



Statement of Work

1.0 • August 2, 2024

PaymentWorks

Statement of Work (SOW) Signoff

DATE: August 2, 2024

Approval of the SOW indicates an understanding of the purpose and content described in this deliverable. By signing this deliverable, approvers agree work should be initiated on this project and necessary resources will be committed as described herein.

Approver Name	Title	Signature	Date
Veronica Carrillo	Assistant Finance Director		
Kevin Goodwin	Chief Technology Officer – ITSD Deputy Director		

1. Project Background

The City of San Antonio (COSA or the City) faces increasing fraud threats and challenges to validate vendor information. These include large-scale threats like data breaches, but also hacking of individual vendor accounts, phishing, and other smaller-scale frauds. The Financial Operations Division is responsible for the intake, evaluation, and verification of vendor master data and seeks a solution to increase the security and quality of its vendor master files. COSA also seeks to increase the number of vendors paid by Automated Clearinghouse (ACH).

PaymentWorks has been selected as the provider for the Vendor Intake & Validation Solution. This project will encompass technical configuration, development of SFTP files to receive validated vendor information from PaymentWorks, and to send ACH payments to COSA's depository bank, Frost Bank.

Note: For the purpose of this document, a "vendor" is an entity or individual the City needs to pay, such as businesses from which goods and services are purchased. They can also be individuals or entities receiving grant funds, rental assistance, risk management payments, and other payments as well as professional associations, training organizations, public-sector organizations, and many other types of payees and payments.

2. Project Objectives

- Secure the intake of vendors' Personally Identifiable Information (PII) and minimize the number of City personnel who see this information.
- Provide ongoing security of vendors' information.
- Provide comprehensive ongoing validation and verification of vendor information, including Tax IDs, banking information, addresses, phone numbers, and other key data elements.
- Mitigate financial risk to the City related to potential fraud.
- Reduce turn-around time to receive and validate vendor information. It can take up to two weeks for the City to manually validate banking information.
- Provide appropriate controls, workflow, and visibility of data through the intake and validation process to set-up or revise vendor master records in the City's SAP system.
- Increase the number of COSA vendors utilizing ACH to increase efficiency and reduce costs of producing paper checks.

3. Project Execution Approach and Methodology

PaymentWorks utilizes Agile project management methodology. COSA's daily sync requirement for Agile methodology will be met through project management boards and the weekly status calls. The project will be conducted virtually. PaymentWorks will use Monday.com as their place of record for project documentation while COSA can opt to still use their platform Project Place as the place of record for all project documentation. COSA must be able to access and export all information, artifacts, and meeting summary notes from Monday.com.

4. Project Scope

PaymentWorks shall install, develop, configure, customize, test, and deploy the system.

The scope will encompass technical configuration, development of vendor intake forms, set up of SFTP files to receive validated vendor information from PaymentWorks as well as sending the ACH bank file to Frost bank. Testing, training, provisioning, and Go Live support are also within scope. In addition, workflows and approval processes for the vendor intake and validation as well as the ACH payment file will be established. The solution must also meet COSA's Single Sign On (SSO) standard.

4.1 In Scope

Preparatory: COSA will be responsible for completing preliminary tasks, including identifying team members, testers, and Subject Matter Experts (SMEs), and developing a User Acceptance Testing (UAT) plan. COSA will also provide As Is Process Documentation and must complete a set of questionnaires (listed in Section 4.3) provided by PaymentWorks that will be used in developing the To Be Process.

Discovery and Design: The PaymentWorks Project Manager will review the information COSA developed during the Preparatory step. This will be followed by a Discovery Workshop (s) to clarify information received and for follow-up questions. From this, a final Design document and To Be Process will be developed and approved. COSA will also provide a file of their existing vendors to serve as a reference point only for Payment Works. This file will also be used to identify duplicate TINS.

Note: COSA's existing vendor file will not be entered into PaymentWorks. Existing COSA vendors must be invited by Finance to register in PaymentWorks. Any COSA vendors that have previously registered in PaymentWorks for other entities must still be invited to register in the system for COSA.

Software Configuration: Based on the To Be and Design Documents, PaymentWorks will proceed with software configuration, customization, and integration (SFTP). This includes establishing SFTP for vendor information and the ACH Bank File. The Vendor Intake Form(s) will also be created in addition to completion of the SSO set up.

Phase 1 Go Live: COSA and PaymentWorks will actively work together within an 8–10-week period to implement the PaymentWorks system. This phase encompasses role assignments, testing and training. It will end with the Phase 1 Go Live of the system, whereby COSA will enter vendor information that is validated by PaymentWorks through a manual process into SAP. The ACH Bank File process will be automated. Only one ACH file will be produced for submission to Frost Bank however, only those vendors that have been validated by PaymentWorks will be indemnified.

Go Live Support: PaymentWorks will provide two weeks of hyper care after the Phase 1 Go Live, including support for processing of the first ACH Bank File. Finance will begin inviting new vendors as well as existing vendors needing to change their master record information to register in PaymentWorks.

Optimization: This phase is an opportunity for COSA to get used to the new system and to make changes to the new vendor registration forms, update any roles/permissions, and approval processes before fully automating the vendor information SFTP file. Optimization occurs after Phase 1 Go Live

and typically lasts 2-4 months. The entry of PaymentWorks-validated vendor information into SAP will remain manual during the optimization period so that any adjustments to the intake forms or other processes can be made easily.

Automated Integration-Phase 2 Go Live: This is the automation of the vendor intake through SFTP. This phase includes final mapping of vendor information sent by PaymentWorks into COSA's SAP as well as the scheduling of SFTP files to run automatically. When ready to automate, COSA can get support from PaymentWorks' Project Success and Technical Support Teams by completing a Change Request (CR). The Change Request will need to be submitted 4-6 weeks prior to beginning the automation. COSA will not incur additional cost for this automation.

- Payment Works Responsibilities:
 - Duplicate Sandbox (TEST) to create DEV Environment
 - Add users to DEV Environment (can't be the same email addresses as Sandbox (TEST) environment)
 - Registration Routing added to DEV Environment
 - Roles and Permissions (if applicable)
 - Configure SFTP (if applicable) (*this will already be done*)
 - API (if applicable)
 - Duplicate DEV Environment to Sandbox (TEST) (if applicable)
 - Adjust Export File (all caps, truncate, remove, etc.) (if applicable)
 - Troubleshooting any of the above tasks (if applicable)
 - Move to Production
 - Documentation and Technical Support teams available at no cost
- COSA Responsibilities
 - Coding or customization of any middleware or ERP import functionality, which entails taking vendor information data and transforming it to what SAP needs.

Post-Go Live: PaymentWorks will provide ongoing customer support for their solution. COSA Finance will develop and implement a plan to invite existing vendors to register in PaymentWorks, with the goal of increasing the number of vendors with validated information as well as the number of vendors utilizing ACH payments.

Additional Information:

- PaymentWorks will provide resources for and coordination of project management activities for the entire project from initiation to close.
- COSA will have an Optimization Period after the initial implementation of the solution. The Optimization Period is an opportunity for COSA to make adjustments to items covered in this SOW, including to the vendor intake forms and role/permission assignments, to ensure that the COSA end user and vendor experiences meet expectations. However, changes that are made beyond the scope of this SOW will require a new SOW.
- PaymentWorks will provide remote support at the two separate Go Lives:
 - 1) Phase 1 Go Live for the initial implementation

2) Phase 2 Go Live for the transition to automated SFTP files after the Optimization period and through the submission of a Change Request as outlined under Automated Integration-Phase 2 Go Live.

- PaymentWorks will commit to a Teams, Zoom or Webex call with appropriate COSA staff to support the first ACH bank file after Go Live to ensure the process is successful.
- COSA retains ownership of vendor data entered by its vendors into the PaymentWorks solution. PaymentWorks must retain and secure COSA's vendor information throughout the contract duration. If the contract between COSA and PaymentWorks concludes, PaymentWorks will provide COSA with its data via an SFTP file, drop box, or other method of choice.
- The following documents are included as attachments to this SOW and, therefore, considered in scope:
 - PaymentWorks' Implementation of PaymentWorks' Platform Document
 - PaymentWorks' Business Continuity Plan
 - Requirements Traceability Matrix (RTM)
 - City of San Antonio Information Technology Environmental Description

4.2 Out-of-Scope

- Anything not included in this SOW and the Payment Works' Implementation of PaymentWorks Platform Document, PaymentWorks' Continuity Plan, Requirements Traceability Matrix (RTM), and the City of San Antonio Information Technology Environmental Description Document is out of scope. Any future changes or additional functionality not represented in this SOW will result in a Change Request (CR) with potential additional costs.
- After Optimization, a Change Request will need to be submitted 4-6 weeks prior to starting Automated Integration. The following will be out of scope.
 - Coding or customization of any middleware or ERP import functionality, which entails taking vendor information data and transforming it to what SAP needs.
 - Project management from PaymentWorks to include:
 - Project structuring and guidance around automation integration best practices
 - Automation Integration and data mapping advisory services

4.3 Professional Services

- PaymentWorks shall assign a project manager for the length of the implementation project, up to 10 weeks. Additional hours can be purchased from PaymentWorks for \$200 an hour.

- The PaymentWorks project manager will:
 - Be the subject matter expert.
 - Meet with the project team to identify resources, scope, risks, and assumptions.
 - Provide documentation for ITSD staff to review Single Sign-On functionality (SSO), Secure File Transfer Protocol (SFTP) functionality, supplier file and payment file requirements.
 - Develop a detailed timeline that includes all tasks and indicates both the ownership of tasks and dependencies.
 - Lead regular checkpoint meetings and oversee overall progress toward the agreed upon timeline.
 - Ensure identified COSA personnel are trained.
 - Ensure all technical elements are tested successfully.
 - Coordinate resources, project deliverables and communication via Monday.com. and Project Place. All communication will be handled through monday.com, which serves as the means of project communication and the place of record for all project documentation for PaymentWorks. COSA can save any documents to its project management system of record, Project Place.
- Project calls will be held with the PaymentWorks project manager and COSA's project manager. Additional project managers and meeting attendees will need to be discussed before the project.
- PaymentWorks will provide guidance and recommendations for transitioning existing vendors within COSA's SAP system to the PaymentWorks system. PaymentWorks will provide communications templates for emails and other types of communications with existing vendors.

