STATEMENT OF WORK (SOW)

City of San Antonio

Office of the City Clerk

San Antonio Vital Records System (SAVR) Project

April 5, 2024

SOW Document Change Control

Version	Change Description	Author	Date
0.1	Initial Revisions	Christopher Hoffmann	2/20/2024
0.2	Revisions	David Sweet	4/5/2024

The Scope of Work ("SOW") indicates an understanding of the purpose and content described in this deliverable. By signing this deliverable, everyone agrees work should be initiated on this project and necessary resources will be committed as described herein.

Approver Name	Title	Signature	Date
Richard Huber	CEO and Treasurer, Genesis Systems, Inc.		
Debbie Racca-Sittre	City Clerk/ Local Registrar (COSA)		
Kevin Goodwin	Chief Technology Officer/ Deputy Director (COSA)		

1. Introduction

The purpose of this Statement of Work is to define the responsibilities, deliverables, assumptions, constraints, application development process, and the project management methodology, as well as establish Genesis Systems, Inc. ("Genesis" or the "Vendor") and the City of San Antonio ("COSA") responsibilities for the ***San Antonio Vital Record System (SAVR)*** Project.

2. Project Background

The City of San Antonio, Office of the City Clerk, serves as the local registrar for births, deaths, and fetal deaths that occur in Bexar County.

OCC maintains an index of Vital Records. Birth Records are available from 1897, Death Records from 1873, and Fetal Death Records from 1952.

This index is required by Texas Statute to be available to the public on our website and is currently located at https://www.sanantonio.gov/Municipal-Archives-Records/Birth-Death-Records/Vital-Records-Index.

The Office of the City Clerk (OCC) provides long form birth certificates for Bexar County births needed for immigration and some passports. OCC also provides abstract birth certificates for persons born in Texas through access to the Texas Department of State Health Services Vital Statistics Unit, utilizing their TxEVER database and system.

OCC issues Birth and Death Certificates that may be submitted into TxEVER by hospitals, local funeral homes, or by the OCC. In addition, OCC provides certified death certificates to funeral homes and qualified applicants.

3. Project Goals and Objectives

The purpose of this project is to implement and deliver a quality system to manage the vital records system. Align with the OCC's strategic vision to manage vital records and supporting documents and interface seamlessly with TxEVER. The goal is to provide an index of records, manage/track/print security paper inventory, and track application forms and payment for the sales of the vital records in-person, online, and by mail.

The solution will provide the ability for an online request and payment, a process to convert exported data into an image (PDF), the ability to OCR/parse metadata and provide a method of applying a digital signature.

The solution should be able to interface with the State of Texas Vital Statistics system named, TxEVER and with additional integrations to include integration with NCR for payment processing and an SAP End of Day payment file to capture all monies collected summarized by Cashier, GL and Cost Object data exchange.

Solution objectives shall:

- Increase efficiencies
- Reduce time spent searching for records in multiple systems

- Provide a single workstation with payment acceptance (cash, credit, debit, check/check conversion, money order)
- Provide a single repository for vital records
- Single application to pull reports and generate end of day reports
- A method to flag records and add notes
- A method to upload and view holds
- A faster method for the daily import/export process of new records and supplemental records from TxEVER
- Method for tracking updates to birth certificates such as: paternity, adoption, gender changes
- Reduction of administrative steps by streamlining operations and increasing productivity
- Provide a file viewer so users can view the quality of the certificate image before printing
- Provide an index for public use to search for records that does NOT provide the image
- Online Payments Project Execution Approach and Methodology
- Record upload Imaging to Record repository function

4. Project Execution Approach and Methodology

Genesis will execute the project by using the following hybrid agile/waterfall methodology.

First,

1. Genesis will receive the documentation from COSA in the form of flow charts, data dictionaries, technical API documents, and any other format that will provide insight into workflows and needs of COSA.
2. Genesis will then review documents and prepare for Joint Application Design (JAD) sessions.
3. JAD sessions will be held to discuss COSA needs and workflows.
4. Genesis will provide a demo/walkthrough of its application that SAVR will be based on.
5. From these design sessions, Genesis will prepare a data dictionary and functional specification document for SAVR.

Second,

1. Genesis then configures its base application off of the data dictionary and functional specification documents that have been agreed upon.
2. The development team will unit test all of its changes prior to uploading the code into the internal testing environment.
3. Once it has passed unit testing,
4. Genesis uploads the code to the internal testing environment for its QA team to system test. Following the system test is regression testing.

Third,

1. Genesis will then upload to the UAT environment, where COSA can perform its QA.
2. Once COSA completes QA and gives permission for the code to be moved to Production, Genesis will schedule a time with COSA to move the code into Production and the Training environment.

Through the process of code development and testing, Genesis will plan, and test data migration functionality as described later in this Statement of Work.

Genesis will work with COSA to do final walk throughs of SAVR to ensure that the application is ready for Go Live.

Genesis will then provide training to the end users. At that point, Genesis will schedule the time to perform final data migration and set the system as live.

5. Roles and Responsibilities

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

5.1 - Genesis Roles and Responsibilities

The Genesis Project Manager is the City of San Antonio's (COSA) primary point of contact for this engagement. The Genesis 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.

Genesis Project Manager and other key personnel shall support overall project objectives and work effectively with the COSA's Project Manager, Project Team and Stakeholders (as required) and shall function as the liaison between the COSA's Project Manager and Genesis on all matters relating to the project.

If Genesis employees are located on-site, Genesis shall provide its own hardware, computer equipment and software to fully satisfy all operational requirements of the Contract. Genesis employee's equipment and software must be compatible with COSA Security standards and comply with Genesis provided company annual security awareness training.

COSA, at its sole discretion, shall have the right to remove any of the Genesis employees or subcontractors. Upon written notifications, Genesis shall remove and replace any employee or subcontractor without affecting stated timelines, deliverables, or service levels.

Genesis shall have sole responsibility to coordinate Genesis work to meet project requirements and to notify COSA of all conflicts that cannot be accommodated through proper coordination of the project.

Genesis shall submit copies of each Major Deliverable, according to the acceptance criteria defined in this Deliverable's Acceptance listed in the section 15.3 of this SOW, for review and evaluation by the COSA Project Manager.

Submitted deliverables found unsuitable, rejected or returned for revision by COSA, shall be reworked by Genesis and resubmitted. Payment will not be made until submitted items are found suitable and accepted by COSA.

Contract deliverable shall be submitted for a minimum of one round of review and comments by COSA. Genesis shall be responsible for incorporating all comments and resubmitting as directed by COSA.

Unless noted otherwise, one (1) electronic copy of all deliverables shall be provided.

Genesis shall provide all applicable test plans, test cases and test scripts to COSA for review.

Genesis shall perform agreed upon tests to validate that the system meets the requirements.

Genesis shall assist COSA in user acceptance testing.

Table: Genesis Roles and Responsibilities

Genesis Role	Responsibilities
Executive	• Authorize work on the project including any changes in scope • Resolve escalated issues that extend beyond the Project Manager
Project Manager	• Serve as primary point of contact for COSA • Communication to Genesis project team • Development and implementation of project plans • Escalate and resolve issues as necessary • Facilitate changes pursuant to the Change Management process
Technical Lead	• Work with Genesis Project Manager to manage development team and ensure deliverables are completed in a timely manner • Communicate with COSA staff regarding application development • Coordinate with Genesis data migration team and oversee data migration efforts • Support Genesis PM in the Change Management process
Data Migration lead	• Develop data mapping • Coordinate efforts for data conversion with COSA staff

5.2 - COSA Roles and Responsibilities

COSA will designate a COSA Project Manager, responsible for all Genesis coordination activities.

COSA will provide a full time Project Manager for this project and access to technical personnel. Genesis will work with the COSA Project Manager to provide all necessary information required for satisfactory performance of their tasks. Genesis will direct all communication to and take direction from the COSA Project Manager, Product Manager, and Stakeholders.

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.

With proper notice and scheduling, 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.

