REQUEST FOR PROPOSAL FOR CONTRACTUAL SERVICES FORM
BIDDER MUST COMPLETE THE FOLLOWING

By signing this Request for Proposal for Contractual Services form, the bidder guarantees compliance with the procedures stated in this Solicitation, and agrees to the terms and conditions unless otherwise indicated in writing and certifies that bidder maintains a drug free work place.

Per Nebraska's Transparency in Government Procurement Act, Neb. Rev Stat § 73-603 DAS is required to collect statistical information regarding the number of contracts awarded to Nebraska Contractors. This information is for statistical purposes only and will not be considered for contract award purposes.

_____ NEBRASKA CONTRACTOR AFFIDAVIT: Contractor hereby attests that Contractor is a Nebraska Contractor. "Nebraska Contractor" shall mean any Contractor who has maintained a bona fide place of business and at least one employee within this state for at least the six (6) months immediately preceding the posting date of this Solicitation.

_____ I hereby certify that I am a Resident disabled veteran or business located in a designated enterprise zone in accordance with Neb. Rev. Stat. § 73-107 and wish to have preference, if applicable, considered in the award of this contract.

_____ I hereby certify that I am a blind person licensed by the Commission for the Blind & Visually Impaired in accordance with Neb. Rev. Stat. §71-8611 and wish to have preference considered in the award of this contract.

FORM MUST BE SIGNED MANUALLY IN INK OR BY DOCUSIGN

FIRM:	**Sovereign Sportsman Solutions (S3)**
COMPLETE ADDRESS:	**4336 Kenilwood Drive Nashville, TN 37204**
TELEPHONE NUMBER:	**844.688.7133**
FAX NUMBER:	**615.825.0003**
DATE:	6/21/2021
SIGNATURE:	*[signature]*
TYPED NAME & TITLE OF SIGNER:	**Eric Richey, CEO**

Form A
Bidder Point of Contact
Request for Proposal Number 6506Z1

Form A should be completed and submitted with each response to this solicitation. This is intended to provide the State with information on the bidder's name and address, and the specific person(s) who are responsible for preparation of the bidder's response.

Preparation of Response Contact Information	
Bidder Name:	Sovereign Sportsman Solutions
Bidder Address:	4336 Kenilwood Dr Nashville, TN 37204
Contact Person & Title:	Eric Richey, CEO
E-mail Address:	erichey@s3gov.com
Telephone Number (Office):	844.688.7133
Telephone Number (Cellular):	615.496.7555
Fax Number:	615.825.0003

Each bidder should also designate a specific contact person who will be responsible for responding to the State if any clarifications of the bidder's response should become necessary. This will also be the person who the State contacts to set up a presentation/demonstration, if required.

Communication with the State Contact Information	
Bidder Name:	Sovereign Sportsman Solutions
Bidder Address:	4336 Kenilwood Dr Nashville, TN 37204
Contact Person & Title:	Eric Richey, CEO
E-mail Address:	erichey@s3gov.com
Telephone Number (Office):	844.688.7133
Telephone Number (Cellular):	615.496.7555
Fax Number:	615.825.0003

S3

SOVEREIGN
SPORTSMAN SOLUTIONS

TECHNICAL PROPOSAL

NEBRASKA STATEWIDE WEB-BASED PERMIT/LICENSING SYSTEM
RFP Solicitation #: 6506 Z1

Connie Heinrichs
State Purchasing Bureau
1526 K Street, Suite 130 Lincoln, NE 68508
connie.heinrichs@nebraska.gov | 402.471.0975

Offered by
SOVEREIGN SPORTSMAN SOLUTIONS
www.S3Gov.com

COVER LETTER

A Message from the Founder

Connie Heinrichs

State Purchasing Bureau
1526 K Street, Suite 130
Lincoln, NE 68508

RE: Sovereign Sportsman Solutions, LLC has fully read and acknowledged RFP#: 6506 Z1 plus Addendum 1 and Addendum 2.

To someone passing through Nebraska on Highway 80, it's easy to have no idea what you're missing at 75-ish miles per hour.

However, to the people who recreate or make a living in "Outdoor Nebraska" the view is very different and very personal.

From the Ponderosas of the Pine Ridge to Indian Cave State Park, from the Platte River Valley to Conestoga SRA, S3 staff have a very deep and personal respect for the habitat, fish and wildlife that come under the stewardship of the NEBRASKA GAME AND PARKS COMMISSION.

Through targeted R3 marketing and information distribution plus improved availability of innovative outdoor educational opportunities like Take 'em Fishing!, it is apparent to anyone who has personally experienced Nebraska's natural resources that NGPC creates

natural abundance for existing and new generations of resident and non-resident outdoor recreation enthusiasts.

And as a generational hunter, camper, fisherman, father of six children and a Montana ranch-kid-turned-techy who has dedicated more than half of a 30-year career to supporting these same initiatives, I know that NGPC has much to be proud of. I fully understand and appreciate the time, effort and passion that is required to achieve such ambitious goals, especially in the face of the many challenges we face today.

I'm proud of the team that represents S3 in this proposal. They are fearless professionals focused on the same conservation goals the NGPC pursues. After all, we build solutions for an industry where we are our own customers. What could be better!

S3's short and long-term interests for the industry are in complete alignment with NGPC's. We could not be more excited about a business and strategic partnership that can further open the door to "Outdoor Nebraska" and augment NGPC's R3 mission.

The S3 CORE (Consumer Outdoor Recreation & Engagement) platform represents the industry's most current and technologically advanced platform. This solution brings together the industry's most comprehensive suite of products and services into a singular, centralized enterprise platform, capable of driving real agency value across all the functional needs identified in this RFP.

> ## "We're 10 minutes down the road… and we're here for the long haul."

Our solution includes an incredibly feature-rich and one-of-a-kind Mobile platform (based on Powderhook) that makes it easier for folks to get outside. And for NGPC to stay engaged with them.

Our Lincoln-based Marketing & Customer Engagement Team (located 3.4 miles away from NGPC Headquarters) is driving the industry's only true commercial-grade CRM. This is the CRM the R3 community has been asking for and will provide NGPC staff with unparalleled ability to engage outdoor enthusiasts.

We've never been more excited to do what we do best for the state that many of our team members already call home.

We are your friends and neighbors. We support the local community. We enjoy and care for the same resources you care for every day. We are 10 minutes down the road and we sit on the same side of the table with you at the Hi-Way Diner. We take your classes and buy your licenses. The RVs in our driveways are the same ones that will be in your parks this summer. The taxidermy on our walls represent fond memories of time spent afield with friends and family, as well as meals shared around the dinner table.

What happens over the next 21 years when NGPC selects S3 as its partner?

Today's Nebraska means using the latest technology to give people young and old an opportunity to better experience the "Outdoor Nebraska" that has always

been there waiting for them. As S3's CEO, I can personally commit to NGPC the resources, tools, technology, passion and partnership that will be required to take on NGPC's most pressing challenges and opportunities over the next 21 years.

The duration of this contract is potentially the first ever "generational" contract. This means it is likely the only contract in the history of our industry that has the potential to span a newborn's entire outdoor experience through the day when they share their passion for the outdoors with their own offspring.

This is not lost on us at S3 because everything we do is based on developing solutions that have generational impact

Our history is proof of what we've already done; our kids' ability to appreciate the outdoors will be the proof of what we have left to do.

Your partner for the next generation,

Eric Richey

**Chief Executive Officer
Sovereign Sportsman Solutions, LLC**

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CORPORATE OVERVIEW

BIDDER IDENTIFICATION & INFORMATION

Sovereign Sportsman Solutions, LLC (S3) was founded in 2010 and incorporated in January 2011.

S3 is a privately held Limited Liability Corporation (LLC) partnership registered in the state of Delaware and headquartered in Nashville, TN (address below). The Corporation name and form of organization have not changed since first organized.

S3 is a single business entity that will serve as the Prime Contractor and as such will have complete fiscal, administrative and managerial responsibility under the contract.

S3 Corporate Headquarters / Call Center	S3 Marketing & Customer Engagement Office
4336 Kenilwood Drive Nashville, TN 37204 Toll Free: 844-688-7133 / Direct: 615-610-3751	317 S. 12th Street, Suite 101 Lincoln, NE 68508 Toll Free: 855-477-7876
S3 Resource Summary	S3 Field Hardware / Point of Sale Support / Fulfillment Facility
S3 Executive Leadership: 5 S3 Management: 14 S3 Delivery / Support Staff: 122 S3 Total Employees: 141	S3 Hardware Procurement Help Desk 3345 Point Pleasant Rd Hebron, KY 41048

S3 Field Application Support Team (FAST) Locations (Contact Center / Help Desk / License & Product Fulfillment)		
S3 FAST Support Facility 1 520 N. Cheney Street Taylorville, IL 62568	S3 FAST Support Facility 2 180 Burgess Pensacola, FL 35203	S3 FAST Fulfillment Facility 2550 Northwest Pkwy Elgin, IL 60124

FINANCIAL STATEMENTS

S3 leadership has read, acknowledges, understands and complies with the requirements of this RFP regarding S3's financial stability and subsequent ability to adhere to the delivery and support mandates of this RFP for the system being requested. Since our entry into the market in 2010, we have experienced significant annual growth in personnel, revenue and operating income year after year with gross revenues for 2020 exceeding $93 million.

We have also been successful in expanding our solution reach into lateral, highly complementary state agencies as well as vertical solutions that include parks / campgrounds, vehicle titling / registrations, forest and lands management, law enforcement, volunteer & event management, and marketing / CRM, all of which have further supported our growth and solidified our value proposition as an industry innovator.

 This growth was achieved while continuing to re-invest in the company via additional personnel, the growth of additional corporate and client supporting infrastructure, and establishing a long and growing list of value-added industry partnerships. Many of these partnerships are beginning to provide yet additional revenue and functionally expansive solution opportunities for our existing and future clients.

FINANCIAL INFORMATION

PAGES REDACTED

CHANGE OF OWNERSHIP

No change of ownership is expected during the twelve (12) months following the proposal due date.

OFFICE LOCATION

Sovereign Sportsman Solutions, LLC office location responsible for performance pursuant to an award of contract with the State of Nebraska is:

S3 MARKETING & CUSTOMER ENGAGEMENT OFFICE

317 S 12th St., #101
Lincoln, NE 68508

RELATIONSHIPS WITH THE STATE

Sovereign Sportsman Solutions LLC has had no contract(s) with the State of Nebraska in the last three (3) years.

BIDDER'S EMPLOYEE RELATIONS TO STATE

No employee of Sovereign Sportsman Solutions LLC named in this proposal response is or was an employee of the State of Nebraska within the past twelve (12) months.

No employee of Sovereign Sportsman Solutions LLC or its Subcontractor is currently employed by the State of Nebraska.

CONTRACT PERFORMANCE

Sovereign Sportsman Solutions LLC has not had a contract terminated for default during the past five (5) years.

Since being founded in 2010, S3 has never had a system breach, project failure, suspension, debarment, or a contract terminated "for cause" or for default. S3 has also never been assessed liquidated damages or penalties for non-performance of contractual obligations.

However, in 2018, a unique situation occurred whereby the Commonwealth of Pennsylvania suddenly, without notification and without cause, canceled a government licensing and permitting system contract with Sovereign Sportsman Solutions that had been won and awarded just months prior. This cancellation was not a reaction to any S3 contract or product delivery issues but instead came on the heels of several extraordinary and unforeseen situations that occurred within the two Pennsylvania Commissions (PA Game Commission and the PA Fish & Boats Commission) in rapid succession in the months just after contract award. These issues included:

1. The sudden and unexpected illness and passing of Dorothy Derr, Director of Administrative Services for the PA Game Commission and S3's primary point of contact for the Pennsylvania Licensing & Permitting solution contract.

2. The sudden and unexpected forced retirement of John Arway, Director of the PA Fish & Boats Commission.

   a. These events left both commissions without leadership for the project. This also strained the ability for either commission to agree on the operating and functional aspects of the soon-to-be newly combined solution that S3 was contracted to consolidate.

3. The State of Pennsylvania removed three consecutive state agency contracted Project Managers (not S3 Project Managers) representing the PA Game Commission and PA Fish & Boats Commission from their positions on the project during the first 5 months of the project.

4. Several other very public political and inter-commission disputes, issues and difficulties began to negatively affect the commissions and their respective abilities to fulfill their contractual obligations to S3 regarding the new system development and implementation.

These issues eventually resulted in the State's inability to comply with its contractual obligations to S3 as part of the contract award. The State of Pennsylvania determined S3 was not at fault in any way for the difficulties of the commissions that led to the pre-emptive cancellation of the contract. As a result, the contract was terminated "For Convenience" by the State of Pennsylvania and S3 was subsequently compensated by the Commissions per a negotiated settlement in December 2019.

We are incredibly proud of our exemplary and referenceable track record in the industry of 100% successful solution delivery for our clients and for being recognized as the most awarded solution vendor of our kind in North America over the past 11 years.

Pennsylvania Game Commission	Pennsylvania Fish & Boat Commission
2001 Elmerton Ave	1601 Elmerton Ave
Harrisburg, PA 17110	Harrisburg, PA 17110

S3 CORPORATE EXPERIENCE

Client Name	Ontario Ministry of Natural Resources and Forestry
Time Period of Project	2016 to Present
Schedule and Actual Complete Dates	Core Platform Functionality - Licensing and Permitting System (LaPS) Phase 1 Scheduled Date: November 2018 Actual Date: Deployed November 2018 Projected Costs: Included in the original contract (no additional fees) Actual Costs: Same as Projected Cost NOTE: Original scope of work to be delivered by November 2018 for Go-Live was modified due to client requested updates to Internet Sales design/functionality and late changes requested by the client for the Ontario Ministry's Accounting System interface and Draw System. S3 accommodated these updates at no cost to Ontario. LaPS Phase 2 Scheduled Date: October 2019 Actual Date: October 2019 Projected Costs: Included in the original contract plus Law Enforcement Mobile App w/QR Code Scanner Actual Costs: Same as Projected Cost NOTE: Phase included additional contractual work not required for Go-Live, plus the addition of new functionality New Features Requested (Moose Points and Draw Management System) Scheduled Date: September 2021 Actual Date: September 2021 Projected Cost: $1.4 million Actual Costs: Same as Projected Cost NOTE: After Phase 2, focus shifted to new legislative change by the Ministry to develop a new Moose Draw & Points System.

Schedule and Actual Complete Dates	Core Platform Functionality - Licensing and Permitting System (LaPS) Phase 1
	Scheduled Date: November 2018
	Actual Date: Deployed November 2018
	Projected Costs: Included in the original contract (no additional fees)
	Actual Costs: Same as Projected Cost
	NOTE: Original scope of work to be delivered by November 2018 for Go-Live was modified due to client requested updates to Internet Sales design/functionality and late changes requested by the client for the Ontario Ministry's Accounting System interface and Draw System. S3 accommodated these updates at no cost to Ontario.
	LaPS Phase 2
	Scheduled Date: October 2019
	Actual Date: October 2019
	Projected Costs: Included in the original contract plus Law Enforcement Mobile App w/QR Code Scanner
	Actual Costs: Same as Projected Cost
	NOTE: Phase included additional contractual work not required for Go-Live, plus the addition of new functionality
	New Features Requested (Moose Points and Draw Management System)
	Scheduled Date: September 2021
	Actual Date: September 2021
	Projected Cost: $1.4 million
	Actual Costs: Same as Projected Cost
	NOTE: After Phase 2, focus shifted to new legislative change by the Ministry to develop a new Moose Draw & Points System.
S3 Responsibility	As the Prime Contractor for the Ministry of Ontario, S3 provides all solution software design, development, quality testing, deployment, hosting, maintenance, support, and ongoing updates for products including Licensing & Permitting, Marketing and Mobile.

Working Modules	Phase 1 Implementation included the following software tools and platform developments:
	- Licensing and Permitting System - Interface with Ministry Accounting System including reporting - Interactive Voice Response (IVR) Renewal Sales - IVR Draw Applications - IVR Draw Results - Bilingual Support – English and French for all public sites including IVR - Online Content Management - License Template Management - Harvest Report/Hunter Activity Survey Submission Phase 2 included: - Cross Sales and Up-Sales - IVR Harvest Reporting - IVR Voice Script Management - Power BI (Business Intelligence) and OLAP (Online analytical processing) Implementation providing report writing and database mining capabilities - Quota Management for Non-Draws - Surplus Tag Sales - Replication of Legacy Draw Solution for Moose, 2 Deer draws, and Elk - Law Enforcement Mobile Application with QR Code Scanner * New Feature Requests included: Marketing and Campaign Management Solution * - Moose Points solution for past and new draw processes 1998-2021 * - IVR Points Messaging - New Moose Draw Management Solution * - Integrated Primary and Second Chance Draws - Moose Tourist Outfitter Updates - Tag Transfer Functionality - IVR Applications - IVR Quota Messaging - IVR Primary Tag Claiming and Sales - New Draw File Execution for all Draws - Remaining contractual items - Harvest Reporting Penalty * - Marketing Campaign/CRM * * New features requested
Primary Contact	Dave Brown, Director Telephone: (705) 755-1928 Email: dave.brown2@ontario.ca

Project Description	S3 partnered closely with the Ontario Ministry to implement solutions that support complex species management programs nearly unsurpassed in North America and potentially the most complex product of its kind in existence. Ontario's unique species and programs extend the functional reach of a regular hunt / fish licensing solution to accommodate fishing, game and big game species, hunts and tags. Likewise, Ontario's Moose Draw & Points System is one of the most complex wildlife draw solutions in the world and S3 is currently developing a complete redesign of the system that was requested after a new Canadian government took office in 2019.
Approaches Used	▸ Apply all Project Management and SDLC processes to any developmental changes to the system ▸ Leverage AGILE / SCRUM as a delivery methodology ▸ Provide experience staff who understood how to implement and manage a variety of applications and databases within the Ministry environment ▸ Develop scalable and efficient processes and standards ▸ Use an IT Infrastructure Library (ITIL) based approach for incident and change control ▸ Respond to system concerns and trouble ticket trend analysis to identify any underlying problem sets ▸ Correct immediate problems as the highest priority to ensure critical components of the systems remained operational ▸ Analyze trends and recommend process improvements and technology updates.

Quantifiable Impact and/or Efficiencies Achieved	Moose Draw was entirely rewritten at a high level of complexity. Implementing a completely new points system which includes both past moose draws (1998-2020) and points for the new moose draws (2021 and beyond.) Two different calculation algorithms are required for the different draws, and the algorithms must provide a final decision based on the result of both draws within a given year. Additional complexity is included in the current and future points calculations in that the Second Chance draw has choices which may or may not cause the customer to lose their point balance if they claim a tag. Now, for the very first time, customers can see their points history on a Draw Results Point History screen. The new Moose Draw also created a fairer process and made it easier for customers to understand their chances of getting a tag. The new moose draw which integrates two inter-related Primary and Second Chance draws adds both a level of complexity and service as we completely restructured the moose draws to a new process which also incorporates points. Some highlights include: ▸ Customers pay only one application fee per year, requiring the Second Chance Draw Application to recognize if the customer has already paid the fee. ▸ Customers are now offered three hunt choices on their applications instead of two. ▸ In the Second Chance draw, winning/claiming a tag in the second and third hunt choices selected by the customer does not cause the customer to lose their points ▸ If a customer is successful in the Primary Draw, they must claim/purchase their tag before the Second Chance application period opens. If not claimed, the tag goes into the Second Chance draw as part of the available quota. ▸ Transfers occur after both draws are executed and Second Chance winners may claim their tags. Customers do not need to have an application to the draw for which they are receiving a transferred tag. Customers may also win in a draw, and as long as their winning tag has not been claimed, the customer may receive a transfer.

Quantifiable Impact and/or Efficiencies Achieved	Due to the province's tremendous geographic size and lack of ubiquitous internet service, extensive offerings via telephonic Interactive Voice Response (IVR) are essential to connecting with all of Ontario's spread-out customer base and sets Ontario apart from our other clients. Our IVR system provides Ontario with the ability to change any scripted voice messages in both English and French. In either language, customers can:
	▸ Apply to all draws
	▸ Purchase and renew products such as the Outdoors Card
	▸ Purchase Primary Moose Tags and Additional Deer Tags
	▸ Hear quotas associated to the Moose Draw before applying
	▸ Check their Draw Results
	▸ Submit harvest reports for all species
	While developed specifically to process Canadian transactions, the S3 Ontario system provides the ability to separate and identify any taxes associated with any part of a product cost. Products may contain multiple costs, such as License cost and Issuer Commission. Each portion of the total cost of the product has its own Harmonized Sales Tax (HST) which must be summed into a total HST. The exact breakdown of HST for each piece of the total license cost is critical to the Ministry's financial reporting.
	The bilingual ability of the S3 Ontario system is a critical, advanced feature. The public site offers the opportunity to switch seamlessly between English and French on any page within the site. Customers may choose to proceed through the site in either or both languages. IVR users may select a language at the beginning of the call and will hear any subsequent messaging in the chosen language.

S3 CORPORATE EXPERIENCE #2

"S3 and the Ohio Division of Wildlife partnered to increase our customer engagement system in innovative ways, such as HuntFish OH App and a marketing project on our shooting ranges. Both have been effective in connecting to Ohio's outdoor enthusiasts."

- Peter Novotny, Ohio DNR Division of Wildlife Assistant Chief

Client Name	Ohio Department of Natural Resources (ODNR)
Time Period of Project	2016 to Present
Schedule and Actual Complete Dates	Core Functionality Scheduled Date: February 2017 Initial Go-Live of Core Functionality /June 2018 All Remaining Functionality Actual Date: Same as Scheduled Date Projected Costs: Included in the original agreement (no additional fees) Actual Costs: Same as Projected Cost Enhancements Scheduled Date: Defined for each enhancement request Actual Date: Completed each enhancement by the requested date Projected Costs: Defined for each enhancement request Actual Costs: No additional costs were incurred that exceeded those agreed to in the original contract or in following enhancement requests NOTE: New desired functionality has been requested since the original contract adding more features to the system.
S3 Responsibility	As the Prime Contractor for ODNR, S3 provides all solution software design, development, quality testing, deployment, hosting, maintenance, Help Desk Support, and ongoing updates for products including Licensing & Permitting, Hunter Safety Education and Certification Module, Marketing and Mobile Application.

Working Modules	Core Functionality
	▸ Automated Sportsmen Licensing, Permitting, and Survey Module
	▸ Deer and Turkey Game Check Module
	▸ Hunter Safety Education and Certification Module
	▸ Special Event Lottery Drawing and Distribution Module
	▸ Magazine and Publication Tracking Module
	▸ Law Enforcement Integration Module
	▸ Specialty Permits Tracking and Status Module
	▸ Administrative Management Module
	Enhancements
	▸ Multi-year and Lifetime Licenses
	▸ Modify Game Check Process for Disease Surveillance Area
	▸ Automatic Renewal
	▸ Mobile Application
	▸ Email Notification Configuration Module
	▸ S3 CORE CRM Marketing Platform
	▸ Shooting Range Upgrade Marketing Campaign
Primary Contact	Andrew Burt Licensing Coordinator ODNR Division of Wildlife 2045 Morse Rd, Bldg G Columbus, OH 43229 Phone: 614-265-6330 Email: Andrew.Burt@dnr.ohio.gov
Project Description	The Ohio solution is one of the most functionally robust solutions that S3 has built for the industry and includes the first fully integrated Licensing / Permitting AND statewide Hunter Safety Education and Certification Module platform combined into a single solution.

Approaches Used	▸ Apply Project Management and SDLC processes to any developmental changes to the system
	▸ Leverage AGILE / SCRUM as a delivery methodology
	▸ Provide experienced staff who understand how to implement and manage a variety of applications and databases within ODNR's Resources environment
	▸ Develop scalable and efficient processes and standards
	▸ Use an IT Infrastructure Library (ITIL) based approach for incident and change control
	▸ Respond to system concerns and trouble ticket trend analysis to identify any underlying problem sets
	▸ Correct immediate problems as the highest priority to ensure critical components of the systems remain operational
	▸ Analyze trends and recommend process improvements and technology updates.

Quantifiable Impact and/or Efficiencies Achieved	- S3 helped identify improved efficiencies which resulted in a decision that not all contractual items were needed, producing a cost saving of 10% off the original contract cost - Specialty Permits was a manual paper process that is now automated, saving ODNR resource time. - Mobile Application – Instant customer access to license viewing & purchase, receipt of ODNR notifications, Outdoor Recreation Maps, Shooting Ranges, License Agent Locations, etc., available in both Android and IOS platforms - Implementation of CRM and Automated Marketing Campaign to capitalize on investments in the Spring Valley Shooting Range with the goals of increasing participation at the shooting range and education center and converting those participants into hunters. Results of this campaign will be published at the national level as a model of introduction to investment in the utilization of CRMs and Shooting Facilities as a driver for hunting participation - Released functionality for customers to opt into auto-renewing their hunting and fishing license in February 2019. Since that time 59,844 (2.5%) purchases came from customers opting in. Efficiencies achieved since no intervention is needed on behalf of the customer, the ODNR or its agents for this revenue.

S3 CORPORATE EXPERIENCE #3

"The successful launch of S3's marketing platform will not only allow us to better understand and engage with those we serve in a way that respects their unique journey both in their outdoor experiences and (with) our Department, but also provides us with a streamlined and easy-to-use reporting tool to monitor our successes."

- Nathan Bess, Missouri Department of Conservation Permit Services & Revenue Manager

Client Name	Missouri Department of Conservation (MDC)
Time Period of Project	1. Licensing Platform – April 2016 to present 2. Event Management Platform- July 2016 to present 3. Marketing Platform- Dec 2020 to present
Schedule and Actual Complete Dates	1. Licensing Platform Scheduled Completion Date: April 2016 Actual Completion Date: April 2016 2. Event Management Platform Scheduled Completion Date: July 2016 Actual Completion Date: July 2016 3. CRM Marketing Platform Scheduled Completion Date: March 2021 Actual Completion Date: March 2021 Projected Costs: Included in the original permit/licensing system contract (no additional fees) Actual Costs: Same as Projected Costs
S3 Responsibility	As the Prime Contractor, S3 provides all solution software design, development, quality testing, deployment, hosting, maintenance, Help Desk Support, and ongoing updates for products including Licensing & Permitting, Hunter Safety Education and Certification Module, and Marketing / CRM capabilities. S3 provides technical expertise in developing and implementing complex and comprehensive business solutions based on Agency's existing work processes.

Working Modules	1. Licensing platform included the following working modules:
	▸ Fish & Game Licensing & Permitting
	▸ Seasonal AutoRenewals on License/Permit
	▸ Commercial and Special Permitting
	▸ Retail Point of Sale (POS)
	▸ Online/Mobile Sales
	▸ Harvest Reporting (Digital Tags)
	▸ Financial Reporting
	▸ Fulfillment
	▸ Hosting
	▸ Maintenance
	▸ Help Desk
	▸ Call Center
	2. Event Management Platform included the following components:
	▸ Setup, management and online registration of unlimited event types, courses, resources, certifications, etc.
	▸ Complex Process workflow for Approval, Prereqs, etc.
	▸ Facilities Management
	▸ Instructor Management
	▸ Volunteer Management
	▸ Federal Match Dollars Reporting
	▸ API Federal Data Feeds
	▸ Content Management
	▸ Facilities Asset Management
	▸ Real-time Online Course Data Integration
	3. Marketing Platform Implementation included the following software tools and platform developments:
	▸ Salesforce AI software and leading worldwide CRM
	▸ Pardot, Salesforce's B2B marketing automation tool, seamlessly integrated into S3's platform
	▸ System integration
	▸ Data extraction, transformation and migration
	▸ Business rule establishment
	▸ System performance monitoring
	▸ Reporting
	▸ Dashboards
	▸ User management
	▸ Marketing Campaign Development and Customer Journey Management
	▸ Angler renewal campaign
	▸ Bear and Elk application campaign
	▸ Turkey renewal campaign
	▸ Lapsed Turkey renewal campaign
	▸ Customer Journey management
Primary Contact	Nathan Bess, Supervisor Permit Services Telephone: 573-522-4115 ext. 3562 Email: Nathan.Bess@mdc.mo.gov

Project Description	Upon winning one of the most competitive bids in the industry, S3 embarked on a partnership journey with MDC to build out a robust and comprehensive Licensing Platform that seamlessly integrated with a stand-alone Event Management System. Subsequently, S3 also delivered several major enhancements to the existing systems, including 1st Elk draw for the state, an integrated Commercial Permitting System and is currently working on integrating a Special/Scientific permit process. Earlier this year, S3 and MDC again broke new ground on the technology front and successfully launched the industry's first CRM platform, offering a 360-degree view of MDC customers' records, transactions and other mission-critical data elements for the Agency to utilize, and providing critical business insights that drives informed and calculated decisions.
Approaches Used	Applied the combination of Waterfall and Agile project management methodologies, tools, ceremonies and documentations to ensure quality and on-time delivery Applied the consultancy approach to help the MDC crystalize business requirements Provided marketing expertise and resources to the MDC during campaign development and customer journey planning Created impactful reports and dashboards for MDC staff to use at their fingertips Provided training and product support to MDC agency users during and after the project implementation cycle Recommended best practices and processes Heavily leveraged configuration items to give Agency more flexibility and user-controlled modification without needing a change order Adopted platform architectural design methodology to ensure all components work collectively and leave room for future enhancement integration Business partnership approach to consult with the Agency to tackle any business challenge

Quantifiable Impact and/or Efficiencies Achieved	A robust auto-renewal process that can handle any product and any size customer base
	Stable environments that can process over 215,000 sales in a single day
	Demonstrated ability to transform any paper-based process into a modern online process (either stand-alone or seamlessly integrated into existing platforms)
	Only CRM that provides a comprehensive single point attribution process. It provides both hard attribution and soft attribution, separating results out by individual campaigns. It does this by directly associating a purchase through tracking links in the case of an uninterrupted click chain (hard attribution). It also records the last marketing campaign the customer interacted with and attributes any subsequent purchase to that campaign which is bound by a customizable time frame between marketing asset interaction and purchase (soft attribution).
	1,910,795 Emails sent from 3/22/21 through 6/9/21
	$3,057,298 in revenue attributed to 4 separate campaigns since launch
	5 dashboards & 50 reports created for the Agency
	No resource involvement from Agency IT teams
	Minimal resource commitment from MDC Marketing and Licensing teams
	Major efficiency improvement on how MDC retrieves and gathers business/marketing data
	A powerful state-of-the-art tool provides the MDC Marketing team the ability to plan and execute high-impact customer journey activities, at no additional cost
	Accelerates the adoption of Agile marketing planning / management within the Agency

S3'S PROPOSED PERSONNEL / MANAGEMENT APPROACH

Introduction to S3's Proposed Personnel / Management Approach

S3's approach to managing the NGPC's Web-Based Permit / Licensing System reflects our deep understanding of your industry and the requirements necessary to automate the critical functionality of your new Outdoor Nebraska solution. S3 has supported outdoor agencies throughout North America for more than 10 years, and currently works with many leading state / provincial agencies in this space including Missouri, Michigan, Ontario, Ohio, Louisiana, and many others. On behalf of these agencies, our products span a wide range of solutions (licensing / permitting, parks / campground management, CRM, and others) and services that range from application development / configuration, implementation and maintenance to R3 support.

Three of our Recent Experiences for Similar Permit / Licensing Systems

S3 architected, built, and deployed an integrated Web-based Point of Sale Permit Distribution System for the Missouri Department of Conservation (MDC) that enabled electronic license and permitting across multiple purchase channels encompassing recreational licenses for both resident and non-resident sportsmen. S3 also provides critical functionality supporting the licensing, permitting, and reservation space in areas of Event Management and Marketing. For example, S3 created a new stand-alone Marketing CRM platform with unique database tools, offering a 360-degree view of MDC customers' records, transactions and other mission critical data elements. Automated data sync was established to ensure the CRM always has the most current and meaningful data for the Agency to use and provides critical business insights that drives informed decisions. This platform has been generating sales revenues directly from the marketing campaigns listed above since launch date.

For the Ohio Department of Natural Resources (ODNR), we are providing all-solution software design, development, quality testing, deployment, hosting, maintenance, Help Desk Support, and ongoing updates for products including Licensing & Permitting, Hunter Safety Education and Certification Module, Marketing and Mobile Application. In supporting ODNR, S3 has introduced significant efficiency and innovation such as automating Specialty Permits, saving substantial resource time. Our Mobile Application provides instant customer access to view/purchase license, receive notifications from ODNR, Outdoor Maps, Shooting Ranges, License Agent Locations, etc. that is adaptable to Android and IOS. Recently, S3 implemented CRM and Automated Marketing Campaign to capitalize on investments in the Spring Valley Shooting Range with the goals of increasing participation at the shooting range and education center and converting those participants into hunters. Results of this campaign will be published as a model of introduction at the national level providing evidence related to the utilization of CRMs and Shooting Facilities as a driver for hunting participation.

As Primary Contractor for the Ministry of Ontario S3 has been providing all solution software design, development, quality testing, deployment, hosting, maintenance, support, and ongoing updates for products including Licensing & Permitting, OHRV Registration, Volunteer and Event Management, Marketing/CRM and Mobile. Since 2017, S3 works with the Ministry providing a comprehensive solution that addresses their complex species management mission. This platform extends the functional reach of a hunt / fish licensing solution to accommodate fish and wildlife, game and big game species, hunts and tags as well as commercial boating and fishing operations. Likewise, Ontario's Moose Draw & Points System is one of the most complex wildlife draw solutions in the world and S3 is currently developing a complete redesign of the system that was requested after a new Canadian government took office in 2019.

Our proposed management approach reflects our understanding of the environment and the unique requirements outlined in this RFP. We understand what NGPC is looking for because we know better than any of our competitors Outdoor Nebraska, your Agency, its people, and its strengths and challenges. We have incorporated lessons learned

from our recent experiences (see inset) on similar projects to provide a Program Management framework that will ensure successful delivery while simultaneously providing transparency and controls to monitor progress and adjust to changing mission priorities.

Nebraska Critical Success Factors

Because we have supported many similar clients with systems comparable to the Web-Based Permit / Licensing System described in this RFP, we understand the critical success factors required for this Program. Our proposed team has hands-on experience with each of these critical success factors (shown in Table 1-1) and will bring them to bear to ensure a successful transition and ongoing optimization for your new System.

Table 1-1. Critical Success Factors

Critical Success Factor 1: Proven Expertise and Experience in Web-Based Permit / Licensing Systems—Successful transition and ongoing optimization of NGPC's web-based solution requires a team that has deep experience deploying similar systems for various state agencies.
Because of our proven experience with many similar deployments for state agencies, the S3 team is the low-risk solution for implementing NGPC's new Web-Based Permit / Licensing System: ▸ Deep Understanding of End User Needs for Permit / Licensing and other Outdoor Management systems. For over 10 years, our team has brought a mission focus to the support we provide to all state agencies, including services across a wide spectrum of complex solution designs; large scale implementation planning and coordination; operations management; and solution enhancement / optimization. For clients like Missouri, Ontario, Ohio, Michigan, Louisiana, Arkansas, and others, we have implemented innovative, fully functional, reliable solutions that support various missions across the outdoor industry – and we will leverage our successes from these programs to ensure that Outdoor Nebraska delivers the reliability and functionality required. ▸ Staffing commitment of S3 employees who actually led these successful deployments across the outdoor / wildlife management industry. To support the Outdoor Nebraska Project, we are proposing staff who have led very similar successful deployments. Our PMP-certified Project Manager, John Mozurkewich, is both experienced and adept at enterprise management of large-scale IT projects. He brings more than 20 years of project management experience that includes most recently leading a highly complex Hunting and Fishing Licensing solution for the Michigan Department of Natural Resources (MDNR) via MiConnect Outdoors which required the implementation of more than 1,600 Point of Sale devices and various functional platforms (e.g., Law Enforcement Mobile application).
Critical Success Factor 2: Ensurance that the technologies deployed for the Outdoor Nebraska system and its future evolution are stable, reliable, and in-step with the needs of your customers, NGPC Staff and internal/external agents. — NGPC requires a team that has deep expertise in the required tools, technologies, and integration procedures required to design and implement a forward-looking Nebraska Permit / Licensing solution.

The S3 team understands the importance of implementing a solution that meets the needs of our agency partners that is adaptable to future requirements, while establishing ease of maintenance and minimizing total cost of ownership of the overall Outdoor Nebraska technology solution:

▸ Hands-on Experience with all required technologies. Our proposed team has the required hands-on experience with integrating and maintaining all of the technologies required for the Outdoor Nebraska program, including the End User Hardware/Software Platforms and the System, Application and Network Platforms listed in this RFP. Collectively our team has multiple certifications that cover the breadth of this project's required skillset. In addition, they bring experience with Information Technology Infrastructure Library (ITIL), Software Development Life Cycle (SDLC) and Capability Maturity Model Integration (CMMI) processes for best-in-class Operations & Maintenance (O&M) and system upgrades.

▸ Access to S3's Center of Excellence for Permit / Licensing Solution Implementation and/or Integration. Our team will have access to S3's Center of Excellence (COE), the community and repository of intellectual capital for similar solution implementations and/or integrations, which will provide our team with best practices, tools, and processes accumulated from successful deployments for many state clients.

Critical Success Factor 3: Ensure that Outdoor Nebraska provides the best possible customer service to end users, ensuring reliability and functionality.

The S3 team understands the importance of ensuring high levels of customer satisfaction:

▸ Deep knowledge of "a day in the life" of Outdoor Nebraska end users. Because our team currently provides support to various states relative to outdoor solutions, we have a very detailed understanding of what end users of the Outdoor Nebraska system expect in terms of customer service, reliability, and functionality.

▸ Proven successes with high customer satisfaction ratings for help desk. We have been delivering O&M support for systems for very large state/provincial programs for more than 10 years – and have maintained very high customer satisfaction levels by designing O&M solutions that are "right-sized" to the service levels required by the end users.

Critical Success Factor 4: Deploy a robust Project Management structure that reduces NGPC's significant risks and vendor dependency by putting in place highly qualified personnel and proven O&M processes, tools, and documentation—Outdoor Nebraska requires a team that has deep expertise in all of the tools, technologies, integration procedures and management best practices needed to deliver a stable, reliable system cost effectively and with minimal risk.

▸ For the Outdoor Nebraska transition and deployment, S3 will establish a scalable Project Management framework that successfully governs a complex, enterprise-wide project, similar to others we have managed across the outdoor / wildlife management industry (e.g., Missouri, Ohio, Ontario and others).

▸ Robust Project Management Structure and Proven Governance Framework for ensuring Quality and Compliance. We understand the importance of having a well-governed project structure that accurately monitors performance for O&M and provides quality assurance and documentation for all our agency partner systems development.