4.4 Discovery and Design Sessions and Workshops

PaymentWorks will rely on the City of San Antonio to provide its "As Is" process workflow documentation and complete the required questionnaires listed below. These will be reviewed by the PaymentWorks Project Manager. Upon review, PaymentWorks will conduct a discovery session to discuss any additional or follow-up questions. A final design document will be produced that will define the "To Be" process utilizing PaymentWorks. Once the final design document is approved, PaymentWorks will proceed with software configuration, customization, integration (SFTP) set up prior to Project Kick-off. The Kick-off is the start of the 8–10-week engagement.

The following are the questionnaires that must be completed by COSA:

- Discovery:

<https://forms.monday.com/forms/1134840b8b2369d6466d5b1903329195?r=use1>

- Payments:

<https://forms.monday.com/forms/8d0a4f4f70e4e924e5a773d9abef1a74?r=use1>

- SSO:

<https://forms.monday.com/forms/fa94b3671dbb999def50c3ddc5a03499?r=use1>

- SFPT:

<https://forms.monday.com/forms/02cad2ee1915e770505d7c307d0ef1d4?r=use1>

4.5 Software Implementation

There is no software installation as PaymentWorks is a cloud-based service hosted on Amazon Web Services (AWS). COSA will be provided access through a User Interface (UI) by PaymentWorks along with the training on how to access the system.

4.6 Software Configuration

The following components or configuration will be provided after successful completion and implementation of the configured UI prior to kick off:

- An SFTP established for receiving validated vendor information to be entered in COSA's SAP
- An SFTP established for the bank file for ACH payments.
 - COSA will require that it provides a final approval before ACH payment files are run by Frost Bank
- Vendor intake form(s) that vendors will complete.
- The solution must meet the City's Digital Accessibility Framework follows Section 508 of the Rehabilitation Act of 1973 and WCAG 2.1 AA guidelines for web content
- The solution must meet SFTP Client (Core FTP LE 2.1 or higher)
- The solution must meet COSA's Single Sign-On (SSO) integration standard, which is Azure AD SSO authentication.
 - COSA's Information Technology Environmental Description is included as an attachment.
- PaymentWorks provides COSA a SaaS platform with best practices; COSA will test the system with PaymentWorks' guidance. PaymentWorks will provide COSA's configuration document, called a "Registration Diagram," that includes the new vendor registration questions, approvals, SFTP flow, and other requirements.

4.7 Integration

While PaymentWorks can fully integrate with the COSA's SAP system, COSA is opting that the vendor provides a Secure File Transfer Protocol (SFTP) that enables vendor information entered in PaymentWorks to be uploaded at an agreed upon schedule.

SFTP Files for ACH

- COSA will be required to send a payment instruction file (ACH Bank File) in either NACHA

or ISO 20022 through SFTP.

- PaymentWorks receives the payment instruction file (ACH Bank file through SFTP) and sends it to Frost Bank. PaymentWorks is required to send the file to Frost Bank to meet their indemnification requirements. This file does not include checks, wires, or any other payment type.
- The ACH Bank File can contain payments for vendors that have not registered in or been verified by PaymentWorks. However, payments made to vendors that are not registered within the PaymentWorks system and verified by them will not be covered by the warranty.
- PaymentWorks will encrypt Personally Identifiable Information (PII) and will tokenize banking information. PaymentWorks will have processes, including access based on roles, to limit access to PII and banking information for both COSA personnel and their own personnel. Once the file has been uploaded to Frost, it will be the responsibility of COSA authorized approvers to access the Frost system and approve the uploaded file.

SFTP Files for Vendor Information

- COSA vendor (s) will register directly in PaymentWorks. They will complete required fields, which will include some, but not all, of the following information. Some fields will be included in the SFTP to transfer information to COSA's SAP vendor master records. Some fields will not be transferred to SAP but instead will be used as data for standard reports that will be available in the PaymentWorks system. Additionally, two different intake forms may be implemented, depending on COSA's needs. The entries below with the asterisk (*) indicate the fields that COSA currently collects for Vendor Master Records.
 - Company Name*
 - Legal First Name*
 - Legal Last Name*
 - Primary Address*
 - Main Telephone*
 - Preferred Email*
 - URL
 - Country W9/W8*
 - Tax Classification*
 - Tax ID Number (TIN)*
 - Tax ID Type*
 - Remit Address(es)*
 - Bank Name*
 - Name on Bank Account*
 - Bank Account Number*
 - Bank Account Type*
 - SWIFT Code*
 - Bank Address

- Bank Account Risk Assessment
- Email Address for Payment Notification*
- Bank Authorization
- D-U-N-S or UEI
- Reimbursement (payment information from payees not requiring a vendor profile or tax information)
- Diversity and Small Business certifications and expiration dates (*information on SRM supplier record*)
- Accounts Receivable Contact Information*
- Sales Contact Information (*information on SRM supplier record*)
- Conflict of Interest Information (using dynamic fields)
- Insurance Information
- Purchase Order and Terms & Conditions*
- Payment Type Information*
- State Tax Requirements*
- 1099/Federal Tax Requirements*
- PaymentWorks will validate vendor data elements using their algorithms and the resources and methods listed below. Only when vendor information is validated, PaymentWorks will create an SFTP file to transfer the information to COSA. COSA will have the ability to review and accept or deny records on the SFTP file. PaymentWorks' validations of vendor information include:
 - TIN Check to sync with IRS website to validate TINs (both Social Security Numbers and Enterprise Identification Numbers)
 - Methods to validate account information and ownership
 - SmartyStreet and USPS to validate addresses
 - Methods to validate phone number information
 - Fraud algorithms to look at emails to determine if they are accurate (i.e., not fraudulent or spoofed)
 - Methods to validate website URLs
 - Moody's and databases to ensure payees are not on debarment lists
 - Methods to attempt to validate foreign banking information via networking, phone calls, and other research

4.8 Proposal and SOW Discrepancies

Throughout the project milestones, PaymentWorks and the City of San Antonio will reconcile the requirements to the actual system. The scope of this project is based on PaymentWorks standards and best practices. Any enhancement requests will be submitted through PaymentWorks Ideas portal (AHA). COSA will have continuous insight and can vote on submission. The product

management team reviews submissions frequently for guidance in determining future roadmap items.

5. Testing

A well-defined risk-based testing approach is a mandatory part of any COSA project. At a minimum the following testing levels will be performed as a part of this project. Testing will be conducted for all elements of the PaymentWorks implementation project, including the SFTP files, roles, SSO, accessibility, and any other elements.

COSA requires the following types of testing for technology implementations:

- **Unit:** Testing of single testable parts of a software system during the development phase
- **Integration:** Focuses on determining the correctness and interaction of system integrations as well as components' interoperability and compatibility.
- **System:** Testing of a complete integrated system to determine if it meets expected functional and technical requirements
- **User Acceptance Testing:** Testing by end users to determine acceptance of the system for operational use
- **Regression:** Testing to verify system integrity if functional improvements or fixes are made as a result of System and User Acceptance test activities

5.1 Unit Testing

Unit Testing is the first level of testing done before Integration testing. A unit is a single testable part of a software system and tested during the development phase of the application software. The aim of Unit Testing is to validate unit components and to check every component of the module or module of the application independently. PaymentWorks will do the Unit Testing in a development/sandbox environment, and it will involve the testing of each smallest unit or an individual component of the software application. PaymentWorks will lead and complete the effort.

STAGE	Unit Testing		
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Vendor PaymentWorks	COSA	
Unit Configuration and Testing Execution	R	A, C, I	
Documentation of test results aka Quality Review	R	A, C, I	
Defect and Resolution logs aka Quality Review	R	A, C, I	

5.2 Integration (SFTP) Testing

There is no direct integration with any COSA systems. Integration for this project refers to data transferred by flat file (SFTP) into (i.e., vendor information) or out of (i.e., ACH Bank File) SAP.

Integration Testing is typically performed after unit testing and before System Testing. Integration Testing focuses on determining the correctness and interaction of the system integrations and components interoperability and compatibility. This term is commonly used for both the integration of components and the integration of entire systems.

It also tests the data exchange between different components or systems and identifies any problems or bugs that arise when different components and systems are combined and interact with each other. PaymentWorks will perform Integration Testing to test the interface between components or systems. PaymentWorks will lead the effort and COSA will support where required. COSA will require that PaymentWorks present Integration Testing status and results during scheduled review meetings.

STAGE	Integration Testing	
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Vendor	COSA
Integration Testing Execution	R	A, C, I
Testing scripts	R	A, C, I
Test schedule	R	A, C, I
Documentation of test results aka Quality Review	R	A, C, I
Defect and Resolution logs aka Quality Review	R	A, C, I

5.3 System Testing

System Testing is performed after the Integration Testing and before User Acceptance Testing. It is conducted on a complete integrated system to evaluate the system's compliance with its specified functional and technical requirements. Components that passed Integration Testing as well as integrations are also taken as input. System Testing detects defects within both the integrated components and the whole system. PaymentWorks will perform System Testing on complete integrated applications and systems to evaluate their compliance with the corresponding functional and technical requirements. PaymentWorks will lead the effort and the City will assist where required.

PaymentWorks will oversee test management and defect management. PaymentWorks will fix all high and critical issues part of exit criteria for system testing. System Testing completion and certification, along with a demonstration of core functionalities in a COSA test environment, is mandatory to move into User Acceptance Testing (UAT). PaymentWorks will lead the System Testing effort and COSA will support where required. This testing shall be performed by PaymentWorks but may be supported by a limited number of COSA technical and power-users (not end-users) at the sole discretion and to the limit deemed appropriate by COSA. The City will require that PaymentWorks presents System Testing status and results during scheduled review meetings.

System Testing

RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Vendor	COSA
System Testing Execution	R	A, C, I
Develop System Test Plan	R	A, C, I
Testing scripts	R	A, C, I
Test schedule	R	A, C, I
Documentation of test results aka Quality Review	R	A, C, I
Defect and Resolution logs aka Quality Review	R	A, C, I
System Test Completion Certificate Aka Quality Review	R	A, C, I

5.4 User Acceptance Testing (Functional Testing)

COSA creates and conducts User Acceptance Testing (UAT) in coordination with PaymentWorks technical support and end users. PaymentWorks shall provide any test scripts used for UAT so that COSA can review and customize these to conduct User Acceptance Testing. A formal UAT shall be conducted by the City of San Antonio's business end users to determine acceptance of the system for operational use. PaymentWorks shall support the UAT and fix any defects found during the testing. UAT completion and certification is mandatory to move the implementation into production. COSA will require the presentation of User Acceptance Testing status and results during scheduled review meetings.