COSA, if required, will provide necessary access to the Genesis personnel working on this project, including remote privileges (VPN), network and systems access. Genesis 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 the Genesis system implementation:

1. Access to IT staff to support the implementation
2. Access to business staff for configuration testing
3. Timely approval of technical design
4. Review and approval of system tests
5. Assistance in scheduling staff for testing and training
6. Access to Workspace if required

Table: COSA Roles and Responsibilities

COSA Role	Responsibilities
Executive Sponsor	• Provides leadership, support and direction • Champion the project and remove any roadblocks • Ensuring a project's goals are aligned with the overall company strategy • Act as an escalation point and help to resolve issues beyond the project manager
Project Manager	• Develop, monitor, and review project management deliverables and activities within the project plan • Communicate to and receive feedback from the project team • Escalate and resolve issues as needed • Initiate project meetings in consultation with project team and sponsor • Develop project and implementation plans • Prepare deliverables for approval by stakeholders • Schedule and track resource • Communicate project status to Project Sponsors and stakeholders • 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
Product Analyst/Business Analyst	• Works with business subject matter experts and stakeholders, such as staff, IT professionals, and executives, to define business requirements and needs • Serves as the liaison among stakeholders to elicit, analyze, communicate, and validate requirements • Helps to understand business problems and opportunities and recommends solutions that enable the business to achieve its goals and objectives. • Conduct User Acceptance testing planning and execution. • Create and manage UAT deliverables
Product Manager	• Defines the product vision, strategy and roadmap • Product support after implementation and project closeout • Facilitates SOW development, reviews, edits and approval • Manage product team resources • Review and approve system design and technical documents • Provides inputs on technical requirements • Review and approve milestones, deliverables and invoices • Facilitates system testing (as applicable to the project scope) • SLA/OLA development, review and approvals
Project Team, Subject Matter Experts	• Contribute to the project goals and objectives • Complete individual tasks within the expected time frame • Collaborate with other team members • Communicate with the project manager about roadblocks • Assist the project manager in planning work packages and creating schedules • Identify risks and opportunities throughout the project, and may help in formulating the appropriate responses to these • Actively participate in project team meetings • Has advanced knowledge of a specific area, practice, or process and provide guidance and strategy to the project team • Participate in testing • Review, produce, necessary documentation • Participate in defining change resolutions. • Evaluate the need for scope changes and communicate them to the Project Manager, as necessary.

6. Scope

The scope of this engagement includes all tasks and activities required to support the deliverables and activities including:

1. Project Initiation,
2. Project Planning,
3. Solution Demo,
4. JAD Sessions, Discovery or Design Workshops,
5. Development (Software Installation, Requirements Traceability Matrix, Customization, Configuration, Integrations, Data Transfers/Migrations, Reports, Change and Release Management,)
6. Testing,
7. Training,
8. Go-live Readiness,
9. Go-live Deployment,
10. Go-live Production support/Warranty,
11. Final Acceptance, and Closeout.

6.1 - Project Initiation

A Project Initiation (Project Kick-Off) shall be held to formally notify all COSA team and Genesis team members and stakeholders that the Project has begun and to ensure all team members have a shared understanding of their roles and the contract requirements. COSA shall select the location of the Project Kick-Off(s). COSA and Genesis shall coordinate a mutually agreeable date and time for the Project Kick-Off meeting to occur.

Genesis shall plan the Project Initiation meeting with COSA Project Manager. Genesis shall prepare draft material at least 48 hours in advance of the meeting and work with COSA to develop a shared agenda.

6.2 - Project Kick-Off Presentation

Deliverable 1 – Project Initiation/Kick-off Presentation Document

COSA Project Manager will finalize the agenda of the project Kick-Off Presentations and facilitate any questions. Genesis shall present a portion of the agenda items at meeting(s) to adequately provide COSA and Genesis team members and Project stakeholders with an overview of the Project approach and expectations

Genesis shall be prepared to answer questions that arise during the meeting. Any decisions or agreements from the Kick-off Meeting will be documented by the Genesis and submitted to COSA Project Manager for review and acceptance.

6.3 - Project Planning

Genesis will work with COSA to coordinate and plan a formal Project planning meeting(s).

This meeting signifies the start of the Project and provides an opportunity for Genesis to introduce its implementation methodology, terminology, and Project Management best practices to the COSA Project Team.

This will also present an opportunity for Project Managers and Project Sponsors to begin to discuss Project communication, metrics, status reporting and tools to be used to measure Project progress and manage change.

During project planning, Genesis and COSA will agree on the project management tools and that will be used throughout the implementation.

6.4 - Project Management Plan

Deliverable 2 – Project Management Plan(s) /Delivery to Meet Requirements Traceability Matrix (RTM)

Genesis and COSA shall put together a set of documents that, when taken together, constitute the Solution Project Management Plan that describes how Project objectives shall be met and provides a road map for executing the Project. The approach shall be consistent with the Project Management Institute (PMI) Project Management Methodologies stated in the Project Management Body of Knowledge (PMBOK) or equivalent. Genesis shall use COSA's central repository for all Project artifacts and required documentation identified in the contract. The Solution Project Management Plan shall be maintained and kept accessible in the central repository for Project artifacts. This repository is the COSA SharePoint site. Genesis project managers technical lead, and technical writer will all be provided access to this site.

The Solution Project Management Plan shall address the initiating, planning, controlling, executing, and closing of activities and processes. Genesis shall provide Project management activities for the entire project from initiation to close.

At a minimum, with the support of COSA staff, Genesis shall include the following components in the Project Management Plan, as defined, and in accordance with the contract requirements.

RTM Clarifications:

In addition to the aforementioned RTM, below are clarifications of the RTM to be included as part of the Statement of Work.

Table: RTM Clarifications

Requirement Number	RFP Text	Clarification
4.08.06	The system shall provide a training environment.	The UAT environment will host two separate applications. One will be the UAT application where

		testing of changes will be conducted. The other will be a Training application that will directly mirror the Production environment.
4.01.03	The system shall track all certificate data viewed by staff.	Audit trails within the application will capture all user actions within a record, which includes opening the record to view above and beyond actions that add or subtract data from the record.
4.01.02	The system shall provide an activity report of application user actions.	Application user actions include data elements edited, record saves, transaction edits, and record views.
3.04.34	Ability to update or configure changes in fee.	This is to allow admin level users to modify specific transactions as needed regarding the fee. This is also to allow the admin level user to maintain fee prices for individual certificates via a library maintenance table.
3.03.12	The system shall provide a back-office function to execute all required functions for orders received through mail services.	This will allow for workstations to operate and issue certificates without necessarily acting as a cashier.
3.03.08	The system shall store a user defined quantity of order transactions by transaction date.	The system will allow for a personal queue of records unique to the logged in user per day. The order list needs to allow user to change workstations as needed within the same day and reconcile all orders processed within the same day on to one final end of day report. The user needs to be allowed to have multiple sessions at various workstations in one day. Sessions do not need to be simultaneous; ideally user should be required to log off one session to start another. The user's work orders do not need to carry over after the close of business, any incomplete or in progress orders need to be alerted to the user and closed successfully or closed as not processed, to ensure no orders are left open this allows security paper to be fully returned at end of day and user's individual deposits to post accurate for close of day final VR office deposit to batch to SAP.

6.5 - Project Work Plan and Schedule Development

Deliverable 3 - Project Work Plan and Schedule Document

Genesis shall provide a draft high-level project work plan addressing the tasks specified in the SOW

Genesis shall build out and further define the planned Project schedule. The Genesis shall deliver a baseline Project Work Plan and Schedule, including a Work Breakdown Structure (WBS), Gantt chart(s), and a Project calendar in Microsoft Project.

The Project Schedule shall be consistent with available COSA resources. These resources will be identified by COSA and communicated to Genesis prior to Schedule development. COSA shall have direct electronic access to the Project schedule as well as all deliverables and working papers for immediate review and coordination of schedules and plans via an agreed sharing and planning tools.

6.6 - Project Status Reporting Meetings and Reports

Deliverable 4 – Project Status Reports Documents

Genesis shall be required to provide, at minimum, a Weekly Status meetings and Reports. The report shall address overall Project status against the current and baseline (if different) Project schedule. It shall cover progress against plans for the previous review period and identify work planned for the next work period, or longer if circumstances dictate. The periodic Status Report shall address issues and concerns, action items, and other pertinent information needed by Genesis or requested by COSA as necessary and applicable to that Project task or phase. The presentation of the Status Reports shall be written. The progress reports shall cover all work performed and completed during the week for which the progress report is provided and shall present the work to be performed during the subsequent week.

The progress report shall identify any problems encountered or still outstanding with an explanation of the cause and resolution of the problem or how the problem will be resolved.

The meetings will be held on specify day of each week - at a time and place so designated by the COSA Project manager. The meetings can be in person or virtual at the discretion of the COSA Project Manager.

The **Status Reports** shall include a minimum of the following elements:

1. Milestones reached
2. Major tasks accomplished
3. Schedule performance
4. COSA approved scope changes
5. Issues and 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

    i)   Genesis will report progress in a weekly sync call, time and duration to be agreed by the project team, where they will

indicate the following items:
   a. Status
   b. Activities planned for the day for the project
   c. Issues and impediments blocking them to continue their work
   ii) The progress will be reported in COSA proprietary Agile project Board (PPM Pro, Project Place or any other tool designated by the project team)
   iii) NOTE: It will be COSA's responsibility to grant access to the project board to Genesis team members who will be performing tasks during the project duration

6.7 - Solution Orientation Demo

Genesis shall provide the Solution Orientation Demo to the Project stakeholders a high-level understanding of the solution functionality prior to beginning the current and future state analysis. The primary goal is to establish a foundation for upcoming Discovery and Design workshop conversations regarding the design and configuration of the solution. Solution orientation will provide a basic understanding of system functionality and prepare the COSA for Discovery and design workshop for current and future state analysis.