▸ Independent Advisory Board. We will use our proven, industry-experienced Advisory Board led by our Lincoln, NE based VP of Marketing and Customer Engagement Eric Dinger and comprised of our most senior and experienced outdoor solution professionals, to ensure quality for the application required by Outdoor Nebraska. The Advisory Board brings lessons learned and industry-best practices from its review of many large-scale deployments across various state agencies.

Critical Success Factor 5: Ensure a smooth and seamless transition—Successful Outdoor Nebraska implementation requires a partner who, by using proven experience with similar implementations, can apply lessons learned to "do it right the first time."

Because of our proven experience with many similar deployments, the S3 team is the low-risk solution for implementing and streamlining NGPC's Web-Based Permit / Licensing system:

▸ Successful track record in transitions of O&M responsibilities. The draft Transition Plan that we are including with our proposal is designed to ensure a successful transition within the 30-day period without any disruption of service to the Outdoor Nebraska user community. We have successfully used these proven transition methods for very similar projects.

▸ Successful Management & Monitoring. We will use proven processes and tools that are currently working well for many similar clients, ensuring the security, availability, and stability of Outdoor Nebraska. We are well versed in the use of system and network monitoring tools that will predict and provide early warning of any potential system issues. Our ITIL-based service management processes deliver O&M efforts with excellent scores in meeting performance levels and customer satisfaction with help desk and problem resolution.

Overview of Our Approach

Our approach is based on three phases (Figure 1-1 below) – Transition, Integration, and Continuous Improvement:

▸ The Transition phase will occur during the first 30 days of the Outdoor Nebraska project and focuses on a seamless transfer of all services, operational processes, development processes, and documentation responsibilities to the S3 Team.

▸ Integration phase to establish a common operating model that delivers organizational, process, and technology efficiencies.

▸ The Continuous Improvement phase focuses on the application of more rigorous processes and streamlining the solution to allow the Outdoor Nebraska user community to leverage the tools, services and best practices from the S3 CORE Platform.

NEBRASKA PROJECT PHASES & WORK STREAMS
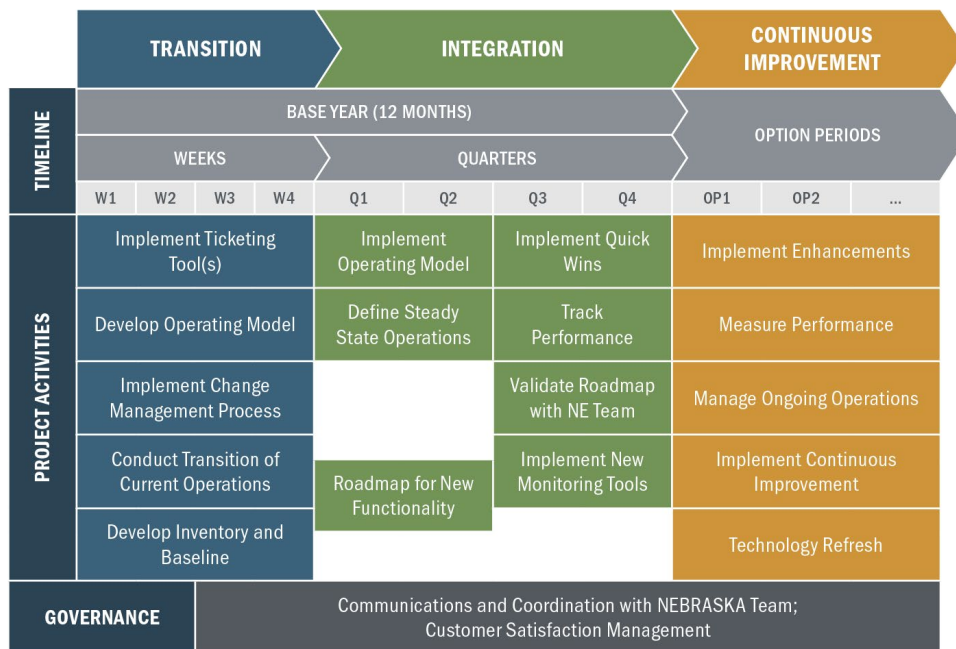
Figure 1.1. Project Phases and Work Streams

Key Personnel and Project Organization

In this section we provide a graphical representation of the S3 organization, explain our selection of key personnel for Outdoor Nebraska and the relative roles and responsibilities of the S3 resources that comprise the S3 "Outdoor Nebraska" project team. Our personnel resumes are provided in Appendix A of this Volume and describe the availability, experience, qualifications and skills of each person in successfully managing and delivering services relative to the tasks specified in the RFP.

Organizational Structure

S3's organization structure, illustrated in Figure 1.2, is designed to provide responsive administrative and technical support through direct lines of communication between the S3 Outdoor Nebraska project team members. Our clearly defined roles and responsibilities will enable the team to efficiently plan and execute the project objectives.

PROJECT ORG CHART

CLIENT TEAM

S3 LEADERSHIP & PROJECT TEAM MEMBERS

STATE OF NEBRASKA — GAME PARKS —

- DIRECTOR
- DEPUTY DIRECTOR
- ADMINISTRATORS
- IT MANAGER
- STAKEHOLDERS

S3 ADVISORY BOARD

- Eric Richey
- Chris Willard
- Jamie Baskin
- Richard Bonnazoli
- Eric Dinger
- Patti Hunt

S3 PROJECT LEAD TEAM

PROJECT MANAGER
John Mozurkewich

BA
Holly Langley

SA
James Haslam

DEV LEAD
Ben Eschenfelder

QA LEAD
Cherie Wehmeyer

S3 OPERATIONS & MAINTENANCE TEAM

OPS LEAD
Jonathan Terry

HELP DESK LEAD
Ian Burrows

S3 TEAM PERSONNEL

TIER I-II-III SUPPORT | APP DEVELOPERS
TESTING SUPPORT | DETECTION / INTRUSION SUPPORT
MONITORING | REPORTING

Figure 1.2. Organizational Structure

Our Outdoor Nebraska organizational structure includes the following components:

- ▸ Executive-in-Charge, ERIC RICHEY. Eric is S3's Founder, CEO, and Executive-in-Charge and is fully empowered to bring to bear the full and necessary resources of S3 to guarantee the successful delivery of NGPC's next generation solution platform. Eric has dedicated the past 15 years of his career to developing businesses, products and services specifically tasked with advancing national and international outdoor recreation and conservation initiatives. As S3's CEO, Eric has final decision-making authority for all aspects of the business.

- ▸ Key Personnel. Further described in Table 1-2 below, our key personnel include our Project Manager, Business Analyst, Solutions Architect, Development Lead and Quality Assurance Lead.

- ▸ Advisory Board. S3's Industry-aligned "Good Life" Advisory Board consists of senior leaders from S3 like Eric Richey, Richard Bonazzoli, Chris Willard, Eric Dinger, Jamie Baskin and others from across multiple business verticals within the outdoor recreation industry, all of whom have extensive experience with leading efforts for clients who operate systems very similar to Outdoor Nebraska. The Advisory Board will provide the team with specific strategic and technical guidance to coordinate these efforts throughout the term of the contract.

Dedicated S3 "Outdoor Nebraska" Project Team and Structure

The table below reflects a partial list of the S3 Outdoor Nebraska Delivery Team resources allocated to the project and the roles and responsibilities of each as of June 21, 2021. All resources are committed to the specific tasks and activities needed for the project to be successful. State, Tribal and Provincial Agency experience listed includes relevant roles at S3 and other companies.
 	
S3 is committed to the success of the Outdoor Nebraska project and we have selected our personnel based on their deep capabilities and experience within outdoor agency projects. Specifically, we selected these personnel based on the following attributes:
 	
   ▸ Deep experience with projects involving permitting / licensing
   ▸ Deep experience in providing higher quality and more efficient IT operations, implementing new technologies and developing mission critical systems
   ▸ Performance in comparable roles on applications similar to Outdoor Nebraska
 	
Their detailed resumes are included in Appendix A.

TEAM MEMBER	RESPONSIBILITIES
Eric Richey Title: Founder & CEO Position: Executive Leadership Project Role: Executive In Charge	▸ Responsible for overall success of the project ▸ Serves as the Executive Liaison to Client Leadership ▸ Final approval for any changes to initial project scope and/or associated contract deliverables ▸ Approves all strategic client product improvements throughout contract period
State, Tribal, and Provincial Agency Experience:	Washington, Idaho, Oregon, Nebraska, New Mexico, New Hampshire, Connecticut, Massachusetts, Arkansas, Missouri, Louisiana, Mississippi, California, Ontario, Michigan, Ohio, Minnesota, Wisconsin, and Native American Tribes Cherokee NC, Klamath OR, Potawatomi MI
Richard Bonazzoli Title: Chief Technology Officer Position: Executive Leadership Project Role: Technical Oversight	▸ Responsible for all technical aspects of S3 solutions ▸ Oversight of all technical staff and project resource allocations ▸ Final approval of all current and future technology strategy for S3 solutions ▸ Most senior client-facing S3 technology executive
State, Tribal, and Provincial Agency Experience:	California, Massachusetts, Saskatchewan, Oregon, New Hampshire, Arkansas, Missouri, Louisiana, Mississippi, Ontario, Michigan, Ohio, and Native American Tribes Cherokee NC, Klamath OR, Potawatomi MI. Additionally, US Dept of State, Treasury, UK Dept of Work & Pensions (DWP), and the US Office of Personnel Management (OPM)

Chris Willard Title: Chief Operating Officer Position: Executive Leadership Project Role: Product Delivery & Ongoing Operations Support	▸ Management oversight for product implementation, post-production solution operations and state agency current client relationships ▸ Responsible for formalization of all project change orders and/or requested scope changes ▸ Oversight of all pre- and post-deployment staffing for Project Management and Business Analytics resources ▸ Primary point of contact for all management, contract compliance, and resource needs/ allocations
State, Tribal, and Provincial Agency Experience:	New Hampshire, Arkansas, Missouri, Louisiana, Ontario, Michigan, Ohio, New Mexico, Virginia, Tennessee, Virginia, Iowa, Wisconsin, Arizona, and Pennsylvania
Josh Richardson Title: Director of Business Analysis Position: Senior Mgmt. Staff Project Role; Project Requirements & User Story Creation	▸ Manages all Business Analytics staff and assignment of staff to client-facing projects ▸ Oversees Business Analysis/Requirements function for all S3 client facing engagements ▸ Responsible for creation and formalization of all client solution requirements, associated User Stories, and the transition of User Stories to UI/ UX teams
State, Tribal, and Provincial Agency Experience:	Arkansas, California, Colorado, Connecticut, Georgia, Idaho, Illinois, Kansas, Louisiana, Massachusetts, Michigan, Minnesota, Mississippi, Missouri, Nebraska, Nevada, New Hampshire, Ohio, Oregon, Pennsylvania, South Carolina, Tennessee, Washington, Wisconsin, Alberta, Ontario, Saskatchewan

Holly Langley	▸ Conducts client-facing requirement decomposition meetings
Title: Sr. Business Analyst	▸ Documents all formal client-specific solution requirements
Position: Delivery	▸ Conducts gap analysis between formal requirements and initial high-level requirements in the contract
Project Role: Requirements and User Story Development	▸ Translates formal requirements into formal User Stories
	▸ Works with UI/UX team members to accurately translate User Stories into functional, highly efficient usability aspects of final solutions
State, Tribal, and Provincial Agency Experience:	California, Colorado, Connecticut, Georgia, Idaho, Illinois, Kansas, Louisiana, Massachusetts, Michigan, Minnesota, Missouri, New Hampshire, New Jersey, Ohio, Ontario, Oregon, Pennsylvania, Washington, Wisconsin
Curtis Thornhill	▸ Responsible for current and future industry and client relationships
Title: Director of Strategic Relations	▸ Focused on existing client relationship and additional value-add opportunities
Position: Senior Mgmt. Staff	▸ Works with client/agency leadership on strategic alignment of S3 products and services with current and future client needs
Project Role: Account Relationship Management	▸ Works directly with S3 CEO to identify new ways to provide continuous value to all S3 clients through entire term of the contract
State, Tribal, and Provincial Agency Experience:	Louisiana, Missouri, Ohio, Ontario

Ben Paige Title: Marketing Manager Position: Delivery Project Role: Client Marketing & Engagement Liaison	▸ Responsible for working directly with S3 clients to scope, establish, monitor, and report on marketing, customer engagement, and outreach programs ▸ Coordinates and manages S3 staff that provide marketing and customer-engagement programs and solutions to client engagements ▸ Responsible for the investigation and creation of new and innovative uses of S3's CRM platform to benefit S3 client implementations ▸ Improves efficiency and communication between members of the engage team and client marketing staff
State, Tribal, and Provincial Agency Experience:	New Mexico, Louisiana, Missouri, Michigan, and Ohio
Ben Eschenfelder Title: Director of Licensing Solutions Dev. Position: Senior Mgmt. Staff Project Role: Development Mgmt.	▸ Reports directly to the CTO and has overall responsibility for product development staff across the full suite of S3 product offerings ▸ Oversees the software development, database architecture, and product strategy for all S3 client-facing products ▸ Provides technical strategy and direction for existing & future product changes/enhancements to S3's CORE solution platforms
State, Tribal, and Provincial Agency Experience:	California, Connecticut, Massachusetts, Ohio, Ontario, Louisiana, Michigan, Missouri, New Hampshire, Arkansas

James Haslam Title: Director of Solution Architecture Position: Senior Mgmt. Staff Project Role: Senior Solution Architect	▸ Reports directly to the CTO and has overall responsibility for pure solution architecture initiatives including S3 solution products, platforms, and complimentary solutions being offered as part of industry/client engagements ▸ Participates in all S3 technology solution strategy for new products, expansion of existing projects, and the integration of 3rd party solutions and databases to S3 products and services ▸ Responsible for overall technical & architectural direction for all S3 CORE product platforms
State, Tribal, and Provincial Agency Experience:	Massachusetts, Connecticut, California, Tennessee, Ontario, Ohio, Michigan, New Hampshire, Oregon, Arkansas, Missouri, Pennsylvania, Louisiana, Mississippi
George Kistler Title: QA Manager Position: Senior Mgmt. Staff Project Role: Quality Assurance	▸ Responsible for all S3's Quality Assurance activities ▸ Manages all Quality Assurance staff and the assignment and management of staff across all S3 projects ▸ Establishes all Quality Assurance policies, processes, and governances to ensure product quality meets both S3 and client standards ▸ Determines all solution quality software and tools needed to ensure successful quality testing across all products & projects
State, Tribal, and Provincial Agency Experience:	Oregon, New Hampshire, Arkansas, Missouri, Louisiana, Mississippi, Ontario, Michigan, Ohio, and Native American Tribes Cherokee NC, Klamath OR, Potawatomi MI

Cherie Wehmeyer Title: Quality Assurance Analyst Position: Delivery Project Role: QA Analysis	‣ Participates in later-stage requirements gathering and use case development ‣ Leads creation of product test plans and the application of these to S3/client products and services ‣ Documents and conveys results of quality assurance testing processes ‣ Works with the S3 & client team members to ensure seamless handoff of QA tested products to clients for User Acceptance Testing processes
State, Tribal, and Provincial Agency Experience:	Missouri, Arkansas, and Louisiana
Ian Burrow Title: Client Operations Analyst Position: Delivery & Support Project Role: Client Operations Analyst	‣ Responsible for managing all aspects of client-facing support services and activities specific to S3 product client development, implementation, training, and support. ‣ Manages S3 industry partnerships in the areas of hardware procurement, support, and product fulfillment ‣ Assists in the management of S3 Call Center/ Help Desk service providers ‣ Establishes accurate support and reporting metrics for all client support activities ‣ Assists in client product implementations ‣ Participates in statewide training of client and retail agents and production of operations support materials i.e., training manuals, operating manuals, etc.
State, Tribal, and Provincial Agency Experience:	Ohio and Michigan

Jonathan Terry Title: Field Operations Manager Position: Deliver & Support Project Role: Client Support	▸ Responsible for managing all aspects of client-facing support services and activities ▸ Coordinates support aspects of specific to S3 product client development, implementation, training, and support. Includes oversight of S3's Contact/Help Desk facility locations, field hardware, 3rd party product suppliers. Identification, selection, and procurement of hardware/software, configuration, and integration
State, Tribal and Provincial Agency Experience:	Arkansas, California, Colorado, Connecticut, Idaho, Iowa, Kansas, Louisiana, Massachusetts, Michigan, Minnesota, Mississippi, Missouri, New Hampshire, Ohio, Oregon, Pennsylvania, South Carolina, Washington, Wisconsin, Ontario, Saskatchewan, Alberta
John Mozurkewich Title: Sr. Project Manager Position: Delivery Project Role: Project Delivery Management	▸ Responsible for managing the Project Delivery Team and all aspects of the solution's scope, development, testing, scheduling and delivery ▸ Responsible for risk assessment and mitigation ▸ Responsible for managing the overall Vendor/Client relationship ▸ Primary Client Point of Contact for all project/contract related issues including status updates
State, Tribal, and Provincial Agency Experience:	Michigan

Staffing Plan

S3 team members have decades of experience in the creation and management of automated state, provincial and tribal agency solutions. As a result, our clients spend less time trying to explain to us the nuances of their high-level functional needs, allowing more time to deeply collaborate on specific solution requirements "out of the gate." This allows S3 to begin making noticeable project delivery impacts from the very first day and is part of the reason for our 100% success rate in delivering solutions on time and on budget for our clients.

Resource Allocation & Ramp-up

Balancing the allocation and reallocation of resources to the large, complex solutions required by our industry clients has always been a critical component of S3's success. As such, we put the resourcing and onboarding of new employees at the top of our internal resource strategy with the intent of scaling up our staff in front of industry opportunities.

Any vendor that scales their staff only in direct response to a won contract has simply scaled too late.   (MAKE THIS A HIGHLIGHT QUOTE)

S3's ability to manage and onboard staff in response to industry opportunities are affected by a number of variables and internal mandates that include:

S3 Staffs Complete Project Teams for Our Clients

Over the years, S3 has had as many as four large solution delivery projects underway concurrently, with each having its own project-focused team and very few shared resources. We've continued to maintain this approach to resource management so that we have readily available resources to take on new opportunities without having to scramble to staff up and/or negatively affecting existing project resources to accommodate the new project needs.

New S3 Resources are Paired with Senior S3 Staff Ahead of Industry Opportunities

As stated above, S3 is constantly growing our staff in front of future client opportunities. If we feel that additional state agency contract opportunities in the next 6 - 12 months will exceed our current staff's ability to deliver on them, we onboard additional staff immediately to ensure they are ready to go when a new opportunity arrives. We pair new S3'ers with more senior staff in all project areas (Project Management, Business Analytics, Development, and QA) and get them heavily involved on current projects as part of their onboarding and preparation for future engagements.

S3's Willingness to Not Bid

S3 is more concerned about the success and strategic alignment of our clients than our number of contract wins. It's true that we are the most awarded vendor in the industry over the past 10 years (19 contracts) but it's also true we have declined to bid nearly as many contract opportunities as the ones we've pursued during this same time period. This willingness to walk away from misaligned opportunities has allowed us to be 100% successful in the ones we have pursued. We've conducted a comprehensive review of this Nebraska RFP and feel certain we are the best solution provider available in the market today to deliver on the current and future needs of NGPC.

S3 is always evaluating and updating the "new opportunity" pipeline in our industry. We use this as the basis for:

1. Determining which RFPs we should pursue based on the greatest opportunity for impact

2. Evaluating existing delivery team resources, their availability during the timeframe the new project will require, and determining whether or not this availability will be sufficient to staff the opportunity

3. If our leadership team believes we will be deficient in any resource areas, S3 develops a staffing plan to begin

looking at onboarding new staff members 3-6 months ahead of the opportunity resource needs. This is why S3 is known for staffing more than one resource in key staff positions (Project Management, Business Analytics, etc.) on large client engagements. For example: for a large project, S3 allocates a senior PM and a lesser experienced PM to shadow the senior resource. This provides additional resource contributions to the project AND is a great opportunity to grow our new resources in a large, active client engagement to prepare them for future opportunities. This is a Win-Win-Win for S3, our existing clients, and potential new clients.

Cross Client Staffing – Not Our Plan

As a rule, S3 does not book resource talent across multiple projects simultaneously. The only exception to this rule is in situations where the needs of client 1 do not require 100% of the resource's time and the needs of client 2 do not overlap (same days or times) those of client 1. For example: If the workload for the next 30 days for an S3 BA requires only 30% of his/her time to complete the daily or weekly tasks for client 1, we will allocate him/her to client 2 only if the timing of these needs does not conflict. We do not allocate more than 100% of a resource's time nor do we commit resources to multiple clients if the timing of those needs overlap.

Similarly, if client 1 requires 4 full-time developers for 4 months to deliver a customized piece of functionality, S3 will assign 4 full-time 100% dedicated developers to the task(s) until it is completed. S3 will not assign 8 developers at 50% utilization to both client 1 and other S3 clients simultaneously. The ramifications of splitting resources across multiple client engagements is simply not worth the risk.

PROJECT MANAGEMENT

Project Management Plan
In this section, we demonstrate our ability to effectively and efficiently accomplish Outdoor Nebraska's project objectives, while administering and managing daily operations, project organization, cost, schedule, and performance monitoring and control activities (e.g., collecting, tracking and reporting actual performance). We also demonstrate how we assure quality of task management processes and implementation of a delivery and service structure that supports changing requirements and technology challenges.

Scope and Objective
This section is designed to provide a draft Outdoor Nebraska Project Management Plan, whose purpose is to provide a planning roadmap that guides how the initiative is managed during Transition, Integration and Continuous Improvement Phases. It describes the management approach used to conduct the series of activities involved in the planning, transition, ongoing operations and enhancements of this effort. It also defines the work streams, program management structures, and major deliverables and activities throughout the life of the project. This plan and its roadmap throughout the three phases will help ensure that Outdoor Nebraska will meet both today's and tomorrow's requirements and customer needs.

Project Management Framework
Our Project Management framework, illustrated in Figure 1-4, will ensure successful delivery, provide transparency, and monitor progress to meet changing mission priorities. The framework leverages Project Management Institute (PMI), ITIL and corporate CMMI processes to provide a unifying set of program assets, control gates and milestones. The Project Controls section shows the relationship between Project Oversight / Risk Management activities, Key Events and Key Outcomes across the three phases of the program. Figure 1-4 also provides an overview of our performance management structure.
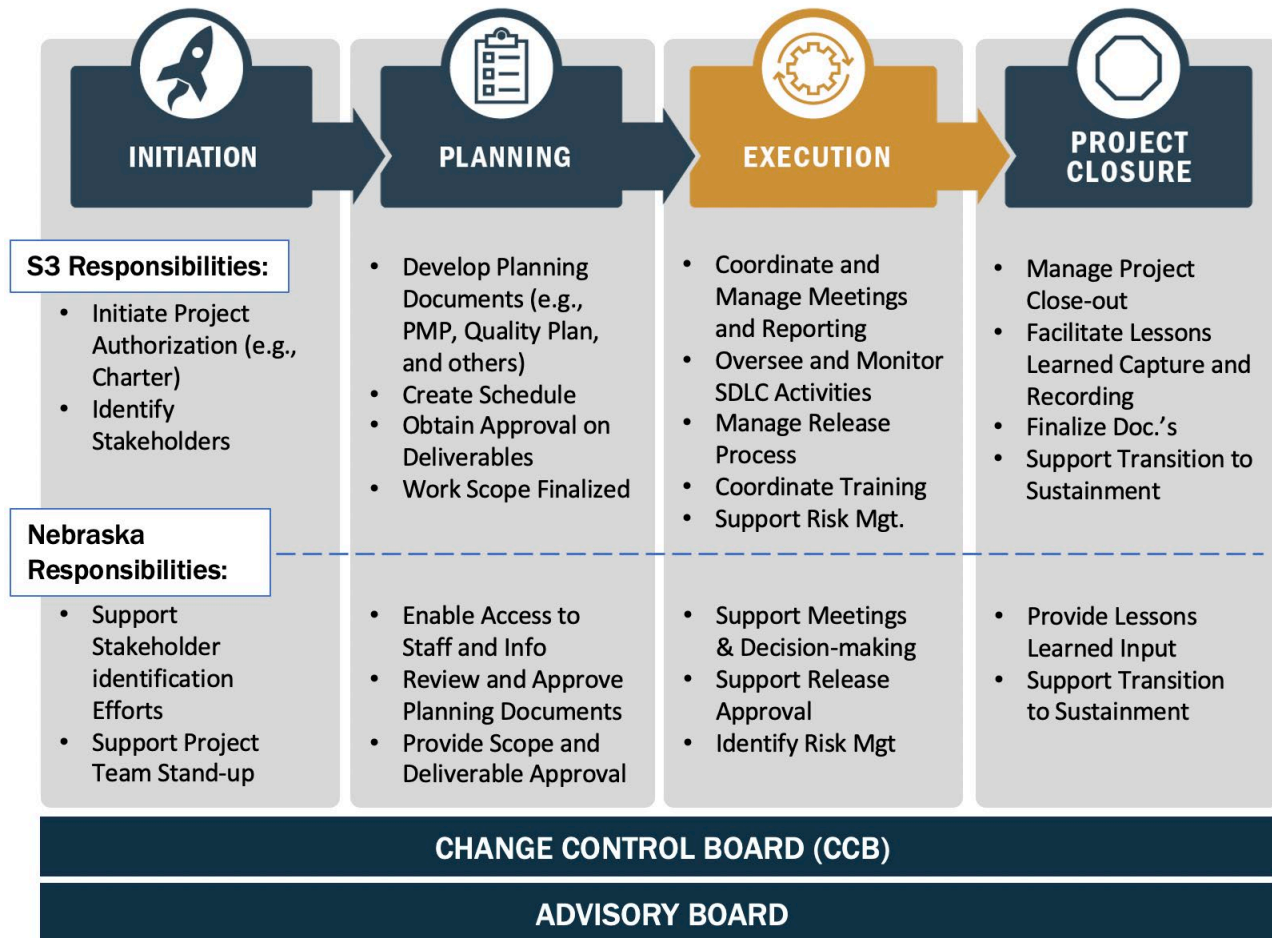
Figure 1-4. Project Management Framework

Change Control Board

The primary lines of authority governing the S3 change framework that will be applied to the Outdoor Nebraska project are the Change Control Board (CCB) and the Advisory Board. The CCB makes project-level tactical decisions that support the strategic direction established by S3 and the Advisory Board. Areas of responsibility for the CCB include the following:

▸ Approving the establishment of and changes to the project baseline via the 'Outdoor Nebraska' solution;

▸ Approving and controlling all work products and deliverables – approval of changes to cost, schedule or technical baseline;

▸ Approving the establishment of and changes to other project configuration items, including documents that describe project requirements and project-level artifacts, high-level "to be" design descriptions and project management documents;

▸ Ensuring that impacts are identified and considered prior to establishment and approval of changes to project baselines and other configuration items;

▸ Evaluating the risks and impacts of approving change requests;

▸ Prioritizing change requests;

▸ Acting as the final decision-making authority for change requests by either approving, rejecting or deferring change requests;

▸ Assigning change request implementations and next steps as needed;

▸ Approving all changes that have a cost impact on the project.

Advisory Board

The Advisory Board will serve as the advisory team to the Outdoor Nebraska stakeholders, and to our delivery team. Areas of responsibility for the Advisory Board include:

▸ Advising the NGPC Project Manager and Executives of the latest developments in the outdoor agency community, and relevant impacts on the Outdoor Nebraska project;

▸ Reviewing the strategic direction for Outdoor Nebraska and making recommendations as appropriate;

▸ Interacting and facilitating close coordination with NGPC's user community to assist in implementing enhanced capabilities and services;

▸ Recommending changes to current operations to meet newly emerging roles and responsibilities;

▸ Working with Outdoor Nebraska project management on specific risks and issues as required.

We schedule meetings between members of our Advisory Board and NGPC Project Manager and Executives throughout the life of the program to facilitate collaboration with other state agencies and recommend enhancements to the Outdoor Nebraska product.

Project Management Controls

Program control refers to the strategy for maintaining a disciplined, comprehensive program management approach through the three phases of the Outdoor Nebraska project. Specifically, the strategy provides a methodology for managing the series of planning, transition, ongoing operations and development activities of the program so that cost and scope baselines are controlled and managed to the overarching goals and objectives.

Project Control Approach

The program control approach described in this plan is based on proven project management standards of the PMI's Project Management Body of Knowledge, the Software Engineering Institutes' (SEI) CMMI, and the Information Technology Infrastructure Library (ITIL). We are continually improving our project management processes, and regularly evaluate and implement new tools to facilitate communication, analysis, collaboration, and reporting. Our project manager, functional leads, and staff will use a suite of tools for project planning and tracking, cost accounting, resource management, collaboration, deliverables tracking, risk management and QA. Table 1-4 describes the features and benefits of our Project Management tools.

Tool / System	Benefit / Features
MS Project	MS Project provides the NGPC Project and S3 Teams with the latest schedule, milestones and activity completion information. Our project manager and functional leads use MS Project to create, maintain and report schedules based on the Work Breakdown Structure, including resource loading, tracking of planned and actual tasks and critical path analysis.
Estimating Database	When preparing schedules and evaluating change requests (including benefit/cost analyses), our project manager and functional leads use S3's repository of historical estimates and actuals for a wide variety of IT deliverables (e.g., software objects, database analyses and documentation), providing the Outdoor Nebraska Team with accurate estimates of time and effort for project deliverables.
Staffing Database	Our staffing database assists our project manager and functional leads in identifying specialized expertise and staffing / supporting new and existing tasks. It tracks assignments, roles, skills, certifications, contact information and resumes. It also includes reserve and unassigned staff for a quick reach back capability.
Change Management	The S3 Team has experience with multiple tools for change management and configuration control and will migrate the existing Outdoor Nebraska configuration control items into the selected environment.

Table 1-4. Features and Benefits of our Project Management Tools

Service Delivery Approach

Value of Information Technology Infrastructure Library (ITIL) Framework

- Provides Outdoor Nebraska with operational guides to ensure consistent IT service delivery
- Enables better forecasting of changes through accurate representation of service via Asset and Configuration Management processes
- Determines the service strategy which helps define and align Service Provider delivery requirements
- Improves services, increasing the overall quality and reducing cost

S3's approach to Service Delivery Management applies best practice frameworks of both ITIL and Capability Maturity Model Integration (CMMI) with the knowledge gained through applying them to real-world situations. ITIL is one of the most widely accepted approaches to IT service management in the world. It provides a cohesive set of best practices, drawn from the public and private sectors internationally, and is supported by a comprehensive qualifications scheme, accredited training organizations and implementation and assessment tools.

For Outdoor Nebraska, we will base our service delivery processes depicted in Figure 1-5 upon the ITIL methodology for IT services delivery. Our process begins with collection of network or system events, and client concerns or requests for fulfillment submitted through Tier 1 Customer Support. Incoming requests are logged and analyzed to determine if they are to be addressed. Requests are assigned to the appropriate administrative support team for review and resolution. This analysis and assignment approach is currently conducted informally, and we propose an incremental approach to document, formalize and streamline these steps.

NEBRASKA SERVICE DELIVERY PROCESS

NEBRASKA TIER 1 CUSTOMER SUPPORT

OPERATIONAL SYSTEM SUSTAINMENT

- ITIL Incident and Change Management
- Web-based interface for ease of management
- User and administrative knowledge based and FAQ
- Integration of Web, Voice, and email capabilities
- Continuous user notification until problem resolved

CUSTOMER SERVICE REQUEST

REQUEST LOGGED

ASSESS & ASSIGN

PROBLEM FIXED? [YES] [NO]

[NO]

[YES]

ROUTINE MAINTENANCE

REVIEW & PLAN WORK

FIX PROBLEM OR **PERFORM TASK**

MEDIATE TO RESOLUTION

CONFIGURE CHANGE

MEDIATE TO RESOLUTION

CLOSE REQUEST / NOTIFY USER

ISSUE CLOSED

DOCUMENTATION / METRICS / REPORTING

Figure 1-5. Nebraska Service Delivery Process

Our repeatable and measurable approach enhances operational timeliness by ensuring adequate staffing plans are in place to address long-term as well as surge support to key operations; prioritizing the most urgent requests, and properly assigning and sequencing all work received. All trouble tickets that are not resolved on first contact by Tier 1 Customer Support will be assessed, prioritized and assigned to the appropriate organizational element for resolution. This enables staff to focus on resolving mission critical problems quickly, as well as planning and executing proactive system maintenance.

Our approach reduces risk to Outdoor Nebraska by integrating status, accountability, configuration management, documentation updates and metrics throughout the process as we complete the activity, rather than handling these as serial activities done only at the end, where they may be overlooked.

Project Management Activities

Our project management team is comprised of experienced resources that support project controls and project reporting, improving and stabilizing the Outdoor Nebraska financial baseline, embedding quality throughout the program, ensuring efficient and effective staffing, and providing timely and accurate information on program.

NEBRASKA PROJECT MANAGEMENT ACTIVITIES

PROJECT CONTROLS		
	ACTIVITIES	**SAMPLE OUTPUT & TOOLS**
RISK MANAGEMENT	• Pro-actively identify and quantify potential risks • Plan for mitigation	• Risk Matrix • Incident Reports • Monthly Reports
SECURITY MANAGEMENT	• Maintain security controls • Vulnerability testing	• Security Plan Update • Vulnerability Reports • Monthly Reports
SCHEDULE MANAGEMENT	• Track milestone and deliverables for all work • Track progress • Report	• Daily Reports • Meeting Minutes • Monthly Reports
COST MANAGEMENT	• Track progress against budget • Report	• Monthly Reports
COMMUNICATION MANAGEMENT	• Communicate relevant messages to key stakeholders	• Comm. Plan • Staff Meetings • Monthly Reports
PERFORMANCE MANAGEMENT	• Monitor app performance vs. objective • Identify tools & techniques for monitoring	• Comm. Plan • Staff Meetings • Monthly Reports
CHANGE CONTROL BOARD		
ADVISORY BOARD		

Figure 1-6. Project Management Activities

activities, status and risk. Our project management and project control methods, represented in Figure 1-6, are supported by S3's accounting and financial systems to ensure efficient and accurate reporting.

Risk Management

Proactively managing and mitigating risk is an essential factor in ensuring the success of the Outdoor Nebraska Project. Our risk management methodology takes a proactive approach by embedding risk management practices into every function and reviewing risk continuously.   Implementing new application or infrastructure capabilities can bring vast improvement opportunities, but also bring significant challenges if not managed appropriately. Challenges to project delivery will naturally arise when circumstances experienced during execution materially differ from initial plans or when external considerations force a shift in strategic direction. Some of these challenges can be anticipated (risks) and proactive plans are prepared in advance to mitigate potential adverse consequences. In other cases, the challenges are unanticipated (issues) and mitigation plans must be prepared to address them after they have materialized. In both cases, corrective actions are taken to mitigate against any adverse consequences. The risk management process objectives are to ensure that:

- Foreseeable possible adverse events (risks) are identified, mitigation plans formulated, and triggers identified, to expedite remediation should they materialize during execution;

- Unanticipated adverse events (issues) are identified, evaluate, and remedied in an effective and expeditious manner; and

- Leadership instructions to address potential or emerging events, or to implement strategic or tactical decisions, are identified, evaluated and promptly instituted.

The risk management process is an integrated methodology designed to eliminate or minimize the impacts of threats on project success. Project risk and issue management consists of four sub-processes:

- Identification: This sub-process governs the identification and definition of the risk or issue and its assignment to an owner or responsible party

- Assessment: This sub-process governs the assessment and analysis of the risk or issue

- Control: This sub-process governs the implementation activities needed to address the identified risk or issue

- Monitoring: This sub-process governs the monitoring of activities needed to ensure that the identified risk or issue is not realized.

The goal of the Outdoor Nebraska risk management process is to manage risks, issues and related action items in a timely manner, execute mitigation strategies and adhere to related due dates. At a minimum, high priority project risks and new risks will be reviewed at the risk review meetings, facilitated by the Nebraska Project Manager and attended by the functional leads from S3 and NGPC relevant support staff. The objectives of the risk review meetings include ensuring the risk log contains current, accurate risks with appropriate action plans; encouraging project integration on risk mitigation; and facilitating installation of the risk and issue management process.

Security Management

S3 understands the complexities with managing information security within the entire client infrastructure. Our approach to managing successful security programs requires implementing strong policies and procedures while deploying technical security solutions to comply with the policy. The dual aspects are critical to success and help to protect the network from outside attackers and ensure compliance with established security policies. As part of our initial detailed review, we will evaluate Outdoor Nebraska's current security posture and determine the steps needed to enhance the Permit / Licensing solution. The continually changing threat landscape has forced government agencies to more actively examine their networks and mitigate risks. Our experience doing this successfully for our agency clients uniquely positions S3 to secure the Outdoor Nebraska solution and adapt to the changing threats.

Schedule Management
The Nebraska project will utilize a structured process for schedule management. We will develop an Integrated Master Schedule (IMS) that includes major activities, milestones, timelines and dependencies that are part of the solution transition, operations and enhancements. The IMS will show major project activities for initial and enhancement phases, as well as for events and key contractual milestones and deliverables. The IMS is used to determine the critical path and depicts network logic to reflect interdependencies between program tasks and milestones. It will be readily traceable to the Project's Work Breakdown Structure (WBS) and the Statement of Work (SOW). The IMS is used to verify completion of program deliverables, ensure the appropriate use of resources, establish a baseline for performance measurement, and integrate interrelated project activities across supporting

schedules.

To control the project's performance against the baseline, the S3 project team will follow the change control process governed by the S3 CCB. Any proposed change to the project's scope that will potentially affect the cost and/or schedule baseline must be submitted through a Change Request (CR) Form for review and approval by the CCB and/or S3's Advisory Board.

High-level schedule status is provided at regular Team Status Meetings. A report is produced that shows what tasks should have completed or started during the past week and a status for each. Reviewing schedule status often will allow the Project Manager to identify issues early and adjust as needed to keep the project on track. At the end of each month, a Project Status Report is provided detailing activities performed during the prior month and those scheduled for the following month.

Cost Management

S3's Cost Management approach includes thorough analysis of the project needs, determining a staffing level appropriate for the work being performed, and constructing a staffing plan. We develop top-down cost estimates to determine the project budget and use an IMS to manage activities, progress and resources. We will work with NGPC's Outdoor Nebraska Team to identify stakeholders and build a communication plan to engage them in determining the cost, schedule, quality, performance and reporting objectives.

Continuous Improvement

Continuous improvement is an ongoing effort to improve products, services or processes. Once transition is complete, S3 will begin evaluating such opportunities. Among the most widely used tools for continuous improvement is a four-step quality model — the Plan-Do-Check-Act cycle, described below:

- ▶ Plan: Identify an opportunity and plan for change
- ▶ Do: Implement the change on a small scale
- ▶ Check: Use data to analyze the results of the change and determine whether it made a difference
- ▶ Act: If the change was successful, implement it on a wider scale and continuously assess results. If the change did not work, begin the cycle again.