Phase 1: Testing the functional process of onboarding a vendor via PaymentWorks would involve sending an invitation to an internal party at COSA to act as the vendor. COSA UAT will include testing of the manual handling of the vendor information file whereby vendor records in SAP are created manually. Testing for ACH Bank File is covered under 5.8.

Phase 2: UAT will also need to include the process for the automated vendor information file that will be in place after optimization. The automated file will extract the data, create the vendor in SAP, and a supplier file will be sent back to PaymentWorks to move the vendor to connected status.

STAGE	User Acceptance Testing	
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Vendor	COSA
UAT Testing Execution	C, I	R, A
Develop UAT Test Plan	C, I	R, A
Develop Test scripts	C, I	R, A, C, I

Test schedule	C, I	R, A
Documentation of test results	C, I	R, A
Defect and Resolution Logs	C, I	R, A
User Acceptance Test Completion Certificate	C, I	R, A

5.5 Regression Testing

PaymentWorks shall perform Regression testing throughout the testing process to verify System integrity after functional improvements or fixes have been made as a result of System Integration and User Acceptance test activities. COSA has a preference for using automated scripts, although it is not required. Regression testing shall be designed to confirm that fixes have not created any new problems and that the results are as expected. The results will also define the System baseline configuration to be released to COSA. The Project Team shall document all tests performed and provide the results to COSA. It shall be the responsibility of PaymentWorks to ensure all automated test scripts have been assessed to ensure their proper function.

STAGE	Regression Testing	
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Vendor	COSA
Regression Testing Execution	R	A, C, I
Develop Regression Test Plan	R	A, C, I
Testing scripts	R	A, C, I
Test schedule	R	A, C, I
Documentation of test results aka Quality Review	R	A, C, I
Defect and Resolution logs aka Quality Review	R	A, C, I
Regression Test Completion Certificate Aka Quality Review	R	A, C, I

5.6 Test Coverage and Defect Resolution Logs

PaymentWorks shall maintain and provide the test coverage and Defect Resolution logs. PaymentWorks shall review and discuss results with COSA team members. The Vendor shall provide testing completion acceptance and sign-off from COSA and it is mandatory to move the implementation into production.

5.7 Defect Classification

Defect Severity must be defined when a defect is identified. Issues encountered during testing must be classified by their severity and tracked using the following criteria:

Defect Classifications	
Defect Severity	Defect Definition
Critical	This is a “showstopper” issue. The problem is causing a major system error, fatal error, serious database corruption, serious

	degradation in performance, major feature malfunction, or is preventing a major business goal from being realized. The issue does not have a workaround that is reasonably acceptable to the corresponding end-users.
High	This is an issue that is causing significant loss of feature functionality, but the system can recover from the problem, and it does not cause total collapse of the system. The issue does have a workaround that is reasonably acceptable to the corresponding end-users.
Medium	This is an issue that is causing minor loss of feature functionality. Optional workarounds reasonably acceptable to the corresponding end-users are available.
Low	These are minor issues, misspellings, cosmetic changes, etc.

5.8 Testing Overview for ACH Bank File

PaymentWorks will require assistance opening a project with Frost Bank. This may include required paperwork from Frost Bank that authorizes PaymentWorks, as a third-party, to send files on COSA's behalf.

- PaymentWorks will request that the bank set up an SFTP connection between the bank and PaymentWorks, to process COSA's ACH file to the bank. A unique Company ID will be provided by the bank that is specific to the PaymentWorks integration. COSA will need to update this information within its SAP.
- After connectivity is established, PaymentWorks will request a test file generated from COSA's SAP with 10-15 payments. This test will be processed through the PaymentWorks sandbox environment. No funds will move as part of this test. The bank will review the files and request additional tests or move the configuration into production.
- PaymentWorks will then request two production test files. The first will be a \$1 payment generated from COSA's SAP to PaymentWorks. Once the bank verifies the successful test and PaymentWorks receives the funds, PaymentWorks will request a file containing no more than 15 payments to COSA's suppliers.

6. Training/Certification

PaymentWorks will provide virtual and self-led training. Training of individual COSA employees will be based on their assigned roles. PaymentWorks refers to training as Certification.

- PaymentWorks shall enroll a maximum of nine users selected by COSA into PaymentWorks Academy, PaymentWorks online learning system.
- PaymentWorks delivers virtual training/certification. COSA is responsible for:
 - Determining how PaymentWorks will be incorporated into COSA business process.
 - Creating additional documentation and training materials for future end-users
- Attendees will complete all the requirements for certification as indicated by PaymentWorks Academy within the designated time frame based on the project plan.

- PaymentWorks Project Manager shall provide weekly meetings throughout the certification process to assist with any issues.
- PaymentWorks shall provide materials post-certification for testing purposes. User testing is an integral part of COSA's success with PaymentWorks platform.
- A minimum of one user will certify as PaymentWorks Administrator
- A minimum of two users will certify as PaymentWorks Vendor Approver
- COSA PaymentWorks Academy participants must have knowledge of the following: Internet Browser, Zoom, and Microsoft Excel. Attendees must also have the ability to screen record or submit screenshots for assignments.

6.1 COSA Prerequisites Prior to Training

- SSO connection is required and must be in place for enrollment in Certification to occur. If SSO connection is not established, PaymentWorks Academy enrollment may be delayed depending upon PaymentWorks resource availability.
- A list of trainees must be provided. Maximum of nine users will be able to access to PaymentWorks Academy for the certification period based on the project plan.
- PaymentWorks shall provide the following:
 - Self-directed learning courses, including quizzes and assignments.
 - Users will be auto removed from the Academy upon certification dates based on project plan.
 - Access to supporting documentation and knowledge base articles.
 - Testing scenarios and guide to assist with testing.
 - Certificate of completion (delivered via email to the users as they complete).

7. Reports

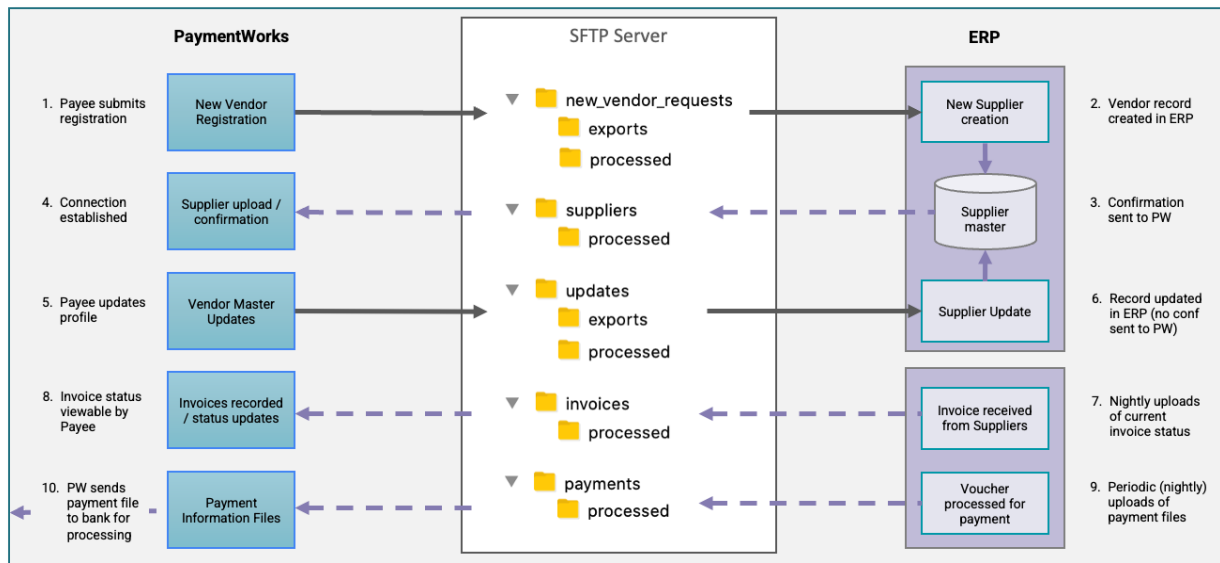
PaymentWorks will provide the following reporting capabilities:

- Ability to audit records/fields as necessary to track date/time/author of change. Provide a complete history of vendor profile creation and processing with continuing reviews or validation renewals linked to the original application.
- Provide standard reports, such as activity reports, vendor status reports, and potential fraud incident reports, as well as the ability to create customized and ad hoc reports.
- PaymentWorks provides these standard reports within its application:
 - Payer User Role Report
 - Vendor Onboarding Report
 - Invitation Approval Audit Report
 - Returned Registrations Report
 - Registration Approval Audit Report
 - Custom Field Report

- Delivered Payments Report
- Suppliers found in PaymentWorks Report
- Access to reports is based on user roles (e.g., reports specific to the vendor roles, COSA roles).
- Provide a complete history of vendor profile creation and processing with continuing reviews or validation renewals linked to the original application.
- Query/reporting access to all data elements in the system.
- The ability to drill down into details of summarized data done by the Custom Field Report.
- A data dictionary and entity relationship diagrams for all data elements.
- Tools to produce visual reports (charts, graphs, maps, etc.), including a vendor and payments dashboard.
- PaymentWorks may need to provide information for Open Records Requests submitted by the public.