6.8 - Discovery and Design Sessions/ Joint Application Design (JAD)

Deliverable 5 - Final JAD Sessions Package Document

In order to ensure that the Genesis fully understands the System requirements, Genesis shall conduct and lead discovery and design sessions with appropriate staff from COSA to fully explore and understand existing component functionality that Genesis shall be leveraging for the new system, and to identify any gaps that Genesis shall address in order to comply with the requirements identified in this SOW and the contract.

Based upon the outcome of the sessions, Genesis shall document in detail the design, development, customization, and configuration actions necessary to fully meet SAVR requirements.

6.9 - Develop Functional Specifications, Functional Design & Technical Design Documents

Deliverable 6 - Functional Specifications Document

Genesis shall provide detailed **Functional Specifications Document**, review draft functional specifications with the appropriate stakeholders, allowing time for those stakeholders to return comments or clarifications, prepare final functional specifications based on updates from appropriate stakeholders.

Deliverable 7 - Functional Design Document

COSA acceptance of the initial **Functional Design Document** is required before system development/configuration can begin.

Genesis shall support the user review and acceptance process throughout the software development lifecycle and shall maintain the Functional Specifications and Functional Design Document throughout the Project appropriately updating the document when any System design changes occur.

Deliverable 8 – Technical Design Document

The vendor shall provide the Technical Design Document to include minimum of the following components:

1. Detailed description of system architecture,

2. Logical architecture diagram,

3. Physical architecture diagram,

4. Excel inventory with details by server and system to be setup (if applicable to the System delivery model of the proposed System, including all relevant environments)

5. Assist COSA in finalize the architecture diagrams where required.

6.10 - Develop Interface/Integrations Specifications and Design Document

Deliverable 9 - Interface Specifications and Design Document

Genesis to conduct discovery integration sessions and will result in an integration document deliverable, which will detail the design of the integrations within its control. The two biggest connections deriving from this SOW are NCR and SAP integrations, both of which will be providing the documentation for Genesis to connect to.

Genesis shall develop an Interface Specifications and Design Document that includes, at a minimum, interface-relevant architecture models and interface management specifications pertaining to the use of the system. The document shall provide insight on how different integration technologies can be used together.

Genesis shall provide COSA with the **Interface Specifications and Design** document, and shall provide support, guidance and knowledge transfer to COSA for integration technologies.

6.11 - Develop Data Conversion Plan

Deliverable 10 - Data Migration Plan Document with Details for Data (Mainframe & FileNet) Conversion & Hosting

Genesis to conduct discovery Data conversion and Migration sessions and will result in a Data conversion plan document deliverable, which will detail the Data Conversion and migration details.

Genesis must support the SAVR data conversion processes, including the design, support, maintenance, test, and execution of data conversion processes to enable the conversion of Legacy system(s) data into their proposed system. Genesis must work with COSA to recommend data conversion strategies and develop a Data Conversion

Plan that will facilitate converting the current data in a seamless and timely manner. The Data Conversion Plan should include a detailed data roadmap for successful population of data staging tables. These strategies must take into consideration the impacts on the business processes and staff resources. COSA expects data conversion responsibilities to be as follows:

1. COSA will be responsible for making the Legacy systems available for data conversion, extracting data, performing data cleansing,
2. Genesis will be responsible for providing detailed data conversion staging tables aligned with their proposed system's data structure and values (Genesis will not be responsible for the accuracy of legacy systems data)
3. Genesis will be responsible for loading the populated staging tables into the proposed SAVR database and resolving any exceptions. Genesis will be responsible for performing all data testing to confirm successful conversion, and provide detailed reports to COSA
4. COSA will be responsible for the final validation and approval of converted data

Genesis shall provide COSA with the **Data Conversion Plan** document, and shall provide support, guidance and knowledge transfer to COSA for data conversion.

Data Translation/Mapping is Completed First:

- Data Mapping is a cooperative process where Genesis database team will sit with COSA data experts to map the legacy data fields to the correct fields in SAVR. This will occur prior to data merge.
- Data mapping will consist of mapping the metadata and images to the Mainframe data. This will allow for the migration of mainframe data to occur first and then subsequently migrating the FILENET data and images already mapped to the correct records.
- Data Fields to be migrated:
  - Mainframe – Sales transactions, flags, security paper inventory, index (other fields provided by COSA)
  - FileNet - Metadata, TIF images, record restrictions and notes (other fields provided by COSA)

Data Extraction:

- The initial data extraction will be performed by COSA. COSA will first create an SFTP where data can be placed for Genesis to access. COSA will provide Genesis migration lead with credentials to access.
- COSA will then pull the mainframe data into the SFTP in pipe delimited format. The exact format will be provided by COSA to Genesis prior to migration.
- COSA will then extract the images and metadata from FileNet and put into the SFTP. Metadata will be extracted in pipe delimited format. The exact format will be provided by COSA to Genesis prior to migration.

Data Merge:

- Genesis will first bring the mainframe data into the SAVR database. Genesis will then grab the FILENET data and images from the SFTP and match them to the mainframe data.

Data Test:

- Two 5-year batches of records will be migrated into the SAVR Production environment for testing. For FILENET, these batches will be two five-year groups of records. The first group of 5 years will consist of older records and images. The second group of five years will consist of recent data and images. This will help ensure all data types and quality move into the application appropriately.
- For mainframe records, batches of 200,000 records at a time will be submitted, to complete each 5-year group of older and recent records.
- After Validation, Genesis will purge the database. This will allow for the final migration to be done all at once.

Data Validation:

- Genesis and COSA staff will work together to validate the data within the SAVR application. COSA staff will search for and open records that were part of the conversion. COSA staff will then verify that records are searchable, that the records open correctly, that each field contains data (if it should) and that the data is correct. Any issues will be reviewed by Genesis as they are found, and updates will be run. After updates are run, COSA will recheck.

6.12 - Develop System Implementation Plan

Deliverable 11 - System Implementation Plan

Genesis shall develop a System Implementation Plan document that incorporates the final Design Documents for the overall proposed system implementation. This document shall be developed based on outputs from the planning and design sessions conducted with Genesis and COSA team.

6.13 - Development of the Solution

6.13.1 - Software Installations

Deliverable 12 - Installation's Document

Software installation efforts shall be guided by the Installations document that Genesis will develop in collaboration with COSA. This ensures that the installations are completed according to the documented functional and technical specifications. Unless otherwise agreed to, in writing, by COSA, Genesis shall not initiate the software installation until COSA has formally accepted the Installations deliverable. Refer to the RTM for full scope of installations.

Genesis will install listed Licensed Software into the hosted environments.

Installation activities to be performed by Genesis:

- Genesis will install object code onto the servers
- Genesis will install the database on the database servers.
- Genesis will harden the environments to only allow for whitelisted connections.
-

Genesis will provide the following number of environments:
- Genesis will provide a Production Environment with failover capabilities.
- Genesis will provide a QA and Training Environment
  - Both versions of the application will reside within the same environment

Test after installations:

- Each installation will be tested prior to being installed into the next environment. All code updates will be placed into UAT environment and tested. After completion of the testing, the code will be updated to Production and the Training environment.
- Update installations document to reflect final version.

6.13.2 - Customizations

Deliverable 13 – Customizations Document

System customizations efforts shall be guided by the **Functional Specifications, Functional Design Document and Technical Design Document.** This ensures that the System is developed/configured according to the documented functional and technical specifications. Unless otherwise agreed to, in writing, by COSA, Genesis shall not initiate the System development and/or configuration activities until COSA has formally accepted the Functional Specifications and FDD and the TDD Deliverables.

Genesis shall customize and test each functional module of the SAVR in accordance with approved document.

During customizations, Genesis shall fully document or update the customizations document. This documentation shall support knowledge transfer to the COSA team.

6.13.3 - Configurations

Deliverable 14– Configurations Document / Develop Printing Architecture Plan & Document

System configurations efforts shall be guided by the **Functional Specifications, Functional Design Document and Technical Design Document**. This ensures that the System is developed/configured according to the documented functional and technical specifications. Unless otherwise agreed to, in writing, by COSA, Genesis shall not initiate the System development and/or configuration activities until COSA has formally accepted the Functional Specifications and FDD and the TDD Deliverables.

Genesis shall configure and test each functional module of the SAVR in accordance with approved document. During customizations, Genesis shall fully document or update the configurations document.

This documentation shall support knowledge transfer to the COSA team.

1. **DragIt Licenses**
   a. Two (2) DragIt licenses will be provided to COSA for access in TxEVER to pull ad hoc reports.
   b. These licenses are linked to individual users but are transferable between users upon request.

2. **Printing Architecture Plan & Document**
   a. The Printing functionality to be provided gives the user the ability to configure their printing options to the printers and trays that are required. This allows for flexibility should printers be replaced or down for maintenance.
   b. The printing functionality provided will allow for different record types to print to separate trays. This can be based off of paper size, whether it is to print on security paper or not, and whether it is a certificate or letter being printed.
   c. The GenPrint functionality requires Java 8 or newer to run. The Java must be 32 bit.
   d. The recommended printer that will interface with both TxEVER and SAVR is XEROX PrimeLink B9125 Or Xerox AltaLink B8155 printer.
   e. Genesis shall test and inform COSA of changes to print, printer, and supplemental software requirements to minimize operational impact and incorporate security configurations efficiently.