The Outdoor Nebraska Project is designed to incorporate the principles behind the Plan-Do-Check-Act model in gauging the level of quality that is being provided to the client, as well as the overall success of the project. Our Project Manager, John Mozurkewich, will conduct weekly status meetings with both operational and development area managers to identify opportunities. During the meeting, we will identify the need for an improvement or change, track actions taken, results associated with actions, lessons learned and corrective actions taken as necessary.

This approach provides structure around unplanned changes and areas for improvement that will arise throughout the project lifecycle. The result of the Plan-Do-Check-Act model is that unsuccessful corrective actions are identified and halted, while successful actions are analyzed and replicated whenever possible.

Quality Action Plan

Quality Assurance (QA) is a means of gaining visibility into the quality of products generated, activities performed, and processes followed during the Outdoor Nebraska project. S3's QA is designed to ensure that the applications, processes, interfaces, extensions, network systems and equipment we use satisfy project requirements and adhere to established plans. QA activities cover functions included in project transition, operations and supporting activities associated with the optimization of the current applications and infrastructure.

The S3 Team will work closely with the NGPC Team to establish a Quality Action Plan (QAP) to ensure that the methodology implemented satisfies the validated requirements of Outdoor Nebraska and its stakeholders. The QAP will specify how we will monitor the project and the criteria used to assess, track, record and report on the progress of the system implementation program. The QAP is executed by using established criteria, compliance verification mechanisms and quality checkpoints outlined within the QA plan. Primary components of our QAP are the Performance Measurement Plan, Communications Plan and Document Change Management Plan. These plans will ensure that quality is monitored and managed throughout the lifecycle of the contract.

The Quality Action Plan for Outdoor Nebraska documents the following:

- Objectives, responsibilities, approach, methods, procedures and tools to be used to ensure quality products and services
- Proposed QA staff and their responsibilities
- Planned system and software QA activities
- Planned peer review activities
- Adherence of products and activities to applicable standards, procedures and requirements
- How and when affected groups and individuals are to be informed of QA activities and results
- How and when senior management is to address noncompliance issues that cannot be resolved within the program
- Updates to existing documentation, i.e., configurations, standard operating procedures, notification, resolution, test plans, security plans, etc.
- Reporting mechanisms and frequencies
- Problem resolution escalation rules
- How defects in work products are to be identified and removed
- How traceability is performed throughout the project.

Communications Management Plan

Frequent, clear and open communications with both the NGPC Team and the end user community are critical for successful project management. Defining a structured communication strategy upfront is essential to building and maintaining internal and external support for projects. Upon contract award, John Mozurkewich and his team will work with key NGPC personnel to develop a Communications Plan. The Communications Plan will outline the methods, tools, triggers and frequency for communications, such as status reporting, roles and ownership, meetings, methods of communications, such as e-mail correspondence, and milestone reviews. Specific work products can include transition information via internal and external 'Web' newsletters, periodic customer satisfaction surveys, outage and patch notifications via email, and informational bulletins, and may optionally include additional training information related to enhancements.

Mr. Mozurkewich and the Team Leads will supplement these communications with informal communications with NGPC representatives as necessary, to include immediate notification of any technical, financial, personnel, or general managerial problems encountered throughout delivery of the project lifecycle. This ensures that Outdoor Nebraska is achieving its strategic goals, and that our Team is providing timely, efficient and effective support for meeting these goals and the task order requirements.

Documentation Change Management Plan

S3 will follow the ITIL standards and establish a Documentation Change Management Plan that maintains a current document library of technical references in addition to a Configuration Management Database (CMDB) of assets listing model, manufacturer, software version and relationship data incorporated in Excel format as well as updates to the system, application, testing and training documentation. We will maintain version control and follow standard documentation management policies of labeling and dating new versions and updates. During Transition, processes, procedures and existing documentation will also be reviewed and validated as it applies to the current environment. During the Integration Phase and coupled with our Change Management and Document Library, we will continue to author, update and revise documentation such as technical references, test plans, application code, security and patch and vulnerability documents as we introduce new capabilities and functionality for Outdoor Nebraska.

Project Management Deliverables

Our draft set of program management work products are shown in Table 111. Based on the RFP and subsequent answers provided, we anticipate that the final work product types and schedule will be determined by working with NGPC during transition.

Table 111. Project Management Work Products

No	Work product	Frequency
	Transition	
1	List of contract personnel	Award
2	Validated "As Is" Technical Configurations	End of Transition
3	Validated "As Is" Service Delivery Processes	End of Transition
4	Quality Action Plan, including: Performance Measurement Plan, Document Management Plan, Communications Plan	End of Transition
	Programmatic	
5	Status Report including: Risk report and Outage report	Weekly, or as needed
6	Contractor Staff Report	Monthly
7	Change Control (CCB) Report	Monthly
	Quality Action Plan Reports	
	Performance Measurement Reports	
8	Help Desk Statistics includes # of tickets open/closed; pending tickets, outstanding issues	Monthly
9	Performance Scorecard	Bi-annually

No	Work product	Frequency
	Communications	
10	Outage Notification	As needed
11	Patch Notification	As needed
	Document Change Management Reports	
12	Standard Operation Procedures including Service Delivery Processes	As needed
13	Configuration Management Changes	As needed
14	Test Plans - Existing	As needed
	On Demand (Optional)	
15	Executive Briefings (2 per month maximum)	As required
16	Enhancement – New - Change Documentation	As required
17	Requirements Matrix Updates	As required
18	Training Documentation Changes	As required
19	Test Plans - New	As required

Conclusion

In summary, we are proposing a team who have led similar successful deployments at conservation agencies throughout North America, and we believe our management approach demonstrates that we possess the right thought and tactical leaders, processes and tools to achieve the goals of the Nebraska Web-Based Permit / Licensing System initiative. Our deep understanding of end user, internal agent and external agent needs for agency systems, coupled with our proven and successful deployment and management of many similar State & Provincial programs, makes us a very strong partner to assist the NGPC with its ambitious goals. We look forward to partnering with you on this important endeavor.

ERIC RICHEY

PROFESSIONAL PROFILE

Eric has been serving the Outdoor Recreation solutions industry since 2006, bringing to the space over 25 years of prior experience in technology, entrepreneurship and business development.

An avid outdoorsman, Eric's leadership of businesses in the industry spans the creation and successful deployment of nearly 30 fish and wildlife licensing systems and associated services.

As S3's senior executive, Eric most often serves as project sponsor in relationships with our partners and drives the company's overall business and product vision.

EDUCATION

B.S. Physics University of Wyoming, Laramie, WY

PROFESSIONAL EXPERIENCE

SOVEREIGN SPORTSMAN SOLUTIONS, LLC (S3),
Nashville, TN (2009 – Present)
Founder / Chief Executive Officer
Senior Strategist, Senior Business Analyst, Executive Consultant

- Lead efforts to design, build, implement, and support of business solutions for the management, sale, and fulfillment of a variety of government agency products, including retail POS hardware and software solutions, online sales, full back office accounting, asset management, support, and training.

- Provide oversight for some of the largest data integration, consolidation, and normalization projects at state/provincial government level.

- Introduced global best practices, proven SDLC processes, structured business analytics, and Agile Project Management methodologies as part of core strategy and business philosophy, resulting in company valuation of ~$10M in 22 months.

ERIC RICHEY

SOVEREIGN SPORTSMAN NETWORK, Nashville, TN (1995 –2006 and 2009 – Present)
Chief Executive Officer, Chief Technology Officer

Media, Marketing, Social Media, TV Production

- Provided corporate structuring services and staffing for company providing a full suite of high end video capture and pre & post production capabilities including filming, editing, special effects, post production, audio production, and television staging.

- Led business development team and media group responsible for nationwide media and marketing campaigns for National Guard and the direction, production, and editing of Emmy Award winning TV series aired to more than 41M viewers each week.

ACTIVE NETWORK, INC., San Diego, CA (At purchase of Outdoor Central in 2008 –2009)
Vice President of Corporate Strategy

OUTDOOR CENTRAL, Nashville, TN (2006 –2008 when purchased by ACTIVE NETWORK)
Chief Executive Officer

Takeover failing subsidiary of Central Bancompany that produced technology solutions for ¬collect state revenue; provide hosting and customer services. Recovered and transformed Outdoor Central with losses of $6M per year in 2007 to industry leader in solution implementations at time of $53M sale in November 2008 with profits of roughly 10X EBITDA.

- Assessed all business-critical areas of the organization and provided corrective measures and efficiencies.

- Developed and implemented solution process efficiencies (software/hardware) that resulted in lower costs to produce and maintain the solutions being produced.

- Developed and implemented new client and product strategies to laterally extend solution offerings.

THE MILLENNIUM GROUP, INC. (MGI), Nashville, TN (1995-2006, 2009-2010)
Founder; Chief Executive Officer and Chief Technology Officer

A technology consulting and services organization specializing in business and IT strategy development, consulting services, and custom product research and development (R&D). MGI was purchased by Sovereign Sportsman Solutions in 2010.

- Established and grew multi-office technology firm focused on business and IT strategic services, hardware/ software R&D, consulting services, and enterprise solutions development for the state government, telecommunications, manufacturing, first responder & national security industry verticals. Provided national/ international SDLC development, business process re-engineering, corporate strategy, and process/ departmental optimization services. Pioneered, financed, developed, and implemented patented leading and bleeding edge R&D products and services for federal, state, and local law enforcement and military branches, private business, and PEI/Venture Capital firms.

ERIC RICHEY

DELOITTE, Nashville, TN (2004 –2006)
U.S. Channel Leader, Partner Matters & Compliance

Creation, growth, and management of new specialized technology channel of Deloitte's US firms responsible for the design, development, implementation, and oversight of US Partner Matters and US Federal Compliance strategies and solutions. Led US-wide strategic initiatives to consolidate, integrate, and normalize more than 3500 independent data repositories from all Deloitte US firms.

HUNTER RESEARCH & DEVELOPMENT ENTERPRISES, INC., Naples, FL; Nashville, TN (1992–1995)
Founder; Chief Executive Officer (1992 –1995)

A national, multi-office technology services and engineering organization specializing in the development of leading-edge hardware and software products, applications, and services for the telecommunications, entertainment, and manufacturing industries.

UNITED TOTE COMPANY, Shepherd, MT; San Diego, CA (1984 –1992)
Corporate Spokesperson / Technical Liaison (1991- 1992)
Special Projects Advisor / Senior Project Manager (1989-1991)
Operations Supervisor (1987-1989)
Systems Manager (1984-1987)

After steady increase in roles and responsibilities for the 2nd largest supplier of pari-mutual racing systems and telecommunications networks in the world, final role was starting, developing, and managing one of the largest divisions - Las Vegas-based Horizon Sports Systems, with first year revenues over $7M.

ACCOMPLISHMENTS & HIGHLIGHTS

- TN Special Olympics / GEAR Foundation / YMCA Full Circle Programs: Coordinator
- Habitat for Humanity, United Way, Red Cross 1998 to Present - Volunteer
- Chairman of the Board: International Leadership Development Institute (ILDI)
- Board Member: Apascentai Minhas Ovelhas (AMO) - São Paulo, Brazil
- Board Member: Professional Bull rider's Association Rider Relief Fund

PROFESSIONAL REFERENCES

DAVE BROWN	MICHELLE RAYBURN	ANDY BURT
Director	Licensing Manager	Licensing Manager
Ontario Ministry of Natural Resources & Forestry	Louisiana Department of Wildlife & Fisheries	Ohio Department of Natural Resources
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RICHARD BONAZZOLI

PROFESSIONAL PROFILE

S3 TITLE
CHIEF TECHNOLOGY OFFICER

PROJECT ROLE
TECHNOLOGY OVERSIGHT

Richard has built a career providing Technology leadership to companies based in the U.S. and Europe. In 2003, Richard began the build of a software development center in Prague, Czech Republic. This center provided software engineering services for Monster Worldwide and federal government clients in the U.S. and UK. Starting from a small apartment, Richard grew the operation to 250 staff members by 2007 and was key to Monster meeting deadline while increasing efficiency and controlling costs.

After joining Active Network in 2013, Richard managed the engineering and quality function for 20 separate technology stacks and was in charge of software quality for an additional 20. Despite these successes, the decisions being made at the board level provided a working environment unsuitable for further improvement.

Richard Joined One Technologies (OT) in 2015 as CTO. OT is a B2C SaaS firm providing credit services online. At OT Richard led a technology turnaround strategy that involved the rebuild of technology practices, staffing, tools, and infrastructure.

After leaving OT, Richard started a cloud consulting firm focused on advising managed services providers and individual firms on their ability to implement sound cloud-based practices and strategies.

EDUCATION

B.S., Management; Emmanuel College, Boston, MA

SOVEREIGN
SPORTSMAN SOLUTIONS

RICHARD BONAZZOLI

SOVEREIGN SPORTSMAN SOLUTIONS, LLC (S3), Nashville, TN (October 2019 – Present)
Chief Technology Officer

Leading an initiative to further grow and mature the technology function.

L88 Consulting, LLC, Dallas, TX (2019 - 2019)
Chief Technology Officer / Owner

- Provide advanced-level consulting to managed service providers in their transition from on-prem providers to expert cloud services providers.

- Provide consulting to firms anticipating a move of technology to the cloud via instruction on best practices and recommendation of the proper tools and processes.

- Audit managed service providers against strict cloud services guidelines provided by Microsoft, Amazon and Google.

One Technologies, LLC, Dallas, TX (2015-2018)
Chief Technology Officer

- Led the technology organization on a program involving a rebuild of technology practices, tools, skills and processes.

- Managed the transition of on-prem B2C applications to AWS.

- Built the information security function which oversaw the handling of terabytes of PCI and PII data.

- Provided oversight to the implementation of Salesforce Service Cloud and Marketing Cloud.

- Improved the adoption of Agile practices via the implementation of modern tooling and adaptable software development and testing practices.

- Created the PMO function designed to provide oversight and efficiency improvements to the software development function.

Active Network, INC., Dallas, TX (2013-2015)
VP Software Engineering & Quality

- Led a 270-member global SaaS engineering team tasked with delivering high quality software on an expedited schedule for 20 separate applications.

- Managed global quality assurance, resulting in the reduction of production defect escapes by 33% for all actively developed applications. This included the implementation of a comprehensive test automation framework leveraging Selenium Web Driver with Ruby.

- Administer a $13.2 million technology budget during a period of significant cost reductions.

RICHARD BONAZZOLI

Monster Technologies Prague, Prague, Czech Republic (2003-2013)
VP & GM Software Engineering & Quality

- Built an offshore technology center for Monster, a new asset for the company. Personally oversaw and participated in the hiring of staff, selection of tooling, adoption of best-practices and legal entity requirements for the entire center. The use of this center reduced technology spend by 60%.

- Managed a global quality assurance team with staff located in in Prague, Kuala Lumpur, Beijing, Boston, and Mountain View, CA.

- Administered a technology budget of $9.7M.

Monster Worldwide, Boston, MA (2000-2003)
Director of Software Quality

Davox Corporation, Littleton, MA (1998-2000)
Director of Software Quality

CERTIFICATIONS

- AWS Certified Cloud Practitioner

- Microsoft Certified Systems Engineer (MCSE)

- Microsoft Certified Trainer (MCT)

- Completion of coursework and exams for:
    - Azure Fundamentals
    - Azure Security & Compliance
    - Google Cloud Platform Fundamental: Core Infrastructure
    - Managing Security in Google Cloud Platform

PROFESSIONAL REFERENCES

CLAY MYERS

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MARK CONWAY

CIO at 2020
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GEORGE COOKE

Senior Development Director at Kronos
900 Chelmsford St.
Lowell, MA 01851
978-250-9800
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CHRIS WILLARD

S3 TITLE
CHIEF OPERATING OFFICER

PROJECT ROLE
PRODUCT DELIVERY &
ONGOING OPERATIONS
SUPPORT

PROFESSIONAL PROFILE

Chris has comprehensive experience in natural resource management. His background in both Wildlife Science and Marketing has enabled him to apply sound business principles to conservation efforts. He is a national leader in the Recruitment, Retention and Reactivation (R3) community and has developed a broad national network of government, industry and NGO supporters.

Prior to joining S3, Chris spent over 15 years with the Oregon Department of Fish and Wildlife. He led many important initiatives, including spearheading the effort that culminated in the passage of hunter orange regulations in the State. He is known for developing partnerships that leverage the core competencies and unique resources of state agencies, NGOs and industry members towards common goals that benefit conservation efforts.

EDUCATION

B.S. Wildlife Science Oregon State University (1994)
B.S. Business Administration/Marketing Management (2004)

PROFESSIONAL EXPERIENCE

SOVEREIGN SPORTSMAN SOLUTIONS, Nashville, TN
(April 2021 - Present)
Chief Operating Officer

Highest ranking leadership resource behind CEO. In charge of overseeing company operational activities. Responsible for S3's state-agency relationships, product development and implementation teams. Leads company efforts to grow fishing, hunting, camping, and outdoor recreation participation in partnership with S3's state and provincial clients.

CHRIS WILLARD

SOVEREIGN SPORTSMAN SOLUTIONS, LLC (S3) (Continued)
Vice President, Fish & Wildlife Solutions (June 2019 to April 2021)
Highest ranking leadership resource dedicated to fish and wildlife products and services being delivered to state partners. Focus on working with states to identify licensing, resource management and R3 issues that can be solved through the creative use of technology.

OREGON DEPARTMENT OF FISH AND WILDLIFE, Salem, OR
R3 Coordinator / Deputy I&E Administrator (October 2012 – June 2019)

OREGON DEPARTMENT OF FISH AND WILDLIFE, Salem, OR
Hunter Education Program Administrator (October 2007 – November 2009)

ACCOMPLISHMENTS & HIGHLIGHTS

- Member- AFWA Federal Duck Stamp Task Force (2021 - Present)
- Member – ODFW Resource Management Team (2009 – 2019)
- Vice-chair – Western Association of Fish and Association's R3 Committee (2012 – 2019)
- International Hunter Education Association – Dr. Edward Kozicky Award in 2016
- Oregon Department of Fish & Wildlife Pride Award – 2007, 2009, 2010

PROFESSIONAL REFERENCES

ANDY BURT

Ohio Division of Wildlife
Licensing Coordinator
614-265-6330
2045 Morse Rd, Bldg G
Columbus, OH 43229

MICHELLE RAYBURN

Louisiana Department of Wildlife & Fisheries
Director of Licensing
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2000 Quail Drive
Baton Rouge, LA 70808

NATHAN BESS

Missouri Department of Conservation
Permit Services & Revenue Manager
573-522-4115 ext. 3562
nathan.bess@mdc.mo.gov
2901 W Truman Blvd
Jefferson City, MO 65102

JOSH RICHARDSON

PROFESSIONAL PROFILE

Josh Richardson is an experienced leader who has been working in Information Technology since 1999. He entered into the Hunting and Fishing market in 2006 and has worked diligently to improve the business systems involved in this space.

While originally working for Outdoor Central from 2006 until 2016 (later purchased by Active Network) Josh spent many years working on several different technology platforms for customers throughout the U.S. and Canada, serving in analyst roles gathering requirements and designing systems. He joined the S3 team in 2018 and has become the leader of the Business Analysis division.

Josh is an expert in modern software practices and techniques and continues to raise the bar with respect to the delivery of our product. He brings a wealth of knowledge to the Hunting and Fishing market based on his experience such as (but not limited to) Draw Systems, Hunter Reporting, Agent Management, Customers and more.

EDUCATION

B.B.A., Business Information Systems;
Middle Tennessee State University, Murfreesboro, TN

PROFESSIONAL EXPERIENCE

SOVEREIGN SPORTSMAN SOLUTIONS, LLC (S3), Nashville, TN (2018 – Present)
Director, Business Analysis
Manager, Business Analysis, Senior Business Analyst

- Serves as Sr. Business Analyst and oversees the delivery of Business Analysis activities for projects related to Hunting and Fishing.

- Conducts joint application development sessions with customers to gather requirements and create specifications for development.

- Designs low fidelity prototypes of user interface screens.

- Responsible for creating, populating and grooming the product backlog with User Stories.

- Work with dev team to complete product implementation to ensure business requirements are met.

- Governs the delivery of business requirements from project inception to ensure all contractual obligations are being met.

GS & F, Nashville, TN (2016 - 2018)
Sr. Business Analyst

- Created and implemented a standard sprint development process using JIRA which included: scoping, triages, ticket reviews, product backlog grooming, velocity analysis, pointing tickets, daily progress reports, sprint summary reports, personal/ team dashboards and custom queries.

- Worked with UX/UI team to document, organize, and track business and functional requirements throughout all phases of the project life cycle.

- Created test plans for executing internal testing and guiding customers through external testing.

- Responsible for upfront discovery of requirements in order to help UX/UI understand the client request (delivered through BRD or User Stories).

ACTIVE NETWORK, Nashville, TN (2006 - 2016)
Manager of Professional Services (Consulting),
Business Systems Analyst, Lead Product Development Engineer, Client Operations Analyst

- Managed a six member team responsible for conducting consulting activities in N. America and China.

- Activities included project planning and discovery, requirements gathering and definition, quality assurance testing (internal and external), configuration and implementation of enterprise SaaS product, training (internal and external), supporting data migration and operational support.

- Interfaced with government clients at the state/province level daily in both the US and Canada.

- Responsible for reporting and managing against KPIs set by management to ensure targets were met.

- Participated in management of projects with many different teams to ensure timely delivery of projects such as: development, product development, quality assurance, project management, client management, technical account management, data services, infrastructure, training and support.

- Created testing strategy for user acceptance testing.

- Helped project managers control the scope and plan the delivery of projects.

- Created and designed business processes.

- Documented business requirements for internal and external applications using a variety of formats: BRDs, BNDs, FRDs, and User Stories.

- Held requirements gathering sessions with SMEs of each functional department to define business requirements.

JOSH RICHARDSON

- Perform GAP analysis of applications to help management decide business strategy and next steps.

- Tracked requirements through all phases of software development cycle to ensure project success.

- Interfaced with government clients at state/province level on a daily basis in the US and Canada.

- Responsible for reporting and managing against KPIs set by management to ensure targets were met.

- Participated in management of projects with many different teams to ensure timely delivery of projects such as: development, product development, quality assurance, project management, client management, technical account management, data services, infrastructure, training and support.

- Created testing strategy for user acceptance testing.

- Helped project managers control the scope and plan the delivery of projects.

- Created and designed business processes.

- Helped project managers control the scope and plan the delivery of projects.

- Created and designed business processes entire market space would follow (lowered hardware replacement cost from $140to $40 per replacement).

ACCOMPLISHMENTS & HIGHLIGHTS

- Most experienced Business Analyst with Hunt and Fish knowledge in the industry.

- Successfully delivered and implemented hunting and fishing systems all over the United States and Canada.

PROFESSIONAL REFERENCES

TOM WESTON

Michigan Department of Natural Resources
DNR Chief Technology Office
248-251-9451
1261 Glass Lake Cir
Oxford, MI 48371

MICHELLE RAYBURN

Louisiana Department of Wildlife & Fisheries
Director of Licensing
225-765-2881
2000 Quail Drive
Baton Rouge, LA 70808

ANDY BURT

Ohio Division of Wildlife
Licensing Coordinator
614-265-6330
2045 Morse Rd, Bldg G
Columbus, OH 43229

HOLLY LANGLEY

S3 TITLE
SENIOR BUSINESS ANALYST

PROJECT ROLE
REQUIRMENTS AND USER STORY DEVELOPMENT

PROFESSIONAL PROFILE

Holly has been an IT professional for 20 years, the last 15 years as a Business Analyst including 10 years in the conservation industry. Her ability to analyze intricate processes and document requirements for each step helps create a full design and testing framework. Excellent customer service skills allow her to describe complex concepts in ways that are easily understood. With S3, Holly has worked as the Lead BA for Mississippi Events, New Hampshire Fire Permits and Ontario Licensing. In her role as part of the Jira Administration team, Holly creates, updates and documents Jira workflows, dashboards and processes. She is also responsible for both internal and client user training.

EDUCATION

M.S. Technology, 2002, Purdue University, West Lafayette, IN

B.F.A. Theatre, 1992, Indiana-Purdue University Fort Wayne, Fort Wayne, IN

PROFESSIONAL EXPERIENCE

SOVEREIGN SPORTSMAN SOLUTIONS, LLC (S3), Nashville, TN (2018 — Present)
Senior Business Analyst
Responsible for documenting system requirements, assisting clients to clearly define requirements, documenting process flows and reports, and providing support to Project Managers, Development and Quality Assurance Teams. Serve as Jira Administration team member focusing on training dashboards and creation/maintenance of projects, workflows, and processes.

HOLLY LANGLEY

CIVIC ENGINEERING, Nashville, TN (2016 —2018)
Senior Business Analyst

Responsible for documenting system requirements, configuring and testing system processes and reporting creating user documentation and training end-users.

ACTIVE NETWORK, INC., San Diego, CA/Dallas, TX (2011-2016)
Business Analyst

Worked in the Nashville office to document requirements, facilitate Joint Application Development(JAD) sessions, elicit requirements from clients, create use cases, screen mockups, user stories and reporting requirements. Helped to create and document ACH Design, Instant Award Draws, and a stock/template design for Hunting Licenses/Tags

SPHERIS/MEDQUIST, Franklin, TN (2008-2010)
Business Analyst

Served as JIRA Administrator, documented process flows, requirements, and user sui de s. performed data report creation.

TECHNICAL SKILLS

Process Design

Documentation / Use Cases / User Stories

Interface Design

Process and Training Documentation

Gap Analysis

Troubleshooting / Solution Design

PROFESSIONAL REFERENCES

STEVE SHERMAN	MICHELLE CARTER	JASON COLOGNA
Chief - Forest Protection Bureau New Hampshire Division of Forests and Lands 603.271.2214 172 Pembroke Rd, Concord, NH	MSSP Director of Outreach Programs 601.432.2276, 1505 Eastover Dr, Jackson, MS	Automated Service Delivery Specialist 705.772.3826, 300 Water St, 5°' Floor N, Peterborough, ON, CAN, K9J3C7

CURTIS THORNHILL

S3 TITLE
DIRECTOR,
STRATEGIC RELATIONS

PROJECT ROLE
ACCOUNT RELATIONSHIP
MANAGEMENT

PROFESSIONAL PROFILE

Curtis has 30 years of experience in government with a specific focus on information technology leadership, project management, agency employee relations, contract management and direct management of many statewide system implementations.

He served as a member of the executive staff working daily with the executive director to prepare information to present to commissioners, legislative members and agency bureau directors.

- Agency Leadership and Management Experience (30 yrs)
- Information Technology Management (30 yrs)
- State Procurement Experience
- State Legislative Experience
- Strategic Planning
- Analytical Skills
- Communication and Coordination
- Operations Management
- Team Building
- Procurement Development
- Contract Management and Negotiations
- Human Resource Management
- Team Focused

EDUCATION

A.S. Computer Science Copiah-Lincoln Community College

SOVEREIGN
SPORTSMAN SOLUTIONS

CURTIS THORNHILL

TECHNICAL MANAGEMENT

- Coordinated the development and implementation of a Point-of Sale hunting/fishing license program for the agency and a park reservation system that generates over $20 million annually.

- Coordinated the design and implementation of a paperless office and financial management system increasing the efficiency and limiting liability in all agency processes from the receipt to final expense of appropriated funds.

- Appointed to the State of Mississippi Wireless Communication Commission (WCC). The Mississippi State Legislature created the WCC, a 16-member commission, to have sole authority to promulgate rules and regulations governing the creation, implementation, and operations of a statewide wireless interoperable emergency communications system. This over $500 million system currently serves over 550 Federal, State, Local and Public Safety officials operating in the state of Mississippi.

PROFESSIONAL EXPERIENCE

SOVEREIGN SPORTSMAN SOLUTIONS (September 2020 – Present)
Director, Strategic Relations

- Responsible for assisting with government client relationships to ensure agency and legislative goals are achieved. Work with S3 leadership team to pursue new partnerships with state agencies.

MISSISSIPPI DEPARTMENT OF WILDLIFE, FISHERIES, AND PARKS (April 1989 – August 2020)
Senior IT Project Manager

Served as the 4th ranking executive officer in an agency of over 1,200 state service and contractual employees.

Exercised executive leadership for all phases of MDWFP programs. Provided oversight of Support Services, Fisheries Bureau, Wildlife Bureau, Law Enforcement, State Parks, and the Museum of Natural Science. Planned and coordinated work activities through the delegation of responsibility to staff and managers. Responsible for oversight of twenty-five state parks through the

State Parks Operations Director. Served as the primary negotiator for contracts related to Information Technology Services. Reported directly to the Deputy Executive Director and Executive Director of the agency.

Chief Information Systems Officer

Established and implemented suitable technology to streamline all internal operations and help optimize strategic benefits. Responsible for recruitment of IT personnel. Analyze costs, value and risk of information technology to advise the Executive Director.

CURTIS THORNHILL

Monitored changes or advancements in technology to allow the agency to acquire competitive advantages.

Responsible for evaluation of technical service providers to ensure goals were met within the agency. Developed Request for Proposals for Hunt/Fish Point-of Sale license systems, Park Reservations application as well as all other technical systems provided by third-party vendors. Managed contracts and the overall relationships between the agency and vendors.

CROFT METALS (May 1981 – March 1989)
Operation Manager

Responsible for the day-to-day management of computer operations and personnel. Supervised the operations of remote sites in Fayetteville North Carolina and Oviedo Florida. Responsible for hiring/termination/training of IT operations staff at the headquarters in McComb, Mississippi and the NC and FL. Performed and managed all hardware upgrades and repairs within the operations division of the company.

PROFESSIONAL REFERENCES

DR. SAM POLLES, PH.D.	MICHAEL BOLDEN	CHAD LAGRONE
Executive Director, Mississippi Dept. of Wildlife Fisheries and Parks executive@wfp.ms.gov 601-432-240	Executive Director of Campus Operations Jackson State University michael.j.bolden@jsu.ms.edu 601-201-3382	Vice President of Technology Services RJ Young chad.lagrone@rjyoung.com 615-255- 8551

BEN PAIGE

PROFESSIONAL PROFILE

Ben has taken the "servant leadership" training and work ethic he gained from his U.S. Army service into S3's Marketing Headquarters office in Lincoln, NE. Recently promoted to Marketing Manager, Ben is in charge of leveraging the talent and resources of S3's Marketing Team into outputs that increase relevancy, drive revenue and help S3 partner agencies create positive relationships with their customers.

Ben is a creative and proven leader who turns intent into reality. An entertaining and responsible communicator in the outdoors space with a driven entrepreneurial spirit, Ben is an avid outdoorsman in his home state of Nebraska.

EDUCATION

B.A. Communication Studies
University of Nebraska-Lincoln - Lincoln, NE

Continuing Education
Captain's Career Course- Field Artillery - Fort Sill
Certification: Sexual Harassment & Assault Prevention
Army Sexual Harassment Response & Prevention - Fort Bliss, TX

PROFESSIONAL EXPERIENCE

SOVEREIGN SPORTSMAN SOLUTIONS, LLC (S3), Lincoln, NE (May 2021 – Present)
Marketing Manager
Manages a team of Marketing Professionals. Mentored and promoted two S3 Interns to full-time positions. In charge of client success in implementation and servicing of S3's CORE CRM solution. Delivered campaigns with more than 1 million targeted R3-related emails with a 28.1% Open Rate and 4% Click Through Rate resulting in over $3 million in attributed revenue. He is also responsible for over 28,000 Push Notifications with a 20% Open Rate and a 14% Click Through Rate.

BEN PAIGE

SOVEREIGN SPORTSMAN SOLUTIONS, LLC (S3) (Continued)
Marketing Coordinator (March 2020 to April 2021)

Assisted in the planning process for all marketing campaigns and programs for both S3 and for partner agencies. Worked with other members of the marketing team to ensure understanding of project deliverables, end states and requirements and then moved those projects through a planning and coordination process to ensure all deliverables are met on time, on budget and on brand.

Fowl Front Outdoors, LLC (March 2018 to May 2020)
Owner, Podcast Host & Producer

Produced a weekly hunting and conservation podcast that was consistently in the top 15 outdoors podcasts on Apple Podcasts (formerly iTunes) by transforming audio content, advertisements, and news into an entertaining and engaging format.

U.S. ARMY
Deputy Operations Officer - "Operations Director" (June 2019 to April 2020)

Plans and oversaw the operations of a 700-person organization. Transformed the Commander (CEO)'s and Operations Officer (COO)'s intent into actionable and effective plans for subordinate leaders to accomplish large projects and daily operations. Synchronized the work of a 15 person staff across a broad spectrum of functional areas to execute thorough and integrated operations in a fast paced and high-volume environment.

Fire Support Officer - "Specialty Team Manager" (June 2018 to May 2019)

Executive Officer - "Deputy Director" (December 2016 to December 2017)

PROFESSIONAL REFERENCES

MATTHEW WATSON

Army Major
Direct Supervisor (Previous)
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Whatsapp: 580-574-6002
mwatson3006@gmail.com or
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HEATHER BOKMAN

Wildlife Customer Engagement
Manager at Ohio Division of
Wildlife
614-265-6648
heather.bokman@dnr.ohio.gov

NEPHI COLE

Government Relations-State
Affairs, National Shooting Sports
Foundation - NSSF (The Firearms
Industry Trade Association)
307-214-1756
ncole@nssf.org

BEN ESCHENFELDER

S3 TITLE
DIRECTOR,
LICENSING SOLUTIONS DEV.

PROJECT ROLE
DEVELOPMENT MANAGEMENT

PROFESSIONAL PROFILE

Ben is responsible for overseeing development efforts for all client software needs. This includes resourcing teams, tools and other resources needed for completing the solution that meets the client's needs. He helps to evaluate overall needs and ensures each team and team member is equipped to be successful in delivering the client's solution.

Ben led a team of developers who helped build and deliver the licensing and events systems for the State of Ohio. This was delivered in a nine month period which was one of the fastest implementations of a system this size. This system takes care of fishing and hunting licenses as well as hunter education events, ACH processes and was expanded to include specialty permits.

He has also led a team of developers who worked closely with Ontario to design and implement various systems that handle the Ministry's needs related to fishing and hunting activities. The solution for Ontario was delivered on time and was the first bilingual and accessible S3 solution. The services also include multiple reporting channels such as custom reports, OLAP, Power BI.

EDUCATION

Bachelors Information Systems, University of Alabama (2004)

SOVEREIGN
SPORTSMAN SOLUTIONS

BEN ESCHENFELDER

PROFESSIONAL EXPERIENCE

SOVEREIGN SPORTSMAN SOLUTIONS, LLC (S3), Nashville, TN
Director, Licensing Solutionst and Technical Product Owner (2019 - Present)
Development Manager (2014 - 2019)

OUTDOORS CENTRAL/ACT1VE NETWORK, Nashville, TN (2008 - 2014)
Sr. Developer\Development Manager

INDUSTRY / BUSINESS ACHIEVEMENTS & AWARDS

- Delivered and oversaw the 3 largest licensing & permitting systems.

- completed in North America for California, Michigan and Ontario.

- Successfully oversaw co-located teams across the globe.

- Delivered additional solutions for the states of Connecticut, Massachusetts, Ohio, Louisiana, Missouri, New Hampshire, Arkansas.

- Led team who designed and implemented an instant award draw system which was the first in the industry to be implemented.

- Led team that built and implemented the first consolidated Licensing. Permitting and Event Management solution in the industry for the State of Ohio.

PROFESSIONAL REFERENCES

ANDREW BURT

Licensing Coordinator
ODNR Division of Wildlife
2045 Morse Rd, Bldg G
Columbus, OH 43229
614-265-6330
Andrew.Burt@dnr.ohio.gov

JASON COLOGNA

Automated Service Delivery
Specialist
300 Water St., 5th Flr N
Peterborough, ON
K9J 3C7
705-772-3826

CHARLOTTE HOOPER

Automated Service Delivery
Specialist
300 Water St., 5th Flr N
Peterborough, ON
K9J 3C7
705-761-3711

JAMES HASLAM

S3 TITLE
DIRECTOR, SOLUTION ARCHITECTURE

PROJECT ROLE
SENIOR SOLUTION ARCHITECT

PROFESSIONAL PROFILE

James has worked in conservation for over a decade on solutions in 15 states, some with many products per state. Recently James delivered the largest state by sales volume in the U.S. (Michigan). He has migrated many states to cloud-based infrastructures, with auto scale-up and scale-out for handling traffic responsively.

James has developed many first-in-the-industry features, such as:

- Android-based touch screen kiosks

- Drag-n-drop survey creation for use in or outside of the sales flow

- Fully customizable notifications (email, sms, push, alerts, broadcast) with a consolidated user inbox

- Auto-renew with the full rules engine at checkout

- A highly configurable draw system that takes into account hunt choices, wildlife management areas, species, quotas, points, algorithm types, group hunts, multiple draw phases with different awards, applications or surplus sales

- Product policy assignments, to rapidly increase the speed of setting up the product catalog

- Excel and PDF exports available natively from every search in control center

- A full SSO (single sign-on) portal with JIT (just-in-time) registration/login to connect multiple wildlife modules into one system

EDUCATION

BSc Honors Computer Science with Software Engineering University of Lancaster, UK, 2001

JAMES HASLAM

PROFESSIONAL EXPERIENCE

Sovereign Sportsman Solutions (2017 – Present) – *Director of Solutions Architecture*
Responsible for several teams of developers and projects, for the development of state licensing systems for outdoor license sales, POS license sales at major retailers, events and volunteer management, campgrounds. Architected the software framework, infrastructure main flows, and devops, and onboarded developers into development iterations. Azure, .NET Core, SQL Server (Managed), Ajax, JQuery, Bootsrap, Vue, Javascript, nuget.

NFIB (2015 – 2017) – *Lead Software Engineer (Manager)*

ACTIVE NETWORK (2011 – 2015) – *Lead .NET Software Developer*

British Airways (2009 – 2010) – *Senior Web Developer*

Trutac Ltd. (2008 – 2009) – *Senior Software Developer*

Trinity Street (2006 – 2008) – *Senior Software Developer*

International Automotive Research Centre (2003 – 2006) – *Agile Software Integration Consultant*

UK Ministry of Defense at BAE Systems (2001 – 2003) – *Senior Software Engineer - Research & Development*

PROFESSIONAL REFERENCES

JASON BOSHEARS	JAMES WHITFIELD	TONY NATIONS
Sr. Solutions Architect 3D Technology Group, LLC jason@jasonboshears.com 615-403-4308	Self-Employed Senior Software Engineer james@jameswhitfield.com 615-294-9952	Senior QA Analyst Active Network tony.nations@gmail.com 615-631-2743

GEORGE KISTLER

PROFESSIONAL PROFILE

George has expert Software Quality Assurance hands-on and leadership experience for the past 15+ years. He has a high level of competency and knowledge of various technical development and testing environments within industries that include Gaming, Healthcare (HIPPA), Good Clinical Practices (GCP), Good Lab Practices (GLP), Good Manufacturing Practices (GMP), SOX, CFR 21 part 11 and GAMP.