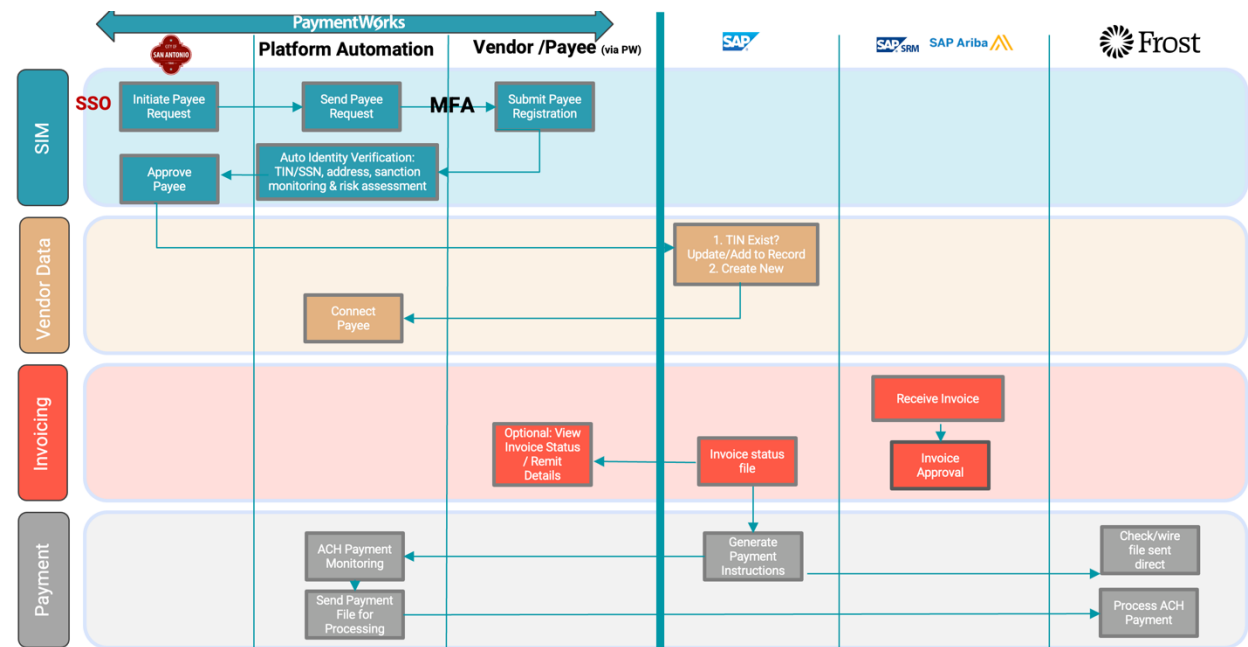
8. Data and Process Flows, Requirements, Technical Configurations

PaymentWorks: SFTP-based Process

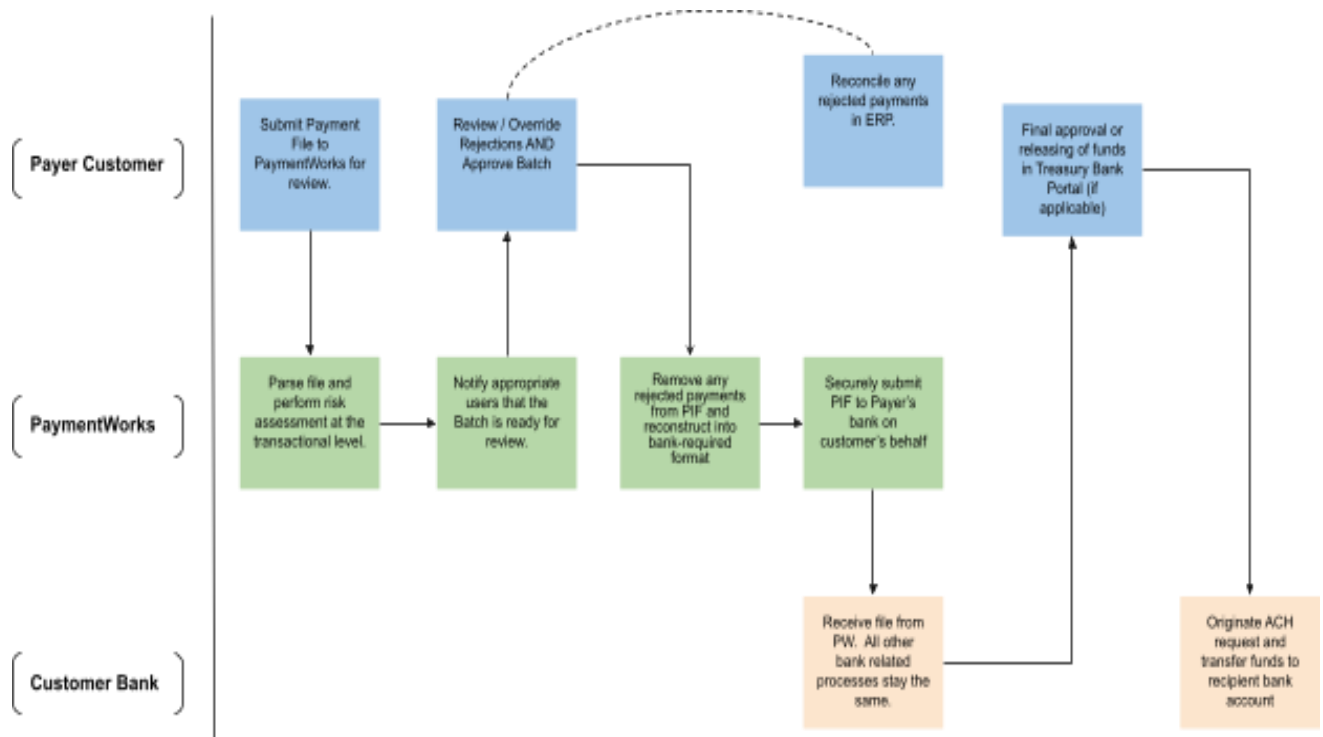


PaymentWorks will make the data available via SFTP I and provide documentation as well as support on technical questions. After the Optimization period, COSA and PaymentWorks will work together to automate data transfers of vendor information into SAP.

PaymentWorks: Flow for New Business Process



PaymentWorks: Process flow for Bank Files:



Pre-Implementation Requirements to be Completed by COSA

PaymentWorks' requires completion of the questionnaires and other requirements listed below. COSA will coordinate the necessary resources to complete these requirements at the designated scheduled time.

- **Questionnaires**

- Discovery:

<https://forms.monday.com/forms/1134840b8b2369d6466d5b1903329195?r=use1>

- Payments:

<https://forms.monday.com/forms/8d0a4f4f70e4e924e5a773d9abef1a74?r=use1>

- SSO:

<https://forms.monday.com/forms/fa94b3671dbb999def50c3ddc5a03499?r=use1>

- SFTP:

<https://forms.monday.com/forms/02cad2ee1915e770505d7c307d0ef1d4?r=use1>

- **Technical Requirements**

- Supplier file (*Estimated COSA hours: 8 – 12 hours*)
 - Invoice file
 - *NOTE: Invoice File functionality will not be used for the initial implementation at COSA*
 - Payment file (*Estimated COSA hours: 2 – 4 hours*)
 - Configure SSO (*Estimated COSA hours: 3 – 6 hours*)
 - Configure SFTP (*Estimated COSA hours: 2 – 4 hours*)

- **Coordinate with COSA Bank (Frost Bank):**

- Share the bank integration project plan
 - Begin/confirm bank resource allocation.
 - Confirm authorization/access requirements to allow PaymentWorks staff to work directly with the COSA bank.

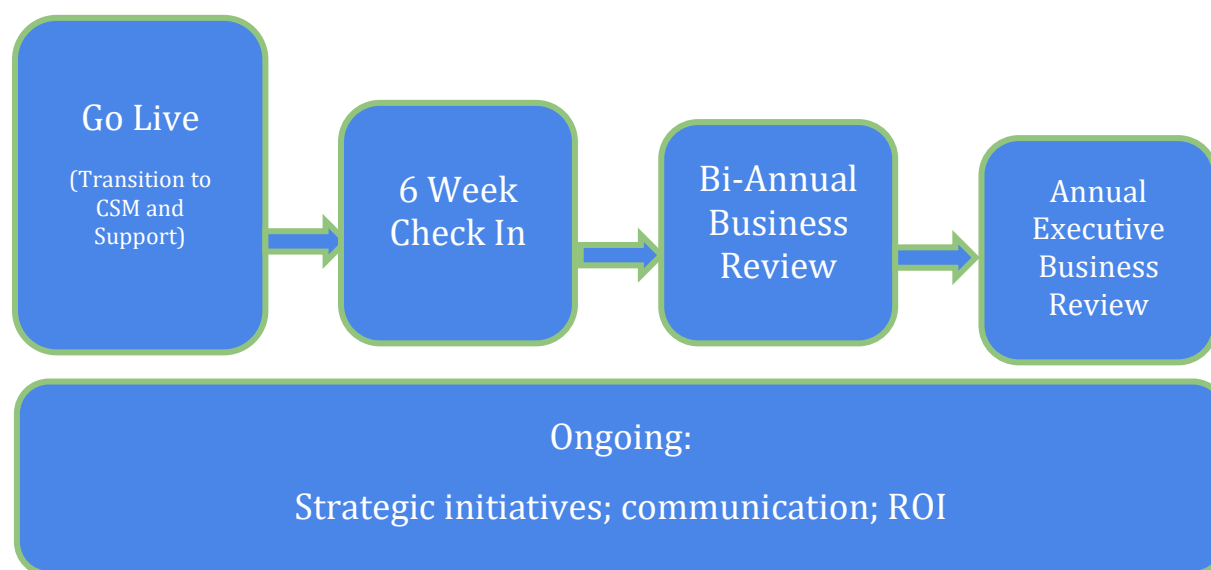
Technical Configuration Provided by PaymentWorks

- Includes configuration of:
 - PaymentWorks test (sandbox) and production environments
 - Roles/permissions
 - Approval workflow
 - Single Sign On (SSO) coordination
 - SFTP coordination

9. Go Live Technical Support and Warranty

PaymentWorks will provide two weeks of functional hyper care after Go Live Phase 1 implementation and then will transition COSA to PaymentWorks Support Team to provide post-go live technical support and warranty.

The graphic below illustrates PaymentWorks' Customer Success support journey with COSA to provide approach strategic support and assist with goals and initiatives.



9.1 Change Management Process

- Change requests can be submitted post-go live and will be reviewed to determine the impact and feasibility. Alternate solutions will be provided, where applicable.
- Submitted change requests may take up to one week (depending on the requirements) to be added to your Sandbox. After two weeks in sandbox changes will be moved to production. A statement of work will be provided, to include fees, as appropriate.

9.2 Support/Maintenance

Below are the outlined responsibilities post-implementation:

PaymentWorks Responsibilities	COSA Responsibilities
Provides application support for specific aspects of the registration process	Provide support for payer and payee questions specific to COSA processes (i.e., billing, payments, payment schedules, form questions and policy)

Review change requests processes Business review: review ROI, goals and initiatives, platform usage, enhancements, and recommendations to maximize use of platform Executive business review: review goals that led to the purchase of PaymentWorks, goals and initiatives and partnership opportunities	Provide feedback through appropriate channels and surveys Continuously monitor the help center for: New releases Updated documentation Knowledge base articles Review in-app banners for notifications
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Platform Security Controls

PaymentWorks Controls	COSA Responsibilities
Maintain SOC 1, Type II controls and provide COSA with report, upon request. Annual penetration testing Define, implement, and ensure adherence to business controls Monitor user IP activity Employee background checks Encrypt sensitive data	Maintain appropriate business and security controls Minimize or eliminate manual payee master changes in the ERP Implement and maintain Single Sign On

10 System Security Plan

PaymentWorks shall assist COSA in the development of COSA's System Security Plan (SSP) and provide information and support testing as needed.