3. **Shipping Plan & Document**

   Genesis will work with COSA to find the most economical shipping entity to accomplish the needs of COSA. This could include connecting to FedEx or UPS through a Genesis provided account or utilizing the COSA USPS account.

   a. **Online Ordering**
      i. The shipping entity that is selected will be incorporated into the online ordering process for delivery of online orders.
      ii. The ordering process will connect to the shipping entity API to provide pricing for the shipping and create the shipping label. The shipping will require signature upon receipt.
      iii. The tracking number will be provided and attached to the shipping attached to the order when sent to SAVR.
      iv. Customers that order online will receive an email back from GoCertificates.com to alert them that the order has been shipped and provide the tracking number.
      v. All parts of this process are fully dependent on the selected shipping entity being able to provide this information/functionality through their API. Any part of this process that cannot be provided by the shipping entity that is chosen will be removed from the process and the rest of the process will function as described.

   b. **Mail In/Counter Ordering**
      i. SAVR will be built to interface with the selected shipping entity by connecting to the entity's API. This connection will provide the price for the shipping and the shipping label.

ii. The tracking number will be stored in SAVR and able to be provided to the customer by COSA staff.

iii. All parts of this process are fully dependent on the selected shipping entity being able to provide this information/functionality through their API. Any part of this process that cannot be provided by the shipping entity that is chosen will be removed from the process and the rest of the process will function as described.

4. Record Upload Imaging to Record Repository Function

a. The Imaging Module will store images of certificates for COSA to issue from. The Imaging Module will allow for edits to be performed, including addition of watermarks and redactions. All changes are audited and tracked.

b. The Imaging Module will allow for the ad hoc scanning and adding of images to the SAVR application. The images can be scanned into the system and subsequently connected to an indexed record by entering the SFN as the identifying criteria.

6.13.4 - Integrations / Develop Payment Processing (Payment Management Architecture) Plan & Document

Deliverable 15– Integrations Document (NCR Contact & API, SAP End of Day File Layout, SSO, Payment Process Flow)

System integration efforts shall be guided by the **Interface Specifications and Design Documents**. This ensures that the System is developed/configured according to the documented Interface Specifications and Design Documents. Unless otherwise agreed to, in writing, by COSA, Genesis shall not initiate the System integration development and/or configuration activities until COSA has formally accepted the Interface Specifications and Design Documents.

Genesis shall do integrations and test each integration of the SAVR in accordance with approved document. During Integrations, Genesis shall fully document or update the integrations documents.

This documentation shall support knowledge transfer to the COSA team. Integrations requiring documentation are NCR integration for credit card clearing and SAP End of Day Interface configuration.

Once agreement is signed; will require the following information from COSA (SSO, NCR Contact, NCR API Specifications, & SAP End of Day File Layout)

1. **NCR Contact**

2. **NCR API Specifications**

3. **SAP End of Day File Layout**

4. **Single Sign-on (SSO)**

   i. Single Sign On consists of integration with Microsoft 365 or Active Directory to leverage existing Groups and User Accounts within the Genesis system to centralize account management.
      1. Minimum requirements:
         a. Link M365/AD users to Genesis system users
         b. Use of secure authentication protocols that meet FIPS 140 specifications. (e.g. SAML/OAuth)
         c. Use of secure transport protocols that meet FIPS 140 specifications. (TLS 1.3)

The protocol diagram below describes the single sign-on sequence. The cloud service (the service provider) uses an HTTP Redirect binding to pass an `AuthnRequest` (authentication request) element to Microsoft Entra ID (the identity provider). Microsoft Entra ID then uses an HTTP post binding to post a `Response` element to the cloud service.
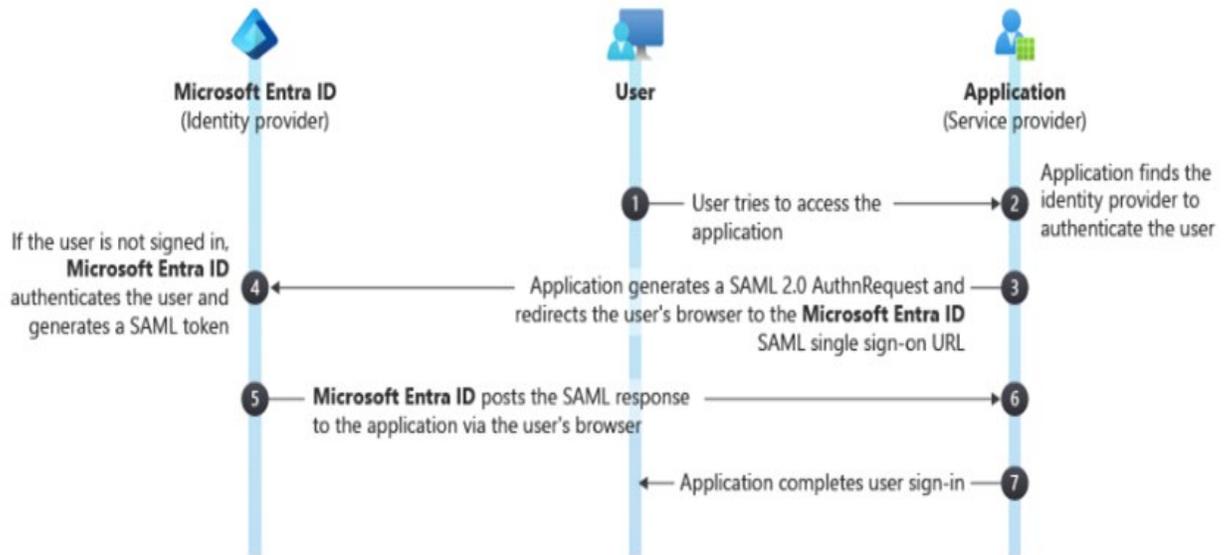
5. **Payment Process Flow:**
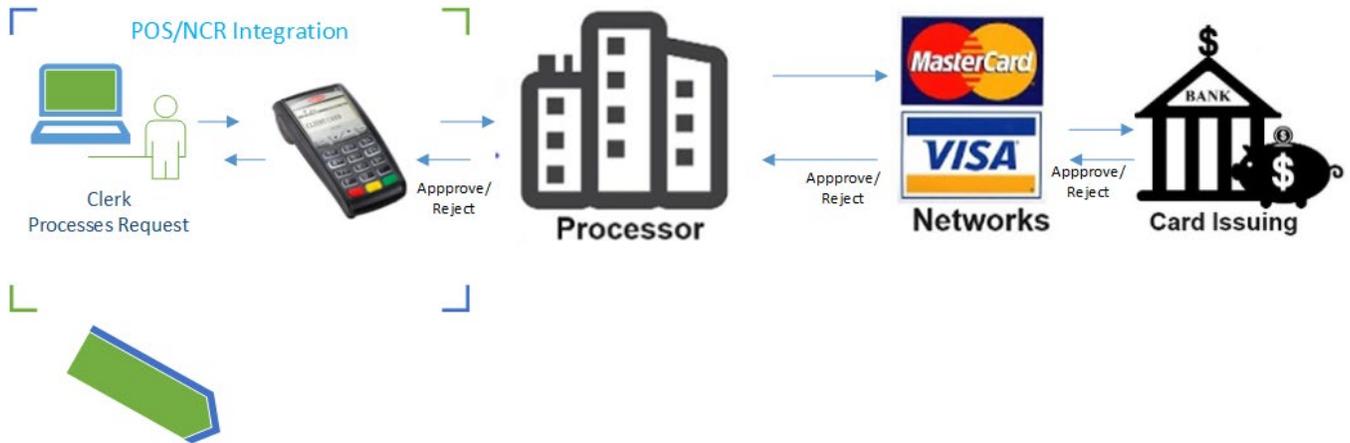
1. Clerk Processes the Order
2. Once Amount is calculated Clerk informs the customer of amount due
3. Customer pays via Cash, Check, CC
4. If Credit Card, the Credit Card is handed over to the Clerk for processing
5. The Genisis SAVRS solution will integrate with the Pinpad for amount due via API's
6. The pinpad is an NCR provided Pinpad
7. Once Credit Card is swiped it flows through NCR for approval process
8. Once Approval/Rejections with additional info is received back from NCR
9. Basic information such as Auth code is integrated back to the Genesis SAVRS solution via API's

Online Credit Card Process Flow:

- The online ordering will occur through the GoCertificates.com website. The site will be configured to provide a link that will immediately direct the customer into the San Antonio ordering process – a white label of GoCertificates.
  - o White label will entail the ordering process to be displayed in general COSA color elements. COSA branding, in addition to GoCertificates branding, will be present on the page.
- The customer will be directed to the payment portal of Elavon through GoCertificates.com. The customer will enter the payment information and submit. The Elavon will send either an acceptance or rejection of the payment back to GoCertificates.com.
  - o Genesis will incur the billing for the security questions. The price for this will be an additional $2.00 per customer, to be paid by the customer, and will be non-refundable. This will include up to 2 tries before failing the identification.
  - o There will be a $5.00 processing fee for GoCertificates.com that is to be paid by the customer.
  - o Rejection of the payment will alert the customer and allow them to try another form of payment.
  - o Acceptance of the payment will complete the order and allow the user to complete the order and submit.
- The customer will then be directed to answer identification questions to confirm their identity. Failure to answer the questions will result in the customer receiving another attempt to answer the security questions. Failure on the second attempt will result in the order being cancelled. This is the when the interaction is considered to have occurred for the security questions charges to apply.