George brings a customer-focused mindset to establish effective training and service desk support, including service escalations to ensure tickets are resolved within industry and client SLAs.

He has elevated and refined nearly every aspect of S3's quality testing environments and processes to ensure that our clients continue to receive the highest quality product in the industry.

EDUCATION

Pennsylvania State University, World Campus
MASTERS OF BUSINESS ADMINISTRATION, 2011

California Polytechnic State University, San Luis Obispo, CA
BACHELOR OF SCIENCE, 2002
Major in Business Administration; Concentration in Management Information Systems

Certifications: A+ Certification, 2002; ISTQB Certification: CTFL, 2012; MSI: SSLP (Six Sigma Lean Professional) 2014

GEORGE KISTLER

PROFESSIONAL EXPERIENCE

SOVEREIGN SPORTSMAN SOLUTIONS (S3), Nashville, TN (December 2019 – Present)
QA Manager

- Understand organizational roadmap and align QA services to be supportive of organizational objectives

- Evaluate existing process, people, tools and technical capabilities to identify areas for growth and improvement

- Enable scalability of QA and consistency of delivery through the following initiatives:
  - Enhancing QA tool capabilities and internal offerings
  - Test script library & consolidation focused upon simplification & reuse
  - Documentation templates & guidelines
  - Selection, development and retention of QA staff

- Increase transparency around productivity, quality and defects by producing a metrics suite and reporting dashboard for QA activities at both a micro and macro level

- Implement and baseline service offerings for Automation, Mobile, Performance and Security testing to drive up overall quality

- Initiate a CAPA program to identify and address root causes of production escapes

KPMG, NASHVILLE, TN (September 2017 – Present) - *QA Director, Consultant*

VGT, FRANKLIN, TN (November 2015 – July 2017) - *QA Manager*

EMIDS, NASHVILLE, TN (September 2014 - November 2015) - *QA Lead, Consultant*

AMGEN INC., THOUSAND OAKS, CA (August 2003 - August 2014)
IS Specialist/Manager, Testing (March 2011 - August 2014)
Test Tools Lead (October 2006 – March 2011)
Program/Systems Analyst 1 (August 2003 – October 2006)

PROFESSIONAL REFERENCES

DAVID RODRIGUEZ

Managing Director
KPMG
917-886-4171
davidrodriguez@kpmg.com

DAVE DUMLER

Manager Class 2 Technical
Operations
VGT
540-478-3160
davedumler@gmail.com

JIM LOUGH

QA IV
VGT
615-939-8709
jimlough@hotmail.com

CHERIE WEHMEYER

PROFESSIONAL PROFILE

Cherie has more than 20 years in the Information Technology field with experience in analysis, design, development, implementation and maintenance of information systems. Along with prior employment, she has over 10 years of experience as a Quality Assurance Analyst specifically in the Hunting, Fishing, ATV and Boating industry. She is an integral part of the testing and implementation process for new development as well as maintenance and regression aspects for a few of S3's biggest and eldest State contracts. She has a wonderful rapport with the State users which instills confidence in the product being delivered. Cherie will be responsible for ensuring thorough testing is completed in all lower-level environments and the final product functions as designed in the production environment.

EDUCATION

Bachelor of Science in Business Administration/Major in Computer Information Systems
University of Central Missouri, Warrensburg, MO

PROFESSIONAL EXPERIENCE

SOVEREIGN SPORTSMAN SOLUTIONS, LLC (S3), Nashville, TN (2018 – Present)
Quality Assurance Analyst

- Work in both AGILE for development process and JIRA for tracking system defects and bugs.

- Document/execute test cases using manual testing scenarios. Execute test cases in Zephyr using JIRA.

- Beginning level exposure to automated testing frameworks using Selenium, C#, and Copu.

- Run OWASP ZAP reports; find vulnerabilities in web applications; forward to IT Security Officer.

- Writing basic SQL queries using a product called Microsoft SQL Server Management Studio.

CHERIE WEHMEYER

**Missouri Department of Social Services – Information Technology Services Division
(May 2015 – April 2018)**   *Computer Information Technologist Specialist*

ACTIVE Network – ACTIVE Outdoors (October 2008 –December 2014) - *Software QA Engineer*

Central Bancompany – Central Bank (March 2007 – October 2008) - *Software QA Engineer*

**Missouri Department of Social Services – Information Technology Services Division
(January 2004 – February 2007) -** *Computer Information Technologist Specialist*

**Missouri Department of Social Services – Information Technology Services Division
(June 1995 – December 2003) -** *Information Specialist*

PROFESSIONAL REFERENCES

NATHAN BESS

Missouri Department of
Conservation
Permit Services & Revenue
Manager
573-522-4115 ext. 3562
nathan.bess@mdc.mo.gov
2901 W Truman Blvd
Jefferson City, MO 65102

MICHELLE RAYBURN

Louisiana Department of Wildlife
& Fisheries
Director of Licensing
225-765-2881 ext. 1206
mrayburn@wlf.la.gov
2000 Quail Drive
Baton Rouge, LA 70808

JEFF CASSMEYER

Missouri Office of Administration,
Department of Social Services
IT/Dev Manager
573-690-7546
jeff.cassmeyer@oa.mo.gov
301 W High St Jefferson City, MO
65101

IAN BURROW

S3 TITLE
CLIENT OPERATIONS MANAGER

PROJECT ROLE
QA ANALYSIS

PROFESSIONAL PROFILE

Ian Burrow oversees the client-facing aspects of IT Service Management for all of S3's partners. By aligning IT services with business needs, he ensures that S3's partners have the tools, support and resources needed to succeed. Ian helps drive the processes behind point-of-sale system deployment and management, product fulfillment and oversight and call center support. Before his work in Operations, he served as the lead Business Analyst for all of S3's mobile offerings, including consumer and law enforcement mobile apps.

EDUCATION

B.S. Political Science: Environmental Policy Emphasis
Kansas State University

PROFESSIONAL EXPERIENCE

SOVEREIGN SPORTSMAN SOLUTIONS, LLC (S3), Nashville, TN
(January 2021 – Present)
Client Operations Manager
Oversee the client-facing aspects of IT Service Management for all of S3's clients. His focus is on alignment of IT services with business needs to ensure S3's clients have the tools, support and resources needed to succeed. Responsible for management of point-of-sale product offerings, consumable product fulfillment and contact center support.

IAN BURROW

SOVEREIGN SPORTSMAN SOLUTIONS, LLC (S3) (Continued)
Business Analyst (May 2019 to January 2021)
> Served as the conduit between development, business solutions and end user experience as the lead Business Analyst for S3's mobile application offerings. This includes both law enforcement and consumer mobile applications.

Kansas Department of Wildlife, Parks & Tourism (May 2018 – May 2019) – *Habitat Technician*
> As part of a collegiate internship program, worked as a member of a team to implement key wildlife and habitat solutions for over 12,500 acres of public wildlife lands.

U.S. Army & Army National Guard (January 2015 – Present) – *Infantry Officer*

U.S. Army (April 2012 – December 2014) – *Senior Combat Medic*

ACCOMPLISHMENTS & HIGHLIGHTS

- Cabins4Kids, Board Member (June 2010 - Present)

Responsible for the management of the 501(c)3 organization's website in addition to assisting in the coordination of fundraising events, donor solicitation, and sponsorship programs

- Backcountry Hunters & Anglers (BHA), Kansas Chapter (June 2017 – December 2018)

Founded both the Kansas State University BHA collegiate club and the Kansas BHA state chapter.

PROFESSIONAL REFERENCES

JOHN RUEGER	JUSTIN HAMILTON	SAWYER CONNELLY
U.S. Army Brigadier General (785)-217-6648	Kansas Department of Wildlife, Parks & Tourism Public Lands Manager (785)-256-5260	R3 Symposium Lead (802)-585-6555

JONATHAN TERRY

S3 TITLE
FIELD OPERATIONS MANAGER

PROJECT ROLE
CLIENT SUPPORT

PROFESSIONAL PROFILE

As S3's Field Operations Manager, Jonathan has specialized skills in overseeing all technical operations, training and deployment for all of S3's internal and client facing solutions. Jonathan also manages all client facing subcontractor relationships and operations including S3's Contact Center/Help Desk and our hardware and fulfillment partners.

Jonathan has more than 14 years of experience in hunting and fishing license projects and has led 100% of S3 client system rollouts/deployments over the past 10 years. He has held leadership roles in project management, systems implementation, application support and client services. His ability to manage dynamic multi-million dollar projects is achieved by resolving the challenges of equipment support, fulfillment and training which consistently results in high quality customer service and client support.

EDUCATION

A.A.S., Communications Technology, 2003; Nashville State Technical Community College, Nashville, TN

PROFESSIONAL EXPERIENCE

SOVEREIGN SPORTSMAN SOLUTIONS, LLC (S3) Nashville, TN (2016 – Present)
Field Operations Manager
Responsible for overseeing call center operations, equipment deployment and support, training and fulfillment operations. Facilitates all operations and user manuals for system operations.

JONATHAN TERRY

KNOWLEDGE ACADEMIES, INC. Nashville, TN (2015 – 2016)
IT and Network Manager

ACTIVE NETWORK, INC. San Diego, CA (2008 –2014)
Technical Project Lead / System Engineer

OUTDOOR CENTRAL Nashville, TN (2006 –2008 when purchased by ACTIVE NETWORK)
Client Operations Analyst

GrapeVine Communications / Altecca Systems Nashville, TN (1999-2007)
Owner/Engineer
Designed, implemented, and supported networks and systems for small business clients throughout Nashville.

PROFESSIONAL REFERENCES

MICHELLE RAYBURN	ANDY BURT	DAVE DILDAY
Louisiana Department of Wildlife & Fisheries	Ohio Division of Wildlife	AHEAD, Inc
Director of Licensing	Licensing Coordinator	Technical Operations Manager
225-765-2881 ext. 1206	614-265-6330	ddilday@data-blue.com
mrayburn@wlf.la.gov	2045 Morse Rd, Bldg G	615-564-5956
2000 Quail Drive	Columbus, OH 43229	
Baton Rouge, LA 70808		

JOHN MOZURKEWICH

S3 TITLE
SENIOR PROJECT MANAGER

PROJECT ROLE
PROJECT DELIVERY
MANAGEMENT

PROFESSIONAL PROFILE

John Mozurkewich is an experienced Project Manager adept at enterprise management of large-scale IT projects. He is skilled in various abstraction and modeling techniques via exposure.

Managerial and professional experience complements technical skills allowing effective performance in any environment. Able to communicate with colleagues at any level based on the core belief that personal integrity fosters trust and confidence throughout the workplace.

EDUCATION

Central Michigan University, Mt. Pleasant MI
Masters of Business Administration, Information Systems Concentration

Central Michigan University, Mt. Pleasant MI
Bachelors of Science, Computer Science and Information Technology

Scaled Agile Framework
Certified SAFe Agile Scrum Master

Project Management Institute
Certified Project Management Professional

JOHN MOZURKEWICH

MDNR MiConnect Outdoors (May 2018 to Present)
State of Michigan – Dewpoint/S3, Nashville TN
Sr. Project Manager

- Planned and executed Agile development and implementation of the MDNR Hunting & Fishing Licensing solution. This solution included two sales channels, back-office solution, architecture, and design of the solution.

  - Managed all aspects of this project from Executive to Project Team level
  - Contract management
  - Scope Management
  - Implementation of ≈1600 Point of Sale Devices
  - Law Enforcement Mobile Application
  - Customer Mobile Sales Application
  - Backoffice solutions for Point-of-Sale Management

Bridges Modernization (May 2017 to 2018)
State of Michigan - Dewpoint, Lansing MI
PMO Program Manager

- Managed Initiation and Planning for $340-$450 M program

  - 2.5 M client case management system requiring complete overhaul including software delivery model, ALM tools, framework and architecture, and UI upgrades

- Executive level management to define scope schedule and costs for this three phase three year program

Child Welfare (June 2016 to May 2017)
State of Michigan - Dewpoint, Lansing MI
PMO Program Manager

- Managed the overall delivery of 30 simultaneous projects

- Staff and resource management

- Operational, Ownership, and Leadership status reporting

- Responsible to guide, lead, and mentor project managers

- Responsible for team dynamics and accountability of the project managers and operational leadership team

- Planning and assisting with the transition to each successive PMO major release

- Monthly Agile releases for large scale case management system averaging approximately $20 M annually

JOHN MOZURKEWICH

Bridges (September 2014 to July 2016)
State of Michigan - Dewpoint, Lansing MI
Senior Project Manager

- Successfully managed 8 quarterly releases

- 40,000 hours of delivery per release averaging $4.8 M each

- Business process modeling

- Managed all project activities, including project scope, risk, issues, deliverables, and scheduling to ensure that all project commitments were met

Medicaid Compliance (December 2013 to September 2014)
State of Michigan - Dewpoint, Lansing MI
Senior Business Analyst

Security (April 2013 to November 2013)
State of Michigan Dewpoint, Lansing MI
Senior Business Analyst

GL Insight – CLIENT: Wisconsin Employee Trust Fund Madison,WI (March 2012 to March 2013)
Business Analyst / Project Management

Central Michigan University, Mt. Pleasant MI (2011)
Associate Director / Leasing & Regulatory Services

Midland Public Schools, Midland, MI (2003 – 2011)
Project Manager / Information Systems Analyst

U.S. Army (1987 – 1991)
Combat Engineer

PROFESSIONAL REFERENCES

JAMES AVERY	SCOTT CARNEY	DALE HAWKIN
Sr. Project Manager	Sr Director	Cloud Program Manager
Dewpoint	Neogen,	Google
Lansing, MI.	Lansing, MI	Austin, TX
JAvery@Dewpoint.com	ScottPCarney@gmail.com	Drhawkin1@gmail.com
517-206-2930	517-507-2739	517-449-5045

ERIC DINGER

LEADERSHIP PROFILE

As Founder and CEO of Powderhook, Eric Dinger built the company from the ground up to solve the biggest problem facing the outdoor industry: declining participation. To do so, Powderhook worked together with many of the largest and most influential outdoor brands on combined mobile and marketing strategies.

Prior to starting Powderhook, Eric built and sold a brand and sales strategy consultancy with clients throughout the country and over 40 full-time employees.

A seasoned entrepreneur and leader, Eric applies hard- earned business lessons to his community through investment time and money in key initiatives. Perhaps most notably, Eric led an initiative in his hometown of Lincoln, Nebraska that ended veteran homelessness and has cut long-term homelessness by nearly 50%.

Eric is an avid hunter and angler and enjoys joining his wife and children on outdoor adventures. As an avid reader and writer, Eric has often coupled his work at Powderhook and passion for the outdoors in contributions to noted publications such as Outdoor Life Magazine, Wide Open Spaces, Turkey Country Magazine and more.

Today, Eric serves as Vice President of Marketing and Customer Engagement at S3, driving outdoor participation through partnership with fish and wildlife agencies.

EDUCATION

B.S. in Business Administration and Marketing; University of Nebraska-Lincoln

ERIC DINGER

SOVEREIGN SPORTSMAN SOLUTIONS, LLC (S3), Lincoln, NE (2019 – 2021)
Vice President of Marketing & Customer Engagement
Drive adoption of S3 tools, and aid in the success of the partners who utilize them.

POWDERHOOK (2013 – 2019)
Founder
Increase participation in the outdoors by leveraging technology and partnerships.

THOUGHT DISTRICT – BRAND AND SALES STRATEGY (2003- 2013)
Founder & CEO
Branding, customer experience, and digital services for manufacturing and multi-location retail clients.

DINGER PHEASANT CLEANING (1990-1993)
Owner
Began life as an entrepreneur at the ripe age of 10, cleaning pheasants for traveling hunters in the Redfield, South Dakota area.

ACCOMPLISHMENTS & HIGHLIGHTS

Community Involvement (Current)

- Matt Talbot Kitchen and Outreach – Board of Directors
- Pass it On Outdoor Mentors – Board of Directors
- Heritage Preservation Trust – Board of Directors

Community Involvement (Past)

- Boy Scouts of America - Cornhusker Council Advisory Board
- Council to Advance Hunting and the Shooting Sports
- Communications Committee Chair
- First Plymouth Church – Board of Trustees
- Nebraska College of Business Administration – Young Alumni Board of Directors
- Lincoln Chamber of Commerce – Board of Directors
- Lincoln Public Schools – Superintendent's Advisory Board
- Nebraska State Stroke Association – Past Board Chair

ERIC DINGER

NWTF Hunting Heritage Programs – Advisory Board Member

Recognition

- International Hunter Education Association - Innovators Award 2018
- Outdoor Life Magazine – Five Best Apps of 2017
- Lincoln Journal Star – 15 Most Influential Young Professionals in 2017
- SHIFT for the Planet – Innovation Award 2017
- Michael J. Tavlin Community Leadership Award - Community Health Endowment of Lincoln 2016
- Outdoor Life – Open Country Award recipient 2015
- Lincoln Chamber of Commerce – Entrepreneurial Spirit Award 2012
- 1941 Franchise Magazine 25 to Watch in 2012
- Lincoln YPG - Trailblazer Award 2012
- Lincoln Journal Star – 20 Under 40 2011
- Lincoln Business Journal – 40 Under 40 2008

Other Accomplishments

- Public Speaker on Marketing, Customer Experience, and Brand Building
- Published Writing: Silicon Prairie News, NRA Blog, NWTF Magazine, Outdoor Life Magazine, Project Upland Magazine – view writing at blog.powderhook.com
- Early stage investor in technology and services companies
- Gallup StrengthsFinder™ Top 5 – Ideation, Command, Strategic, Activator, Futuristic
- Academic Full Scholarship and Football/Baseball Letter Winner - Concordia College

PROFESSIONAL REFERENCES

ANDY BURT	JENIFER WISNIEWSKI	LANCE CHERRY
Licensing Manager Ohio Department of Natural Resources Andrew.burt@dnr.state.oh.us 614-265-6330	Tennessee Wildlife Resources Agency Chief of Marketing and Outreach Jenifer.Wisniewski@tn.gov 404-227-1329	New Mexico New Mexico Game and Fish Division Chief lance.cherry@state.nm.us 505-321-8162

SUBCONTRACTOR

S3 will work with one subcontractor in the delivery of this project as detailed below.

Name, address and telephone number of the Subcontractor:

Name: **Marketing Alternatives, Inc.**

Address: 2550 Northwest Parkway, Elgin, IL 60124

Contact: Darcy Tudor, Chief Operating Officer

Phone: 847-783-5615

Specific tasks for each Subcontractor:

S3 partners with Marketing Alternatives, Inc. (MAI) to provide our industry-facing 24x7x365 Tier 0 and Tier 1 contact center services for our clients with S3 maintaining all Tier 2 and Tier 3 support in-house. S3's MAI call center partnership provides dedicated teams specialized in S3 solutions and client state-business operations that are backed by a large, cross-trained contact center able to scale teams on short notice to meet known and emergent needs.

Our partnership with MAI is contractually held to meet or exceed S3-established Service Level Agreements for all S3 client contracts. Our contract further requires sufficient operational maintenance, backup and resource contingencies that cover staff turnover and scaling during periods of high volume.

The goal of our Contact Center is to leave each customer who calls with a positive impression of the service they receive on behalf of our partner agencies. During abnormally high call volumes, we provide a call back feature that allows a caller to leave his/her number to receive a call back to avoid remaining on hold for an extended time. The caller's number will remain in the queue, and they will receive a callback in the order that their original call was placed.

All calls are logged in the call center ticketing system and escalated to S3 technical personnel as needed for resolution. All calls are recorded and can be provided to the state for review and call resolution. In addition to live operator support, we also provide email support to either agents, customers or both.

MAI provides S3 with the following services:

- ▶ Service Overview
  - Availability: Inbound customer call support 24x7x365
  - Support for end-users includes:
    - – Dedicated supervisor support
    - – Comprehensive agent training and onboarding (customer service, technical training; S3 provides state-specific training)

- Web-based reporting provides "anywhere" access to real time reports
  - Calls per hour
  - Average speed of answer
  - Talk time
  - Abandon rate
  - Topic area
  - etc.
- Tier 0 support
  - Game checks
  - Event signup / cancellations
  - Lottery results
  - Phone sales (PCI DSS-certified merchant)
- Tier 1 support
  - Vendor password resets
  - Basic PC troubleshooting
    - Basic browser troubleshooting
    - Basic printer troubleshooting
  - Void licenses (based on NGPC business rules)
  - Record changes (based on NGPC business rules)
  - Law Enforcement Requests
  - Internet purchase issues

Percentage of performance hours intended for each subcontractor

MAI represents approximately 14% of performance hours over the initial contract period.

II.   Total percentage of Subcontractor(s) performance hours

The total percentage of Subcontractor performance hours is approximately 14%.

III.TERMS AND CONDITIONS

Bidders should complete Sections II through XI as part of their proposal. Bidder should read the Terms and Conditions and should initial either accept, reject, or reject and provide alternative language for each clause. The bidder should also provide an explanation of why the bidder rejected the clause or rejected the clause and provided alternate language. By signing the solicitation, bidder is agreeing to be legally bound by all the accepted terms and conditions, and any proposed alternative terms and conditions submitted with the proposal. The State reserves the right to reject or negotiate the bidder's rejected or proposed alternative language.

If the State and bidder fail to agree on the final Terms and Conditions, the State reserves the right to reject the proposal. The State of Nebraska reserves the right to reject proposals that attempt to substitute the bidder's commercial contracts and/or documents for this RFP.

The bidders should submit with their proposal any license, user agreement, service level agreement, or similar documents that the bidder wants incorporated in the Contract. The State will not consider incorporation of any document not submitted with the bidder's proposal. These documents shall be subject to negotiation and will be incorporated as addendums if agreed to by the Parties.

If a conflict or ambiguity arises after the Addendum to Contract Award have been negotiated and agreed to, the Addendum to Contract Award shall be interpreted as follows:

1. If only one Party has a particular clause then that clause shall control;
2. If both Parties have a similar clause, but the clauses do not conflict, the clauses shall be read together;
3. If both Parties have a similar clause, but the clauses conflict, the State's clause shall control.

A. GENERAL

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
JB			

The contract resulting from this solicitation shall incorporate the following documents:

1. Request for Proposal and Addenda;
2. Amendments to the solicitation;
3. Questions and Answers;
4. Bidder's proposal (Solicitation and properly submitted documents);
5. The executed Contract and Addendum One to Contract, if applicable; and,
6. Amendments/Addendums to the Contract.

These documents constitute the entirety of the contract.

Unless otherwise specifically stated in a future contract amendment, in case of any conflict between the incorporated documents, the documents shall govern in the following order of preference with number one (1) receiving preference over all other documents and with each lower numbered document having preference over any higher numbered document: 1) Amendments and addendums to the executed Contract with the most recent dated amendment or addendum, respectively, having the highest priority, 2) Amendments to the solicitation, 3) Questions and Answers, 4) the original solicitation document and any Addenda, and 5) the contractor's submitted Proposal.

Any ambiguity or conflict in the contract discovered after its execution, not otherwise addressed herein, shall be resolved in accordance with the rules of contract interpretation as established in the State of Nebraska.

B. NOTIFICATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:

✍			

Contractor and State shall identify the contract manager who shall serve as the point of contact for the executed contract.

Communications regarding the executed contract shall be in writing and shall be deemed to have been given if delivered personally electronically, or mailed. All notices, requests, or communications shall be deemed effective upon receipt.

C. BUYER'S REPRESENTATIVE

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
✍			

The State reserves the right to appoint a Buyer's Representative to manage [or assist the Buyer in managing] the contract on behalf of the State. The Buyer's Representative will be appointed in writing, and the appointment document will specify the extent of the Buyer's Representative authority and responsibilities. If a Buyer's Representative is appointed, the Contractor will be provided a copy of the appointment document, and is required to cooperate accordingly with the Buyer's Representative. The Buyer's Representative has no authority to bind the State to a contract, amendment, addendum, or other change or addition to the contract.

D. GOVERNING LAW (Statutory)

Notwithstanding any other provision of this contract, or any amendment or addendum(s) entered into contemporaneously or at a later time, the parties understand and agree that, (1) the State of Nebraska is a sovereign state and its authority to contract is therefore subject to limitation by the State's Constitution, statutes, common law, and regulation; (2) this contract will be interpreted and enforced under the laws of the State of Nebraska; (3) any action to enforce the provisions of this agreement must be brought in the State of Nebraska per state law; (4) the person signing this contract on behalf of the State of Nebraska does not have the authority to waive the State's sovereign immunity, statutes, common law, or regulations; (5) the indemnity, limitation of liability, remedy, and other similar provisions of the final contract, if any, are entered into subject to the State's Constitution, statutes, common law, regulations, and sovereign immunity; and, (6) all terms and conditions of the final contract, including but not limited to the clauses concerning third party use, licenses, warranties, limitations of liability, governing law and venue, usage verification, indemnity, liability, remedy or other similar provisions of the final contract are entered into specifically subject to the State's Constitution, statutes, common law, regulations, and sovereign immunity.

The Parties must comply with all applicable local, state and federal laws, ordinances, rules, orders, and regulations.

E. BEGINNING OF WORK

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
✍			

The bidder shall not commence any billable work until a valid contract has been fully executed by the State and the successful awarded bidder. The awarded bidder will be notified in writing when work may begin.

F. AMENDMENT

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:

(signature)			

This Contract may be amended in writing, within scope, upon the agreement of both parties.

G.   CHANGE ORDERS OR SUBSTITUTIONS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
(signature)			

The State and the Contractor, upon the written agreement, may make changes to the contract within the general scope of the solicitation.   Changes may involve specifications, the quantity of work, or such other items as the State may find necessary or desirable. Corrections of any deliverable, service, or work required pursuant to the contract shall not be deemed a change. The Contractor may not claim forfeiture of the contract by reasons of such changes.

The Contractor shall prepare a written description of the work required due to the change and an itemized cost sheet for the change. Changes in work and the amount of compensation to be paid to the Contractor shall be determined in accordance with applicable unit prices if any, a pro-rated value, or through negotiations. The State shall not incur a price increase for changes that should have been included in the Contractor's proposal, were foreseeable, or result from difficulties with or failure of the Contractor's proposal or performance.

No change shall be implemented by the Contractor until approved by the State, and the Contract is amended to reflect the change and associated costs, if any. If there is a dispute regarding the cost, but both parties agree that immediate implementation is necessary, the change may be implemented, and cost negotiations may continue with both Parties retaining all remedies under the contract and law.

H.   VENDOR PERFORMANCE REPORT(S)

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
(signature)			

The State may document any instance(s) of products or services delivered or performed which exceed or fail to meet the terms of the purchase order, contract, and/or solicitation specifications. The State Purchasing Bureau may contact the Vendor regarding any such report. Vendor performance report(s) will become a part of the permanent record of the Vendor.

I.   NOTICE OF POTENTIAL CONTRACTOR BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
(signature)			

If Contractor breaches the contract or anticipates breaching the contract, the Contractor shall immediately give written notice to the State. The notice shall explain the breach or potential breach, a proposed cure, and may include a request for a waiver of the breach if so desired. The State may, in its discretion, temporarily or permanently waive the breach. By granting a waiver, the State does not forfeit any rights or remedies to which the State is entitled by law or equity, or pursuant to the provisions of the contract. Failure to give immediate notice, however, may be grounds for denial of any request for a waiver of a breach.

J. BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
JB			

Either Party may terminate the contract, in whole or in part, if the other Party breaches its duty to perform its obligations under the contract in a timely and proper manner. Termination requires written notice of default and a thirty (30) calendar day (or longer at the non-breaching Party's discretion considering the gravity and nature of the default) cure period. Said notice shall be delivered by Certified Mail, Return Receipt Requested, or in person with proof of delivery. Allowing time to cure a failure or breach of contract does not waive the right to immediately terminate the contract for the same or different contract breach which may occur at a different time. In case of default of the Contractor, the State may contract the service from other sources and hold the Contractor responsible for any excess cost occasioned thereby.

The State's failure to make payment shall not be a breach, and the Contractor shall retain all available statutory remedies and protections.

K. NON-WAIVER OF BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
JB			

Allowing time to cure or the acceptance of late performance with or without objection or reservation by a Party shall not waive any rights of the Party, including, but not limited to the right to immediately terminate the contract for the same or a different breach, or constitute a waiver of the requirement of timely performance of any obligations remaining to be performed.

L. SEVERABILITY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
JB			

If any term or condition of the contract is declared by a court of competent jurisdiction to be illegal or in conflict with any law, the validity of the remaining terms and conditions shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if the contract did not contain the provision held to be invalid or illegal.

M. INDEMNIFICATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
JB			

1.   **GENERAL**

The Contractor agrees to defend, indemnify, and hold harmless the State and its employees, volunteers, agents, and its elected and appointed officials ("the indemnified parties") from and against any and all third party claims, liens, demands, damages, liability, actions, causes of action, losses, judgments, costs, and expenses of every nature, including investigation costs and expenses, settlement costs, and attorney fees and expenses ("the claims"), sustained or asserted against the State for personal injury, death, or property loss or damage, arising out of, resulting from, or attributable to the willful misconduct, negligence, error, or omission of the Contractor, its employees, Subcontractors, consultants, representatives, and agents, resulting from this contract, except to the extent such Contractor liability is attenuated by any action of the State which directly and proximately contributed to the claims.

2.   **INTELLECTUAL PROPERTY**

The Contractor agrees it will, at its sole cost and expense, defend, indemnify, and hold harmless the indemnified parties from and against any and all claims, to the extent such claims arise out of, result from, or are attributable to, the actual or alleged infringement or misappropriation of any patent, copyright, trade secret, trademark, or confidential information of any third party by the Contractor or its employees, Subcontractors, consultants, representatives, and agents; provided, however, the State gives the Contractor prompt notice in writing of the claim. The Contractor may not settle any infringement claim that will affect the State's use of the Licensed Software without the State's prior written consent, which consent may be withheld for any reason.

If a judgment or settlement is obtained or reasonably anticipated against the State's use of any intellectual property for which the Contractor has indemnified the State, the Contractor shall, at the Contractor's sole cost and expense, promptly modify the item or items which were determined to be infringing, acquire a license or licenses on the State's behalf to provide the necessary rights to the State to eliminate the infringement, or provide the State with a non-infringing substitute that provides the State the same functionality. At the State's election, the actual or anticipated judgment may be treated as a breach of warranty by the Contractor, and the State may receive the remedies provided under this solicitation.

3.   **PERSONNEL**

The Contractor shall, at its expense, indemnify and hold harmless the indemnified parties from and against any claim with respect to withholding taxes, worker's compensation, employee benefits, or any other claim, demand, liability, damage, or loss of any nature relating to any of the personnel, including subcontractor's and their employees, provided by the Contractor.

4.   **SELF-INSURANCE**

The State of Nebraska is self-insured for any loss and purchases excess insurance coverage pursuant to Neb. Rev. Stat. § 81-8,239.01 (Reissue 2008). If there is a presumed loss under the provisions of this agreement, Contractor may file a claim with the Office of Risk Management pursuant to Neb. Rev. Stat. §§ 81-8,829 – 81-8,306 for review by the State Claims Board. The State retains all rights and immunities under the State Miscellaneous (Section 81-8,294), Tort (Section 81-8,209), and Contract Claim Acts (Section 81-8,302), as outlined in Neb. Rev. Stat. § 81-8,209 et seq. and under any other provisions of law and accepts liability under this agreement to the extent provided by law.

5.   **ALL REMEDIES AT LAW**

Nothing in this agreement shall be construed as an indemnification by one Party of the other for liabilities of a Party or third parties for property loss or damage or death or personal injury arising out of and during the performance of this contract. Any liabilities or claims for property loss or damages or for death or personal injury by a Party or its agents, employees, contractors or assigns or by third persons, shall be determined according to applicable law.

6. The Parties acknowledge that Attorney General for the State of Nebraska is required by statute to represent the legal interests of the State, and that any provision of this indemnity clause is subject to the statutory authority of the Attorney General.

N. ATTORNEY'S FEES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
JB			

In the event of any litigation, appeal, or other legal action to enforce any provision of the contract, the Parties agree to pay all expenses of such action, as permitted by law and if ordered by the court, including attorney's fees and costs, if the other Party prevails.

O. ASSIGNMENT, SALE, OR MERGER

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
JB			

Either Party may assign the contract upon mutual written agreement of the other Party. Such agreement shall not be unreasonably withheld.

The Contractor retains the right to enter into a sale, merger, acquisition, internal reorganization, or similar transaction involving Contractor's business. Contractor agrees to cooperate with the State in executing amendments to the contract to allow for the transaction. If a third party or entity is involved in the transaction, the Contractor will remain responsible for performance of the contract until such time as the person or entity involved in the transaction agrees in writing to be contractually bound by this contract and perform all obligations of the contract.

P. CONTRACTING WITH OTHER NEBRASKA POLITICAL SUB-DIVISIONS OF THE STATE OR ANOTHER STATE

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
JB			

The Contractor may, but shall not be required to, allow agencies, as defined in Neb. Rev. Stat. §81-145, to use this contract. The terms and conditions, including price, of the contract may not be amended. The State shall not be contractually obligated or liable for any contract entered into pursuant to this clause. A listing of Nebraska political subdivisions may be found at the website of the Nebraska Auditor of Public Accounts.

The Contractor may, but shall not be required to, allow other states, agencies or divisions of other states, or political subdivisions of other states to use this contract. The terms and conditions, including price, of this contract shall apply to any such contract, but may be amended upon mutual consent of the Parties. The

State of Nebraska shall not be contractually or otherwise obligated or liable under any contract entered into pursuant to this clause. The State shall be notified if a contract is executed based upon this contract.

Q.   FORCE MAJEURE

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
JB			

Neither Party shall be liable for any costs or damages, or for default resulting from its inability to perform any of its obligations under the contract due to a natural or manmade event outside the control and not the fault of the affected Party ("Force Majeure Event"). The Party so affected shall immediately make a written request for relief to the other Party, and shall have the burden of proof to justify the request. The other Party may grant the relief requested; relief may not be unreasonably withheld. Labor disputes with the impacted Party's own employees will not be considered a Force Majeure Event.

R.   CONFIDENTIALITY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
JB			

All materials and information provided by the Parties or acquired by a Party on behalf of the other Party shall be regarded as confidential information. This includes, but is not limited to, any and all data entered into the system or obtained by the Contractor from third parties, such as members of the public.   All materials and information provided or acquired shall be handled in accordance with federal and state law, and ethical standards. All Contractor personnel, subcontractors, agents, volunteers including but not limited to, database analyst(s), developer(s), and tester(s), performing work pursuant to this Contract must sign a confidentiality agreement provided by the State prior to commencing any work. Should said confidentiality be breached by a Party, the Party shall notify the other Party immediately of said breach and take immediate corrective action.

It is incumbent upon the Parties to inform their officers and employees of the penalties for improper disclosure imposed by the Privacy Act of 1974, 5 U.S.C. 552a. Specifically, 5 U.S.C. 552a (i)(1), which is made applicable by 5 U.S.C. 552a (m)(1), provides that any officer or employee, who by virtue of his/her employment or official position has possession of or access to agency records which contain individually identifiable information, the disclosure of which is prohibited by the Privacy Act or regulations established thereunder, and who knowing that disclosure of the specific material is prohibited, willfully discloses the material in any manner to any person or agency not entitled to receive it, shall be guilty of a misdemeanor and fined not more than $5,000.

S.   EARLY TERMINATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
JB			

The contract may be terminated as follows:

1.   The State and the Contractor, by mutual written agreement, may terminate the contract at any time.

2.   The State, in its sole discretion, may terminate the contract for any reason upon thirty (30) calendar day's written notice to the Contractor.   Such termination shall not relieve the Contractor of warranty or other service obligations incurred under the terms of the contract. In the event of termination the Contractor shall be entitled to payment, determined on a pro rata basis, for products or services satisfactorily performed or provided.

3. The State may terminate the contract immediately for the following reasons:

   a.   if directed to do so by statute;
   b.   Contractor has made an assignment for the benefit of creditors, has admitted in writing its inability to pay debts as they mature, or has ceased operating in the normal course of business;
   c.   a trustee or receiver of the Contractor or of any substantial part of the Contractor's assets has been appointed by a court;
   d.   fraud, misappropriation, embezzlement, malfeasance, misfeasance, or illegal conduct pertaining to performance under the contract by its Contractor, its employees, officers, directors, or shareholders;
   e.   an involuntary proceeding has been commenced by any Party against the Contractor under any one of the chapters of Title 11 of the United States Code and (i) the proceeding has been pending for at least sixty (60) calendar days; or (ii) the Contractor has consented, either expressly or by operation of law, to the entry of an order for relief; or (iii) the Contractor has been decreed or adjudged a debtor;
   f.   a voluntary petition has been filed by the Contractor under any of the chapters of Title 11 of the United States Code;
   g.   Contractor intentionally discloses confidential information;
   h.   Contractor has or announces it will discontinue support of the deliverable; and,
   i.   In the event funding is no longer available.

T.   CONTRACT CLOSEOUT

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
JB			

Upon contract closeout for any reason the Contractor shall within 30 days, unless stated otherwise herein:

1. Transfer all completed or partially completed deliverables to the State;
2. Transfer ownership and title to all completed or partially completed deliverables to the State;
3. Return to the State all information and data, unless the Contractor is permitted to keep the information or data by contract or rule of law. Contractor may retain one copy of any information or data as required to comply with applicable work product documentation standards or as are automatically retained in the course of Contractor's routine back up procedures;
4. Cooperate with any successor Contactor, person or entity in the assumption of any or all of the obligations of this contract;
5. Cooperate with any successor Contactor, person or entity with the transfer of information or data related to this contract;
6. Return or vacate any state owned real or personal property; and,
7. Return all data in a mutually acceptable format and manner.

Nothing in this Section should be construed to require the Contractor to surrender intellectual property, real or personal property, or information or data owned by the Contractor for which the State has no legal claim.

U.   PERFORMANCE REQUIREMENTS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
JB			

In accordance with Section VIII.I., the Contractor must provide a system to track issues with the Web-Based Permit/Licensing system. Such issues must be classified into severity levels based on the requirements of this Contract. Table 1, below, outlines the amount of time that the Contractor has to repair an issue based on severity level. The time to repair commences when the issue is entered into the tracking system ("Incident Time"), as further described in Section VIII.I. The Contractor shall monitor and track each issue, the Incident Time of each issue, and the time the issue was fully resolved. The Contractor shall deliver to the State a detailed and accurate summary of such information for the previous month.