11. Service Level Agreement

Support is provided through two primary channels:

1. On-line: Within the PaymentWorks application there are video tutorials and detailed help documents.
2. Webform: Users can submit a support ticket by clicking on the help icon within the application.

11.1 Customer Support

- Live support (via email) for all routine support requests is available during normal US business hours (8:00AM to 8:00PM EST) excluding weekends and US holidays.

- PaymentWorks will confirm receipt of the support request by support ticket to verify the existence of the problem, analyze its cause, and report back to COSA. PaymentWorks Support commits to responding within one business day of receiving the ticket for first response.
- In the rare event of a widespread issue, a banner may be added to the platform or ticketing service center to serve as response or notification.

11.2 Customer Support Priority and Response Times

Priority	Response Time ¹
P1 – High	1 hour
P2 – Medium	6 hours
P3 – Low	12 hours

¹ “Response Time” is in business hours

- Priority 1 means critical production issues in the PaymentWorks Platform affecting the Customer or its Suppliers. Examples of Priority 1 issues are: (1) the PaymentWorks Platform is down or unavailable, (2) a critical component of the Platform is unavailable or inaccessible, resulting in total disruption of work or critical business impact to Users.
- Priority 2 means bugs in the PaymentWorks Platform are affecting some but not all Customers or Users. Short-term workaround is available, but not scalable long-term. Examples of Priority 2 issues are: (1) the Platform is operational but partially degraded for some or all Customers and an acceptable workaround or solution exists; (2) a problem with a non-critical feature or functionality exists in the Platform.
- Priority 3 means inquiries regarding a routine technical issue with the PaymentWorks Platform. This could include education requested on Platform capabilities, navigation, or configuration as well as bugs affecting a small number of Customers or Users. Acceptable workaround is available. Examples of Priority 3 issues are: (1) minor problems in the Platform that are not impactful to service functionality; (2) minor issues in the Platform that do not affect delivery or use.

11.3 Payment File Monitoring

The below Service Level Agreement applies to PaymentWorks’ payment processing and indemnification services.

- PaymentWorks will monitor for payment instruction file failures and errors Monday-Friday, 8:00am to 8:00pm EST. Any issues or inquiries (SFTP, configuration, decryption, etc.) received outside of these hours will be handled on the next business day.
- COSA should contact PaymentWorks’ Support team for assistance with file failures or other payment related issues.

11.4 Uptime

- PaymentWorks commits to make its platform available 99.5% of the time using commercially reasonable efforts 24 hours a day, 7 days a week, except for:
 - Planned downtime (of which PaymentWorks will provide at least 8 hours electronic notice and will be scheduled to the extent practical during the weekend hours between 6:00 p.m. Friday and 3:00 a.m. Monday ET)
 - Any unavailability caused by circumstances beyond PaymentWorks' reasonable control, including, for example, an act of God, act of government, flood, fire, earthquake, pandemic, civil unrest, act of terror, strike or other labor problem, Internet service provider failure or delay, or denial of service attack.
- Additionally, PaymentWorks will provide commercially reasonable platform uptime reporting capabilities to the Customer as requested as described in their Business Continuity Plan, which is included as an attachment.

12. Project Management

The following section describes the project management approach.

12.1 PaymentWorks Responsibilities

- The PaymentWorks Project Manager is the City of San Antonio's primary point of contact. The PaymentWorks Project Manager is accountable for ensuring resource availability, managing communications across project teams, monitoring project progress against the project timeline, and ensuring that the work deliverables are appropriately developed based on the scope and requirements of the project.
- The PaymentWorks Project Manager and other key personnel shall support overall project objectives and work effectively with the COSA's Project Manager, Project Team and Stakeholders and shall function as the liaison between the COSA's Project Manager and PaymentWorks on all matters relating to the project.
- If PaymentWorks employees are located on-site, PaymentWorks shall provide its own hardware, computer equipment and software to fully satisfy all operational requirements of the Contract.
- PaymentWorks equipment and software must be compatible with the system and software used by the COSA, including the appropriate Microsoft Office and Microsoft Project systems.
- COSA, at its sole discretion, shall have the right to remove any of PaymentWorks' employees or subcontractors. Upon written notifications, PaymentWorks shall remove and replace any employee or subcontractor without affecting stated timelines, deliverables, or service levels.
- PaymentWorks shall have sole responsibility to coordinate PaymentWorks' work to meet project requirements and to notify COSA of all conflicts that cannot be accommodated through proper coordination of the project.
- PaymentWorks' project deliverables will all be accessible anytime in Monday.com to export over to Project Place for review and evaluation by the COSA Project Manager
- Submitted deliverables found unsuitable, rejected, or returned for revision by COSA, shall

be reworked by PaymentWorks and resubmitted.

- Contract deliverable shall be submitted for a minimum of one round of review and comments by COSA. PaymentWorks shall be responsible for incorporating all comments and resubmitting as directed by COSA.
- Unless noted otherwise, all deliverables shall be available in Monday.com to export to Project Place.
- PaymentWorks shall provide suggested test scenarios based on best practices; testing is not limited to these scenarios, and we encourage COSA to do additional testing.
- PaymentWorks shall assist COSA in functional user acceptance testing.

12.2 PaymentWorks' Team:

Role	Name	Certification(s) and License(s)	Years of Experience
Senior Customer Success Manager	Madelyn Darnell	Texas Based	5
VP of Customer Experience	Ashley Watson	Project Management Certification Texas Based	20
Project Manager	Tim Moor, Sydney Mason, Sam Michaels or Matt Cheney	Project Management Certifications	5
Technical Account Manager	Assigned at project start		5+
ERP Technical Integration	Tad Staley	Has been involved in every integration project; knowledgeable about SAP; NVR Partners	16
Payment Operations	Mickesha Guevara or Rachel Devine		12

12.3 COSA Responsibilities

- COSA will provide a Project Manager and a Product Analyst for this project and access to technical personnel. PaymentWorks will work with the COSA Project Manager to provide all necessary information required for satisfactory performance of their tasks. PaymentWorks will direct all communication to and take direction from the COSA Project Manager. The COSA Project Manager will be responsible for all coordination of activities with PaymentWorks.
- Project meetings will be scheduled on a regular basis and will serve as a means of identifying emerging issues and reporting on progress. The COSA Project Manager and Project Team will be responsible for contributing to and reviewing weekly progress reports, reporting project issues, and contributing to updates of the project plan and schedule.
- COSA will make available the necessary technical, business, testing and training personnel to support the deployment throughout the project. COSA will be responsible for ensuring that all discovery, discussion, workshop, and training sessions are attended by COSA personnel, as scheduled.
- If required, COSA will provide PaymentWorks personnel working on this project with necessary access, including remote privileges (VPN), network and systems access. PaymentWorks agrees to follow any applicable COSA policies and/or guidelines for appropriate use of COSA infrastructure (Ex: internet, network, etc.)
- COSA will provide the following in support of PaymentWorks' system implementation:
 - COSA will complete and provide preliminary documents to be used in the Discovery and Design phase, including the questionnaires listed in section 4.4 and As Is Process documentation.
 - COSA will provide a file of its existing vendors to PaymentWorks to use as a reference point.
 - COSA will provide a list of team members to be trained/certified.
 - COSA will schedule and perform User Acceptance Testing (UAT)
 - Access to IT staff to support the implementation
 - Access to business staff for configuration testing
 - Timely approval of technical design
 - Review and approval of system tests.
 - Assistance in scheduling staff for testing and training
 - Access to Workspace (if required)

12.4 COSA Team

Name	Department	Title	Project Role
Veronica Carrillo	Finance	Assistant Director	Business Sponsor
Kevin Goodwin	ITSD	Chief Technology Officer/Deputy Director	ITSD Sponsor
Suzanne Guerra	Finance	Financial Operations Administrator	Point-of-Contact: Finance

Alejandro Tijerina	Finance	Financial Management Administrator	Subject Matter Expert (Bank)
Rozeanne Cantu	Finance	Financial Manager	Subject Matter Expert (Bank)
James Wilson	Finance	Disbursements Administrator	Subject Matter Expert (Accounts Payable)
Beth Uriegas	ITSD	Project Manager	Project Manager
Kingsley Emedo	ITSD	Product Analyst	Product Analyst
Olga Bennett	ITSD	Senior IT Manager	Technical Lead
Tizoc Rivera	ITSD	Business Relationship Manager for Finance	ITSD-Finance Liaison
Suzanne Guerra	Finance	Financial Operations Administrator	PW Admin
Oluwafemi Bamidele	Finance	Financial Operations Analyst	
Simon De La Garza	Finance	Financial Operations Specialists	PW Vendor Approver
Jeannette Esquivel	Finance		
Lupe Fatheringham	Finance	AP Manager (Acting)	PW Payments Approver
Beth Holland	Finance	AP Specialist III	
Simon De La Garza	Finance	Financial Operations Specialists	PW Initiator (send invitations – base role assigned to everyone at login)
Jeannette Esquivel	Finance		

12.5 Discovery Workshops/Design Sessions

- Discovery questionnaires will be provided to COSA to complete. This information, along with the As Is workflow provided by COSA, will be used to customize, and configure COSA's testing environment prior to the kick-off call.
- The PaymentWorks Project Manager will schedule additional sessions to better understand COSA's As Is process and help in the development of the To Be process.

12.6 Project Kick-Off Meeting

The 8-10-week project implementation phase will begin with a virtual Kick Off meeting designed to introduce the teams from PaymentWorks to COSA, review project responsibilities, review the project schedule, and provide a foundation for communications and collaboration. The meeting agenda will be set by PaymentWorks and approved by COSA.

PaymentWorks shall submit a draft agenda to COSA at time of notification of the meeting, at least one week prior to the kick-off meeting date. Status meeting communication methods, templates, agendas, and call schedules are also discussed and agreed upon during the project kickoff meeting. PaymentWorks shall coordinate with COSA for the scheduling of the kickoff meeting.

12.7 System Demo

At the kick-off meeting or at a separate session, a demo will be conducted by PaymentWorks to walk through COSA's configured system (sandbox) environment.

12.8 Project Status Reporting

PaymentWorks will provide status updates in Monday.com to be exported to Project Place.

