed upon timeframe in order to meet the scheduled go-live date, as outlined in the Upgrade Project Schedule.

Sessions will be scheduled and conducted at a mutually agreeable time.

Additional services, software modules and modifications not described in the SOW or Agreement will be considered a change to this Upgrade Project and will require a Change Request Form as previously referenced in the definition of the Change Control Process.

Tyler will provide a written agenda and notice of any prerequisites to the City of Rocklin project manager(s) ten (10) business days or as otherwise mutually agreed upon time frame prior to any scheduled on-site or remote sessions, as applicable.

Tyler will provide guidance for configuration and processing options available within the Tyler software. If multiple options are presented by Tyler, City of Rocklin is responsible for making decisions based on the options available.

Implementation of new software may require changes to existing processes, both business and technical, requiring City of Rocklin to make process changes.

City of Rocklin is responsible for defining, documenting, and implementing their policies that result from any business process changes.

## Organizational Change Management

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

## Resources and Scheduling

City of Rocklin resources will participate in scheduled activities as assigned in the Upgrade Project Schedule.

The City of Rocklin team will complete prerequisites prior to applicable scheduled activities. Failure to do so may affect the schedule.

Tyler and City of Rocklin will provide resources to support the efforts to complete the Upgrade Project as scheduled and within the constraints of the Upgrade Project budget.

Abbreviated timelines require sufficient resources to complete all required work as scheduled.

Changes to the Upgrade Project Schedule, availability of resources or changes in scope will be requested through a Change Request. Impacts to the triple constraints (scope, budget, and schedule) will be assessed and documented as part of the change control process.

City of Rocklin will ensure assigned resources will follow the change control process and possess the required business knowledge to complete their assigned tasks successfully. Should there be a change in resources, the replacement resource should have a comparable level of availability, change control process buy-in, and knowledge.

City of Rocklin makes timely Upgrade Project related decisions in order to achieve scheduled due dates on tasks and prepare for subsequent training sessions. Failure to do so may affect the schedule, as each analysis and upgrade session is dependent on the decisions made in prior sessions.

City of Rocklin will respond to information requests in a comprehensive and timely manner, in accordance with the Upgrade Project Schedule.

City of Rocklin will provide adequate meeting space or facilities, including appropriate system connectivity, to the project teams including Tyler team members.

For on-site visits, Tyler will identify a travel schedule that balances the needs of the Upgrade Project and the employee.

## Facilities

City of Rocklin will provide dedicated space for Tyler staff to work with City of Rocklin resources for both on-site and remote sessions. If needs overlap, City of Rocklin will provide multiple training facilities to allow for independent sessions scheduling without conflict.

City of Rocklin will provide staff with a location to practice what they have learned without distraction.

## Glossary

Word or Term	Definition
Acceptance	Confirming that the output or deliverable is suitable and conforms to the agreed upon criteria.
Accountable	The one who ultimately ensures a task or deliverable is completed; the one who ensures the prerequisites of the task are met and who delegates the work to those responsible. [Also see RACI]
Application	A computer program designed to perform a group of coordinated functions, tasks, or activities for the benefit of the user.
Application Programming Interface (API)	A defined set of tools/methods to pass data to and received data from Tyler software products
Agreement	This executed legal contract that defines the products and services to be implemented or performed.
Business Process	The practices, policy, procedure, guidelines, or functionality that the client uses to complete a specific job function.
Business Requirements Document	A specification document used to describe Client requirements for contracted software modifications.
Change Request	A form used as part of the Change Control process whereby changes in the scope of work, timeline, resources, and/or budget are documented and agreed upon by participating parties.
Change Management	Guides how we prepare, equip and support individuals to successfully adopt change in order to drive organizational success & outcomes
Code Mapping [where applicable]	An activity that occurs during the data conversion process whereby users equate data (field level) values from the old system to the values available in the new system. These may be one to one or many to one. Example: Old System [Field = eye color] [values = BL, Blu, Blue] maps to New Tyler System [Field = Eye Color] [value = Blue].
Consulted	Those whose opinions are sought, typically subject matter experts, and with whom there is two-way communication. [Also see RACI]
Control Point	This activity occurs at the end of each stage and serves as a formal and intentional opportunity to review stage deliverables and required acceptance criteria for the stage have been met.
Deliverable	A verifiable document or service produced as part of the Upgrade Project, as defined in the work packages.
Go-Live	The point in time when the Client is using the Tyler software to conduct daily operations in Production.
Informed	Those who are kept up to date on progress, often only on completion of the task or deliverable, and with whom there is just one-way communication. [Also see RACI]
Infrastructure	The composite hardware, network resources and services required for the existence, operation, and management of the Tyler software.