- After confirmation of identity, the customer can then proceed to place their order through GoCertificates.com. Orders will be limited to three certificates per order. The customer will be required to upload their ID for further verification by COSA.
- GoCertificates.com will prepare the order to be inserted into the SAVR application for processing. Order will not be processed and sent to SAVR until the ID has been uploaded.
- These orders will be uploaded to SAVR each night for processing the following day. The ID will be linked to the ID field within the SAVR application to allow the COSA order processor to open and review the ID.
- The upload of the order will create a Fee request and run an initial search to connect the order to the appropriate record.
    - If the appropriate record is found and there are no other match possibilities, the record will attach to the request and be ready to print by the COSA processor.
    - If the appropriate record is found but there is not a digital record to issue from, SAVR will provide the index location for the COSA processor to know where to find the paper record.
    - If multiple records are found that match the search criteria, no records will be attached. The COSA processor will be able to search and make the determination.
    - If no records are found, the request will remain searchable to allow COSA processors to modify search criteria as necessary.
- Payment will be rendered weekly via ACH to COSA on Monday for the prior week's orders. The payments will be for orders delivered into the SAVR application from Sunday through Saturday.
- OCC will receive remittance information and will use a mechanism in SAVR to in bulk mark related Receivable records as Paid and will then be included in the nightly SAP End of Day File.

SAP End of Day Summary Collections File:

An interface is needed for financial transactions from SAVR to post into SAP. This interface will provide summarized financial data for end of day purposes and systematically park a journal entry into SAP. This interface will contain multiple line items and Debits and Credits should net to zero.

At the end of everyday after all cashiers have closed out for the day the Summary based file will need to be created to be FTP'd to SAP for processing. The end of Day File is a summary of all Revenues collected that day to be summarized at Cashier/GL/IO Level and summary of all related tender that was collected. For Cash will need to include a Deposit Slip number, for CC will need to include Merchant ID, and for each entry on the file will need to include something that identifies the related cashier or batch for research purposes e.g. include the Cashier Id or batch Id of some kind.

Order Processing Options:

Payment Processing will support the following 4 Order Processing options:

1. In Person Order - Customer in Lobby – Order Created in SAVR

2. Mail-In Order Customer Accesses Mail Application on COSA Website – Manual Order Creation in SAVR
3. Vital Check Online Order – will follow the same process followed today - Manual Order Creation in SAVR
4. GoCertificates.com Order - via link on COSA Website – Batch Process daily for the day before creates Order Creation In SAVR
   a. Also Accounts Receivable in SAVR is created
   b. ACH payment with Remittance will be sent to COSA Weekly
   c. SAVR will include a mechanism that will mark items paid based on remittance
   d. SAP End of Day transmission will account for these Sales Once Marked as Paid

6.13.5 - Data Conversion and Migration

Deliverable 16 - Data Migration, Conversion and Synchronization

The Genesis shall perform the necessary data migration, conversion, integration, and synchronization work to implement the System in compliance with the requirements of the Scope of Work and the Data Conversion Plan. The Genesis shall develop a detailed plan to validate all integration and synchronization routines have been successful, as well as the accuracy and integrity of all data integrated from the provided staging tables.

Table: Data Conversion is divided into the following steps:

Step	Data Conversion Activity	Responsibility
1	**Data Extraction** –Data is extracted from the legacy systems based on specified selection criteria (parcel number, business account number, etc.).	**COSA** is responsible for legacy data extraction. The Genesis shall support COSA efforts.
2	**Data Purification** – Each data element is validated for acceptable data values. Exceptions to the data validation rules are reported during dry runs for correction. Data that fails purification is not converted into the proposed system but identified as a conversion failure further analysis.	**COSA** is responsible for the maintenance and purification of data prior to being entered/uploaded to a SAVR staging table. Genesis shall support COSA efforts.

3	**Data Merge** – Data from all systems are merged together on the basis of identifying characteristics (e.g., parcel numbers, owner accounts, etc.).	**COSA** is responsible for the maintenance and purification of data. COSA will then merge all extracted and purified data into a succinct data file to be shared with Genesis prior to being entered/uploaded to a SAVR staging table. Genesis shall support COSA efforts.
4	**Data Translation** – Data that has successfully passed the purification process is translated into the proposed SAVR values on the -provided data staging tables, converted into the SAVR structure and loaded into the SAVR database.	**Genesis is** responsible for design and build any/all ETL logic required to translate the data from COSA provided data files to the 's Staging Tables. **Genesis** is responsible for providing all Staging Tables, populating the Staging Tables based on the data file provided by COSA, and for maintaining the tables once translated and populated.
5	**Data Load** – Data populated onto the SAVR staging tables is loaded into the SAVR database. Data that has been loaded is tracked to monitor Data Conversion progress.	**Genesis is** responsible for loading all populated System Staging tables into the proposed system database and managing/tracking the Data Conversion process and progress, including reconciliation of the data migration iterations.
6	**Data Test** – Once the data is loaded into the SAVR database, the conversion of data shall be thoroughly tested and verified as successfully converted, without significant discrepancy.	**Genesis** is responsible for testing the conversion of legacy data from the point of populating SAVR staging tables to completed conversion. Genesis is responsible to work with COSA to identify any root-cause issues preventing data conversion from being fully successful and conduct any reconciliation necessary to ensure success.
7	**Data Validation** – Once data has been tested by Genesis, COSA will perform final data validation and approval.	**COSA** is responsible for the final validation and approval of converted data. Genesis shall support COSA team by providing easy access and issue identification reporting tools. Issues. identified will be referred back to the *Data Test* activity phase for correction

6.13.6 - Reports

Deliverable 17 – Reports

1. Genesis will create accurate reports to the specifications that COSA will identify.
2. Genesis to develop the reports which are specified below, and any reports identified during Discovery and Design

Workshops.

3. The full list of reports is included within the Requirements Traceability Matrix incorporated herein.

6.13.7 - Change and Release Management

Deliverable 18 – Change and Release Management Document

As part of the proposed Solution, Genesis shall be responsible for Change and Release Management activities. These include all tasks required to manage and document (e.g., through impact analysis, version control, library management, turnover management, build management, parallel development) changes to the system and any of the system components being developed. Change and Release Management also includes all tasks required to appropriately manage and document changes to the underlying System development environment components. activities shall include the following:

Library Management—the classification, control, and storage of components of the System

Version Control—the maintenance, tracking, and auditing of modifications to a System's components over time, facilitating the restoration of the System to prior development stages

Turnover Management— promotion of software changes across different phases of the life cycle (e.g., development/configuration, unit test, systems test, and production), including management of the approval process, production turnover, and software migration control.

7. Testing

A well-defined risk based continuous testing approach with continuous feedback is a mandatory part of any COSA project. At a minimum the following will be performed as part of this project.

Genesis to perform Unit, Integration, System, and Regression testing. User Acceptance testing will be performed by COSA for this project.

7.1 - Unit Testing

Deliverable 19 – Unit Testing Status Report

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 behind unit testing is to validate unit components and checking every component of the module or module of the application independently. Genesis will do the Unit testing in Development environment involving the testing of each smallest unit or an individual component of the software application. Genesis will lead and complete the effort.

STAGE	Unit Testing	
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Genesis	COSA
Unit Testing Execution	R	A, C, I
Documentation of test results	R	A, C, I
Defect and Resolution logs	R	A, C, I

7.2 - Integration Testing

Deliverable 20 – Integration Testing Status Report

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 identify any problems or bugs that arise when different components and systems are combined and interact with each other. Genesis will perform Integration testing to test the interface between components or systems. Genesis will lead the effort and city will support where required. COSA will require the presentation of Integrations testing status and results during scheduled review meetings.

STAGE	Integration Testing	
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Genesis	COSA
Integration Testing Execution	R	A, C, I
Testing scripts	R	A, C, I

Test schedule	R	A, C, I
Documentation of test results	R	A, C, I
Defect and Resolution logs	R	A, C, I

7.3 - System Testing

Deliverable 21 - System Test Plan

Deliverable 22 – System test Acceptance document

Deliverable 23 – Test Cases, Scripts, Scenarios

Deliverable 24 – Defect and Resolution Logs

System testing is performed after the integration testing and before the acceptance testing. It is conducted on a complete integrated system to evaluate the system's compliance with its specified functional and technical requirements. Integration testing passed components and integrations are also taken as input. System testing detects defects within both the integrated components and the whole system. Genesis will perform System Testing on a complete integrated applications and systems to evaluate the compliance of the system with the corresponding functional and technical requirements. Genesis will lead the effort and City will assist where required. Genesis will manage test management and defect management. Genesis will fix all high and critical issues part of exit criteria for system testing. System test completion and certification along with a demo of core functionalities in COSA test environment is mandatary to move into User Acceptance Testing (UAT). The demo will be provided within the UAT environment prior to any UAT testing beginning. Genesis will lead the system testing effort and COSA will support where required. This testing shall be performed by Genesis but may be supported by a limited number COSA Technical and power-users (not end-users) at the sole discretion and to the limit deemed appropriate by COSA. COSA will require the presentation of System testing status and results during scheduled review meetings.