12.8.1 Status Meetings

Project status meetings will be held once a week and additional meetings as agreed upon, if necessary. This will ensure that all project staff is up to date on the current project status, possible issues, risks, accomplishments, challenges, and planned activities in the coming weeks. The Project Team attends this meeting along with various staff from both teams who are involved in that week's activities. This meeting generally lasts no longer than an hour. PaymentWorks' Project Manager and COSA's Project Manager are responsible for setting up this meeting. Meeting minutes for review and approval after each status meeting will be in Monday.com and can be exported to Project Place.

In addition to the weekly status meeting, a sync up will be scheduled on status of configuration and build.

Project status meetings shall be used to:

1. Discuss and review status of Action Items from previous meetings.
2. Review items of significance and risks that could affect project progress.
3. Include topics for discussion as appropriate to the status of the project.
4. Review milestones reached and the project schedule for progress since the last meeting.
5. Determine where each activity and milestones are in relation to the project schedule, whether on time, ahead, or behind schedule.
6. Determine how activities behind schedule will be expedited and secure commitments from parties involved.
7. Discuss whether scheduled revisions are required to ensure that current and subsequent activities will be completed within the project schedule.

12.8.2 Status Reports

PaymentWorks will prepare and deliver a Project Status Report via Monday.com that will include, but is not limited to, updates to risks, issues, status of current activities and any project-related items (see list below). The Project Status Report will also include a status of the project schedule including the percentage of work completed, a description of the progress achieved during the period, plans for the forthcoming period, problem areas and proposed solutions, delaying factors and their impacts, an explanation of corrective actions taken or proposed, and other analyses necessary to compare actual performance with planned performance. COSA can place information in Monday.com into Project Place.

1. Milestones reached
2. Major tasks accomplished
3. Schedule Performance
4. COSA Approved Scope Changes
5. Risks/problems identified and a detailed report of the planned or completed mitigation thereof
6. Milestones not met on schedule
7. Milestones or critical path items expected to occur during the next month

12.9 Project Management Plan (PMP) Documentation

After the project kick-off meeting, a project management plan (PMP) will be reviewed by the COSA project management team. The PMP fully describes the project and risk requirements for executing the work planned for each phase of the Project. It provides a comprehensive plan for assisting COSA to control, direct, coordinate, and evaluate the work performed during each project task. After receiving the draft Project Management Plan, COSA will hold review sessions providing feedback to PaymentWorks.

At a minimum, the PMP shall include the following:

1. Project Characteristics described in general terms that reflect the requirements of COSA.
2. Change Management Plan
3. Communication Management Plan
4. Risk Management Plan
5. Work Breakdown Structure
6. Dependency Network Diagram
7. Project Schedule
8. Project Organization

12.10 Communications Management

12.10.1 Approach

The Communications Management Plan sets the communications framework for this project. It will serve as a guide for communications throughout the life of the project. The PaymentWorks and COSA Project Managers will ensure effective communications on this project via Monday.com to be exported to Project Place and weekly calls. Table 1 below illustrates the Communication Matrix for this project and will be updated as necessary. The Communications Matrix will be used as the guide

for communicating throughout the project.

What?	When?	How?	Who?
Kick Off Meeting	At project initiation	Virtual	PaymentWorks and COSA team
Team Meeting	Weekly	Virtual	PaymentWorks and COSA team
Bi-Weekly Status Report	Included in weekly meeting and Monday.com	Virtual	PaymentWorks and COSA team
Project Meetings	As required	Virtual	PaymentWorks and COSA team

Table 1 –Communications Matrix

12.10.2 Constraints

All project communication activities will occur within the project’s approved budget, schedule, and resource allocations. The PaymentWorks and COSA Project Managers are responsible for ensuring that communication activities remain within the Project Team and without external resources that could result in exceeding the authorized budget. Communication activities should occur as detailed in the Communication Matrix.

12.10.3 Methods and Technologies

COSA’s ITSD maintains a SharePoint platform within the Project Management Office (PMO) and Project Place which are used to provide updates, archive various reports, and conduct project communications. COSA’s project manager shall update the SharePoint and Project Place respectively to post project information. This platform enables senior management, as well as stakeholders with compatible technology, to access project data and communications at any point in time. SharePoint and Project Place also provide the ability for stakeholders and project team members to collaborate on project work and communication. For any stakeholders who do not have the ability to access SharePoint and Project Place, separate documentation will be sent via email.

PaymentWorks and COSA will coordinate on the required attendees for each meeting based on the topic and decisions. PaymentWorks and COSA will work together to ensure that each meeting will include topics/agenda to be discussed and desired outcomes.

12.10.4 Escalation Process

Efficient and timely communication is the key to successful project completion. As such, it is imperative that any disputes, conflicts, or discrepancies regarding project communications are resolved in a way that is conducive to maintaining the project schedule, ensuring the correct communications are distributed, and preventing any ongoing difficulties.

To ensure project stays on schedule and issues are resolved, the Project Team will use this standard escalation model to provide a framework for escalating communication issues. The table below

defines the priority levels, decision authorities, and timeframes for resolution.

Priority	Definition	Decision Authority	Timeframe for Resolution
1	Major impact to project or business operations. If not resolved quickly there will be a significant adverse impact to budget and/or schedule.	Project Sponsor	Within 8 hours
2	Medium impact to project or business operations which may result in some adverse impact to budget and/or schedule.	Project Sponsor	Within one business day
3	Minor impact which may cause some minor scheduling difficulties with the project but no impact to scope, schedule, or budget.	Project Manager	Within two business days
4	Insignificant impact to project but there may be a better solution.	Project Manager	Work continues and any recommendations are submitted via the project change control process

Table 2 – Project Escalations

13. Risk Management

13.1 Approach

The purpose of the Risk Management Plan is to establish the framework in which the Project Team will identify risks and develop strategies to mitigate or avoid those risks. The approach taken to identify risks includes a methodical process by which the Project Team identifies scores and ranks the various risks. The most likely and highest impact risks can be added to the project schedule to ensure that assigned risk owners take the necessary steps to implement the mitigation response at the appropriate time during the schedule.

13.2 Qualification and Prioritization

To determine the severity of the risks identified, a Probability and Impact factor is assigned to each risk. This process allows the COSA Project Manager to prioritize risks based upon the effect or Risk Exposure they may have on the project.

		Impact of Risk				
		1	2	3	4	5
Probability of Risk Occurring	1	1	2	3	4	5
	2	2	4	6	8	10
	3	3	6	9	12	15
	4	4	8	12	16	20
	5	5	10	15	20	25
	G	LOW Risk	The Risk Exposure in the matrix is determined by multiplying the Impact of the Risk x Probability that the risk will occur			
	Y	MED Risk				
	R	HIGH Risk				

Table 3 –Risk Exposure Matrix

13.3 Risk Monitoring

- The most likely and greatest impact risks can be added to the project plan and Monday.com to ensure that they are monitored during the time the project is exposed to each risk. At the appropriate time in the project schedule a Risk Owner is assigned to each risk. Each Risk Owner is responsible for tracking, providing status, and managing the risk to resolution.
- Risk monitoring is a continuous process throughout the life of this project. As risks approach on the project schedule, the COSA Project Manager will ensure that the appropriate Risk Owner provides the necessary status updates, which include the risk status, identification of trigger conditions, and the documentation of the results of the risk response. Risk information on Monday.com can be exported into Project Place.

13.4 Risk Mitigation and Avoidance

As more risks are identified, they will be qualified, and the Project Team will develop avoidance and/or mitigation strategies. These risks will also be added to the Risk Log and the project plan to ensure they are monitored at the appropriate times and are responded to accordingly.

The risks for this project will be managed and controlled within the constraints of time, scope, and cost. All identified risks will be evaluated to determine how they affect this triple constraint. The COSA Project Manager will determine the best way to respond to each risk to ensure compliance with these constraints.

13.5 Risk Log

The Risk Log for this project is a log of all identified risks, their probability and impact to the project, the category they belong to, mitigation strategy, and when the risk will occur. The Risk Log also contains the mitigation strategy for each risk as well as when the risk is likely to occur.

Based on the identified risks and timeframes in the risk register, each risk can be added to the project plan. At the appropriate time in the plan — prior to when the risk is most likely to occur — the COSA Project Manager will assign a Risk Owner to ensure adherence to the agreed upon mitigation strategy. The COSA Project Manager will track status and manage the risk to resolution.







No	Project	Risk Statement	Negative Impact	Status (Open / Closed)	Probability (1-5)	Impact (1-5)	Risk Exposure	Risk Mitigation Action	Date Identified	Assigned To
1	FASTER Web	Current hardware/software configuration may not meet vendor minimum requirements for the software upgrade	If hardware/software upgrades are required, will affect schedule and budget	Open	3	5	 15	Need to conduct hardware/software review to determine if upgrades are required	09/04/18	IT, BESD, SAFD
2	FASTER Web	Handheld hardware requirements not identified (scanners, tablets, phones)	If handheld hardware is required, may affect schedule and budget	Open	3	4	 12	Need to identify handheld needs, cost and timeline	09/04/18	IT, BESD, SAFD
3	FASTER Web	Vendor SOW costs exceed current budget	If activities and budget cannot be reconciled, will not be able to complete required vendor activities without additional budget	Open	5	3	 15	Need to review vendor SOW to determine if all activities identified are required and at the best possible price	09/04/18	PM, BESD
4	FASTER Web	Full-time System Administrator(s) not identified and assigned	If not identified, will not have key SME(s) to support the system	Open	5	5	 25	Need to identify full-time System Administrator(s) ASAP	09/04/18	BESD, SAFD
5	FASTER Web	Training needs are extensive and exceed SOW costs	If minimum training requirements not met, will not be able to conduct successful Production deployment	Open	5	5	 25	Will use 'train the trainer' method to complete additional training needs	09/04/18	BA, BESD, SAFD, Training Dept (?)
6	FASTER Web	Production data migration mappings not confirmed	If not confirmed, data may not be migrated as expected	Open	2	5	 10	Review data mappings to confirm all required Production data will be migrated	09/04/18	BA, BESD, SAFD

Table 4 – *Sample Risk Log*

14 Scope and Change Control

14.1 Scope Verification

Scope Verification is the responsibility of the Project Team. The original scope for this project is defined by the Statement of Work. Scope Verification within this document refers to the management of deliverables identified as the scope of the project. The COSA Project Manager will oversee the Project Team and the progression of the project to ensure that this scope control process is followed.