The State may, in the State's sole discretion, assess damages in the amount(s) listed in Table 1 for each issue not fully repaired, in the opinion of the State, within the respective amount of time to repair. The loss of functionality and the time it took to restore functionality shall be determined by the State and such determination shall be final. The assessment rate is based on the Incident Time and whether the Incident Time occurs between 7:00 a.m. and 7:00 p.m. Central Time ("Peak Usage Hours") or outside of those hours ("Off-Peak Usage Hours"). If the issue continues into a different assessment rate time period, the assessed rate will be adjusted accordingly for the duration that the issue remained unrepaired during that assessment rate time period. The assessed rate will be prorated. The State may deem an issue unrepaired if the issue reoccurs within one hour of the issue most recently being repaired. In the event that the State assesses damages against the Contractor, the Contractor shall pay the amount assessed by the State within thirty (30) calendar days of receiving notice of assessment by the State.

For the purposes of example, if an issue is classified as Severity Class 1, the Contractor has thirty (30) minutes from the Incident Time to fully restore functionality and repair the issue. If such issue is not repaired within thirty (30) minutes and the Incident Time was 8:00 a.m. Central Time, the Contractor may be assessed damages of $1,000.00 per every thirty minutes after the initial thirty-minute repair period until the issue is resolved. If the issue continues to 7:00 p.m. Central Time, the Contractor would be assessed the Peak Usage Hours Rate until 7:00 p.m. At this time, the rate would change to the Off-Peak Usage Hours Assessment and would remain at such rate until 7:00 a.m. the following day.

To further illustrate, if the Contractor were to repair the issue (ex. a Severity Class 1 issue) within twenty (20) minutes of the Incident Time and the issue reoccurs within the next sixty (60) minutes after being repaired, if the issue was not repaired within ten (10) minutes of the reoccurrence, the State may assess damages in the amount of $1,000.00 per every thirty minutes until the issue is resolved.

The State may waive an instance where the sum is owed if, in the sole discretion of the State, the State determines that such non-functionality is not attributable to the Contractor's acts or omissions.

Table 1 SEVERITY CLASS ASSESSMENT			
Severity Level	Time to Repair	Peak Usage Hours Assessment	Off-Peak Usage Hours Assessment
1	30 Minutes	$1000.00 per 30 minutes	$500.00 per 30 minutes
2	2 Hours	$1000.00 per hour	$500.00 per hour
3	8 Hours	$1000.00 per hour	$500.00 per hour
4	See Section VIII.I	See Section VIII.I	See Section VIII.I

IV. CONTRACTOR DUTIES

A.   INDEPENDENT CONTRACTOR / OBLIGATIONS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
JB			

It is agreed that the Contractor is an independent contractor and that nothing contained herein is intended or should be construed as creating or establishing a relationship of employment, agency, or a partnership.

The Contractor is solely responsible for fulfilling the contract. The Contractor or the Contractor's representative shall be the sole point of contact regarding all contractual matters.

The Contractor shall secure, at its own expense, all personnel required to perform the services under the contract. The personnel the Contractor uses to fulfill the contract shall have no contractual or other legal relationship with the State; they shall not be considered employees of the State and shall not be entitled to any compensation, rights or benefits from the State, including but not limited to, tenure rights, medical and hospital care, sick and vacation leave, severance pay, or retirement benefits.

By-name personnel commitments made in the Contractor's proposal shall not be changed without the prior written approval of the State. Replacement of these personnel, if approved by the State, shall be with personnel of equal or greater ability and qualifications.

All personnel assigned by the Contractor to the contract shall be employees of the Contractor or a subcontractor, and shall be fully qualified to perform the work required herein. Personnel employed by the Contractor or a subcontractor to fulfill the terms of the contract shall remain under the sole direction and control of the Contractor or the subcontractor respectively.

With respect to its employees, the Contractor agrees to be solely responsible for the following:

1.   Any and all pay, benefits, and employment taxes and/or other payroll withholding;
2.   Any and all vehicles used by the Contractor's employees, including all insurance required by state law;
3.   Damages incurred by Contractor's employees within the scope of their duties under the contract;
4.   Maintaining Workers' Compensation and health insurance that complies with state and federal law and submitting any reports on such insurance to the extent required by governing law;
5.   Determining the hours to be worked and the duties to be performed by the Contractor's employees; and,
6.   All claims on behalf of any person arising out of employment or alleged employment (including without limit claims of discrimination alleged against the Contractor, its officers, agents, or subcontractors or subcontractor's employees)

If the Contractor intends to utilize any subcontractor, the subcontractor's level of effort, tasks, and time allocation should be clearly defined in the bidder's proposal. The Contractor shall agree that it will not utilize any subcontractors not specifically included in its proposal in the performance of the contract without the prior written authorization of the State.

The State reserves the right to require the Contractor to reassign or remove from the project any Contractor or subcontractor employee.

Contractor shall insure that the terms and conditions contained in any contract with a subcontractor does not conflict with the terms and conditions of this contract.

The Contractor shall include a similar provision, for the protection of the State, in the contract with any Subcontractor engaged to perform work on this contract.

B.   EMPLOYEE WORK ELIGIBILITY STATUS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
JB			

The Contractor is required and hereby agrees to use a federal immigration verification system to determine the work eligibility status of employees physically performing services within the State of Nebraska. A federal immigration verification system means the electronic verification of the work authorization program authorized by the Illegal Immigration Reform and Immigrant Responsibility Act of 1996, 8 U.S.C. 1324a, known as the E-Verify Program, or an equivalent federal program designated by the United States Department of Homeland Security or other federal agency authorized to verify the work eligibility status of an employee.

If the Contractor is an individual or sole proprietorship, the following applies:

1.   The Contractor must complete the United States Citizenship Attestation Form, available on the Department of Administrative Services website at http://das.nebraska.gov/materiel/purchasing.html

2.   The completed United States Attestation Form should be submitted with the solicitation response.

3.   If the Contractor indicates on such attestation form that he or she is a qualified alien, the Contractor agrees to provide the US Citizenship and Immigration Services documentation required to verify the Contractor's lawful presence in the United States using the Systematic Alien Verification for Entitlements (SAVE) Program.

4.   The Contractor understands and agrees that lawful presence in the United States is required and the Contractor may be disqualified or the contract terminated if such lawful presence cannot be verified as required by Neb. Rev. Stat. §4-108.

C.   COMPLIANCE WITH CIVIL RIGHTS LAWS AND EQUAL OPPORTUNITY EMPLOYMENT / NONDISCRIMINATION (Statutory)

The Contractor shall comply with all applicable local, state, and federal statutes and regulations regarding civil rights laws and equal opportunity employment. The Nebraska Fair Employment Practice Act prohibits Contractors of the State of Nebraska, and their Subcontractors, from discriminating against any employee or applicant for employment, with respect to hire, tenure, terms, conditions, compensation, or privileges of employment because of race, color, religion, sex, disability, marital status, or national origin (Neb. Rev. Stat. §48-1101 to 48-1125).   The Contractor guarantees compliance with the Nebraska Fair Employment Practice Act, and breach of this provision shall be regarded as a material breach of contract. The Contractor shall insert a similar provision in all Subcontracts for goods and services to be covered by any contract resulting from this solicitation.

D.   COOPERATION WITH OTHER CONTRACTORS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
JB			

Contractor may be required to work with or in close proximity to other contractors or individuals that may be working on same or different projects. The Contractor shall agree to cooperate with such other contractors or individuals, and shall not commit or permit any act which may interfere with the performance of work by any other contractor or individual. Contractor is not required to compromise Contractor's intellectual property or proprietary information unless expressly required to do so by this contract.

E.   PERMITS, REGULATIONS, LAWS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
JB			

The contract price shall include the cost of all royalties, licenses, permits, and approvals, whether arising from patents, trademarks, copyrights or otherwise, that are in any way involved in the contract. The Contractor shall obtain and pay for all royalties, licenses, and permits, and approvals necessary for the execution of the contract. The Contractor must guarantee that it has the full legal right to the materials, supplies, equipment, software, and other items used to execute this contract.

F. OWNERSHIP OF INFORMATION AND DATA / DELIVERABLES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
JB			

The State shall have the unlimited right to publish, duplicate, use, and disclose all information and data developed or obtained by the Contractor on behalf of the State pursuant to this contract.

The State shall own and hold exclusive title to any deliverable developed as a result of this contract. Contractor shall have no ownership interest or title, and shall not patent, license, or copyright, duplicate, transfer, sell, or exchange, the design, specifications, concept, or deliverable.

G. INSURANCE REQUIREMENTS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
JB			

The Contractor shall throughout the term of the contract maintain insurance as specified herein and provide the State a current Certificate of Insurance/Acord Form (COI) verifying the coverage. The Contractor shall not commence work on the contract until the insurance is in place. If Contractor subcontracts any portion of the Contract the Contractor must, throughout the term of the contract, either:

1. Provide equivalent insurance for each subcontractor and provide a COI verifying the coverage for the subcontractor;
2. Require each subcontractor to have equivalent insurance and provide written notice to the State that the Contractor has verified that each subcontractor has the required coverage; or,
3. Provide the State with copies of each subcontractor's Certificate of Insurance evidencing the required coverage.

The Contractor shall not allow any Subcontractor to commence work until the Subcontractor has equivalent insurance. The failure of the State to require a COI, or the failure of the Contractor to provide a COI or require subcontractor insurance shall not limit, relieve, or decrease the liability of the Contractor hereunder.

In the event that any policy written on a claims-made basis terminates or is canceled during the term of the contract or within six (6) years of termination or expiration of the contract, the contractor shall obtain an extended discovery or reporting period, or a new insurance policy, providing coverage required by this contract for the term of the contract and six (6) years following termination or expiration of the contract.

If by the terms of any insurance a mandatory deductible is required, or if the Contractor elects to increase the mandatory deductible amount, the Contractor shall be responsible for payment of the amount of the deductible in the event of a paid claim.

Notwithstanding any other clause in this Contract, the State may recover up to the liability limits of the insurance policies required herein.

1. **WORKERS' COMPENSATION INSURANCE**

The Contractor shall take out and maintain during the life of this contract the statutory Workers' Compensation and Employer's Liability Insurance for all of the contactors' employees to be engaged in work on the project under this contract and, in case any such work is sublet, the Contractor shall require the Subcontractor similarly to provide Worker's Compensation and Employer's Liability Insurance for all of the Subcontractor's employees to be engaged in such work. This policy shall be written to meet the statutory requirements for the state in which the work is to be performed, including Occupational Disease. **The policy shall include a waiver of subrogation in favor of the State. The COI shall contain the mandatory COI subrogation waiver language found hereinafter**. The amounts of such insurance shall not be less than the limits stated hereinafter. For employees working in the State of Nebraska, the policy must be written by an entity authorized by the State of Nebraska Department of Insurance to write Workers' Compensation and Employer's Liability Insurance for Nebraska employees.

2. **COMMERCIAL GENERAL LIABILITY INSURANCE AND COMMERCIAL AUTOMOBILE LIABILITY INSURANCE**

The Contractor shall take out and maintain during the life of this contract such Commercial General Liability Insurance and Commercial Automobile Liability Insurance as shall protect Contractor and any Subcontractor performing work covered by this contract from claims for damages for bodily injury, including death, as well as from claims for property damage, which may arise from operations under this contract, whether such operation be by the Contractor or by any Subcontractor or by anyone directly or indirectly employed by either of them, and the amounts of such insurance shall not be less than limits stated hereinafter.

The Commercial General Liability Insurance shall be written on an **occurrence basis**, and provide Premises/Operations, Products/Completed Operations, Independent Contractors, Personal Injury, and Contractual Liability coverage. **The policy shall include the State, and others as required by the contract documents, as Additional Insured(s). This policy shall be primary, and any insurance or self-insurance carried by the State shall be considered secondary and non-contributory**. **The COI shall contain the mandatory COI liability waiver language found hereinafter.** The Commercial Automobile Liability Insurance shall be written to cover all Owned, Non-owned, and Hired vehicles.

REQUIRED INSURANCE COVERAGE	
COMMERCIAL GENERAL LIABILITY	
General Aggregate	$2,000,000
Products/Completed Operations Aggregate	$2,000,000
Personal/Advertising Injury	$1,000,000 per occurrence
Bodily Injury/Property Damage	$1,000,000 per occurrence
Medical Payments	$10,000 any one person
Damage to Rented Premises (Fire)	$300,000 each occurrence
Contractual	Included
XCU Liability (Explosion, Collapse, and Underground Damage)	Included
Independent Contractors	Included
Abuse & Molestation	Included
If higher limits are required, the Umbrella/Excess Liability limits are allowed to satisfy the higher limit.	
WORKER'S COMPENSATION	
Employers Liability Limits	$500K/$500K/$500K
Statutory Limits- All States	Statutory - State of Nebraska
USL&H Endorsement	Statutory

Voluntary Compensation	Statutory
COMMERCIAL AUTOMOBILE LIABILITY	
Bodily Injury/Property Damage	$1,000,000 combined single limit
Include All Owned, Hired & Non-Owned Automobile liability	Included
Motor Carrier Act Endorsement	Where Applicable
UMBRELLA/EXCESS LIABILITY	
Over Primary Insurance	$5,000,000 per occurrence
PROFESSIONAL LIABILITY	
Professional liability (Medical Malpractice)	Limits consistent with Nebraska Medical Malpractice Cap
Qualification Under Nebraska Excess Fund	
All Other Professional Liability (Errors & Omissions)	$1,000,000 Per Claim / Aggregate
COMMERCIAL CRIME	
Crime/Employee Dishonesty Including 3rd Party Fidelity	$1,000,000
CYBER LIABILITY	
Breach of Privacy, Security Breach, Denial of Service, Remediation, Fines and Penalties	$10,000,000
MANDATORY COI SUBROGATION WAIVER LANGUAGE	
"Workers' Compensation policy shall include a waiver of subrogation in favor of the State of Nebraska."	
MANDATORY COI LIABILITY WAIVER LANGUAGE	
"Commercial General Liability & Commercial Automobile Liability policies shall name the State of Nebraska as an Additional Insured and the policies shall be primary and any insurance or self-insurance carried by the State shall be considered secondary and non-contributory as additionally insured."	

3. **EVIDENCE OF COVERAGE**

The Contractor shall furnish the Buyer, with a certificate of insurance coverage complying with the above requirements prior to beginning work at:

State of Nebraska
State Purchasing Bureau
Attn: Connie Heinrichs
RFP: 6506 Z1
Email: connie.heinrichs@nebraska.gov

These certificates or the cover sheet shall reference the RFP number, and the certificates shall include the name of the company, policy numbers, effective dates, dates of expiration, and amounts and types of coverage afforded. If the State is damaged by the failure of the Contractor to maintain such insurance, then the Contractor shall be responsible for all reasonable costs properly attributable thereto.

Reasonable notice of cancellation of any required insurance policy must be submitted to the contract manager as listed above when issued and a new coverage binder shall be submitted immediately to ensure no break in coverage.

4. **DEVIATIONS**

The insurance requirements are subject to limited negotiation. Negotiation typically includes, but is not necessarily limited to, the correct type of coverage, necessity for Workers' Compensation, and the type of automobile coverage carried by the Contractor.

H.   **ANTITRUST**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
_JB_			

The Contractor hereby assigns to the State any and all claims for overcharges as to goods and/or services provided in connection with this contract resulting from antitrust violations which arise under antitrust laws of the United States and the antitrust laws of the State.

I.   CONFLICT OF INTEREST

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
JB			

By submitting a proposal, bidder certifies that no relationship exists between the bidder and any person or entity which either is, or gives the appearance of, a conflict of interest related to this Request for Proposal or project.

Bidder further certifies that bidder will not employ any individual known by bidder to have a conflict of interest nor shall bidder take any action or acquire any interest, either directly or indirectly, which will conflict in any manner or degree with the performance of its contractual obligations hereunder or which creates an actual or appearance of conflict of interest.

If there is an actual or perceived conflict of interest, bidder shall provide with its proposal a full disclosure of the facts describing such actual or perceived conflict of interest and a proposed mitigation plan for consideration. The State will then consider such disclosure and proposed mitigation plan and either approve or reject as part of the overall bid evaluation.

J.   STATE PROPERTY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
JB			

The Contractor shall be responsible for the proper care and custody of any State-owned property which is furnished for the Contractor's use during the performance of the contract. The Contractor shall reimburse the State for any loss or damage of such property; normal wear and tear is expected.

K.   SITE RULES AND REGULATIONS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
JB			

The Contractor shall use its best efforts to ensure that its employees, agents, and Subcontractors comply with site rules and regulations while on State premises. If the Contractor must perform on-site work outside of the daily operational hours set forth by the State, it must make arrangements with the State to ensure access to the facility and the equipment has been arranged. No additional payment will be made by the State on the basis of lack of access, unless the State fails to provide access as agreed to in writing between the State and the Contractor.

L.   ADVERTISING

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:

JB			

The Contractor agrees not to refer to the contract award in advertising in such a manner as to state or imply that the company or its goods or services are endorsed or preferred by the State. Any publicity releases pertaining to the project shall not be issued without prior written approval from the State.

M.   NEBRASKA TECHNOLOGY ACCESS STANDARDS (Statutory)
Contractor shall review the Nebraska Technology Access Standards, found at http://nitc.nebraska.gov/standards/2-201.html and ensure that products and/or services provided under the contract are in compliance or will comply with the applicable standards to the greatest degree possible. In the event such standards change during the Contractor's performance, the State may create an amendment to the contract to request the contract comply with the changed standard at a cost mutually acceptable to the parties.

N.   DISASTER RECOVERY/BACK UP PLAN

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
JB			

The Contractor shall have a disaster recovery and back-up plan, of which a copy should be provided upon request to the State, which includes, but is not limited to equipment, personnel, facilities, and transportation, in order to continue delivery of goods and services as specified under the specifications in the contract in the event of a disaster.

O.   DRUG POLICY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
JB			

Contractor certifies it maintains a drug free work place environment to ensure worker safety and workplace integrity. Contractor agrees to provide a copy of its drug free workplace policy at any time upon request by the State.

P.   WARRANTY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
JB			

Despite any clause to the contrary, the Contractor represents and warrants that its services hereunder shall be performed by competent personnel and shall be of professional quality consistent with generally accepted industry standards for the performance of such services and shall comply in all respects with the requirements of this Agreement. For any breach of this warranty, the Contractor shall, for a period of ninety (90) days from performance of the service, perform the services again, at no cost to the State, or if Contractor is unable to perform the services as warranted, Contractor shall reimburse the State all fees paid to Contractor for the unsatisfactory services. The rights and remedies of the parties under this warranty are in addition to any other rights and remedies of the parties provided by law or equity, including, without limitation actual damages, and, as applicable and awarded under the law, to a prevailing party, reasonable attorneys' fees and costs.

V.PAYMENT

A.   PROHIBITION AGAINST ADVANCE PAYMENT (Statutory)
Neb. Rev. Stat. §§81-2403 states, "[n]o goods or services shall be deemed to be received by an agency until all such goods or services are completely delivered and finally accepted by the agency."

B.   TAXES (Statutory)
The State is not required to pay taxes and assumes no such liability as a result of this solicitation. The Contractor may request a copy of the Nebraska Department of Revenue, Nebraska Resale or Exempt Sale Certificate for Sales Tax Exemption, Form 13 for their records. Any property tax payable on the Contractor's equipment which may be installed in a state-owned facility is the responsibility of the Contractor

C.   INVOICES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
JB			

Invoices for payments must be submitted by the Contractor to the agency requesting the services with sufficient detail including itemized account of transactions per the cost proposal (Attachment D) to support payment. The invoice shall be mailed to: The Nebraska Game and Parks Commission, PO Box 30370, Lincoln NE 68503-0370. The terms and conditions included in the Contractor's invoice shall be deemed to be solely for the convenience of the parties. No terms or conditions of any such invoice shall be binding upon the State, and no action by the State, including without limitation the payment of any such invoice in whole or in part, shall be construed as binding or estopping the State with respect to any such term or condition, unless the invoice term or condition has been previously agreed to by the State as an amendment to the contract.

D.   INSPECTION AND APPROVAL

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
JB			

Final inspection and approval of all work required under the contract shall be performed by the designated State officials.

The State and/or its authorized representatives shall have the right to enter any premises where the Contractor or Subcontractor duties under the contract are being performed, and to inspect, monitor or otherwise evaluate the work being performed. All inspections and evaluations shall be at reasonable times and in a manner that will not unreasonably delay work.

E.   PAYMENT (Statutory)
Payment will be made by the responsible agency in compliance with the State of Nebraska Prompt Payment Act (See Neb. Rev. Stat. §81-2403). The State may require the Contractor to accept payment by electronic means such as ACH deposit. In no event shall the State be responsible or liable to pay for any goods and services provided by the Contractor prior to the Effective Date of the contract, and the Contractor hereby waives any claim or cause of action for any such services.

F.   LATE PAYMENT (Statutory)
The Contractor may charge the responsible agency interest for late payment in compliance with the State of Nebraska Prompt Payment Act (See Neb. Rev. Stat. §81-2401 through 81-2408).

G.   SUBJECT TO FUNDING / FUNDING OUT CLAUSE FOR LOSS OF APPROPRIATIONS (Statutory)
The State's obligation to pay amounts due on the Contract for a fiscal years following the current fiscal year is contingent upon legislative appropriation of funds. Should said funds not be appropriated, the State may terminate the contract with respect to those payments for the fiscal year(s) for which such funds are not

appropriated. The State will give the Contractor written notice thirty (30) calendar days prior to the effective date of termination. All obligations of the State to make payments after the termination date will cease. The Contractor shall be entitled to receive just and equitable compensation for any authorized work which has been satisfactorily completed as of the termination date. In no event shall the Contractor be paid for a loss of anticipated profit.

H.   RIGHT TO AUDIT (First Paragraph is Statutory)

The State shall have the right to audit the Contractor's performance of this contract upon a thirty (30) days' written notice. Contractor shall utilize generally accepted accounting principles, and shall maintain the accounting records, and other records and information relevant to the contract (Information) to enable the State to audit the contract. (Neb. Rev. Stat. §84-304 et seq.) The State may audit and the Contractor shall maintain, the Information during the term of the contract and for a period of five (5) years after the completion of this contract or until all issues or litigation are resolved, whichever is later. The Contractor shall make the Information available to the State at Contractor's place of business or a location acceptable to both Parties during normal business hours. If this is not practical or the Contractor so elects, the Contractor may provide electronic or paper copies of the Information. The State reserves the right to examine, make copies of, and take notes on any Information relevant to this contract, regardless of the form or the Information, how it is stored, or who possesses the Information. Under no circumstance will the Contractor be required to create or maintain documents not kept in the ordinary course of contractor's business operations, nor will contractor be required to disclose any information, including but not limited to product cost data, which is confidential or proprietary to contractor.

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
JB			

The Parties shall pay their own costs of the audit unless the audit finds a previously undisclosed overpayment by the State. If a previously undisclosed overpayment exceeds one-half of one percent (.5%) of the total contract billings, or if fraud, material misrepresentations, or non-performance is discovered on the part of the Contractor, the Contractor shall reimburse the State for the total costs of the audit. Overpayments and audit costs owed to the State shall be paid within ninety (90) days of written notice of the claim. The Contractor agrees to correct any material weaknesses or condition found as a result of the audit.

Let's have a Conversation about Conservation

The NGPC steps up every day to conserve Nebraska wild animals and places. But to win that battle, you need to get more people outdoors more often.

That's Why Our Company Exists.

We have the exact product you need. And the team you need. And that team is in your backyard.

Our local marketing team already buys and uses Nebraska hunting and fishing licenses, tags and permits. None of our competitors could possibly love and understand Outdoor Nebraska as much as S3 does because nobody lives Outdoor Nebraska as much as S3 already does.

S3's goal is to not only process more licenses for the NGPC, but to help lead an epic transformation: a careful and well-designed passage of a passion for the outdoors plus knowledge and insight from older hunters and anglers down to younger generations. Only through this sharing of the experience of being "one with nature" can we ensure that not only will hunting and fishing continue to remain healthy in Outdoor Nebraska, but so too will the native lands and animals that are part of our collective soul.

Founded on that vision in 2009 by Eric Richey and his team of leading experts in wildlife, conservation, marketing and technology, we built S3 to solve one of the biggest problems in the outdoor industry: How can we sell more licenses/permits, not only now but into the future? The outdoor industry needed fresh ideas and new product offerings and S3 went on offense to meet that challenge head on.

SOVEREIGN
SPORTSMAN SOLUTIONS

That's why in 2006 S3's founder Eric Richey refocused a 20+ year national/international technology and business development career to take on the solution gap and technical challenges that existed for North American conservation and natural resource agencies.

That's why Chris Willard left the Oregon Department of Fish and Wildlife to join S3 as Chief Operations Officer, giving him the opportunity to pursue his deep-rooted connection to the conservation mission directly with people like you.

And that's why Eric Dinger started a conservation focused mobile marketing and customer engagement solutions company (Powderhook) in Lincoln, Nebraska that eventually combined with S3 to more aggressively engage with the public and private sector and get more people to have a great day outdoors.

Nearly every member of S3's staff is driven in similar ways.

With the cutting-edge marketing platform that we have built into S3's web-based permit/licensing system platform, NGPC has the opportunity to jump the line and bolt ahead of every other agency in the country. Right now.

S3 spent most of its first 10 years focused on refining the complex licensing platform that has evolved into what we call our CORE (Conservation Outdoor Recreation & Engagement) platform. Now, with the strategic and financial support needed, we built a

marketing product that leapfrogged the competition and has finally brought the R3 community the game-changer it has been asking for.

Ask your friends at the Missouri Department of Conservation and Ohio Department of Natural Resources how excited they are to have this new tool.

To sell more products you need good data, and the ability to maximize usage of that data. Your data is powerful to engage resident and non-resident customers and prospects in ways that until now were not possible. And it can be done easily. By non-technical users who won't have to get help from folks with computer science degrees to do their jobs.

And watch results come in faster than a pronghorn can spot danger a mile away.

CORE CRM gives you a 360-degree view of your customer that lets you communicate electronically as if you are in your customer's living room. Or, more appropriately, on your customer's back 40.

We know Nebraska has been fighting a legacy system for years. Yet somehow, you've built a national reputation as an innovator and leader in R3 and marketing.

Our marketing system will empower your team to push our industry forward, and in no time you'll be surpassing those goals that always seem just beyond the next bend.

The solution included in this proposal includes features

Figure 02

and functionality that have been proven in the field across multiple large deployments. It's a system whose modern features solve the needs of today, and has been architected to accommodate tomorrow's innovations. As part of this submission and in alignment with this RFP, it is understood that NGPC is not looking to utilize all eight of the CORE solution sets currently available as part of S3's CORE platform. Figure 02 above illustrates the entire CORE solution set, with those depicted in gray not included in this proposal.

While competitors may choose to identify free development hours as part of their Response, S3 has been quietly honoring this level of support from our beginning. To ensure that we meet NGPC's changing needs throughout the potential 21-year life of this contract, our proposal includes 1,000 hours per year of development time at no additional cost to Nebraska.

Many of the specific details of the feature sets being offered as part of this proposal are covered throughout the Project Traceability Matrix (PTM), and a high-level overview of each is offered in our response to TEC-001. Within TEC-001 we chose to provide more detail around feature sets that were not broadly covered in other sections of the PTM and that S3 believes will drive tremendous value to NGPC and its customers.

We could not be
more excited to bring our
solutions and talents
to bear in full partnership
with NGPC!

IN CONCLUSION

Why Does Having a Local Partner Matter?

As we prepared our Response to this generational opportunity, we repeatedly asked ourselves "Why should you care that we have a local presence in Lincoln when we've all gotten pretty good at online meetings?" The reason? Because people who care about conservation care most about their own state -- the place where they live, raise their families, and spend most of their time outdoors.

Below are a few examples of things S3 is doing in Nebraska. And we are doing these things not because we are bidding an RFP but simply because we live here.

Good Living Camp
Kids can only dream as big as they've seen. Nebraska's urban-rural divide can make it difficult for youth to meet new people and have life-changing experiences outdoors. Because we believe time outdoors is the best platform for creating connections, S3 has partnered with Lincoln-based Rabble Mill to implement a new program called Good Living Camp.

Many of the city kids Rabble Mill works with in Omaha and Lincoln have never seen Nebraska via highways, much less set up a tent in the dark or eaten a fish they caught. Conversely, many of our rural students have never had a chance to make friends with diverse youth, never been on the cusp of emerging fashion trends, and never had a chance to make content for a company like S3... or Vans Shoes.

This summer, with the help of S3, a Rabble Mill pilot program will work to bridge this gap — as we say --- "from skateparks to state parks." Good Living Camp is a 5-day cultural immersion experience for about 20 middle-school-aged youth from a handful of Nebraska cities and towns from July 26-30, 2021. At its heart: skateboarding; music; digital media; camping; fishing; storytelling; and community. The benefits for youth: hard and soft skill growth; friendship and team building; creative problem-solving; community reinvestment experience; outdoor recreation and discovery; physical fitness; and expanded world views.

As a group who understands and appreciates the purpose of R3, it's not lost on us that this could be considered "another program." However, S3 decided the best way to scale-up the recruitment of people that don't look like us is to share camp and learn first-hand.

Conservation Internship Program

S3 is growing! With growth comes the need to bring in new people, ideally with life and work experience that offers our team and partners new perspectives.

Our Lincoln office is home to our internship program. In our inaugural class, we brought in three students from around the country. Eight months later, two of the three have joined our team full-time. We were so pleased with what these fresh faces and voices in conservation brought to our team that we're investing in substantially growing the program.

And we're going to focus on driving diversity into our organization and into the conservation world by recruiting people that represent a more accurate cross-section of America.

Our dream for this program is to create a steady stream of trained, ready-to-contribute young people who understand conservation, care about R3, and want to bring new perspectives to an industry hungry to receive them.

Here's where you come in.

As part of our on-going relationship, we're going to include interns in our collective work at no cost to our client state agencies. S3 will identify, recruit, hire and train bright young individuals who may not know a lot about hunting, fishing or conservation yet, but have potential and an eagerness to learn.

Our on-going relationship with Rabble Mill will serve as a feeder, as will outbound efforts to recruit from colleges, universities and other schools throughout the region and country.

S3's Lincoln team will train these applicants on all of the core elements of our specialized industry including:

- Mentoring them in the outdoors, so they can listen, feel and understand what it means to "live this stuff"

- Teach them the history of conservation, hunting and fishing

- Show them the work of NGPC and career paths they may not have considered

- Work on conservation-related projects such as leading our internal R3 program, building marketing content targeted at audiences they innately understand, or writing code for a product people will use to go hunt or fish

Our intention is to get our interns to a place where NGPC, S3, our other agency partners and conservation organizations throughout the country are eager to consider them for open positions.

And All the Rest.

Our Lincoln team plans to continue putting on Game Feast, an event we've done in the past at which we fed wild game to nearly 200 Nebraskans.

We're going to usher in rifle deer season with an event in the Haymarket we call Deer Camp.

And, maybe most importantly, our local team wants to be a group of volunteers you can count on for your events and programs.

We look forward to sharing with you some very exciting details about these programs during live demonstrations.

Let's have a Conversation about Conservation

Attachment A
Requirements Traceability Matrix (RTM)
Request for Proposal 6506-Z1

Bidder Name: <u>Sovereign Sportsman Solutions</u>

Each of the items in the Requirements Traceability Matrix (RTM) table below requires a response of one of the following options: "Yes", "Customization required ", "No", and "Alternate". Bidders must respond to the RTM using the matrix format provided and should not change the order or number of the requirements.

The RTM should indicate how the bidder intends to comply with the requirement. It is not sufficient for the bidder to simply state that it intends to meet the requirements of the RFP. The Commission will consider any such response to the requirements in this RFP to be non-responsive. **The narrative should provide the Commission with sufficient information to differentiate the bidder's functional, technical, and financial solutions from other bidders' solutions. Explain each response and describe how the proposed solution meets each requirement, providing at least the current features and processes.**

Only one box may be checked per requirement. If Oral Interviews/Presentations and/or Demonstrations are requested, bidder may be asked to demonstrate each item marked as "Yes", "Customization Required ", or "Alternate".

The Bidder Response box should be completed if the response to the requirement is "Yes", "Customization required", or "Alternate". Bidders may also use it with "No" responses if desired. **Bidders must provide a response directly in the matrix, using as much space as needed.** Below is a brief definition of each response option. Bidders should carefully read the response definitions as these responses, as well as the entire response to this RFP, will become part of any resulting contract with the awarded contractor.

Yes	Yes, requirement is met and demonstrable in the current release of the product(s) proposed in the bidder's response to this RFP, without manipulation of fields, forms, or the need to add fields or tables to the system.
Customization Required	The requirement is not completely met by the product(s) included in the proposed solution but can be met with some customization. Bidder should indicate whether the requirement can be met by the go-live date and describe any other specifics that will aid in evaluation.
No	No, the requirement is not or cannot be met by the product(s) included in the proposed solution. A response of "No" to a requirement does not eliminate the bidder's proposal from consideration.
Alternate	The "Alternate" option is appropriate when a requirement is in the process of being developed, but not implemented.

ATTACHMENT A

SOVEREIGN
SPORTSMAN SOLUTIONS

Attachment A (RFP 6506 Z1 Sovereign Sportsman Solutions, File 2 of 20)

Nebraska Point of Contact: Connie Heinrichs
State Purchasing Bureau, 1526 K Street, Suite 130 Lincoln, NE 68508
402-471-0975   E-Mail: connie.heinrichs@nebraska.gov

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NE REQUIREMENT

FUN#	Customer Profile	Yes	Customization Required	No	Alternate
FUN-001 **Section VII.A**	A. Describe the system's Customer profile and the data it collects, to include but not limited to the following: 1. Customer name 2. Customer demographic 3. E-mail 4. Last four digits of social security number 5. Date of birth 6. Height/Weight/Hair Color/Eye color 7. Residency status 8. Hunter Education certification numbers	✓			

BIDDER RESPONSE

Every aspect of S3 solutions is built around the customer – and it all starts with the customer account. New customers can quickly and easily establish accounts either online or at an agency/retail vendor location. Upon their first log-in as a new customer, each user is automatically assigned a unique customer identification number that follows them throughout the life of their relationship with the agency (see Figure F001-1 below). This enables the agency to track customer engagement, which helps both to inform and evaluate marketing strategies.

Figure FUN001-1 – New Customer Log-in Screen

Additional information is then collected based on how the customer interacts with the system. For example, purchasing a hunting license may require more profile information to be collected than registering for a bird watching class. Likewise, purchasing a fishing license probably does not require emergency contact information to be collected, but registering for a hunter education class may. Profile requirements are easily configurable based on your agency's business rules.

S3's CORE system uses an intuitive approach to collecting a customer's profile information, making it easy for new customers to enter their information and for existing customers to keep it updated.

Profile information is collected across several easy-to-follow topical areas (see figures F001-2 – F001-6 below). The fields in each are fully configurable based on an agency's unique needs. For example, one state may require a full social security number, whereas another may require just the last four digits. There are some fields that a customer shouldn't be able to update (i.e. Customer Number, Social Security Number, Birth Date, etc.) – and these are easily locked down for security and data integrity purposes (locked down fields are shaded blue for easy identification).

NGPC Administrators with the proper permission may edit all fields within a customer's profile, including the last four digits of a social security number, first and last name, date of birth, email, revocation status, residency, eligibility, and demographic / geographic information.

Figure FUN001-2 – Personal Details)

Figure FUN001-3 – Customer Identification)

Customer Contact Details

Email Address *
hunterfisher@iexplore.com

Primary Phone *
(541) 555-5555

Type... ▼

Type...
Mobile
Home
Work Desk
Work Mobile

Phone

Type... ▼

Phone

Allow SMS *   No ⬤ Yes

(Figure FUN001-4 – Customer Contact Details)

Emergency Contact

Contact 1

First Name

Last Name

Primary Phone

Type... ▼

Phone

Type... ▼

Contact 2

First Name

Last Name

Primary Phone

Type... ▼

Phone

Type... ▼

(Figure FUN001-5 – Emergency Contact)

Residency Address

Street 1 *

Street 2

City *

State/Province *
Select One... ▼

Zip/Postal Code *

Country *
Select One... ▼

Mailing Address

📋 Copy Residency Address

Street 1 *

Street 2

City *

State/Province *
Select One... ▼

Zip/Postal Code *

Country *
Select One... ▼

(Figure FUN001-6 – Address)

PARTIAL CUSTOMER ACCOUNTS

S3's CORE CRM provides unparalleled ability to engage potential new customers who have never purchased a hunting or fishing license. While it is critical to be able to track these engagements through future interactions and potential license purchases, requiring all of the information needed to establish a full customer account would likely limit marketing success.

S3 provides contests, challenges, digital "camps", web-embedded forms, and a variety of other tools that enable agencies to recruit potential new participants in ways that have never been accessible before. Customer engagement can start with creation of a partial account to enter a simple contest or participate in a Challenge or Digital Camp and leading towards an event registration or license sale. S3's platform enables you to maintain, link, and monitor engagement from the very first touchpoint.

NE REQUIREMENT

FUN#	Customer Profile	Yes	Customization Required	No	Alternate
FUN-002 **Section VII.A**	A. Describe your process to edit a customer profile must include but not limited to the following: 1. Unique Customer ID number 2. Customer demographics 3. Last 4 digits of SSN – alpha numeric 4. Add a "new" required field	✓			

BIDDER RESPONSE

A customer's profile can be easily edited by customers themselves online, or at an agency/retail location. Edits are made in the same customer profile section that a customer and/or agency/retail agent uses to establish a customer's initial account.

There are some fields that a customer can't update themselves (i.e. Customer Number, Social Security Number, Birth Date, etc.) – these are easily locked down for security and data integrity purposes (locked down fields are shaded blue for easy identification). NGPC Administrators with the proper permissions may edit all fields within a customer's profile, including the last four digits of a social security number, first and last name, date of birth, email, revocation status, residency, eligibility, demographic and geographic information.

There are a variety of situations that may call for a new required field to be added to the customer profile. S3's database engineers work very closely with our partners when additional fields are required to ensure that database integrity is maintained, reports are functioning as intended, and the new fields are appropriately mapped to CORE CRM.

NE REQUIREMENT

FUN#	Customer Profile		Yes	Customization Required	No	Alternate
FUN-003 **Section VII.A**	A.	If a password is required to log on to a customer profile, indicate how the password is reset by the customer, and/or by administration.	✔			

BIDDER RESPONSE

Customer passwords are required to log in to a customer profile and can be easily reset by the customers themselves or with the assistance of NGPC authorized users.

Customers who forget their usernames and/or passwords can easily retrieve them from the internet portal log-in page if they have a valid email address in the system (see Figure FUN003-1).

A forgotten username can be retrieved by providing a valid first name, last name, date of birth, and email address. If the information submitted is matched with the information included in the customer's profile the username is sent via a system-generated email.