Interface	A connection to and potential exchange of data with an external system or application. Interfaces may be one way, with data leaving the Tyler system to another system or data entering Tyler from another system, or they may be bi-directional with data both leaving and entering Tyler and another system.
Integration	A standard exchange or sharing of common data within the Tyler system or between Tyler applications
On-site	Indicates the work location is at one or more of the client's physical office or work environments.
Organizational Change	The process of changing an organization's strategies, processes, procedures, technologies, and culture, as well as the effect of such changes on the organization.
Output	A product, result or service generated by a process.
Upgrade Project	The delivery of the software and services per the agreement and the Statement of Work.
RACI	A matrix describing the level of participation by various roles in completing tasks or Deliverables for an Upgrade Project or process. Individuals or groups are assigned one and only one of the following roles for a given task: Responsible (R), Accountable (A), Consulted (C), or Informed (I).
Remote	Indicates the work location is at one or more of Tyler's physical offices or work environments.
Responsible	Those who ensure a task is completed, either by themselves or delegating to another resource. [Also see RACI]
Scope	Products and services that are included in the Agreement.
Upgrade	The upgrade of the contracted software product(s) resulting in the connected system allowing users to meet Upgrade Project goals and gain anticipated efficiencies.
Stage	The top-level components of the WBS. Each Stage is repeated for individual Phases of the Upgrade Project.
Standard	Software functionality that is included in the base software (off-the-shelf) package; is not customized or modified.
Statement of Work (SOW)	Document which will provide supporting detail to the Agreement defining Upgrade Project-specific activities, services, and Deliverables.
System	The collective group of software and hardware that is used by the organization to conduct business.
Test Scripts	The steps or sequence of steps that will be used to validate or confirm a piece of functionality, configuration, enhancement, or Use Case Scenario.
Training Plan	Document(s) that indicate how and when users of the system will be trained relevant to their role in the upgrade or use of the system.



TylerU	Tyler University (commonly referred to as Tyler U) is Tyler’s online training and education system that includes tutorials and self-guided training lessons and activities.
Validation (or to validate)	The process of testing and approving that a specific Deliverable, process, program, or product is working as expected.
Work Breakdown Structure (WBS)	A hierarchical representation of an Upgrade Project broken down into smaller, more manageable components.
Work Package	A group of related tasks within an Upgrade Project.

## Upgrade Project Timeline

### ERP Upgrade Project Timeline

The Upgrade Project Timeline establishes a target start and end date for each Phase of the Upgrade Project. The timeline needs to account for resource availability, business goals, size and complexity of the Upgrade Project, and task duration requirements. These will be reviewed and adjusted, if needed, during the Initiate and Plan Stage. Refer to the Upgrade Project Stages section of this SOW for information on work packages associated with each stage of the upgrade.

The following dates may be revised based on the date the Agreement is signed and further refined during the course of the Upgrade Project. Tyler requires up to forty-five (45) days to move from Agreement signing to the Initiate & Plan Stage.

Phase	Project Timeline	1	2	3	4	5	6	7
1	Upgrade							
2	Upgrade Orientation							
3	Upgrade Validation - Power User Training							
4	Live Upgrade							
5	PM Upgrade Support							
<b>Month Estimate</b>		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7