As this project progresses, the COSA Project Manager and Project Team will verify project deliverables against the latest, approved scope and the Acceptance Criteria for that deliverable. Once verified that a deliverable meets the scope and acceptance criteria, the Project Manager and Sponsor (or designated representative) will meet for review and formal acceptance of the deliverable. The COSA Project Manager will present the deliverable Acceptance Criteria and the Sponsor will accept/deny the deliverable via email or document signature.

14.2 Roles and Responsibilities

The COSA Project Manager, Sponsor, and Project Team will all play key roles in managing the scope of this project. The table below defines the roles and responsibilities for the scope management of this project.

For more detail on Roles & Responsibilities [here is our knowledge base article.](#)

Role	Responsibilities
Project Manager	Approve or deny scope change requests that have minimal project impacts to schedule, budget and/or scope. Facilitate scope change requests. Evaluate impact of scope change requests Organize and facilitate change control meetings. Communicate outcomes of scope change requests
Sponsor	Approve or deny scope change requests. Evaluate need for scope change requests. Review and accept/deny project deliverables
Project Team, Subject Matter Expert(s)	Participate in defining change resolutions. Evaluate the need for scope changes and communicate them to the Project Manager, as necessary. Update project documents upon approval of all scope changes

Table 5 – Scope Management Roles and Responsibilities

14.3 Scope Change Control

Proposed scope changes are initiated with a scope change request by the COSA Project Manager, Sponsor, Project Team, or Key Stakeholders. The Scope Change Control process will ensure that all proposed changes are defined, reviewed, and agreed upon so they can be properly implemented and communicated to all stakeholders. All changes will be analyzed and evaluated for impact on:

- Timeline, including impact to other work, deliverables, and/or milestones.
- Budget
- Resource assignments and availability
- Technical architecture, application design and/or technical requirements
- Meeting client requirements and expectations
- Risks including any additional risks added or mitigated by the proposed change

14.4 Change Management Post-Implementation

- COSA can submit change requests post go live and will be reviewed by PaymentWorks to determine the impact and feasibility. Alternate solutions will be provided, where applicable
- Submitted change requests may take up to one week (depending on the requirements) to be added to COSA's sandbox. After two weeks in sandbox, changes will be moved to production. A statement of work will be provided, to include fees, as appropriate.

14.5 Definitions of Change

14.5.1 Types of Change

- **Schedule Changes** – changes which will impact the approved project schedule. These changes usually require re-baselining the schedule, depending on the significance of the impact.
- **Budget Changes** – changes which will impact the approved project budget. These changes may require additional funding and/or releasing funding no longer required.

- **Scope Changes** – changes which will impact the project’s scope and are typically the result of adding or removing requirements which were not initially planned for. These changes may also impact the budget and schedule.

14.5.2 Requesting a Change

- COSA may request scope changes or additions to the services being provided hereunder by completing a Change Control Approval Request Form.
- If PaymentWorks deems the changes feasible, PaymentWorks will provide a quote for any increase or decrease in the cost of, or time required for performance of the Services as amended.
- Once parties agree to the modified scope and related fees, a representative of each party will sign the Change Control Approval Request Form.
- The Project Manager will communicate the scope change to all project team members and stakeholders and initiate update of the relevant project documents.
- If the scope change request is NOT approved, no further action is required.

14.6 Change Control Board (CCB)

The COSA ITSD Change Control Board (CCB) is the approval authority for all proposed scope change requests. The purpose of the CCB is to review scope change requests, impacts on the project risk, scope, cost, and schedule, and to approve or deny each change request. The CCB is comprised of the Sponsor, Project Team, and Key Stakeholders.

14.7 CCB Roles and Responsibilities

The following are the roles and responsibilities for all change management efforts related to the project:

Role	Responsibilities
Project Sponsor	Review and approve/deny scope change requests to budgets, schedules and/or project deliverables
Project Manager	Receive and log all scope change requests received Work directly with vendors, appropriate ITSD technical resources and client SMEs to collect information needed to estimate and complete the request Maintain Change Request Log Approve/deny changes that have minimal impact to scope, cost and/or schedule Update the Change Control Board as needed
Project Team, Subject Matter Expert(s)	Originate change requests based on project needs Provide all applicable information and detail on change request forms Be prepared to address questions regarding any submitted change requests Provide feedback as necessary on impact of proposed changes Requests from team members should be discussed with the Project Manager and/or Team Lead prior to submitting an official change request Review change requests pending approval and provide input as needed / requested

Table 6 – Change Management Roles and Responsibilities

15. Work Breakdown Structure and Schedule

15.1 Schedule Management Approach

- The PaymentWorks Project Manager is responsible for scheduling the contract Scope of Work. PaymentWorks' management personnel shall actively participate in the development of the project schedule so that the intended sequences and procedures are clearly understood by PaymentWorks' organization. The COSA Project Manager will review and approve the final tasks that appear in the PaymentWorks project schedule.
- Project schedules for PaymentWorks are created using MS Project (or equivalent software) starting with the deliverables and milestones identified in the project's Work Breakdown Structure (WBS) which will be incorporated to the project schedule maintained in Monday.com and Project Place.
- Activity definition identifies the specific work packages which must be performed to complete each deliverable and milestone. Activity sequencing is used to determine the order of work packages and assign relationships between project activities.
- Activity duration estimating is used to calculate the number of work periods required to complete work packages.
- Resource estimating is used to assign resources to work packages to complete schedule development.
- The project schedule shall identify detailed activities, scheduling, and show relationships between activities and similar milestone activities. Once a preliminary schedule has been developed, it is reviewed by the Project Team. The Project Team and resources must agree to the proposed work package assignments, durations, and schedule. Once this is achieved the COSA Project Manager will baseline the schedule.
- The following is the initial, high-level schedule for major elements for the PaymentWorks implementation:

Implementation/Payment Project Timeline and Deliverables

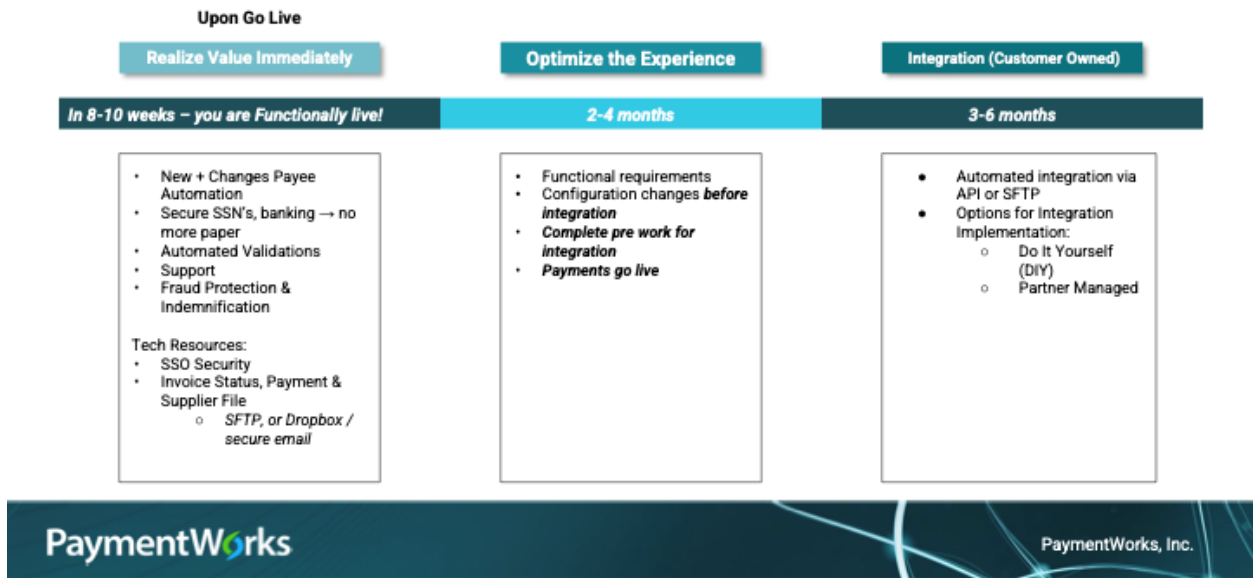
	Estimated Customer Hours	Prep 1	Prep 2	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10
Introduction	1												
Questionnaires (Discovery, SSO, SFTP, Payments)	1												
<u>Technical Requirements</u>	40												
Invoice (12-15 hrs)													
Supplier (8-12 hrs)													
Payments (2-4 hrs)													
SSO (3-5 hrs)													
SFTP (4 hrs)													
Project Commitment	1												
Kick Off	1												
Payments Configuration	3												
Discovery with Frost	1												
Self Directed Certification & Functional Testing	30												
Coordination with the Frost (may need customer to join a few Bank calls)	5												
Move to Production	30												
Payment Testing	5												
Live Platform													
Live Payments													
Optimization Period Begins													
		Key											
		COSA			PW/COSA			PW/COSA/Frost			PW & Frost		

Customer functional and payment implementation estimated hours: 118 hours over 10 weeks

Note: Implementation project (first 8 weeks) typically will be completed prior to payments testing. It is recommended that a slow usage of the platform begins starting on week 8 while payments testing continues until completion.

Implementation Rollout:

(minimal technical resources needed for Implementation)



- It is important to have an “optimization period” so COSA can make changes to the new vendor registration form, update any roles/permissions and approvals before fully automating SAP integration.
- Optimization occurs after going live and typically lasts 2-4 months. The Optimization Period is an opportunity for COSA to make adjustments to items covered in this SOW, including the vendor intake forms and role/permission assignments, to ensure that the COSA end user and vendor experiences meet expectations. However, changes that are made beyond the scope of this SOW will require a new SOW.

15.2 Schedule Control

The project schedule is reviewed and updated as necessary on a weekly basis with actual start, actual finish, and completion percentages. The COSA Project Manager is responsible for holding weekly schedule updates/reviews, determining impacts of schedule variances, processing schedule changes and reporting schedule status in accordance with the project’s communications plan. The Project Team is responsible for participating in weekly schedule updates/reviews, communicating any changes to actual start/finish dates to the Project Manager and participating in schedule variance resolution activities as needed.

15.3 Schedule Changes and Thresholds

- If a schedule change is necessary, the COSA Project Manager and Project Team will review and evaluate the change. They must determine which tasks are impacted, variance as a result of the potential change and any alternatives or variance resolution activities they may

employ to see how it would affect the scope, schedule, and resources. If, after this evaluation is complete, the COSA Project Manager determines that any change will exceed the established boundary conditions, then a schedule change request must be submitted.