A forgotten password can be retrieved by providing a valid username. If the information submitted matches the username included in the customer's profile a link to reset the password is sent via a system generated email.
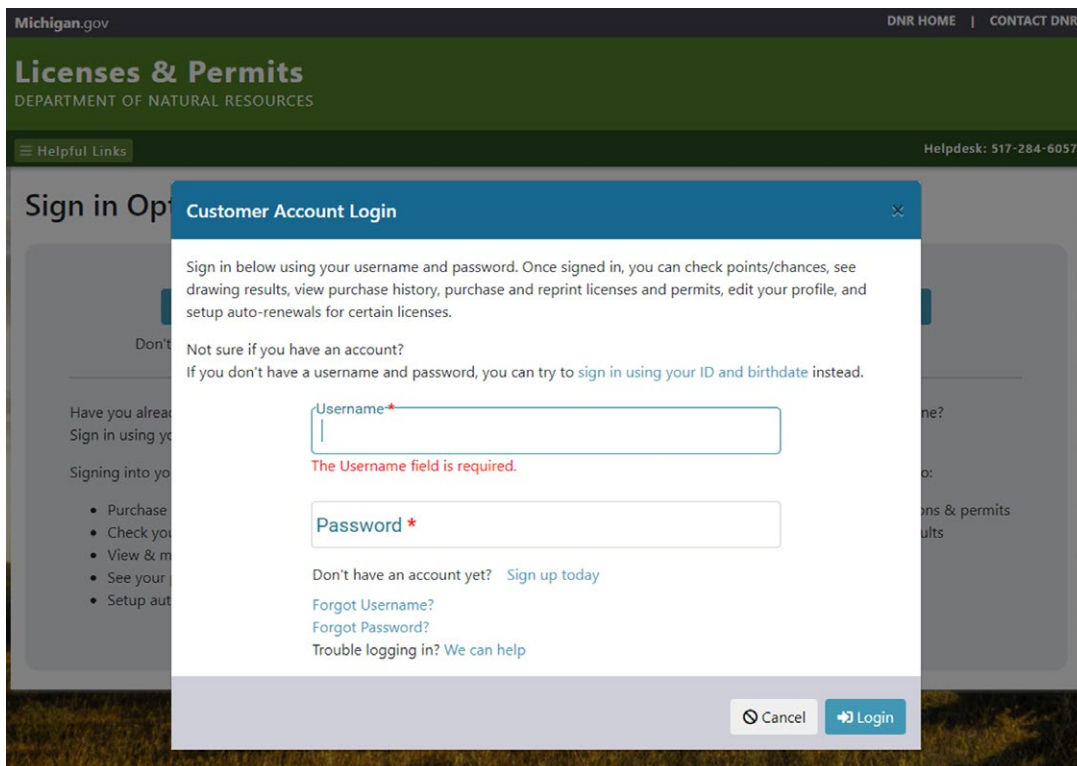
Figure FUN003-1 – MiConnect Customer Log-in Screen

Alternatively, a customer's username can be retrieved, or their password reset, by authorized NGPC Internal or External Agents, and/or call-center support staff. Authorized users verify the customer's identity and are then able to access a customer's username and/or reset their password within the system's administrative control center. See Figure FUN003-2 for reference.
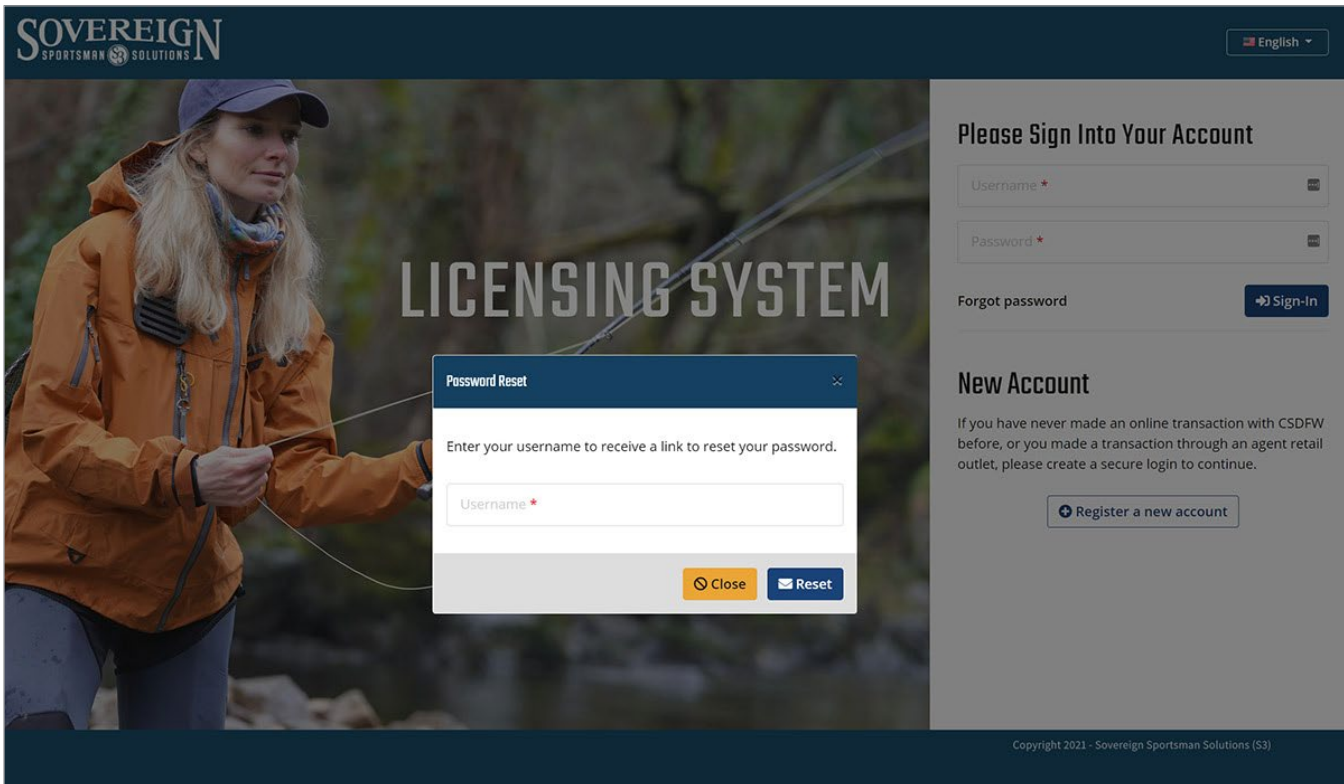
Figure FUN003-2 – Accounts

NE REQUIREMENT

FUN#	Customer Profile		Yes	Customization Required	No	Alternate
FUN-004 **Section VII.A**	A.	Describe how your system verifies USPS mailing addresses including address lookup verification.	✔			

BIDDER RESPONSE

S3 uses Google APIs to verify an address. As the user enters an address, the system prompts the user to select a verified address from Google's records. If the user selects an address, the system will then populate the address fields with the data on file from Google. If the user does not select an address, they will manually input their address information into the system.

NE REQUIREMENT

FUN#	Customer Profile		Yes	Customization Required	No	Alternate
FUN-005 **Section VII.A**	A.	Describe how your system flags or identifies specific customer groups such as: 1. Customers 69 and older by the DOB 2. Veteran 64 and older 3. Disabled Veteran 4. Special/Disabled Fish 5. Deployed Military	✔			

BIDDER RESPONSE

Special customer designations, such as those listed here, are handled by adding tags to a customer's profile.

Some tags can be automatically attached to a customer based on information contained in the customer's profile, such as age and residency status.

Other tags, such as those related to military service and disabilities, often require an additional level of verification. This can be done in-person at an agency location where authorized agency staff verify the information before adding the tag to the customer's account, via an affidavit that a customer can submit through the online sales channel (see Figure FUN005-1 below), or some combination of each.

Figure FUN005-1 – MiConnect Customer Declaration Information

S3 will work with NGPC staff to ensure that the proper business rules are established to accommodate these special tagging designations.

NE REQUIREMENT

FUN#	Customer Profile	Yes	Customization Required	No	Alternate
FUN-006 **Section VII.A**	A. Describe the process your system uses to add legal land descriptions to a profile including the number of acres owned, the parcel identification number, quarter, section, town, range, county, acres, possession (own or lease), relation to the owner, name of the property owner.	✓			

BIDDER RESPONSE

S3 CORE supports the concept of a Landowner Registry. The system allows landowners to submit their application to become a landowner capturing all the required attributes to start the process. See Figure FUN006-1 below.

Figure FUN006-1 – Landowner Application (Submit)

After submitting the application, administrators will review the application and verify before approving it. See Figures FUN006-2 and FUN006-3 below.
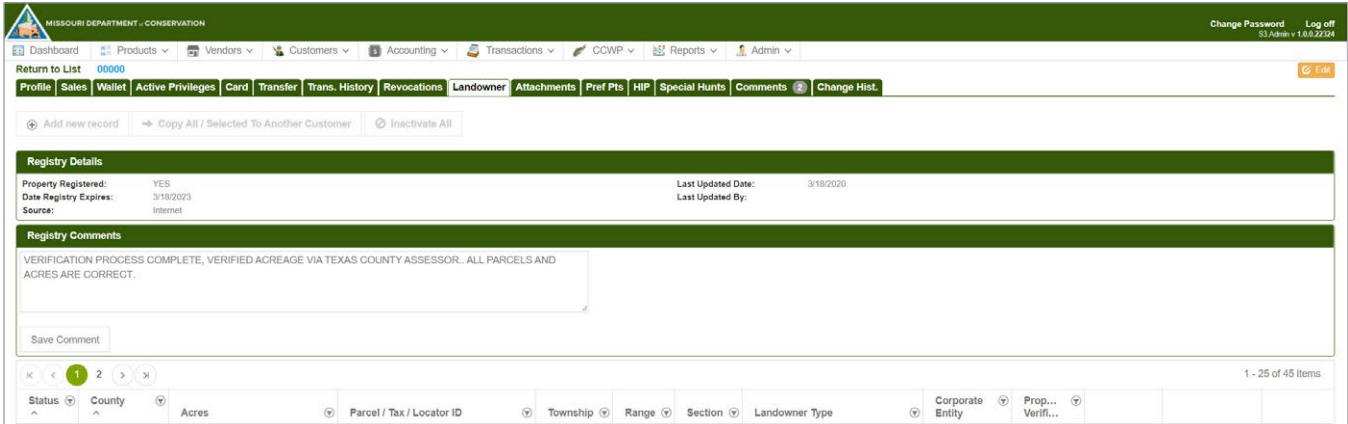
Figure FUN006-2 – Landowner Application (Review) (Pt. 1)
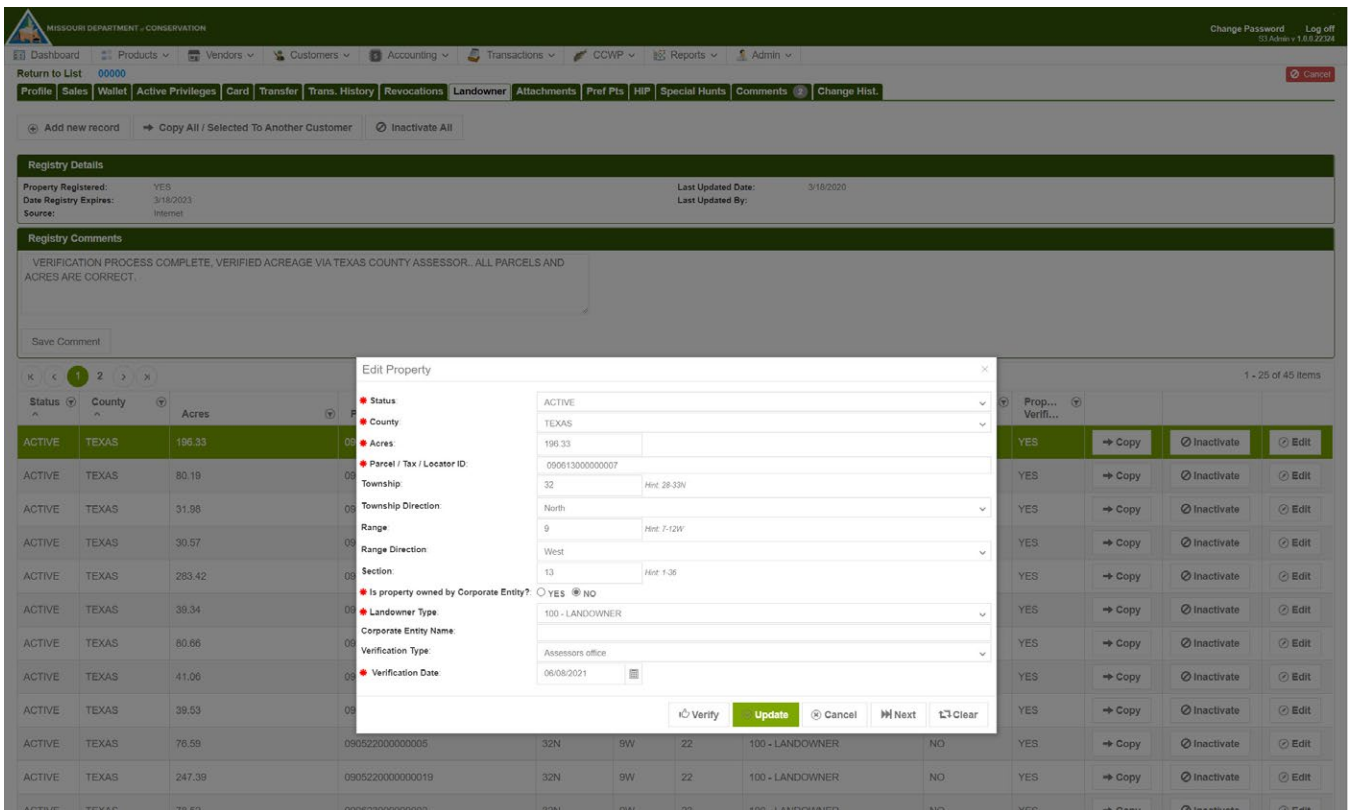
Figure FUN006-3 – Landowner Application (Review) (Pt. 2)

Once approved, the Landowner will see their application status updated over the public internet channel and will have the ability to manage their properties. See Figures FUN006-4 and FUN006-5 for reference.

Figure FUN006-4 – Landowner Managed Property

Administrators of the system will control which products require the customer to be a landowner to purchase a product inside of product setup.

Figure FUN006-5 – Landowner Product Setup

NE REQUIREMENT

FUN#	Transaction Validation	Yes	Customization Required	No	Alternate
FUN-007 **Section VII.B**	A. Describe how the system checks for invalid entries or characters, such as invalid email address or phone numbers.	✓			

BIDDER RESPONSE

An agency's ability to report on and engage customers is limited by the quality of the data they are able to access. S3's Database Engineers work hard to ensure that our partners' databases are as clean as possible – that starts with keeping dirty data out. This is accomplished by setting industry accepted validation rules on each field within our databases. These range from ensuring that phone numbers and emails are entered in the proper format (see Figure FUN007-1 below) to making sure that data fields that are required cannot be left blank, to making sure that special characters are only allowed where appropriate.

Figure FUN007-1

NE REQUIREMENT

FUN#		Transaction Validation	Yes	Customization Required	No	Alternate
FUN-008 **Section VII.B**	A.	Describe how the system checks for item prerequisites before adding an item to the cart.	✓			

BIDDER RESPONSE

Making it easy for customers to easily distinguish between those products that they are or are not able to purchase is foundational to providing an exceptional customer license buying experience. Pre-requisites are established by attaching a repeatable Product Policy at the product level in the CORE Control Center. This new, innovative feature results in significant time savings for staff responsible for configuring the Agency's product catalog.

Some pre-requisites may be based on information contained in a customer's profile, such as age and residency. To avoid confusion, each customer only has visibility into those products that they are able to purchase based on their unique profile. For example, a resident will not be shown non-resident products.

Other pre-requisites are based on a customer's purchase history. For example, in Figure FUN008-1 below, a customer is not able to purchase a Sharp Tailed Grouse permit without first purchasing one of the base licenses displayed. Rather than hide these products altogether, S3 displays them as unavailable and makes it easy for the customer to understand why.
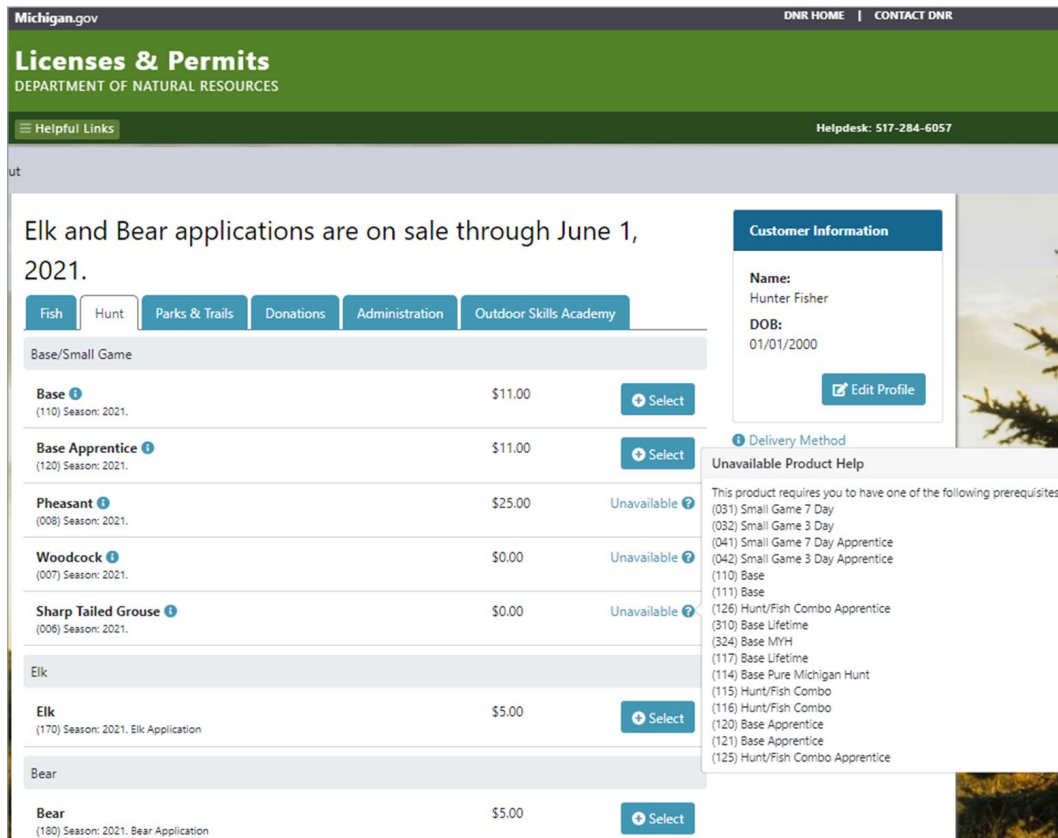
Figure FUN008-1 – MiConnect Resident Sales Screen

NE REQUIREMENT

FUN#		Transaction Validation	Yes	Customization Required	No	Alternate
FUN-009 **Section VII.B**	A.	Describe how the system checks to make sure the number of sold permits does not exceed available inventory.	✓			

BIDDER RESPONSE

License attributes, such as how many permits are available to be sold, are fully configurable by authorized NGPC users in the CORE Control Center. Each sales channel is directly integrated with the Control Center, providing powerful inventory management capabilities that resource managers can depend on when making limited opportunities available to the public.

Items are taken "out of inventory" as they are added to a customer's shopping cart, ensuring that the number of permits sold does not exceed the number of permits available. One of the primary considerations with limited opportunity permits is the high volume that is often seen when they initially go on sale. S3's hosting environment is built with this in mind, and we employ load testing ahead of peak sales dates to ensure that the system is always operating at or above required maximum performance thresholds.

NE REQUIREMENT

FUN#		Transaction Validation	Yes	Customization Required	No	Alternate
FUN-010 **Section VII.B**	A.	Describe how the system validates a customer's profile to check age and residency.	✓			

BIDDER RESPONSE

Business rules associated with product sales, such as age and residency requirements, are created via product policies in the CORE Control Center. This controls which products are available for sale to a customer based on their individual user profiles. When a customer accesses a sales channel (either themselves using the online channel, or at an agency/agent POS or phone sales channel), only those products that are available to them for purchase are displayed. For example, a non-resident will never have access to purchase a product that is restricted to residents only.

S3 solutions take multiple approaches to validating customer residency based on the inter-agency resources available and the user experience desired. Any one validation, or any combinations, may be implemented from:

▶ Self-reporting designations where the customer is asked to identify if they are a resident or non-resident. The customer could be asked to confirm their residency only when creating a profile, each time the customer purchases a license product, or each time the customer logs on to the system.

▶ Utilizing the customer's reported Physical Address to automatically select the appropriate residency status.

▶ Validating the customer's driver's license against the state's DMV system and automatically designating the customer's residency status only if they hold a valid driver's license for that state. All others could be automatically set to non-resident.

▶ Other inter-agency validations or lookups may be implemented as well if these resources are available.

In cases where electronic documentation is acceptable for proof of residency, our solution would allow supporting documentation to be uploaded by the customer.

NE REQUIREMENT

FUN#	Transaction Validation		Yes	Customization Required	No	Alternate
FUN-011 **Section VII.B**	A.	Describe how the system validates customer mailing addresses for subscriptions and donations.	✓			

BIDDER RESPONSE

S3 prioritizes data quality and our address validation process begins by doing everything possible to eliminate errors when inputting data into the system. We use drop-down address verification where the state, county (if required), and country fields can be found using a drop-down menu, eliminating data entry errors. We also apply business rules to each data field to ensure that only valid data is entered into the system – for example, the system will not accept a letter in the zip code field nor will it allow a user to move forward if the zip code field is incomplete. These validations are done in real time and the system makes it clear to the customer that an invalid entry has been made (see Figure FUN011-1 below).

S3 also uses Google APIs to verify an address. As the user enters an address, the system prompts the user to select a verified address from Google's records. If the user selects an address, the system will then populate the address fields with the data on file from Google. If the user does not select an address, they will manually input their address information into the system.
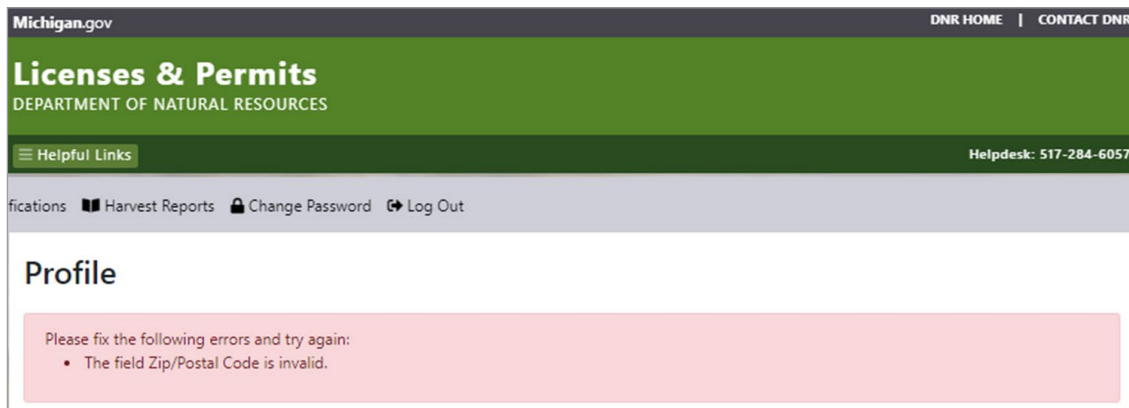
Figure FUN011-1

Each customer profile includes both a residency address and a mailing address. If these addresses are the same then a "Copy Residency Address" function exists to further reduce the opportunity for input errors.

NE REQUIREMENT

FUN#		Transaction Validation	Yes	Customization Required	No	Alternate
FUN-012 Section VII.B	A.	Describe how the system verifies against revocation list/rules.	✓			

BIDDER RESPONSE

Revocations are fully configurable and managed by authorized users in the CORE Control Center. Revocation information can either be added to the system manually or via automated API information transfers from and/or to 3rd party revocation data repositories if required.

NGPC staff with the proper permissions can manually create any number of revocations in the system, each with unique business rules associated with it (see Figure FUN012-1 below).

The consumer effects of revocations can be handled two different ways in the product catalog:

▸ Disabled: Customer sees the product but is not allowed to purchase it. An error message is included to inform the customer why they are unable to purchase that particular product.

▸ Hidden: The products that a customer is not able to purchase do not show up in the product view of the sales channel.

Figure FUN012-1 – Establishing a revocation "Type" and action to be taken

Authorized users can manually attach a revocation by accessing the customer's profile in CORE Control Center. See Figure FUN012-2.

Figure FUN012-2

NE REQUIREMENT

FUN#		Replace or Exchange	Yes	Customization Required	No	Alternate
FUN-013 **Section VII.C**	A.	Describe how the system replaces a permit, based on statute requirements.	✓			

BIDDER RESPONSE

S3 CORE allows for the replacement of all licenses and permits issued by an Agency to any person who has lost their original permit within the current season. The ability to issue a replacement is controlled by administrators of the catalog. When setting up the fee schedules, NGPC administrators will add a fee schedule to support a replacement for a particular product. The conditions of the replacement can vary based on conditional attributes completely controlled by NGPC administrators, i.e.: cost / fees (no cost or at a fee), location (only available online and/or at certain retail stores and/or at NGPC offices only, etc.), role-based (can be re-issued by customer online and/or NGPC-specific user roles) and timeframe (reissued at any point during a season, only available within x-days from point of purchase, etc.). See Figure FUN013-1 below for reference.
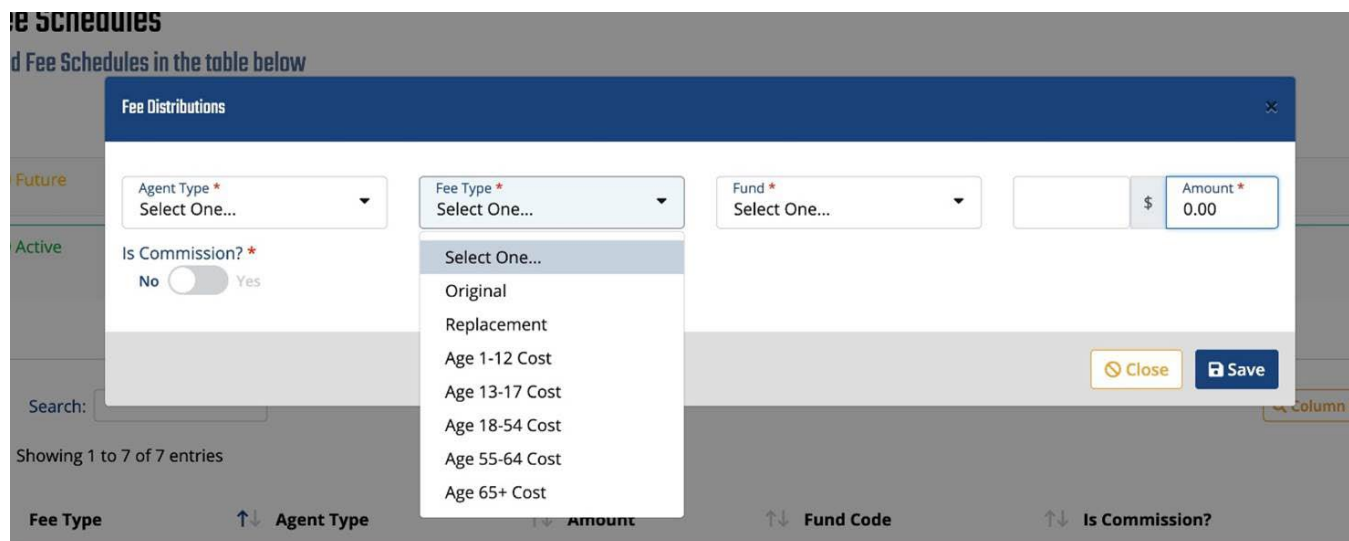
Figure FUN013-1 - Fee Schedule (Replacement Setup)

NE REQUIREMENT

FUN#		Replace or Exchange	Yes	Customization Required	No	Alternate
FUN-014 **Section VII.C**	A.	Describe how the system reprints a permit, based on statute requirements.	✓			

BIDDER RESPONSE

Business rules related to reprints are fully configurable by authorized NGPC personnel at the product level, which means that S3 agency partners do not have to rely on code changes when statutes change. Users select fulfilment options for each sales channel when creating/editing a product (see Figure FUN014-1 below). S3 works with our state agency partners to ensure that all relevant fulfillment options and associated business rules are available and properly configured in the system.
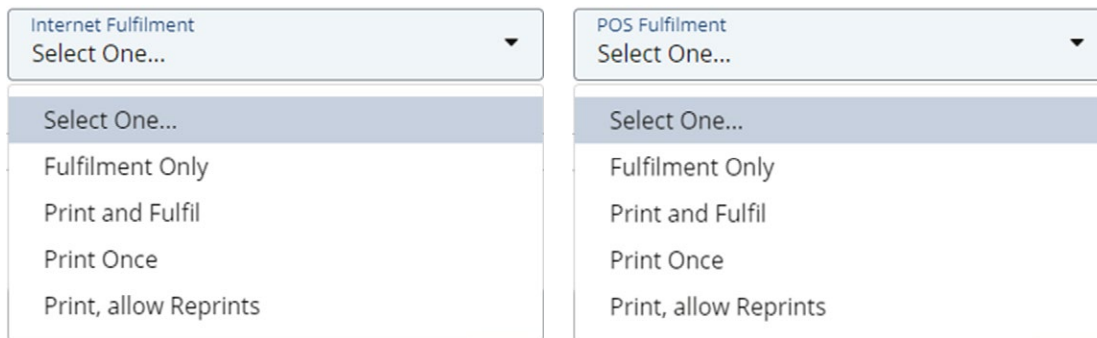
Figure FUN014-1 – Fulfilment configuration in the Control Center

Authorized NGPC users would have the ability to override these business rules on a case-by-case basis as situations warrant, such as the re-printing of expired, voided or refunded permits.

NE REQUIREMENT

FUN#		Replace or Exchange	Yes	Customization Required	No	Alternate
FUN-015 **Section VII.C**	A.	Describe how the system exchanges a permit, based on statute requirements.	✓			

BIDDER RESPONSE

S3 CORE allows for the exchange of permits issued by agencies based on configurable business rules. For example, a customer would not be able to exchange a product for another that had no available inventory.

Exchanges are typically handled in one of two ways, depending on how much time has elapsed since the customer purchased the product. Most agencies allow a short window of time for a customer to change their mind. While 24 hours is typical, S3's agency partners can configure (no coding) this time period within the system to meet their unique business and/or statutory requirements.

Exchanges that occur within the time period allowed can be completed at an Internal or External Agent location by voiding the product purchase, refunding the purchase price, and, if the customer chooses, selling the customer their desired product.

Exchanges that occur after the time period has elapsed can be administered by authorized users at Agency offices who have proper role and security clearance to override the time-based rules associated with product voids based on the business case being presented.

NE REQUIREMENT

FUN#	Print and Reprint Permit and Certificate	Yes	Customization Required	No	Alternate
FUN-016 **Section VII.D**	A. Describe and provide a screenshot of a physical Annual Fish Permit with Aquatic Habitat stamp and paper receipt.	✓			
	B. Provide a screenshot of a mobile Annual Hunt Permit with Habitat stamp with digital receipt.	✓			

BIDDER RESPONSE A

S3 works with each of our state agency partners in the design and creation of their print templates (licenses, permits, receipts, etc.) as the amount of information required and how information is presented on a printed license can vary by state. Printed documents can be customized by species and can include agency logos, contact information, etc. While the general templates are built into the system, much of the content that is displayed is fully configurable by authorized agency users (See Figure FUN016-1 and Figure FUN016-2).

Figure FUN016-1 - Michigan Annual Fish Permit, Aquatic Habitat stamp, and paper receipt.

Figure FUN016-2 - Transaction confirmation email

BIDDER RESPONSE B

S3 provides two ways for customers to receive their licenses via a mobile device. When allowed by the Agency, customers are emailed a pdf copy of their license that can be stored on and presented from the device. Figure FUN016-3 shows a Michigan Annual Hunt Permit with Habitat stamp and associated receipt as displayed as a pdf on a mobile device.

Alternatively, customers who choose to download S3's Mobile App can store and display their licenses, tags, and stamps directly from the app. This is a tremendous customer experience enhancement allowing hunters and anglers to take full advantage of technology to organize their activities. Figure FUN016-4 below shows how privileges are displayed natively in the Mobile App. Receipts for products displayed within the mobile app are emailed to the customer and portrayed in the same manner as described above.

When users hit the "view" button a detailed look at the privilege is shown. Figure FUN016-5 below depicts the view of the resident hunting license, where you can see a complete record of change related to the document as well as the associated habitat stamp.

Figure FUN016-3 - Michigan Annual Hunt Permit with Habitat stamp; pdf displayed on a mobile device, and receipt.
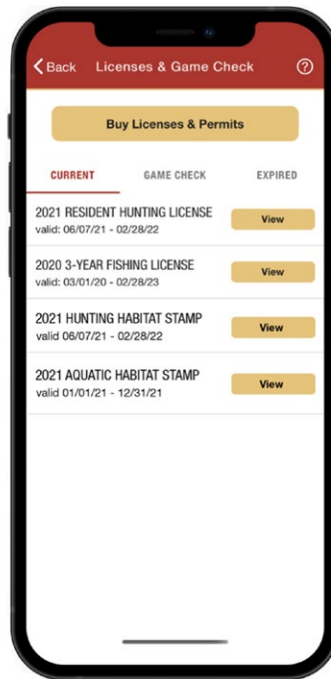
Figure FUN016-4 – Electronic License Wallet on a native Mobile App.

Figure FUN016-5 – "View" look at Mobile App resident hunting license.

NE REQUIREMENT

FUN#	Sales Channel Public Website and Mobile	Yes	Customization Required	No	Alternate
FUN-017 **Section VII.E.1**	A. Does the system recognize when a customer accesses the website using a mobile device? If so:	✓			
	1. Does the system direct the customer to download an app?			✓	
	2. If "No" to question 1, does the system route the customer to a "mobile optimized" version of the site?	✓			

BIDDER RESPONSE

S3's entire CORE solutions architecture is "responsive design" which means that all CORE features and system activities can be accomplished regardless of the device being used to access the system. Our responsive design approach immediately determines the type and technical details of the device accessing the solution and automatically arranges and scales the solution specifically for the device regardless of whether it is a tablet, a smartphone (running iOS or Android), a Windows device, a Mac device or a Smart TV (see figure FUN017-1 below).

Customers can access the online sales channel in a user-friendly manner from their mobile device's browser or via a downloaded app based on their individual preferences – both access the same mobile sales channel interface. Customers are never required or forced to download S3's mobile app to access the online sales channel. The online sales channel does include a link to download the mobile app for those customers who choose to take advantage of the app's helpful tools and conveniences.
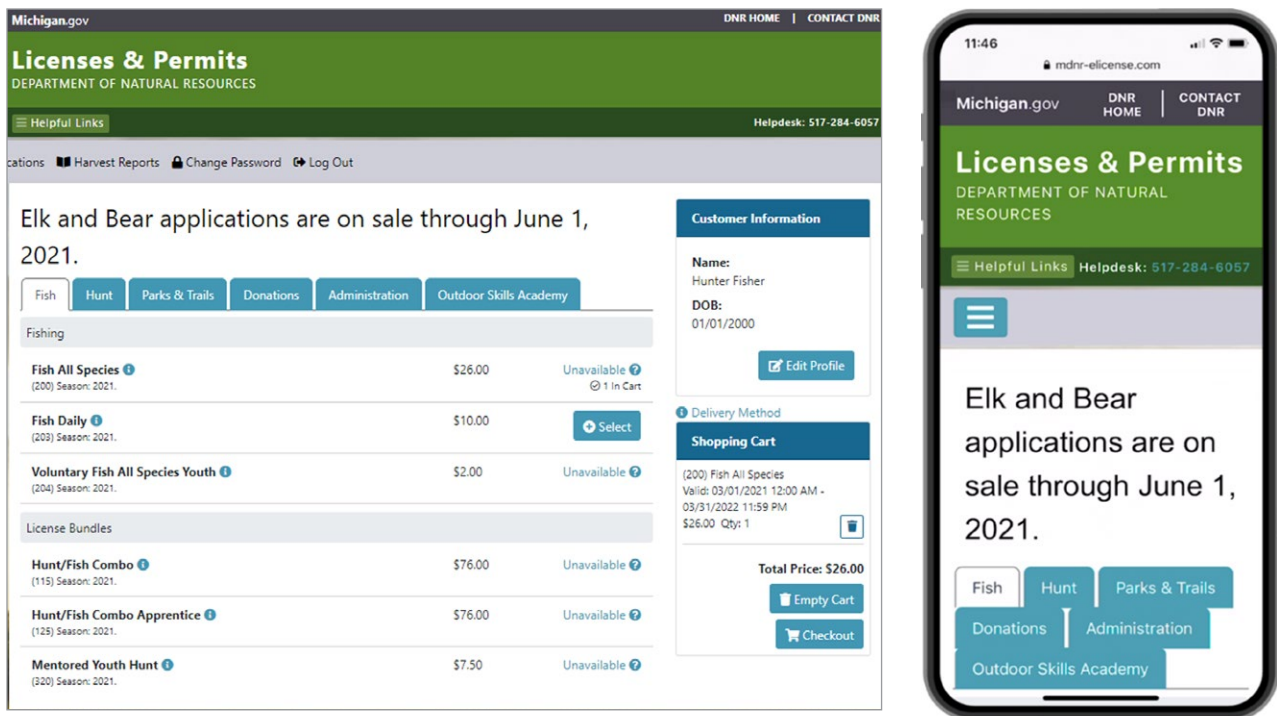
Figure FUN017-1 - MiConnect product sales page on a PC and on an iPhone 12

NE REQUIREMENT

FUN#		Sales Channel Public Website and Mobile	Yes	Customization Required	No	Alternate
FUN-018 **Section VII.E.1**	A.	Describe how the system differentiates between the transactions sold via the Public Website versus Mobile, External Agent, and Internal Agent transactions.	✓			

BIDDER RESPONSE

Knowing which sales channel a transaction occurs in is important data to collect for a variety of reasons. S3 CORE marks the agent class (i.e. online, internal agent, external agent, phone, etc.) which sold the item and records it in the transaction record. The sales channel shows up in searches and is available for a wide variety of reporting purposes, such as sales by channel, customer demographics by channel, etc.

NE REQUIREMENT

FUN#	Sales Channel Public Website and Mobile	Yes	Customization Required	No	Alternate
FUN-019 **Section VII.E.2A**	A. Describe how a customer initializes the purchase process via: 1. Public Web 2. Mobile	✓			

BIDDER RESPONSE

The purchase process is initialized by accessing the online sales channel,

either through a typical computer, a retail Point of Sale terminal and/or a mobile device. The sales channel can be accessed directly via the online sales URL from a computer or mobile device browser, or via the downloaded S3 mobile app.