STAGE	System Testing	
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Genesis	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	R	A, C, I
Defect and Resolution logs	R	A, C, I
System Test Completion Certificate	R	A, C, I

7.4 - User Acceptance Testing

Deliverable 25 - Test Cases, Scripts and Scenarios

City of San Antonio (COSA) creates and conducts User Acceptance Testing (UAT) in coordination with Genesis technical support and end users. Genesis shall provide any test scripts used for UAT so that COSA can review and customize these to conduct our user acceptance testing. First, COSA technical staff will perform pre-UAT testing to ensure that the system functions properly and is useable. After the pre-testing, a formal UAT shall be conducted by the City of San Antonio's business end user to determine acceptance of the system for operational use. Genesis shall support the UAT and fix any defects found during the testing. UAT completion and certification is mandatory to move the implementation into production.

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. Actual user acceptance testing for this project starts when City of San Antonio (COSA) creates and conducts their User Acceptance Testing (UAT) in coordination with Genesis technical support and COSA end users. Genesis shall provide any test scripts used for System Testing so that COSA will review and customize these to conduct City's user acceptance testing Genesis 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.

STAGE		User Acceptance Testing	
RACI MATRIX KEY: R = Responsible		Genesis	COSA

A = Accountable C = Consulted I = Informed		
UAT Testing Execution	C, I	R, A
Develop UAT Test Plan	C, I	R, A
Develop Test scripts	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

7.5 - Regression Testing

Deliverable 26 - Regression Test Plan

Deliverable 27 – Regression Test Acceptance Document

Deliverable 28 – Test Cases, Scripts, Scenarios

Deliverable 29 – Defect and Resolution Logs

Genesis 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 planned.

The results will also define the System baseline configuration to be released to COSA.

Genesis team shall document all tests performed and provide the results to COSA.

It shall be the responsibility of Genesis 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	Genesis	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	R	A, C, I
Defect and Resolution logs	R	A, C, I
Regression Test Completion Certificate	R	A, C, I

7.6 - Test Coverage and Defect Resolution Logs

Genesis shall maintain and provide the test coverage and Defect Resolution logs. During the development and initial testing of SAVR, the Defect Resolution logs will be maintained within the COSA SharePoint. After Go-Live, Genesis will transition the defect log to its proprietary TRIMSSOFT application and provide access to the relevant COSA personnel. Genesis shall review and discuss results with City of San Antonio (COSA) Team Members.

Genesis shall provide System testing completion acceptance and signoff from COSA and it is mandatory to move the implementation into production.

7.7 - Defect Classification

Defect Classification - Defect Severity must be defined when a defect is created. Track issues encountered during testing and classified their severity 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.

8. Training

Deliverable 30 – Training Plan and Training Materials

Genesis is responsible for creating those Training plans and materials, implementing the Training Plan, and delivering the training for the duration of the contract. Genesis shall provide effective training on the required knowledge, skills, and abilities necessary to use and administer the proposed System and be responsible for the development of user training curricula, schedules, training material. Be responsible for conducting virtual, face-to-face, hands-on, user training in logical groupings at locations and delivery method determined by COSA, and for managing all training planning and logistics in coordination with COSA.

For those users engaged in UAT, training shall be provided prior to UAT for those users to ensure a complete understanding of the system prior to testing. For all other users, training shall be provided "just in time" prior to

deployment and must comprehensively address all System operations.

If the implementation of SAVR is delayed after initial training has been completed, Genesis shall provide refresher training.

Table: List of training:

Training Courses	Quantity	Number of Students per Course	Number of Days per Course
SAVR User training	1	16	2
Technical Administrator training	1	5	2
Train the Trainer training	1	9	2
Report Development training	1	8	2
Power User training	1	5	2

8.1 - Documented Evidence of Successful Training

Deliverable 31 - Documented Evidence of Successful Training

Genesis shall provide Documented Evidence of Successful Training at the end of each phase of training. Evidence shall include at a minimum:

1. Tracking of employee attendance and completion of training courses and modules
2. An evaluation of training effectiveness using a COSA-approved measurement instrument
3. Actions addressing any deficiencies in the proficiency of the current cohort of trainees based on the

results of the evaluation of training effectiveness
4. An action plan to adjust or modify future training based on the evaluation outcomes

9. Go-live Readiness

Pre go-live planning should include a handoff and knowledge transfer to the teams who will maintain the application after deployment, ensuring ongoing support for Infrastructure, platform, and the application to be provided. There should also be a deployment plan with specific steps for go-live and the owners responsible for executing the steps should be identified, as well as any post go-live smoke tests or other tests to validate the production deployment. There should also be steps for post-production release monitoring, to identify any adverse impacts or issues. A go/no-go meeting should be held with the team and other key stakeholders to review any open issues, open risks, and unresolved defects to collectively decide if the application is ready for production.

9.1 - Develop System Maintenance, Support and Transition Plan

Deliverable 32 - System Maintenance, Support and Transition Plan

Genesis shall provide a written plan for the maintenance, support, and transition of the System into the Production Environment. Genesis shall provide support, guidance and knowledge transfer to COSA for technologies to be used by the System ongoing.

The following documentation, at a minimum, shall be prepared by Genesis and included in the System Maintenance, Support and Transition Plan provided to COSA:

1. Development of a System support structure and organization, including estimates of Genesis and COSA team manpower requirements to support operation and maintenance of the System
2. The skill sets required to operate and maintain the System should be specified, with recommendations of the skills, knowledge, and abilities required by COSA team business and technical staff
3. System Installation and Administration Manual
4. Operating procedures manual, including diagnostic procedures, backup and restore procedures and disaster recover procedures
5. Maintenance manual, including Information to aid in analyzing and debugging the software, apart from information already available in other delivered documentation
6. Maintenance and repair policies and procedures
7. Updated system architecture diagrams and inventory (systems, servers, etc.) that clearly identify what is in pre-production environments and what is in production use
8. SAVR Database Dictionary
9. Complete Data Dictionary (leveraging COSA's current data initiatives and data dictionary)
10. System "Run Book" as defined by COSA: A comprehensive, step-by-step guide that outlines the tasks and their dependencies that are required to manage and operate SAVR application...more like a doc to the admin for the administration
11. Data flow diagrams, system flow diagrams, interface diagrams and relevant workflow diagrams.
12. Updated configurations and customizations documents

13. Listing of and instructions for running standard and ad hoc reports

Genesis shall provide a *System Maintenance, Support, and Transition Plan* to include the elements defined above.

9.2 - Develop Deployment Plan

Deliverable 33 - Deployment Plans Document

Genesis shall provide a detailed **Deployment Plan** that documents all the activities (COSA, and any identified supporting contractors) that need to be accomplished to successfully migrate the new SAVR release from a pre-Production environment to the Production environment. The Plan shall provide a detailed schedule of activities with key "go-no/go" decision points identified throughout the deployment process (including any data conversion steps necessary for go-live). In addition, the plan shall detail a back-out and recovery process triggered if the release to production fails.

Genesis shall provide a *Deployment Plan* to include the elements described above and the following components:

1. The specific time frame and activities associated with the full functionality roll-out of each functionality grouping, any other proposed SAVR phases, and the overall complete roll-out of all functionalities into the production environment
2. All critical resources (COSA, and/or any identified third parties) have been identified and are available to support deployment activities
3. Key resources needed to support critical or new technologies have been identified. A developed, documented and accepted Communication Plan and command structure that define the decision process and any "go-no/go" decision events
4. Communications have been developed, documented, and provided to stakeholders informing them of the deployment process and status
5. Contingency plans are in place to deal with System Deployment issues that may arise
6. A detailed back-out and recovery Process has been documented that will be triggered if the release to production fails. The back-out and recovery process shall ensure that the old System is maintained and restored if necessary and all data remains available to COSA users with no impact to their job function or activities

9.3 - Finalize System Security Plan (SSP)

Deliverable 34 – System Security Plan

Genesis shall assist COSA in the development of the system security plan and where identified will assist in security testing.

9.4 - Finalize Service Level Agreement (SLA)

Deliverable 35 – Service Level Agreement

Genesis provides SLA to the COSA prior to Go-live. The SLA will be completed and signed at the earliest opportunity during the project.

10. Go-live Deployment

Deliverable 36 - System Incident and Corrective Action Reports

Genesis shall deploy SAVR in accordance with the **Deployment Plan Deliverable**.

Genesis shall track and monitor progress towards the Deployment Plan Deliverable and identify, escalate, and resolve issues and risks in accordance with the Project Management Plan.