- Submittal of a schedule change request to the Project Sponsor for approval is required if either of the two following conditions is true:
 - The proposed change is estimated to increase the duration of an individual work package by 10% or more.
 - The change is estimated to increase the duration of the overall baseline schedule or deliverable.
- When agreement has been reached on the number of days to be included in an overall time extension or an extension to an intermediate milestone, the COSA Project Manager will take the Change Request to the CCB. Upon the CCB approval, the revised project schedule with the extensions will become the basis for any future approved changes.
- The Payment Works' Project Manager shall incorporate activities representing the total value of approved change orders as each is approved. Change order activities shall be assigned unique activity codes such that they can be segregated in the project schedule.

16. Configuration Management

PaymentWorks will have configuration management in place. The weekly meetings and other touchpoints will be the forum to ensure adherence to the configuration timeline.

17. Project Deliverables and Milestones

17.1 Deliverable Ownership

The following table identifies the roles and responsibilities associated with documentation and delivery of required deliverables services. The table attempts to define the lead role, but it is expected that both PaymentWorks and the COSA will work collaboratively to develop the documentation.

	Deliverable	Responsibilities	
	RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Vendor	COSA
1	Project Kick-Off Presentation Document	R	A, C, I
2	Project Management Plan/s	R	A, C, I
3	Project Work Plan and Schedule Document	R	A, C, I
4	Project Status Reports	R	A, C, I

5	Final JAD Sessions Package Document	R	A, C, I
6	Functional Specifications Documents	R	A, C, I
7	Functional Design Documents	R	A, C, I
8	Technical Design Document	R	A, C, I
9	Interface/Integrations specifications and design document	R	A, C, I
10	Data Conversion Plan	R	A, C, I
11	System Implementation plan	R	A, C, I
12	Installation Document	R	A, C, I
13	Customizations Document	R	A, C, I
14	Configurations Document	R	A, C, I
15	Integrations Document	R	A, C, I
16	Data Migration, Conversion and Synchronization Mainframe & FileNet	R	A, C, I
17	Reports	R	A, C, I
18	Change and Release Management Document	R	A, C, I
19	Unit Testing Status Report	R	A, C, I
20	Integration Testing Status Report	R	A, C, I
21	System Test Plan	R	A, C, I
22	System Test acceptance document	R	A, C, I
23	Test Cases, Scripts and Scenarios	R	A, C, I
24	Defect and Resolution Logs	R	A, C, I
25	UAT Test cases, Scripts and Scenarios	A, C, I	R
26	Regression Test Plan	R	A, C, I
27	Regression Test Acceptance Document	R	A, C, I
28	Test cases, scripts, Scenarios	R	A, C, I
29	Regression Testing – Defect and Resolution logs	R	A, C, I
30	Training Plan	R	A, C, I
31	Training Materials	R	A, C, I
32	Documented Evidence of Successful Training	R	A, C, I
33	System Maintenance, support, and transition plan	R	A, C, I
34	Deployment Plan	R	A, C, I
35	System Security Plan (SSP)	A, C, I	R
36	Service Level Agreement (SLA)	C	R, A
37	System Incident and Corrective Action Reports	R	A, C, I
38	System Documentation	R	A, C, I

39	Project Closeout Documents	R	A, C, I
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17.2 Payment Milestones and Deliverables

PaymentWorks provides its services through an annual subscription fee of \$130,000. The cost of implementation and the work covered on this SOW is \$20,000.

17.3 Deliverable Acceptance Criteria

The following process will be used for acceptance Criteria

- COSA shall have 10 business days from the date of delivery, or as otherwise mutually agreed upon by the parties in writing, to accept each Deliverable or milestone.
- If the COSA does not agree the Deliverable or milestone meets requirements, COSA shall notify the PaymentWorks project manager(s), in writing, with reasoning within five business days, or the otherwise agreed-upon timeframe, not to be unreasonably withheld, of receipt of the Deliverable or Milestone.
- PaymentWorks shall address any deficiencies and redeliver the Deliverable or Milestone. COSA shall then have five business days from receipt of the redelivered Deliverable to accept or again submit written notification of reasons for rejecting the deliverable or milestone.

#	Milestone/Deliverable Description	Acceptance Criteria
1	Project Kick-off Presentation Document	Upon Contract signed and project kickoff has occurred
2	Project Management Plan/s	Upon PMP reviewed and acceptance occurred
3	Project Work Plan and Schedule Document	Upon Project Work Plan and Schedule Document reviewed and acceptance occurred
4	Project Status Reports	Upon completion of the status meetings and reports delivered
5	Final JAD Sessions Package Document	Upon completion of the JAD sessions and delivery of the Document
6	Functional Specifications Document	Upon Review draft functional specifications with the stakeholders and acceptance occurred
7	Functional Design Document	Upon finalized document review and acceptance
8	Technical Design Document	Upon finalized document review and acceptance

9	Interface/Integrations specifications and design document	Upon finalized document review and acceptance
10	Data Conversion Plan	Upon finalized document review and acceptance
11	System Implementation plan	Upon finalized document review and acceptance
12	Installation Document	Upon Installations completed and finalized document acceptance
13	Customizations Document	Upon Customizations completed and finalized document acceptance
14	Configurations Document	Upon Configurations completed and finalized document acceptance
15	Integrations Document	Upon completion of all Integrations
16	Data Migration, conversion and synchronization	Upon completion of Data Migration, conversion and synchronization
17	Reports	Upon Completion of development, testing and acceptance of the reports
18	Change and Release Management Document	Upon finalized document review and acceptance
19	Unit Testing Status Report	Upon completion of Unit testing and acceptance
20	Integration Testing Status Report	Upon completion of Integrations testing and acceptance
21	System Test Plan	Upon review and acceptance occurred
22	System Test acceptance document	Upon completion of System testing and acceptance
23	Test Cases, Scripts and Scenarios	Upon review and acceptance occurred
24	Defect and Resolution Logs	Upon completion of System testing and acceptance
25	UAT Test cases, Scripts and Scenarios	Upon review and acceptance occurred
26	Regression Test Plan	Upon review, final signoff and acceptance occurred
27	Regression Test Acceptance Document	Upon review, final signoff and acceptance occurred
28	Regression Test cases, Scripts, Scenarios	Upon review, final signoff and acceptance occurred

29	Regression Test – Defect and Resolution Logs	Upon review, final signoff and acceptance occurred
30	Training Plan	Upon review and acceptance occurred
31	Training Materials	Upon review and acceptance occurred
32	Documented Evidence of Successful Training	Upon completion of training
33	System Maintenance, support and transition plan	Upon review and acceptance occurred
34	Deployment Plan	Deployment Plan that documents all the activities (Vendor, COSA, and any identified supporting contractors) that need to be accomplished to successfully migrate are documented, reviewed and accepted
35	System Security Plan	Upon review and acceptance occurred
36	Service Level Agreement	Upon review and acceptance occurred
37	System Incident and Corrective Action Reports	Vendor shall document all incidents and defects that occur during System Deployment that are part of the defined system scope and communicate with COSA within a reasonable, agreed upon time frame.
38	System Documentation	At the completion of the Project, Vendor shall conduct a review with COSA and identify any documentation that must be updated as a result of changes during the 90 days Sign Off period. The sign off period shall start after COSA's final acceptance of the proposed Implementation activities. Vendor shall update the documentation and provide it to COSA for review and Final Acceptance.
39	Project Closeout documents	Upon review, final signoff and acceptance occurred

18. Software and Hardware

- There are no hardware requirements.
- Software requirements are:
 - SSO
 - SFTP
 - Internet browser

19. Assumptions and Constraints

To identify and estimate the required tasks and timing for the project, certain assumptions and constraints were made and are listed below. If an assumption is invalidated at a later date, the activities and estimates will be adjusted accordingly.

19.1 Assumptions

- Project and Certification (training) will be completed virtually.
- COSA and PaymentWorks to provide resources sufficient to meet committed timeline and deliverables.
- COSA to provide:
 - Project manager that understands the departmental processes and can serve as a subject matter expert as well as assign tasks to ensure adherence to the committed schedule.
 - IT resource/Admin who will be available to coordinate configuration of SSO and SFTP and any required PaymentWorks administrative configurations.
 - Trainer who will be responsible for training all other users
 - Resources to complete testing, as per the project timeline

19.2 Constraints

COSA must complete the Discovery questionnaires and any other pre-engagement assignments before the Project Kick Off. Failure to do so may delay the Project Kick Off and the impact the schedule.

20. Post Go-live Technical Support

- PaymentWorks shall provide hyper care for two weeks as stated in the project plan. After the hyper care period COSA transitions to the PaymentWorks Support Team who will provide post go-live support after implementation as well as assist with the optimal usage of the system.
- System defects are reported and captured through the Support Team and will be reviewed and prioritized accordingly by the product and engineering team.
- The Release Process is outlined below. PaymentWorks warrants that the Software will function substantially in accordance with its Documentation. As the COSA's sole exclusive remedy for breach of this warranty, PaymentWorks will, at its option, fix the defective Software.
 - PaymentWorks follows the Continuous Delivery/Deployment principles (<https://www.atlassian.com/continuous-delivery/principles/continuous-integration-vs-delivery-vs-deployment>) and releases when the code has reached the end of the internal pipeline.
 - PaymentWorks has four tiers of releases for Payers:
 - Tier **Four** - Ticket or Bug Fix (Example: Logo size change, added filter, new UI label, etc.)

- Tier **Three** - Enhancement to Existing Feature (Example: Resend Invitations, New graph in a Reporting Dashboard, etc.)
- Tier **Two** - New Feature (Example: The "short form", Dynamic Method, Reporting UI, etc.)
- Tier **One** - New Product (Example: EarlyPay)
- PaymentWorks releases tiers 3 and 4 when the code is completed, tested, and peer reviewed - or "as soon as it's ready".
- PaymentWorks releases tier 2, up to 2 weeks' notice prior to the release date to allow for COSA to plan or update any documentation or communication.
- PaymentWorks release tier 1 items, this entails significantly more marketing/notification involved and in almost all cases, would be something that customers have to opt into, perhaps even contractually.

21. Attachments

- PaymentWorks' Implementation of PaymentWorks' Platform Document
- PaymentWorks' Business Continuity Plan
- Requirements Traceability Matrix (RTM)
- City of San Antonio Information Technology Environmental Description