Figure FUN019-1 (right) depicts how a customer accesses online sales through the Ohio DNR's website from a mobile device. S3 works with our agency partners to ensure that the sales channel is easily linked to the agency's website. This ensures a consistent customer experience regardless of how they are accessing the online sales channel.

Figure FUN019-2 below depicts how a customer accesses online sales through the S3 mobile app. S3's mobile app closely follows our agency partner's branding guidelines to ensure that customers enjoy a seamless experience.
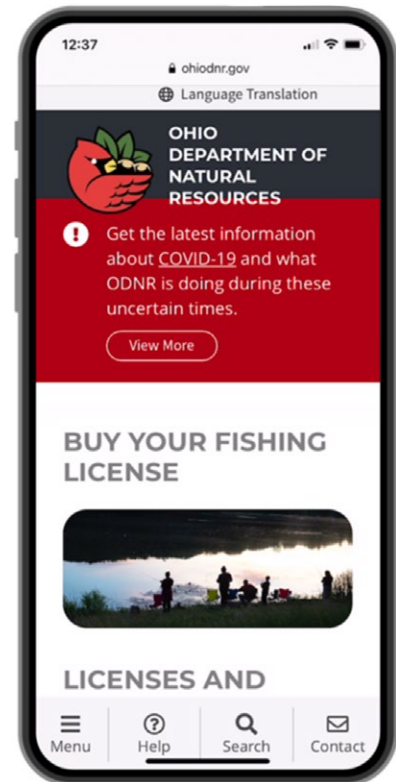
Figure FUN019-1 – Ohio DNR's webpage linking to the online sales channel from a mobile device
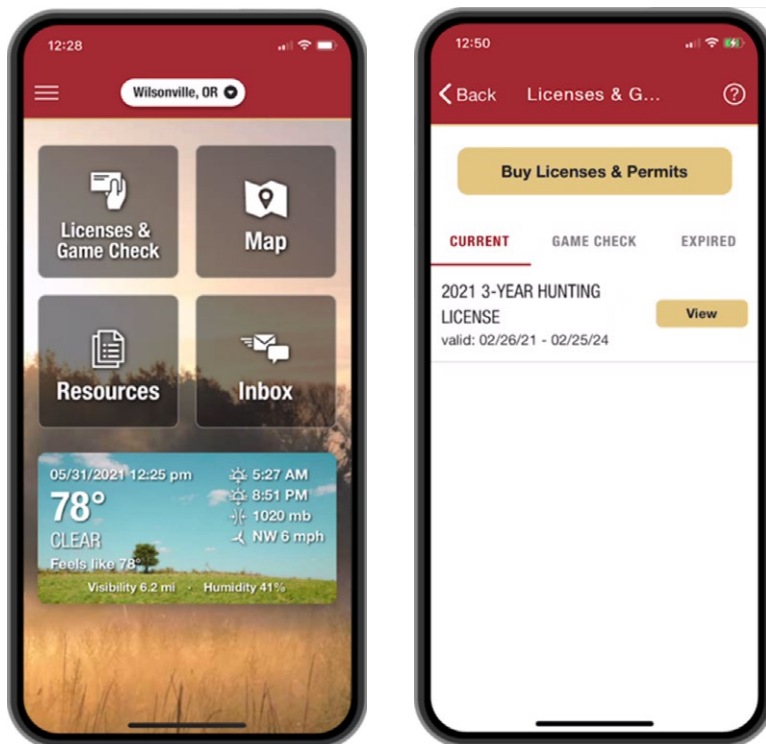
Figure FUN019-2 – S3's Ohio Mobile App home screen and Licenses & Game Check screen

S3 works with our Agency partners to ensure a seamless transition from the Agency's webpage to the online sales channel, ensuring a consistent look and feel between pages. Figures FUN0197-3 and FUN019-4 below depict Ohio's sales channel landing page accessed on a typical computer and on a mobile device.

Once the online sales channel is accessed, customers can initialize online sales from their own computer or their mobile devices using the exact same process regardless of the device being used.
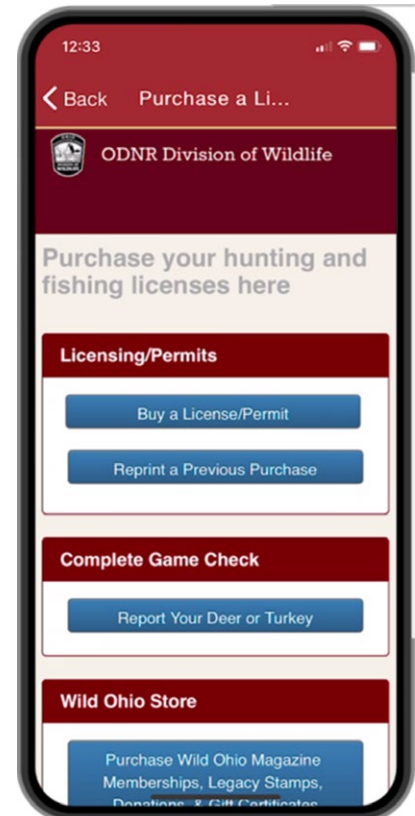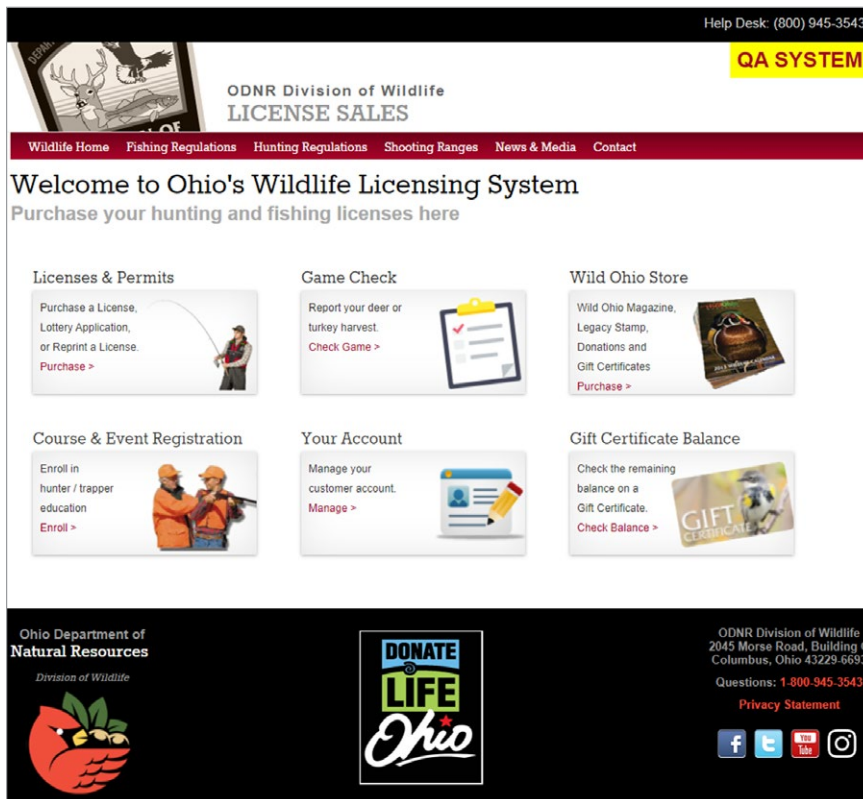
Figure FUN019-3 – S3's Online Sales Channel via a computer /Figure FUN019-4 – S3's Sales Channel via mobile

The sales process starts with a customer logging into their account or, in the case of new customers, creating a new account (see figure FUN019-5 and FUN019-6 below). S3 works with our agency partners to configure business rules related to creating and accessing customer accounts. For example, Ohio allows customers four identification options for accessing their accounts – Customer ID, Driver's License, Social Security, and/or Username/Pin.
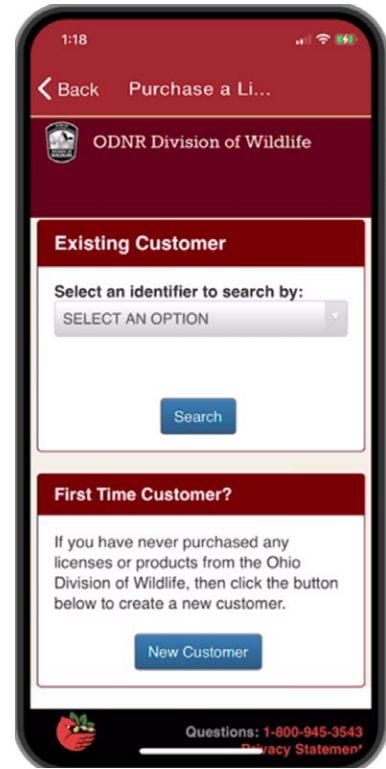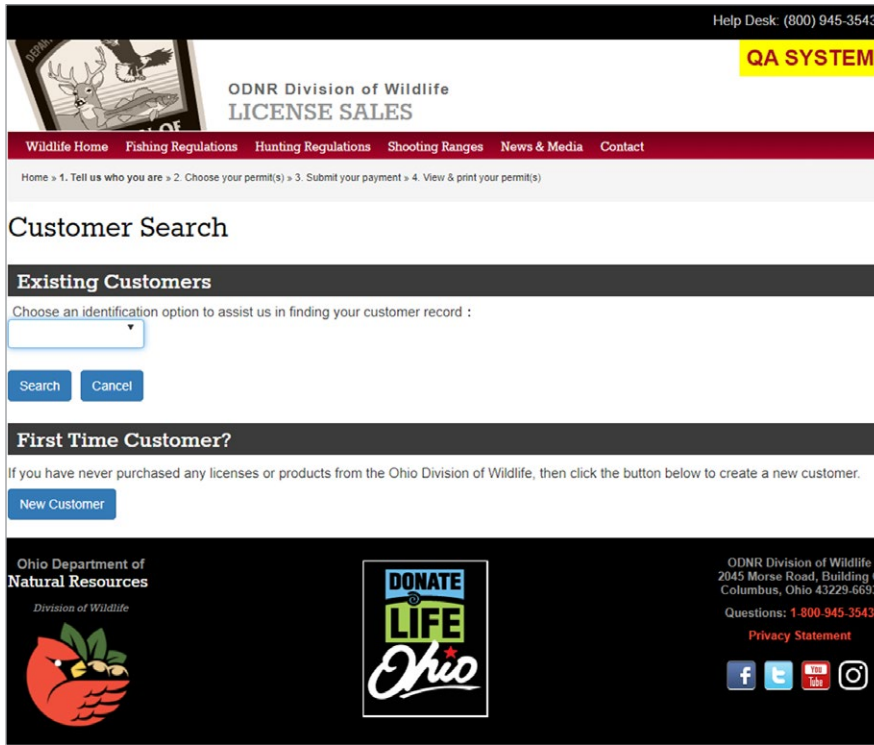
Figure FUN019-5 – Ohio Customer Sign-in page via a computer / Figure FUN019-6 – Ohio Customer Sign in page via mobile

Once a customer is logged into their account, they are asked to confirm their demographic data and then are able to begin selecting the products they wish to purchase. All steps required to select products and complete the sale are identical, regardless of which device a customer chooses to use.

NE REQUIREMENT

FUN#	Sales Channel Public Website and Mobile	Yes	Customization Required	No	Alternate
FUN-020 **Section VII.E.2.a**	A. Describe how products and permits are added to the shopping cart.	✓			

BIDDER RESPONSE

S3 provides an intuitive, fun and self-guided shopping cart experience that has eliminated the need for customers to seek any additional assistance in completing their transactions. We reduce the opportunity for customer confusion by hiding products they are not allowed to purchase (i.e. residents do not see non-resident products, a customer with revocations does not see the products they are restricted from purchasing, etc.), and showing, but making unavailable, products they would be allowed to purchase if they met certain pre-requisites.

The system is designed to provide self-directed learning by clearly showing a customer what each product is good for as well as any pre-requisites that exist that make it "unavailable" to them. This greatly reduces customer confusion and minimizes the chance that they may abandon their purchase. Figure FUN020-1 below shows a MiConnect product page with a "Fish All Species" license in the customer's shopping cart.
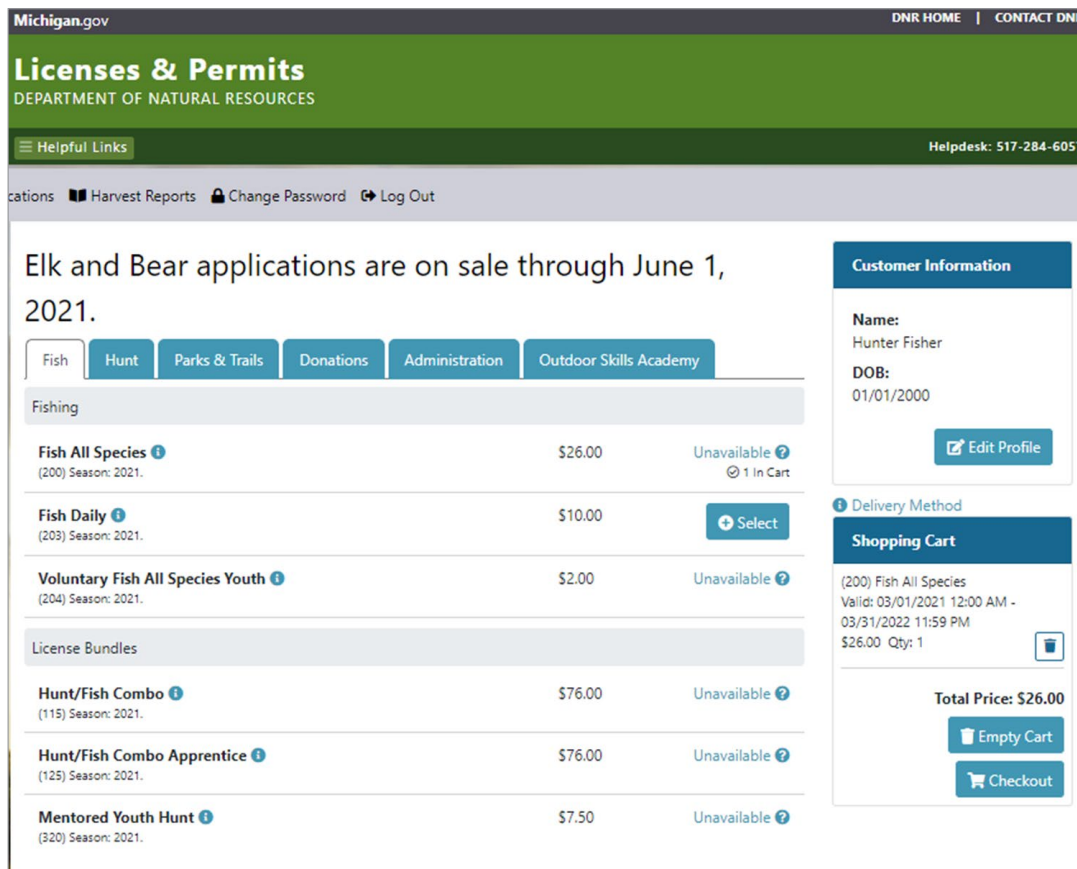
(Figure FUN020-1 – MiConnect product page)

NE REQUIREMENT

FUN#	Sales Channel Public Website and Mobile	Yes	Customization Required	No	Alternate
FUN-021 **Section VII.E.6**	A. Describe the system's capability to complete a lookup on the Interstate Violator Compact.	✓			

BIDDER RESPONSE

S3 resources have been integrating our solutions with the Interstate Violators Compact for more than a decade. Active revocations originating outside of the system, like those related to the Interstate Violators Compact, are imported through a data exchange module designed to share data with outside entities. If a NGPC customer is in the IWVC data file, the system will place the appropriate revocation on the customer record. All non-NGPC customers included in the IWVC will be placed in a IWVC new customer table.

S3's CORE system checks revocations on file when processing all transactions, and checks IWVC New Customer table when processing new customer transactions, preventing transactions as required. Control dates such as issue dates, begin dates, and end dates are used as control indicators for revocations, denying appropriate sales as required and changing revocation status to cleared once end date has been reached, allowing customer transactions to process. The S3 CORE system allows an agency user with appropriate permission to either place or override (deactivate or reactivate) a revocation.

NE REQUIREMENT

FUN#	Sales Channel Public Website and Mobile		Yes	Customization Required	No	Alternate
FUN-022 **Section VII.E.5**	A.	Describe how the system allows customers to purchase items for friends and family.	✔			

BIDDER RESPONSE

S3 was the first in the industry to build, introduce and support multi-customer product sales as part of a single transaction. We refer to this feature as Associated Customers. This feature allows customers to establish relationships between different customer accounts. For example, Eric can create a relationship between his own account as well as for an account established for his young son Tom. Eric can control if Tom can log in, receive communications, purchase products, and more. Eric can also login to the system and complete actions on Tom's behalf such as purchase a product for him. Of course, this relationship can be removed either manually or automatically when Tom reaches the appropriate age to be viewed as an adult by the State, allowing Tom to take control of his own account.

These relationships can be managed from the public internet channel by the customer or by a State administrator with appropriate role-based security clearances sytem privileges (see Figure FUN022-1).

Figure FUN022-1 – Associated Contacts

The system also supports non-hierarchical purchases for multiple customers in a single transaction without the need to create any of these ("parent / child") relationships. This will be the process for those who want to buy products for more than one person (friends, colleagues, etc.) but aren't looking to manage the other customers' accounts.

NE REQUIREMENT

FUN#		Public Website and Mobile Fulfillment Process	Yes	Customization Required	No	Alternate
FUN-023 **Section VII.E.7**	A.	Describe the process to purchase a temporary permit that is fulfilled through the postal mail.	✓			
	B.	Describe the process to pull information into a report that allows for the fulfillment of temporary permits, including a .csv file.	✓			

BIDDER RESPONSE A

A wide variety of options exist in the S3 CORE solution for the issuance, tracking, and use of temporary permits and how these types of permits can be used, expire, or be exchanged for other products.

When a permit is purchased that allows for the use of a temporary permit until the original product is recieved, the temporary permit can either be fulfilled immediately (at home by customers accessing the internet site or at the retail POS or kiosk) or fulfilled via an automated print / fuflillment process whereby the permits are typically printed in daily / nightly batches and automatically mailed to customers via regular mail. In either situation, the system automatically issues a temporary authorization number (TAN) that is given to the user upon completing their transaction. During field checks, the temporary permit with the TAN can be searched inside the Control Center by State resources, law enforcement / conservation officers (via the CORE Law Enforcement App) and/or others with appropriate security access to verify the legitimacy of the permit. S3 uses batch jobs to produce reports required to process licenses/permits that are awaiting fulfillment. Authorized agency users have full control over how temporary permits are setup and used within the system.

BIDDER RESPONSE B

Fulfillment requirements for each product are established in the Product Catalog within the Control Center and are easily configurable by authorized agency staff. Items tagged for fulfillment (with or without temporary designation) are added to a system-generated report that can be accessed through the system directly when fulfillment is handled by NGPC staff or automated .csv file transfers or APIs when external entities are fulfilling products (such as Amplex for the fulfilment of Federal Duck Stamps). S3 will work with NGPC staff to ensure they have exactly what is needed to fulfill products in the most efficient manner possible, regardless of who is handling the fulfillment.

NE REQUIREMENT

FUN#	QR Code / Smart Number	Yes	Customization Required	No	Alternate
FUN-024 **Section VII.E.8**	A. Describe the system's ability to display a QR code based on a "smart number."	✓			

BIDDER RESPONSE A

In addition to relevant customer information, S3 frequently prints non-editable and/or fully encrypted QR codes with some or all of the customer information that license agents and law enforcement officers can use to quickly validate the license holder's identity in the field regardless of whether or not they are on or offline.

This information ranges from customer ID to name, date of birth, licenses held, or complete demographic information. For privacy and validation purposes encrypted QR codes are becoming the norm. S3 CORE encrypts the QR code for the Ontario Ministry of Natural Resources and the Michigan Department of Natural Resources (see figure FUN024-1 below) and provides them with a custom mobile law enforcement application that includes the ability for the device to decrypt the data in both on and offline situations. This allows law enforcement personnel to quickly uncover counterfeit documents and prevents unscrupulous individuals from accessing a customer's personal information by scanning their QR code with generic QR code readers.

S3 works closely with Agency staff and law enforcement personnel to determine what information to include in a QR code. (See Figure FUN024-1).

Figure FUN024-1 – Michigan license document with QR code

NE REQUIREMENT

FUN#	Public Website Purchase a Preference or Bonus Point	Yes	Customization Required	No	Alternate
FUN-025 **Section VII.E.9**	A. Describe how the system allows a customer to purchase a preference point and/or bonus point from the public website.	✓			

BIDDER RESPONSE A

System supports ability to submit a preference point only application.

Preference points and/or bonus points are configured within the CORE Control Center by authorized NGPC users in the same manner as other products in the catalog. Figure FUN025-1 below shows how Michigan hunters access controlled hunt application within the online sales channel where they are presented with options for applying for a bull-only hunt, bull or antlerless hunt, or purchase a "chance" (i.e. preference point) to improve their odds in future years. Preference points and/or bonus points are configured to be species and/or draw opportunity specific.

Agencies can elect to allow customers not intending to participate in a controlled hunt drawing during the current season the opportunity to purchase Preference Points and/or Bonus Points after the application deadline. This helps to reduce high sales volumes associated with the application deadline and provides agencies the opportunities to market these products over a longer time period.

Providing the ability to purchase controlled hunt applications and preference points within a singular product catalog provides customers with a seamless license buying experience. S3's controlled hunt module is the most robust in the industry, and our project team will work with NGPC staff to ensure that the system is configured to meet the unique

needs of Nebraska's controlled hunt processes (See Figure FUN025-1).
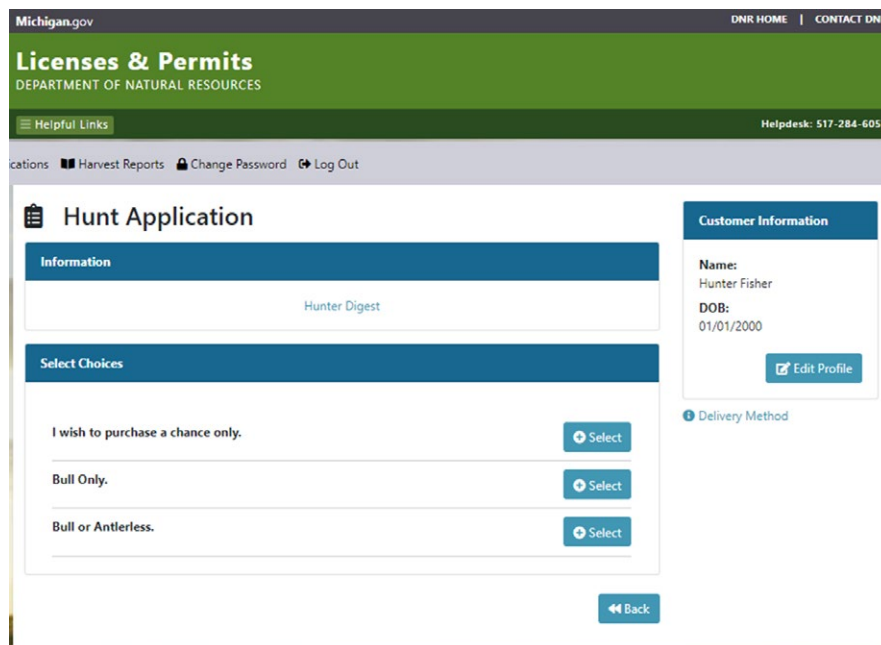
Figure FUN025-1 - Controlled Hunt Application

NE REQUIREMENT

FUN#	Public Website Apply for a Draw and/or Lottery Permit	Yes	Customization Required	No	Alternate
FUN-026 **Section VII.E.10**	A. Describe how the system allows a customer to apply for a draw permit.	✓			
	B. Describe how the system allows a customer to apply for a lottery permit.	✓			

BIDDER RESPONSE A

S3 recognizes that almost all licenses, permits, and applications have a defined set of complex business rules that govern them. S3's product catalog is developed specifically to enable state partners to easily establish business rules and associate them to specific products, including those central to draws. As part of the planning phase of the project, S3 works with our state agency partners to ensure that the S3 Project Team has a clear understanding of all elements of the Agency's draw process.

The customer-facing aspects of draws and lotteries are handled in the same exact manner, providing a seamless customer experience.

Examples of configurable elements of S3's draw functionality as it relates to how the system allows a customer to apply for a draw or lottery permit that is available to authorized agency users include, but are not limited to:

Application Type:
Applicants can apply as an individual or as a member of a party (group/buddy), or as a resident or non-resident. Rules specific to party applications (how party applications are tracked, preference points handled, number of party members per application, how party applications are treated in relation to quotas, etc.) are fully configurable.

Application Submittals:
The number of applications that an individual can submit, and whether any pre-requisites exist for submission, is configurable based on Agency rules. This includes the ability to restrict applications based on hunter education certification, age, residency, disability status, previous draw results, and any other number of applicant attributes. Applicants are only able to view and submit applications that they qualify for (i.e. adults are not allowed to apply for youth hunts, non-residents are not allowed to apply for resident-only hunts, etc).

Agencies are also able to provide their customers with a variety of application submittal options, including submitting applications in person at an agency or license agent location, via the online sales channel, or through paper applications that can be entered into the system. If business rules allow, customers are able to access their draw applications online, or at an agency or vendor location, and make changes prior to the draw.

Application Fees:
The S3 draw solution allows agencies to collect the application fee (if required) when the application is submitted and either collect the fee for the permit at the time of application or require the customer to pay for the permit only after the customer is successful in the draw.

In nearly all of S3's implemented draw solutions, refunds are typically made available only when an already purchased award is voided. However, S3 has built variations of the draw process in the past that handle refunds to unsuccessful applicants.

Party Applications: All S3 draws can be configured to support parties of any size. The system can prompt party applicants with information pertinent to party applications prior to final submittal. For drawings where parties are enabled, the following process is available:

- ▶ Party leader creates application and receives party ID (group number identifier)
- ▶ Party members start an application and indicate they wish to join an existing party
- ▶ Party members provide party ID (group number identifier)
- ▶ System links party members to party leader
- ▶ Party members cannot change choices made by party leader

Draw Timeline:
Application sales start and end dates are fully configurable.

Quota Factors:
Distribution of available tags, including any leftover tags, amongst applicants is fully configurable and described in more detail below. This includes how party applications and non-resident applications are weighted against resident and/or individual applications.

Hunt Factors:
Hunt type, hunt season, hunt species, hunt units, hunt status, hunt purpose, and weapon restrictions are fully configurable.

Preference Point Factors:
Rules related to how preference points are awarded and/or purchased, tracked, and used are all fully configurable within the system. The system provides the ability to submit a point-only application which allows customers to purchase a preference point during a year they do not want to participate in the draw.

Draw Fulfillment: How a document is fulfilled upon a successful draw result is fully configurable by the agency and can include physical (either mailed or picked up at an internal/external agent location) or electronic (email, text, and/or mobile app) document delivery.

Agency Overrides / Error Corrections:
Authorized agency users have the ability to override rules for any number of agency identified business needs, such as correcting errors (system or human) or awarding tags and/or preference points based on customer service considerations. All controlled hunt draw functionality is available to agency authorized users without needing any S3 development resources.

BIDDER RESPONSE B

See Response A. above as the customer-facing aspects of draws and lotteries are handled in the same exact manner, providing a seamless customer experience.

NE REQUIREMENT

FUN#	Public Website Apply for a Draw and/or Lottery Permit	Yes	Customization Required	No	Alternate
FUN-027 **Section VII.E.10**	A. Describe how the system allows the customer to: 1. view any current draw applications, 2. verify if a buddy draw application exists (if applicable); and 3. view the status of the draw results.	✓			

BIDDER RESPONSE

Upon logging into their CORE Licensing and Permitting account online or through the S3 Mobile App, customers have full visibility into their activity within the system, including all aspects of their past and current draw applications. Figure FUN027-1 and FUN027-2 below depicts a Michigan customer's online account page where they can view their current Drawing Applications.

Prior to the draw, customers can easily view the status of their application (i.e. submitted or pending) and what type of application was submitted (i.e. species, hunt, individual application vs. party/buddy application). After the draw a customer's draw application changes from "submitted" to "successful" or "unsuccessful", and their preference/bonus points are automatically adjusted based on that outcome.
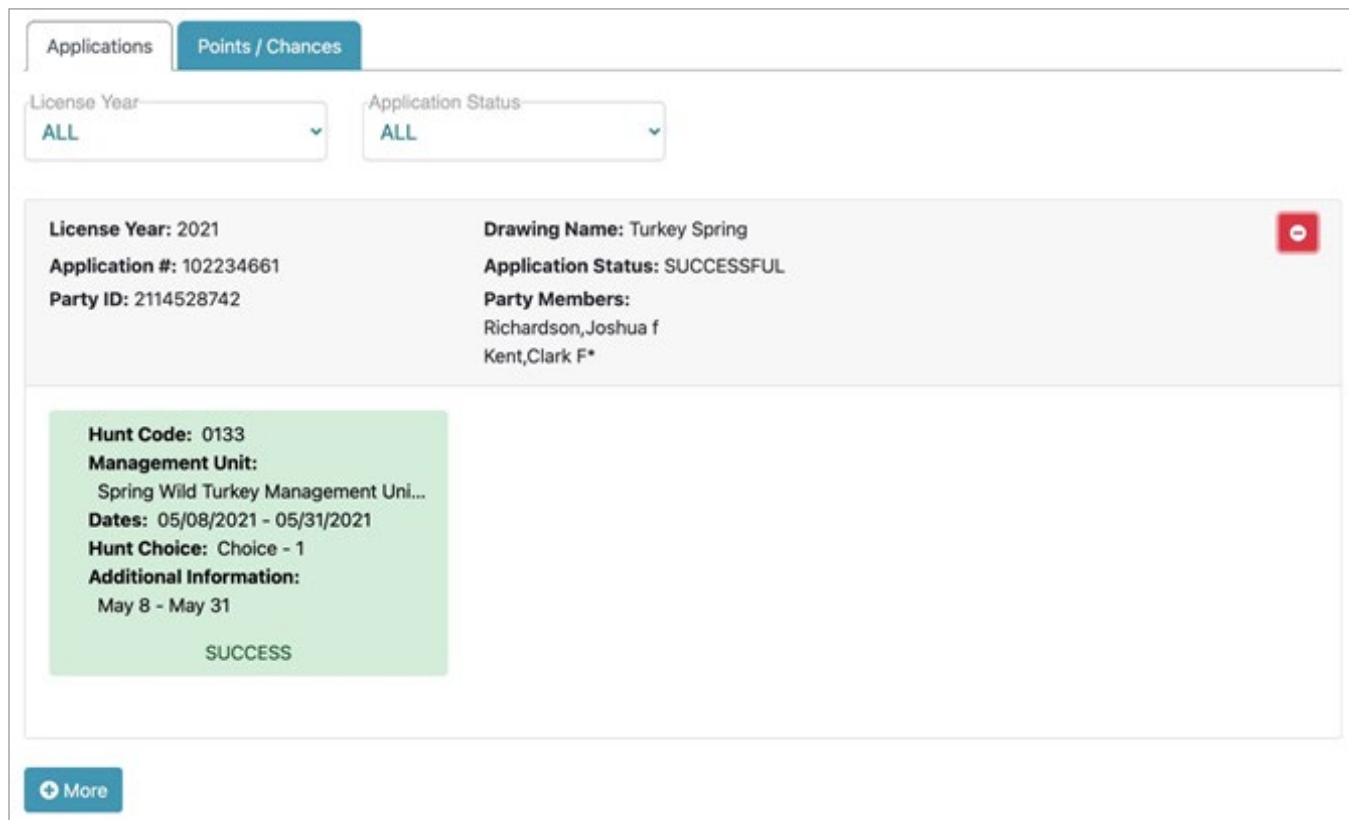
Figure FUN027-1, MiConnect Customer Account Page - Successful Group Application

| Applications | Points / Chances |

License Year
ALL

Application Status
ALL

License Year: 2021
Application #: 102328881
Party ID: 2114548723

Drawing Name: Turkey Spring
Application Status: UNSUCCESSFUL
Party Members:
Richey,Eric DERRICK
Kent,Clark DERRICK*

Hunt Code: 0108
Management Unit:
  Spring Wild Turkey Management Uni...
Dates: 04/17/2021 - 04/23/2021
Hunt Choice: Choice - 1
Additional Information:
  April 17 - April 23

⊕ More

Figure FUN027-2, MiConnect Customer Account Page - Unsuccessful Group Application

NE REQUIREMENT

FUN#	Public Website Harvest Reporting	Yes	Customization Required	No	Alternate
FUN-028 **Section VII.E.11, VII.E.12**	A. Describe how the system allows a customer to report big game harvest information based on customer's permit.	✓			
	B. Describe how the system allows a customer to view personal harvest information from a customer's profile.	✓			

BIDDER RESPONSE A

Harvest reports may be submitted through all channels – Internet, POS, Control Center, and Mobile. The Harvest Report tile is presented to the user on the main splash screen, and the Harvest Report screen can be called at any time during the sales process via a menu option, regardless of whether it's a customer accessing their online account or an agency or retail agent using the POS.

Customers can also submit harvest reports directly through the CORE Mobile app via its electronic license wallet tile. Assuming harvest report questionnaires do not change once the tag is sold, a customer can report their outcomes in the field as soon as the animal is harvested – regardless of whether their phone has connectivity.

S3 can also collect harvest reports through its call center should NGPC choose to allow it.

Harvest Reports may be submitted for users with active licenses for permits or tags, assigning a survey if conditions are met. A fully configurable survey is displayed, prompting the user to answer questions. This may be set up to include any biological data that is required, such as turkey beard/spur length, or the number of antler points, WMU locations, or any other question that the Control Center user has configured that the Agency wishes to collect an answer for.

BIDDER RESPONSE B

A summary of the submitted harvest report is displayed to the user on their online user account page and can include any detail that NGPC wishes to show. The CORE Mobile app shows the customer the status of each tag in their "electronic wallet," including a notation on whether a report on the tag has been successfully submitted.

NE REQUIREMENT

FUN#	Public Website Event Registration	Yes	Customization Required	No	Alternate
FUN-029 **Section VII.E.13**	A. Describe how the system allows a customer to register for hosted events from the customer profile.	✓			

BIDDER RESPONSE

S3's event module allows an agency's event team to easily set up events using our backend administrative tool. S3 understands an agency typically has different programs or groups which conduct a variety of events. The backend system allows full control of the events per program or group. The types of controls available to the event program administrators are listed below:

- ▸ Templates
- ▸ Cost
- ▸ Certification Earned
- ▸ Passing Scores
- ▸ Prerequisites To Attend
- ▸ Instructions
- ▸ Requirements To Attend
- ▸ Supply Needs

- ▸ Volunteer Management
- ▸ Participant Management
- ▸ Contacts
- ▸ Locations
- ▸ Attachments
- ▸ Comments
- ▸ And much more....

The Figures FUN029-1 and FUN029-2 below show some examples of the backend functions of the system.

Figure FUN029-1

Figure FUN029-2

After creating an event and making it available over the public channel customers will be able to view events before ever logging into the system. This allows customers to navigate the site and find events they are interested in without first having to identify themselves.

Once they find an event they wish to participate in, the system will then guide them through the process of creating an account, if they do not exist yet, or logging in. After identifying the customer, the system will move the customer through registering for the event.

The Figures FUN029-3 and FUN029-4 show the experience a customer sees when using the event system:

Figure FUN029-3

Figure FUN029-4

NE REQUIREMENT

FUN#		Administration Module Management	Yes	Customization Required	No	Alternate
FUN-030 **Section VII.F**	A.	Does the system provide full https compatibility?	✓			

BIDDER RESPONSE

All web applications and APIs are accessible via HTTPS with the TLS 1.2 protocol to encrypt Internet traffic.

NE REQUIREMENT

FUN#		Administration Module Management	Yes	Customization Required	No	Alternate
FUN-031 **Section VII.F**	A.	Describe where the system identifies the user that edited/changed/updated data.	✓			

BIDDER RESPONSE

All actions within CORE are stored in an audit log within the database that allows Control Center users with appropriate access to view a full "change history" of any aspect of the system, including which individual system user made the change, when it was made to a customer's account, transaction voids, cancellations, changes to user roles, etc. Figure FUN031-1 below depicts a change history screen within the S3 system.
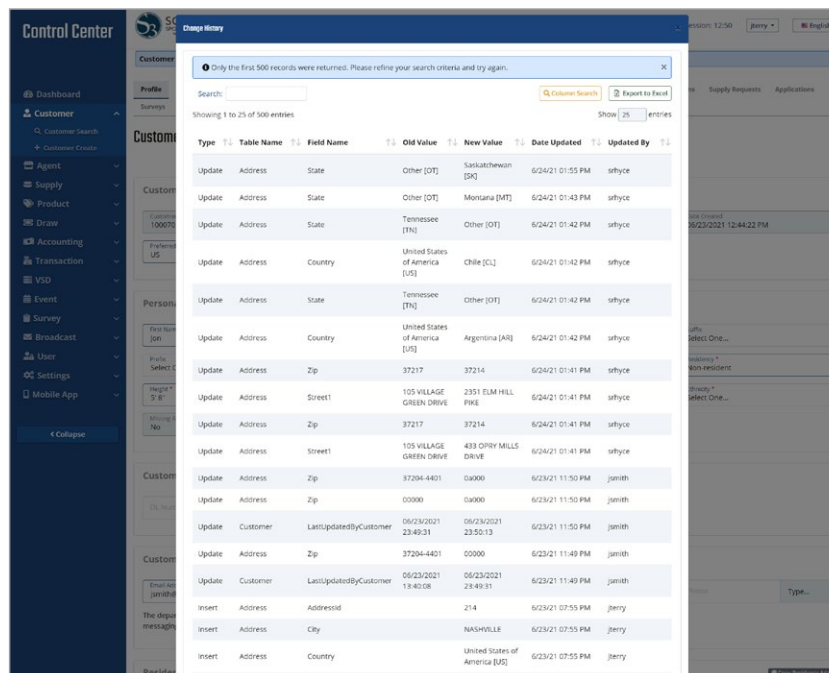
Figure FUN031-1 – CORE Change History Screen

NE REQUIREMENT

FUN#		Administration Module Management	Yes	Customization Required	No	Alternate
FUN-032 **Section VII.F**	A.	Describe how the system allows designated Administrative personnel to perform system maintenance (i.e., editing customer profiles, creation and updates of permits, adding/deleting business rules, etc.), reporting, and accounting functions.	✅			

BIDDER RESPONSE

Agency staff of various levels may have the need to access the administrative interface. While some will have broad access to configure the system and perform critical tasks like creating new products or changing prices, others will have specific needs that have far less potential for unintended impacts across the system. S3 CORE enables agencies to easily manage these permissions throughout the system from the CORE Control Center.