System Incident and Corrective Action Reports:

Genesis 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.

The System Incident Report must contain the priority of the incident, a description of the incident, incident resolution status, and the proposed course of action for remedying all open incidents.

All within scope defect resolution requests that occur during the sign off period must be documented and communicated with COSA within a reasonable, agreed upon time frame. The Defect Resolution Report must contain the description of the maintenance request, resolution status, and the proposed course of action for remedying all open defect resolution requests.

All changes and fixes will be implemented based on a mutually agreed upon schedule. Changes will go through all phases of testing by Genesis and COSA. Genesis shall document the test results and provide them to COSA for approval before a decision is made to put into production. At the conclusion of any SAVR changes, Genesis shall update all required system documentation as appropriate and provide it to COSA.

11. Go-live Production Support/ Warranty

Genesis shall provide production support for 90 days (or the time period agreed upon in the final contract) before Final Acceptance. The period after full deployment and prior to Final Acceptance is intended to stabilize the System and minimize the impact of any early System issues.

Genesis's Project Team shall:

1. Closely monitor the newly deployed System and user activity

2. Assign appropriate resources to resolve issues
3. Rapidly detect and escalate issues as required and quickly resolve and communicate resolution.

12. Final Acceptance

Prior to Final Acceptance Genesis and COSA will jointly assess the status of the implementation and review the status of outstanding issues. The purpose of the assessment will be to provide written verification in the Documented Implementation Closeout and Final Acceptance that the SAVR operates as expected.

13. Implementation Closeout

The implementation portion of the project will conclude with the Project Closeout.

13.1 - System Documentation

Deliverable 37 – System Documentation

At the completion of the Project, Genesis 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. Genesis shall update the documentation and provide it to COSA for review and Final Acceptance.

The following documents shall be updated and provided to COSA at the completion of the Project:

1. Functional Specifications and Design Documentation
2. System Architecture
3. Technical Design Documentation
4. System Interfaces Documentation (Integration with other systems)
5. Data Architecture and Data Dictionary
6. System Configuration Documentation
7. System Customization Documentation
8. System Operations Documentation
9. Data Management and Synchronization Plan
10. Test Cases and Test Scripts
11. Any and all Help Desk scripts developed for Production support
12. Training Manuals, End-User Guides, and Materials
13. System Administration Documentation
14. System Maintenance Documentation

Genesis shall also transfer all finalized required documentation to COSA. The format and transfer medium will be at the discretion of COSA.

13.2 - Closeout

Deliverable 38 - Project Closeout Documents

The purpose of Implementation Closeout activities is to identify the conclusion of the Implementation Project and gather the required approver signatures. This document will signify that all required deliverables for the Implementation Project have been completed and approved with the date of approval for each deliverable indicated. The document shall also list the status of each of the Exit Criteria.

Genesis shall provide **Documented Implementation Project Closeout** to include, at a minimum, the elements described above and the following components:

1. COSA validation that all exit criteria have been met for the Implementation Project, inclusive of any/all proposed phases of delivered functionality
2. COSA validation that all deliverables for contracted requirements, functionality, and system capabilities have been provided, accepted, and placed in the Project Artifact repository
3. COSA validation of the Requirements Traceability Matrix
4. COSA validation of the complete and accurate Configuration Management
5. COSA validation of the complete and accurate management of defect and issue tracking.

14. Out of Scope

Anything not included in the Request for Competitive Sealed Proposal (RFCSP), Requirements Traceability Matrix (RTM), Proposal document, and SOW is considered out of scope. This may change based on meetings when additional functionality is identified. Any future changes or additional functionality not represented in the RFP response, and this SOW will result in a Change Request (CR) with potential additional costs.

15. Deliverables

15.1 - Deliverables 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 GENESIS and the COSA will work

collaboratively to develop the documentation.

Deliverable	Responsibilities	
RACI MATRIX KEY: R = Responsible A = Accountable C = Consulted I = Informed	Genesis	COSA
Project Kick-Off Presentation Document	R	A, C, I
Project Management Plan/s	R	A, C, I
Project Work Plan and Schedule Document	R	A, C, I
Project Status Reports	R	A, C, I
Functional Specifications Documents	R	A, C, I
Functional Design Documents	R	A, C, I
Interface/Integrations specifications and design document	R	A, C, I
Data Conversion Plan	R	A, C, I
System Implementation plan	R	A, C, I
Installation Document	R	A, C, I
Customizations Document	R	A, C, I
Configurations Document	R	A, C, I
Integrations	R	A, C, I
Data Migration, Conversion and Synchronization Mainframe & FileNet	R	A, C, I
Reports	R	A, C, I

Change and Release Management Document	R	A, C, I
Unit Testing Status Report	R	A, C, I
Integration Testing Status Report	R	A, C, I
System Test Plan	R	A, C, I
System Test acceptance document	R	A, C, I
Test Cases, Scripts and Scenarios	R	A, C, I
Defect and Resolution Logs	R	A, C, I
UAT Test cases, Scripts and Scenarios	R	A, C, I
Training Plan	R	A, C, I
Training Materials	R	A, C, I
Documented Evidence of Successful Training	R	A, C, I
System Maintenance, support and transition plan	R	A, C, I
Deployment Plan	R	A, C, I
System Security Plan (SSP)	R	A, C, I
Service Level Agreement (SLA)	C	R, A
System Incident and Corrective Action Reports	R	A, C, I
System Documentation	R	A, C, I
Payment Processing (Payment Management Architecture) Plan	A,C, I	R
Printing Architecture Plan	R	A, C, I
Project Closeout Documents	R	A, C, I

15.2 - Payment Milestones and Deliverables

Genesis shall develop the Project Deliverables in the form and format agreed upon with COSA.

Genesis will provide this service to the City of San Antonio on a fixed fee with deliverables-based payments.

The Projected Payment Milestones Costs for Project delivery is: **$ 2,247,147**

The Project Maintenance and Support Cost for Project delivery is: $580,382.00 (*see section 23 - Recurring Costs, Maintenance & Support SaaS*)

The Total Project Cost: **$2,827,529**

The City of San Antonio will be billed on the invoice schedule below.

The Milestone Value is full value for each deliverable payment.

The net due at each Payment Milestone is the net of Milestone Value minus the Retention 10% holdback.

Holdback is paid on final acceptance, no critical or high defects and a committed plan to address low/medium defects within warranty period.

Milestone	Date	%	Amount	Holdback	Net
		Total	$2,247,147		
Signing		10%	$224,715	$22,471.47	$202,243.23
JAD complete		10%	$224,715	$22,471.47	$202,243.23
Environment provisioned		10%	$224,715	$22,471.47	$202,243.23
SDD complete		10%	$224,715	$22,471.47	$202,243.23
Test Migration Complete		20%	$449,429	$44,942.94	$404,486.46
UAT Complete		20%	$449,429	$44,942.94	$404,486.46
User Training Complete		10%	$224,715	$22,471.47	$202,243.23
Final Data Migration		10%	$224,715	$22,471.47	$202,243.23
Total		100%	$2,247,147	$224,714.70	$2,022,432.30

15.3 - Deliverables and Milestones Acceptance Criteria

The following process will be used for accepting 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 Genesis project manager(s), in writing, with reasoning within 5 business days, or the otherwise agreed-upon timeframe, not to be unreasonably withheld, of receipt of the Deliverable or Milestone.
- Genesis shall address any deficiencies and redeliver the Deliverable or Milestone. COSA shall then have 5 business days from receipt of the redelivered Deliverable to accept or again submit written notification of reasons for rejecting the deliverable or milestone.

#	Deliverables 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	Functional Specifications Document	Upon Review draft functional specifications with the stakeholders and acceptance occurred
6	Functional Design Document (JAD Complete)	Upon finalized document review and acceptance
7	Interface/Integrations specifications and design document	Upon finalized document review and acceptance
8	Data Conversion Plan	Upon finalized document review and acceptance
9	System Implementation Plan	Upon finalized document review and acceptance
10	Installation Document	Upon Installations completed and finalized document acceptance
11	Customizations Document	Upon Customizations completed and finalized document acceptance
12	Configurations Document	Upon Configurations completed and finalized document acceptance
13	Integrations Document	Upon completion of all Integrations

14	Data Migration, conversion and synchronization	Upon completion of Data Migration, conversion and synchronization
15	Reports	Upon Completion of development, testing and acceptance of the reports
16	Change and Release Management Document	Upon finalized document review and acceptance
17	Unit Testing Status Report	Upon completion of Unit testing and acceptance
18	Integration Testing Status Report	Upon completion of Integrations testing and acceptance
19	System Test Plan	Upon review and acceptance occurred
20	System Test acceptance document	Upon completion of System testing and acceptance
21	Test Cases, Scripts and Scenarios	Upon review and acceptance occurred
22	Defect and Resolution Logs	Upon completion of System testing and acceptance
23	UAT Test cases, Scripts and Scenarios	Upon review and acceptance occurred
24	Training Plan	Upon review and acceptance occurred
25	Training Materials	Upon review and acceptance occurred
26	Documented Evidence of Successful Training	Upon completion of training
27	System Maintenance, support and transition plan	Upon review and acceptance occurred
28	Deployment Plan	Deployment Plan that documents all the activities (Genesis, COSA, and any identified supporting contractors) that need to be accomplished to successfully migrate are documented, reviewed and accepted
29	System Security Plan	Upon review and acceptance occurred

30	Service Level Agreement	Upon review and acceptance occurred
31	System Incident and Corrective Action Reports	Genesis 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.
32	System Documentation	At the completion of the Project, Genesis 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. Genesis shall update the documentation and provide it to COSA for review and Final Acceptance.
33	Project Closeout documents	Upon review, final signoff and acceptance occurred

#	Milestones Description	Acceptance Criteria
1	Signing	The contract has been signed by both parties.
2	JAD Complete	On-site Application Design sessions are completed, and Genesis provides written summary of the sessions and highlight agreed upon design points.
3	Environment Provisioned	The environment is stood up and can be reached via the Internet.
4	SDD Complete	Deliverables - Functional Specifications Document, Functional Design Document (JAD Complete), & Interface/Integrations specifications and Design Document are complete.
5	Test Migration Complete	Data mapping is completed. Migrated data is moved into the Production environment by Genesis and ready for validation by COSA staff. To occur at beginning of UAT.
6	UAT Complete	UAT testing is completed and all scenarios outlined and Accepted as stated - Deliverable 25 - Test Cases, Scripts and

		Scenarios
7	User Training Complete	Training has been provided to employees and training documents have been signed by attendees per the response to the proposal.
8	Final Data Migration	Data has been migrated and the application is live in the Production environment.
9	Final Acceptance	No critical or high defects and a committed plan to address low/medium defects within warranty period.

16. Proposal and SOW Discrepancies

Throughout the project milestones, Genesis and the City of San Antonio (COSA) will reconcile the requirements to the actual application or system. Should it be determined that a discrepancy, or discrepancies, exist between the SOW and the proposal, COSA will retain the privilege of determining which solution best meets the requirements. Any work associated with this decision would thereby be considered 'in scope' of the project.

17. Project Management Key Areas

The project management key areas can be simply defined as the key aspects of project management that should be overseen by project managers so they can plan, schedule, track and deliver projects successfully with the help of the project team and project stakeholders.

17.1 - Communications Management

Communications informs every aspect of the project to the team and stakeholders, therefore the need to plan communications management is a critical step in any project.

17.1.1 - Approach

This Communications Management Plan sets the communications framework for this project. It will serve as a guide for communications throughout the life of the project. Genesis and COSA Project Managers will ensure effective communications on this project. The communications requirements are documented in the Communications Matrix (Table 1). The Communications Matrix will be used as the guide for what information to communicate, who is to do the communicating, when to communicate it and to whom to communicate.

17.1.2 - Methods and Technologies

City of San Antonio's Information Technology Services Department (ITSD) maintains a SharePoint platform within the Project Management Office (PMO) and Innotas software which all projects use to provide updates, archive various reports, and conduct project communications. COSA's project manager shall update the Share Point and Innotas software respectively to post the project data at all times. 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 Innotas Software 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 Innotas software, separate documentation will be sent via email.

Table: Communications Matrix

What?	When?	How?	Who?
Kick-Off Meeting	At project initiation	WebEx/Teams and/or face-to face	Genesis and COSA team
Team Meeting	Weekly	WebEx/Teams and/or face-to face	Genesis and COSA team
Bi-Weekly Status Report	Bi-Weekly	WebEx/Teams and/or face-to face	Genesis and COSA team
Project Meetings	As required	WebEx/Teams and/or face-to face	Genesis and COSA team

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

17.1.3 - 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.

In order to ensure the 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.

Table: Project Escalations

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 4 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

18. Risk Management

Risk management identify how the risks will be itemized, categorized, prioritized and mitigated. This involves identifying risks that might occur during the execution of the project and addressing and managing them.

18.1 - 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.

18.2 - Risk Qualification and Prioritization

In order 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.

Table: Example of Risk Exposure Matrix

		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
Y	**MED Risk**	the **Impact of the Risk** x **Probability** that the risk will occur
R	**HIGH Risk**	

18.3 - Risk Monitoring

The most likely and greatest impact risks can be added to the project plan 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.

18.4 - 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 in order 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.

18.5 - 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.

Table: Example Risk Log

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	09/04/018	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

19. Scope and Change Control

Should the need for a change to Project scope, schedule, and/or cost be identified during the Project, the change will be brought to the attention of COSA Project Control Board and Genesis does an assessment of the change. Any changes to the Project scope, budget, or timeline must be documented and approved in writing using a Change Request form.

The Change Request will include the following information:

- The change description
- Reason and nature of the change.
- Impact of change on all aspects of the project scope, budget, timeline, resources, communications, etc.
- Proposed action with the Outline of the steps required to address the change.
- A good faith estimates of the additional cost
- The timetable for implementing the change.

Once reviewed and approved by COSA these changes constitute a formal amendment to the Statement of Work and will supersede any conflicting term in the Statement of Work.

19.1 - 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 the deliverable via email or document signature.

19.2 - Scope Management 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.

Table: Scope Management Roles and Responsibilities

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

19.3 - 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
- Budgets
- 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

20. Change Management

There are several types of changes:

- **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.

COSA may request scope changes in or additions to the services being provided hereunder by completing a Change Control Approval Request Form. If Genesis deems the changes feasible, Genesis will provide a quote for any increase or decrease in the cost 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.

20.1 - Change Control Board

The 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.

20.2 - Change Control Board Roles and Responsibilities

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

Table 6 – Change Management Roles and Responsibilities

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 Genesis, 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

21. Work Breakdown Structure and Schedule

Project Schedule management involves estimating project duration, creating a project schedule and tracking the project team's progress to ensure the project is completed on time. Work Breakdown Structure helps to illustrate the scope of the project and identify all the necessary tasks, activities, dependencies and deliverables needed for its completion. By creating a WBS, project managers can better manage and control the project's scope, ensure that all required tasks and activities are identified, and establish a roadmap for completing the project.

21.1 - Schedule Management Approach

Genesis Project Manager is responsible for scheduling the contract Scope of Work. Genesis's management personnel shall actively participate in the development of the project schedule so that the intended sequences and procedures are clearly understood by Genesis's organization. The COSA Project Manager will review and approve the final tasks that appear in Genesis's project schedule.

Project schedules are created using MS Project (or equivalent software) starting with the deliverables and milestones identified in the project's Work Breakdown Structure (WBS). 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 in order 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.

21.2 - 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.

21.3 - 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.

Genesis 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.

22. 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.

22.1 - Assumptions

The following is a list of assumptions:
- Genesis assumes that all data generated from/within SAVR will belong solely to COSA.
- Genesis assumes a Contract start date prior to June 15,2024.
- Genesis assumes a Go-live date of January 4, 2025.
- Sales tax, if any, is not included.
- Assumes use of MS-SQL for the application database.
- All hosting will be conducted in the existing primary and disaster recovery facilities.
- All hosting services will be conducted on Genesis owned equipment.

22.2 - Constraints

The following is a list of constraints:
- Availability of COSA staff during JADS.
- Availability of COSA staff for UAT testing.
- There is a time constraint due to not much flexibility being built into the project plan.
- Genesis getting proper and timely access to SFTP for data migration.
- Data must be provided in a timely and consistent manner, and in formats described in SOW for migration.

23. Recurring Costs, Maintenance & Support SAAS

List if any recurring costs exist for this project. Include any specific licenses, subscription costs, maintenance costs etc.

Maintenance & Support Cost SAVR - paid to Genesis	IT Project Implementation (FY 24)	OCC FY25	OCC FY26	OCC FY27	OCC FY28	OCC FY 29	OCC FY30	OCC FY 31	OCC FY 32	Total 8 years/ Comments
							Renewal	Renewal	Renewal	Contract for 5 years with three 1-year renewals
HOSTING OPERATION AND OPERATION FOR CURRENT YEAR	$166,250.00	$166,250.00	$166,250.00	$166,250.00	$166,250.00	$166,250.00	$166,250.00	$166,250.00	$166,250.00	Cost starts when contract is approved (5/9/24) - pay annually in May
IMAGING MODULE	$120,000.00	$120,000.00	$120,000.00	$120,000.00	$120,000.00	$120,000.00	$120,000.00	$120,000.00	$120,000.00	
APPLICATION SUPPORT FOR CURRENT YEAR (BRONZE TIER 2)	$294,132.00		$235,305.00	$217,875.00	$213,517.00	$213,517.00	$213,517.00	$213,517.00	$213,517.00	Cost Starts 90 days After Go-live (Estimated 4/1/25) - pay annually in April
ON-LINE PAYMENT COST (Collected directly from Customer)	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	
Total	$580,382.00	$286,250.00	$521,555.00	$504,125.00	$499,767.00	$499,767.00	$499,767.00	$499,767.00	$499,767.00	$4,391,147.00