As described in our response to FUN-033 below, NGPC System Administrators can create roles, assign permissions to those roles, and attach those roles to individual users within the system. Users with the proper permissions can easily perform administrative/system maintenance tasks such as:

- ▶ Managing Customers
- ▶ Managing Agents
- ▶ Managing Supplies
- ▶ Managing Products
- ▶ Managing Draws
- ▶ Managing Accounting
- ▶ Managing Events
- ▶ Managing Users

CORE provides additional controls by limiting what an individual user may be able to do within these broad categories. For example, one user may have view-only permissions within the Products tab, whereas another may have full editing rights. The ability to assign roles and permissions at a granular level will enable NGPC to ensure that staff can do and see exactly what they need to in the system, and nothing more.

NE REQUIREMENT

FUN#	Administration Module Management	Yes	Customization Required	No	Alternate
FUN-033 **Section VII.F.1.a**	A. Describe how designated Administrative personnel can: 1. Maintain user IDs 2. Update passwords 3. Assign roles 4. Allows for agent account activation and deactivation	✓			

BIDDER RESPONSE

S3's agency partners normally assign a small number of administrative "super users" who have the ability to perform user permission-related tasks including:

1. **Maintain user IDs:**

   Administrators can create new users within the "Users" tab in the Control Center. Each new user must have a unique Username and system generated ID number that are used to both control their access and track their activities within the system. Administrators can easily search for specific users by Last Name, First Name, Username, User ID, Agent, Corporation, Role Group, and/or Status.

2. **Update Passwords:**

   There are two ways in which passwords can be updated: by the users themselves or by system administrators. Users can update their password by accessing their profile page within the Control Center and entering a new password in a manner that meets minimum rudiments for NITC.

   Additionally, if a user forgets their password they can click on the "Forgot Password" link on the log-in page where they are prompted by the system to enter their unique Username. If the Username entered matches one in the system an automated email resetting the password is sent to the email address listed in that user's profile.

   Once that user accesses the system, they are prompted to change their password. Administrators can easily update a user's password within the CORE Control Center by searching for the user, opening their profile, and then changing/resetting their password. S3 will work with NGPC to ensure that password-related business rules are configured to meet the standards set by the NITC.

3. **Assign Roles:**

   To minimize the risk of unintended actions within the platform, it is critical that agencies can allow staff access to just those parts of the system that are required for them to do their jobs. The S3 Control Center allows this by leveraging built-in role-based security features of .NET including Windows client applications. In all cases where users are successfully authenticated, a security principal is attached to the executing thread.

   This security principal holds the caller's identity and its roles which may be tied to a Windows account or a custom credential. Security principals are the heart of role-based security and are used primarily to perform authorization checks in code.

   The S3 platform uses role-based security to provide tight control in establishing user groups and ensuring users within those groups have only the permissions required to be effective users of the system as it relates

to their role within the agency. Within the CORE Control Center's User tab, authorized administrators of the system may create group roles and choose from a list of pre-defined permissions – governing aspects of the system from data management to reporting.

Administrators may then assign users to these roles and manage the auditing and access control of these roles from a single point. Administrators may also change or remove a user's role within the system in real time. S3 works with our agency partners to gain clear understanding of each type of system user and their needs within the system.

We configure user groups around these roles so that authorized agency users can quickly and efficiently assign system access to new users, change a user's access permissions, or remove a user's access to the system (see figure FUN033-1 below).
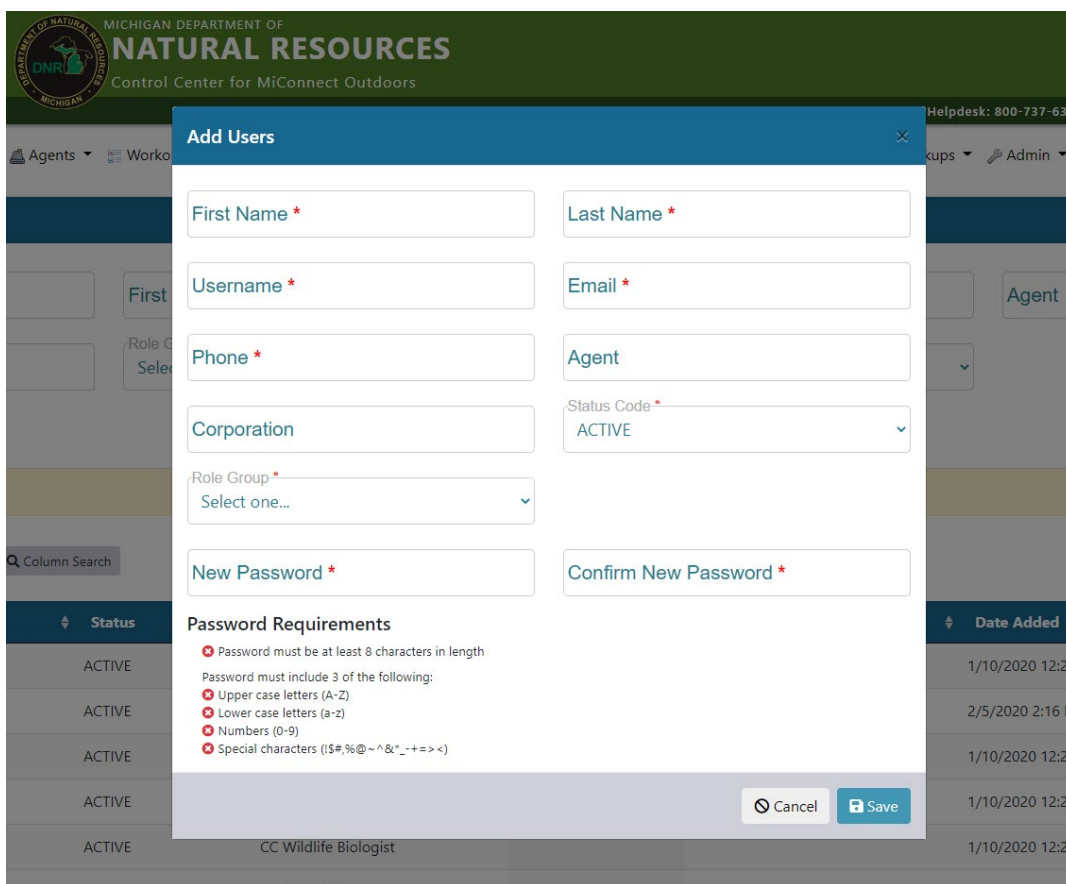
Figure FUN033-1 – MiConnect Add Users screen

4. **Agent Account Activation and Deactivation:** Agent management, including agent account activation and deactivation, is managed by agency system administrators within the Agent tab of the CORE Control Center. Administrators enter required information for each agent (name, bank details, contact details, and address) and then a unique Agent Number is autogenerated for that Agent.

Administrators have full access to efficiently manage agents within CORE Control Center, including adding and managing individual users under an agent account, monitoring an agent's (and their user's) activity within the system, and, if necessary, changing their status to Inactive.

NE REQUIREMENT

FUN#	Administration Module Management	Yes	Customization Required	No	Alternate
FUN-034 **Section VII.F.2**	A. Indicate from the list below those functions that designated Administrative personnel would have maintenance control over: 1. Permits, applications, stamps, certificates, and products; 2. Permit type(s); 3. Permits, applications, stamps, certificates, product prices; 4. Financial account codes, applications, stamps, certificates and products; 5. Season dates; 6. Set limited inventory of permits; 7. Weapons; 8. Bag codes; 9. Hunt units/zones 10. Stamp types; 11. Images/pdf files (permit/stamp/receipt images, etc.); 12. Permit sale dates; 13. Immediately halt sales of specified permits; 14. Refunds and voids; 15. Draw and Lottery processes; 16. Business rules; 17. Sales start/stop dates/times; 18. Permit system (i.e .public, vendor, agent, mobile, NGPC); 19. Disable customers (revocation) 20. Merge duplicate profiles to include permits, landowner information etc. from one customer's record to another (when one customer has more than one record).	✓			

BIDDER RESPONSE

Each of the functions listed can be fully managed by NGPC administrative users with the proper permissions assigned to them.

NE REQUIREMENT

FUN#		Administration Module Management	Yes	Customization Required	No	Alternate
FUN-035 **Section VII.F.3**	A.	Describe how to design permits and stamps.	✓			

BIDDER RESPONSE

THE PRODUCT CATALOG – Creating and Managing Licenses, Permits, and Stamps

S3's Licensing and Permitting platform includes a comprehensive, user interface-driven process that allows users with appropriate access the ability to quickly and effectively establish new products. They can also append and/or modify existing products, modify pricing and descriptions, and/or apply detailed business rules to these products that stipulate when, how many, by whom, and other dependencies required to purchase the product.

S3's product catalog has the flexibility to configure products that vary in complexity. For example, limited draw big game tags are amongst the most complex products that state fish and wildlife agencies offer. On the other side of the spectrum are products such as magazine subscriptions, which may not require a full customer profile to purchase. This configurable flexibility allows agencies to accommodate a wide range of current and future products.

Product Catalog Attributes are segmented into specific sections that allow agency staff to set specific product attributes (see figure FUN035-1 below), including:

▶ Product Summary: General product information, such as product code, type, description, license year, species tag, fulfillment method, exchange method, void eligibility, etc.

▶ Product Dates: Allows you to set the product validity start/end dates, product sales start/end dates, and number of days valid for temporary permits.

▶ Product Display: Allows you to configure how the product is displayed.

▶ Product Prompts: Allows you to configure any pop-up prompts for the product, such as prompting for a quantity to purchase, prompting to add another item, and prompting for a selected start date.

▶ Product Policies: Allows you to set -

- Conditions that must be present before a customer is allowed to purchase the product, such as residency status, age, hunter education certification, etc.

- Whether multiple purchases of the same product are allowed

- Product auto-renew eligibility.

- Product prerequisites (which products must be purchased to purchase this one).

- Product exclusions (which products are not available if this one is purchased).

- Associated product up-sells or cross-sells.

- Which products require a full vs. partial customer record.

- Et cetera
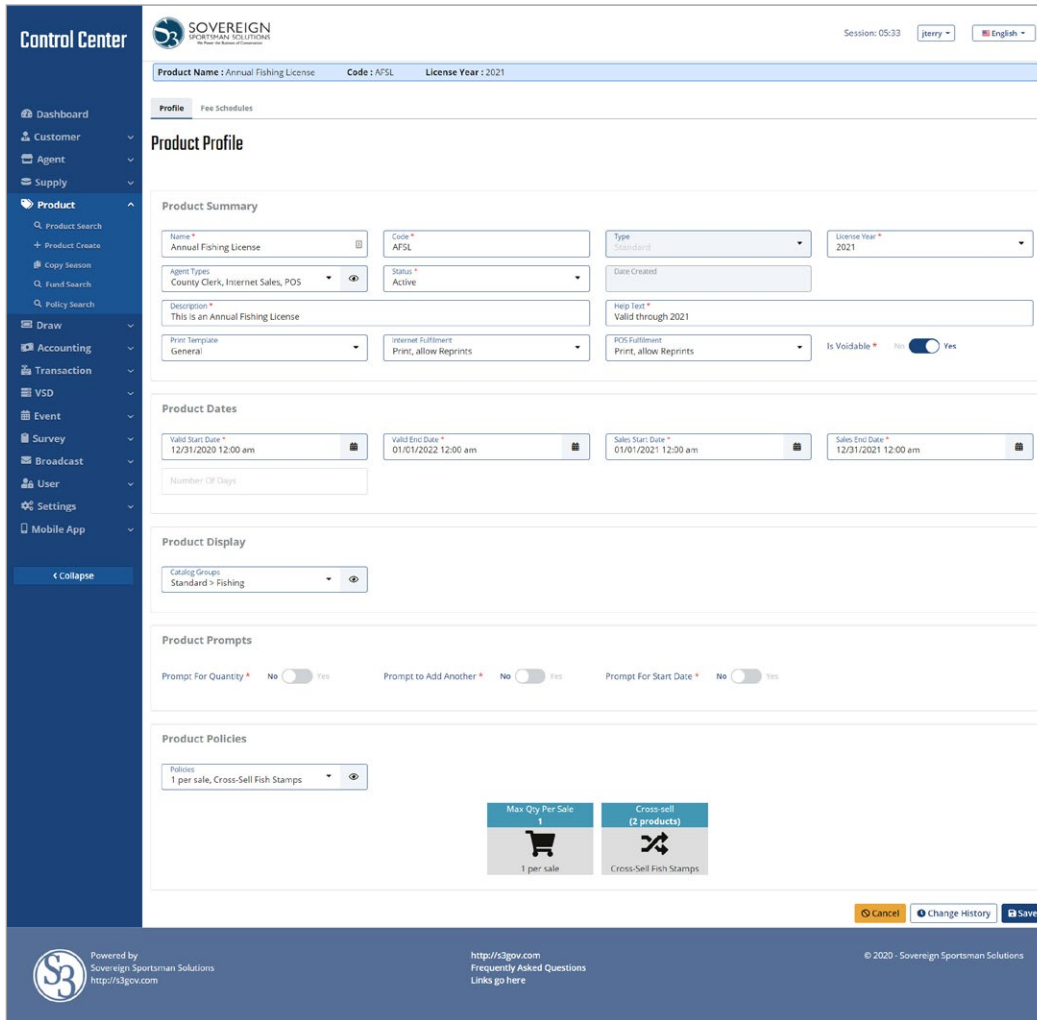
Figure FUN035-1 – CORE Control Center Product Page

An important feature in our product management module is the ability to copy the current season's product catalog over into the next license year's product catalog where any revisions to individual products can take place. This functionality delivers a tremendous time-savings to agency staff.

License Documents and Fulfillment

S3 provides your customers with multiple options to store their license document(s) including saving the license as a PDF file on their mobile phone, saving to the desktop for future use, saving it within CORE Mobile App License Wallet and printing on paper where there is still a requirement or option to produce a hard copy to be shown to law enforcement.

S3 works with our agency partners on licensing and permit templates to design a user-friendly format that presents the right information concisely and clearly on a single mobile phone screen for easy reading and identification by anyone who needs to check the license. Figure FUN035-2 below depicts an Ontario printed license.
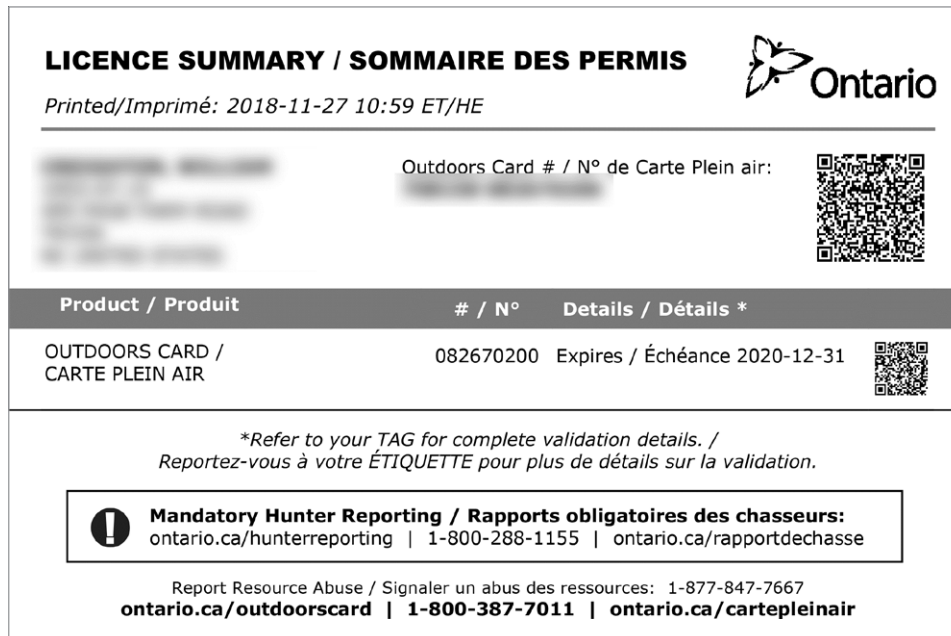
Figure FUN035-2 – Ontario Printed License

The S3 system can output on any type of media including thermal transfer stock, tags, watermarked specialty paper, or various other mediums as may be desired by an agency at a later date. Those licenses can be delivered directly to the customer or to the agency for onward distribution. S3 Systems currently prints licenses on direct thermal stock and in several projects, we print licenses on plain 8.5x11 paper. We also provide hard cards for most of our state clients. Data printed on the license includes various customer personal information along with licensing information.

While agencies have the capability to include whatever data fields they wish on their licenses/tags/permits, we encourage our clients to limit data to just what is necessary to comply with state regulations and facilitate efficient compliance checks by law enforcement and authorized agency representatives in the field.

This is especially important where physical documents are used because it reduces the size of the documents that must be carried in the field and contributes to an enhanced customer experience.

For agencies that allow users to print tags at home, we include the option to have that tag delivered contingent upon the license purchase. For example, a customer buying a deer license would also receive the requisite tags as part of that license that they can print or fill out and store on their phone.

We also work with state and provincial partners to include a non-editable QR code or PDF417 barcode on both digital and print licenses that contains verification information such as name, Customer ID, license type, date of purchase, or any combination that an agency may want to include. We currently print QR codes or barcodes on licenses in most projects. The information contained in the code varies from project to project. The codes can be encrypted, and we provide a companion mobile app for law enforcement that includes the ability to decode the data.

These licenses and permits are all designed to be consistent with the agency's brand, including appropriate sizing and use of fonts, logos and colors. Space can also be allocated for the addition of branding messages and/or the delivery of paid advertisements. We work with our agency partners to retain the current design, look, feel, branding, and data elements, or work with them to develop new print templates that contain all the required information on a license as well as define what data is stored within the QR or barcode.

NE REQUIREMENT

FUN#	Administration Module Management		Yes	Customization Required	No	Alternate
FUN-036 **Section VII.F.4**	A.	Describe how designated Administrative personnel can add and delete preferences to a customer's profile:	✓			

BIDDER RESPONSE

Special customer designations such as Veteran's, Lifetime Disabled Veteran, Special Fish, and Hunt From a Vehicle preferences are easily handled within CORE. S3's partners can choose to handle these through declarations that the customer can make themselves, via tags applied to a customer's account by an agency administrative user, or a combination of both -- as Michigan chooses to do (see figure FUN036-1 below). The system can be configured to automatically handle preferences based on a customer's age, such as youth or senior preferences.

The number and type of customer preferences, in addition to the business rules that apply to them, are fully configurable by agency administrative users.

Figure FUN036-1 – MiConnect Customer Preference Management

NE REQUIREMENT

FUN#	Administration Module Management	Yes	Customization Required	No	Alternate
FUN-037 **Section VII.F.5, 6**	A. Describe how the system allows NGPC users with administrative access to remotely manage agent permissions including: 1. Authorization to sell Certain permits; View/edit NGPC location or Agent's Corporate and Agent information; 2. Update account codes associated with the location; 3. Add or disable user ids and passwords; 4. Manage location user access rights; and 5. Authorization to perform additional functions (check-in harvested animals).	✓			

BIDDER RESPONSE

License Sales Agent associates are often the primary, and in some cases only, point of contact many of your customers have with your agency. Many hunters and anglers are more likely to turn to the store associates who sell them their licenses and permits to answer their fishing and hunting related questions than they are your agency.

As such, License Sales Agents play a major role in shaping the opinions and satisfaction that your shared customers have of your agency. S3 recognizes this and works hard to ensure that our solutions provide the tools and support needed for agencies to manage their agents, and for the agents to manage the license sales portion of their business and provide your shared customers the best license buying experience possible.

S3's Agent Management module is extremely comprehensive and puts the full control of managing all aspects of License Agents in the hands of administrative personnel with the appropriate level of security access and clearance.

State administrative personnel have the ability to quickly and efficiently interact with, manage, and modify every necessary attribute of license sales agents statewide. From sales location addresses, contacts, and system users to ACH / EFT sweeps management, available products, financials and full reporting, it's never been easier to manage this important aspect of a statewide licensing solution.

1. **Authorization to sell certain permits: View/edit NGPC location or agent's corporate and agent information;**
   A sales channel's ability to sell a certain type of license is established within the Product tab of CORE's Control Center, giving an agency broad control over which products are sold where, and by whom. Sales Channels are fully configurable within CORE, which means that you can apply different permissions to agents within the channel. For example, you may want a remote POS agent to be able to sell items that would be restricted from being sold by POS agents in closer proximity to an agency office.

   The ability to view/edit NGPC locations, or an agent's corporate and agent information, is managed through the Agent tab of CORE's Control Center. Every aspect of an agent's profile can be edited (with the exception of the Agent Number and Date Created fields) using the same efficient user interface as administrators would use to perform similar tasks on customers.

2. **Update account codes associated with the location:**

    Account codes are a part of an Agent's profile and can be updated by authorized users in the same manner as other changes to an agent's information described in 1. above.

3. **Add or disable user ids and passwords:**

    Individual Agent users are established within the agent's profile. Each user must log-in to the system using their unique Username and passwords. Administrative users with the proper permissions can change/reset user passwords and change their status to inactive.

4. **Manage location user access rights:**

    S3 CORE's role-based access permissions extend to agents and their system users. Similar to Agency users, NGPC administrators can easily configure the system to include as many different Agent roles as needed. Typical roles include manager, clerk and corporate manager.

    Agency administrative users, in addition to Agent manager roles, have access to create new agents, reset/change passwords, and disable users within the system. S3 works hard to ensure that Agents are able to efficiently and independently manage their staff within the system.

5. **Authorization to perform additional functions (check-in harvested animals):**

    Authorization to perform additional functions, such as check-in harvested animals, would be allowed through configuration. NGPC administrators would create a new Agent Type that included the ability to perform additional functions not ordinarily performed by all Agents, and then assign that new role to Agents that have been approved to perform those additional duties. Conversely, if a new duty will be shared by all entities that are in an existing Agent Type,

    NGPC Administrators could simply assign the new permissions to the existing Agent Type. Additionally, NGPC could establish Agent User Roles that could be assigned to some Agent Users but not all. For example, there may be a special training that is required to check-in a harvested animal that not all Agent staff have taken. NGPC could ensure that only those users qualified to perform the task are allowed to do so.

NE REQUIREMENT

FUN#		Administration Module Management	Yes	Customization Required	No	Alternate
FUN-038 **Section VII.F.7**	A.	Describe the system's live messages functionality.	✓			

BIDDER RESPONSE

S3 allows agencies to effectively and regularly communicate with their License Sales Agents and Customers.

S3 CORE has an internal message system that agencies can use to broadcast messages from administrative staff out to License Agents and Customers. Common topics that S3 Agency partners communicate to their agents include alerts on new products, season openers, WMA land/access closures, quota limit updates, ACH status messages, system maintenance updates, or any variety of training, marketing and promotional messaging (see figure FUN038-1 below).

NGPC administrative users can fully configure the outgoing messages, including:

▶ Ability to send broadcast messages that are viewable over the POS terminal upon log-in, email messages, or both.

▶ Selection of Broadcast Type

▶ Ability to send messages in English, Spanish and French

▶ Ability to craft messages using HTML text formatting.

▶ Ability to set broadcast/email start and stop dates

▶ Ability to send to targeted groups by User Roles, Agent Types, Agents and Agent Roles.

For example, if an agency wants to inform agents that a new license season is getting ready to start, they could create a broadcast message and send it to their agents telling them a new season is here -- make sure they have all available supplies and contact support desk with any questions.

Or, if there are changes to the product catalog such as price or a new product is available for sale, an agency can send a broadcast message to their agents telling them about this latest information.

Another use case: if a particular agent failed an ACH sweep because of lack of funds, the agency could send that agent a message. This message could inform the agent a re-sweep will be done on XX-XX-XXXX date and to ensure funds are available.
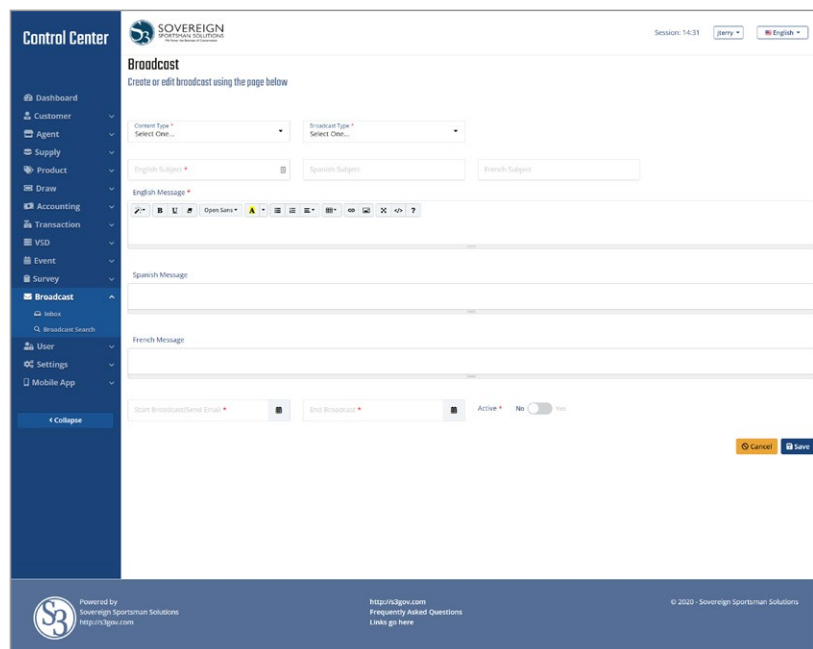
Figure FUN038-1

NE REQUIREMENT

FUN#	Administration Module Management	Yes	Customization Required	No	Alternate
FUN-039 **Section VII.F.8**	A. Describe how a user with administrative access can update and report big game harvest information.	✓			

BIDDER RESPONSE

A user with proper administrative access can update and report big game harvest information through the Customers tab in CORE Control Center. This is done by searching for and opening the customer's profile page and selecting the "Harvests" tab for that customer. The Harvests tab will show any product that requires reporting and all information related to that report, including whether the report has been completed. If a report has not been completed, authorized users can open the report from this tab and complete the report within the system. A full audit log of when, where and by whom the report was completed is kept for full reference.

NE REQUIREMENT

FUN#	Administration Module Management	Yes	Customization Required	No	Alternate
FUN-040 **Section VII.F.9**	A. Describe how the system allows a user with administrative access to search/inquire the following: 1. Customer 2. Permit number 3. Payment ID 4. Credit card transaction number 5. Receipt number	✓			

BIDDER RESPONSE

CORE provides authorized users with dynamic search/inquiry capabilities throughout the system, including searches related to customers and transactions.

1. **Customer:**
   S3's solution allows for multiple methods of customer identification, all designed to uniquely identify the customer within the system by a unique customer number. Search can be performed by scanning or manual entry of a customer number, drivers' license and DOB, scan of an encrypted QR code or barcode on a previously purchased license, scan of a driver's license barcode, or simply by entering customer attributes like first and last name.

Once the Customer is identified, users can access and edit the full extent of Customer-specific data from information tabs at the user's fingertips, including:

- Customer Profile
- Current License Wallet
- Transaction
- Comments
- Associated Customers

- Attachments
- Revocations
- Merge History
- Account (username, password resets)

- Program Trainings
- Certifications
- Draw Applications
- Surveys

2. **Permit Number:**

   Each permit sold has a unique number that is captured in the details of each transaction and is a searchable field within the Transactions tab of Control Center.

3. **Payment ID:**

   Each transaction completed captures a Payment ID, however it is not currently a searchable field. A minimal amount of customization would be required to expose Payment ID as a searchable field within the Transactions tab of Control Center.

4. **Credit Card**

   Transaction Number: Each transaction completed using a credit card captures a Credit Card Transaction Number; however, it is not currently a searchable field. A minimal amount of customization would be required to expose Credit Card Transaction Number as a searchable field within the Transactions tab of Control Center.

5. **Receipt Number:**

   Each transaction completed captures a Receipt Number, however it is not currently a searchable field. A minimal amount of customization would be required to expose the Receipt Number as a searchable field within the Transactions tab of Control Center.

NE REQUIREMENT

FUN#	Administration Module Management	Yes	Customization Required	No	Alternate
FUN-041 **Section VII.F.10.a-b**	A. Describe how the system capability in conducting the following: 1. Draw i. Preference Point ii. Bonus Point iii. Buddy Application iv. First and Second Choice Hunt Units 2. Auxiliary draw i. Preference Point ii. Bonus Point 3. Lottery draw 4. Manual draw 5. Notify applicant of draw results	✔			

BIDDER RESPONSE

Perhaps no aspect of a licensing platform receives more scrutiny than its limited entry functionality.

Customers expect results to be accurate, fair and delivered on-time. When the system stumbles on any of these expectations, customer trust is compromised, and the agency's brand takes a hit. S3 understands the importance of draws and has considerable experience in developing a wide variety of highly dependable applications/draw modules for states and provinces across North America. S3's team has decades of cumulative experience providing comprehensive draw systems, which has provided us the ability to suggest and implement significant changes and operational process improvements for our agency partners.

S3 provides a robust draw management module that is highly configurable and provides the necessary tools to ensure that the results are fair and accurate before being announced publicly. The configuration of a draw system is always a difficult task for any administrator. S3 recognizes this challenge and has built tools to allow an administrator to quickly and easily setup, configure, and administer draws and draw settings.

S3 has extensive experience building complex draw functionality, including lottery drawings, weighted lottery drawings, preference point drawings, and combination drawings. All are established, configured and administered via the CORE Control Center and customers are able to go online to review their application draw information and process status as that information is made available by the agency. Results of the draw process can be fully automated or setup in a way that allows the agency to manually review and approve the draw prior to results and notifications being made available to customers.

Every draw requires communication between and agency and their customers. Authorized Agency users manage applicant communications through the Control Center, including draw updates and notification of draw results. The notifications also include "tags" which allow the administrator to customize the notification for the recipient. Customers who are successful in the draw will see it presented to them as an available product within the sales catalog.

Nearly all required aspects of draw configuration and management are configurable by the control center user. This includes but is not limited to the associated products (both applications and awards), the draw and associated components (hunts, seasons rounds, periods, management units), and the execution and analysis of the draw itself.

Similarly, the same functionality exists throughout the system for the establishment of all other products in the Product Catalog that require season and permit attributes.

In additional to the typical configuration screens, the system supports a variety of configuration tools to help support authorized users, such as:

- ▶ **Copy Season Function** – this allows administrators to copy draw configurations from one year to the next and reduce the amount of setup time.

- ▶ **Upload Hunts** – this allows hunts to be uploaded into the system and to make changes without using the user interface. This works well for initial load and bulk updates.

- ▶ **Upload Management Units** – this allows the management units to be uploaded into the system and to make changes without using the user interface. This works well for initial load and bulk updates.

Draw applications are established in the Control Center's product catalog and made available for purchase in a similar fashion to other licensing products. This enables the Agency to ensure that the same robust validations and integrations that exist for other products also apply to applications. Examples could include disability status, previous draw success, etc. It also means that customers purchase applications through the same channels they use to purchase other products, ensuring a seamless customer experience.

Like other products that a customer purchases, all applications, including application-specific data such as hunt choices, are stored in the customer's record. As such, customers and authorized Agency staff alike can review a customer's application history at any time.

LIMITED DRAW BUSINESS RULES

S3 recognizes that almost all licenses, permits, and applications have a defined set of complex business rules that govern them. S3's product catalog is developed specifically to enable state partners to easily establish business rules and associate them to specific products, including those central to draws.

As part of the planning phase of the project, S3 works with our state agency partners to ensure that the S3 Project Team has a clear understanding of all elements of the Agency's draw process. Examples of configurable elements of S3's draw functionality available to authorized Agency users include, but are not limited to:

Application Type:
Applicants can apply as an individual or as a member of a party (group/buddy), or as a resident or non-resident. Rules specific to party applications (how party applications are tracked, preference points handled, number of party members per application, how party applications are treated in relation to quotas, etc.) are fully configurable.

Application Submittals:
The number of applications that an individual can submit, and whether any pre-requisites exist in order to submit one, is configurable based on Agency rules. This includes the ability to restrict applications based on hunter education certification, age, residency, disability status, previous draw results, and any other number of applicant attributes. Applicants are only able to view and submit applications that they qualify for (i.e., adults are not allowed to apply for youth hunts, non-residents are not allowed to apply for resident-only hunts, etc).

Agencies are also able to provide their customers with a variety of application submittal options, including submitting applications in person at an agency or license agent location, via the online sales channel, or through paper applications that can be entered into the system. If business rules allow, customers are able to access their applications online, or at an agency or vendor location, and make changes to their draw applications prior to the draw occurring.

Application Fees:

The S3 draw solution allows agencies to collect the application fee (if required) when the application is submitted and either collect the fee for the permit at the time of application or allow the customer to pay for the permit only when the customer is successful in the draw.

In nearly all of S3's implemented draw solutions; refunds are typically made available only when an already purchased award is voided. However, S3 staff has built variations of the draw process in the past that account for refunds to unsuccessful applicants.

Party and Buddy Applications:

All S3 draws can be configured to support parties of any size. The system can prompt party applicants with information pertinent to party applications prior to final submittal. For drawings where parties are enabled, the following process is available:

1. Party leader creates application and receives party id (group number identifier)
2. Party members start an application and indicate they wish to be in an existing party
3. Party members provide party id (group number identifier)
4. System links party members to party leader
5. Party members cannot change choices made by party leader

Draw Timeline:

Application sales start and end dates are fully configurable.

Quota Factors:

Distribution of available tags, including any leftover tags, amongst applicants is fully configurable and described in more detail below. This includes how party applications and non-resident applications are weighted against resident and/or individual applications.

Hunt Factors:

Hunt type, hunt season, hunt species, hunt units, hunt status, hunt purpose, and weapon restrictions.

Preference and Bonus Point Factors:

Rules related to how preference and bonus points are awarded and/or purchased, tracked and used are all fully configurable within the system. The system provides the ability to submit a point-only application which allows customers to purchase a preference point during a year they do not want to participate in the draw.

Draw Fulfillment:

How a document is fulfilled upon a successful draw result is fully configurable by the agency and can include physical (either mailed or picked up at an agent location) or electronic (email, text, and/or mobile app) document delivery.

Agency Overrides/Error Corrections:

Authorized Agency users will have the ability to override rules for any number of agency identified business needs, such as correcting errors (system or human) or awarding tags and/or preference points based on customer service considerations. All controlled hunt draw functionality is available to agency-authorized users without reliance on S3 development resources. (See figures FUN041-1,2)

Figure FUN041-1

Figure FUN041-2

ALLOCATION OF LIMITED OPPORTUNITY

S3 has provided our state agency partners with a wide variety of solutions to allocate tags associated with limited opportunities over the years. The most common types of allocations are described below and S3 is committed to working with our agency partners to identify and build functionality that meets their specific needs.

First Come / First Serve

S3's staff has extensive experience with providing "first-come / first-serve" (FCFS) transaction processing for some of the largest state agencies in the U.S. and Canada.

The complexity with these sales is often associated with process attributes specific to license type, species type, quota limitations, eligibility requirements, application of preference / bonus points, system scaling and the complex business rules that must be enforced that have no room for error. S3 has designed and implemented more successful FCFS solutions than any other vendor and we bring our years of experience to the table for every S3 agency partner.

Our staff has experience ranging from first-in/first-out, limited-entry quota hunts for a unique license type to processing first-in/first out leftover licenses post draw. S3 is aware that all business rules pertaining to specific license types must be enforced. The primary consideration with first-in/first-out is to ensure the platform has been sized correctly to accommodate high volume traffic immediately upon opening of FIFO sales. S3's hosting environment is built with this in mind, and we employ load testing ahead of peak sales dates to ensure that the system is functioning as intended.

Randomized Drawings

S3's experience with Random Drawings is very similar to the experience we have with FCFS draws. We have successfully developed, implemented, and managed randomized drawing solutions as variations to standard draw processes for states and provinces across North America. These include, but are not limited to:

- ▶ **Lottery Drawings**
  Where all applicants have an equal opportunity at success. This occurs when individuals can only submit a single application for a hunt. Many states use this for "Once in a Lifetime" or other premium tag opportunities. **S3 CORE's Drawings module can easily be configured by NGPC administrators to accommodate NGPC's Bighorn Sheep, Multispecies Combo, Multispecies Super Tag, Landowner Antlerless Elk, and General Antlerless Elk lottery drawings.**

▶ **Weighted Lottery Drawings**

Where applicants can submit multiple applications, but the winner(s) are chosen at random. This is most used for raffle hunts. **S3 CORE's Drawings module can easily be configured by NGPC administrators to accommodate the Super Tag and Combo Lottery raffle drawings**.

▶ **Preference Point / Bonus Point Drawings**

Where an applicant's odds of success are influenced by the number of preference or bonus points, they possess going into the draw. This kind of draw is common, although how preference points and bonus points are accumulated and factored into the draws vary greatly between states/provinces. **S3 CORE's Drawings module can be easily configured by NGPC administrators to accommodate deer, general pronghorn, landowner pronghorn, and landowner bull elk preference point weighted drawings in addition to the general bull elk drawing that uses bonus points.**

For drawings where points are involved, a complete history is kept for the customer. This is visible to both administrators of the draw and the customer (see figure F041-3 below).

(Figure FUN041-3 – MiConnect Customer Drawing Applications summary page)

▶ Combination Drawings – where a proportion of the tags for a hunt are distributed using multiple draw types. For example, 25% of available tags may be distributed via a Lottery drawing and 75% distributed via a Preference Point drawing

S3's Project Team will work closely with NGPC staff to configure the drawings module to ensure that it fully meets the needs of NGPC's Draws, Auxiliary Draws and Lottery Draws. All lottery/draw processes are fully auditable for both accuracy and integrity.

Manual Draws

While S3 believes that the CORE Drawings module will provide NGPC staff with an efficient and reliable process for managing the agency's draws, S3 can accommodate manual draws that are conducted outside of the system. Under this scenario the S3 project team will work closely with NGPC staff to determine the best way to integrate results

from outside draws into the CORE Licensing and Permitting system and make tags available for sale to the selected customers.

Round / DRAW Features

As mentioned above, S3 provides our clients with the ability to manage multiple types of draws (i.e. FCFS & Randomized). Each Draw has multiple configurable aspects that provide agencies with enormous flexibility regarding the setup and administration of the Draw including:

- Round / Draw Number
- Application Type
- Draw Type
- Start / End Dates
- Ranked Choice
- # of Choices and how they are factored into the draw
- # of Apps
- # of Successes
- Allow Point ONLY
- Options Executed
    - Landowner
    - Use Points / Chances
    - Type of Algorithm (i.e. cubed points, etc.)
    - Post Results Date
    - Non-Resident Percentage Allowed.

Each draw can contain multiple rounds, each with its own independent configuration.

DRAW MECHANICS

S3 provides several functions to ensure draws are executed completely and accurately before exposing results to the public.

The first step in the process is to check the eligibility of the applicants within the draw. The agency defines the criteria used to determine eligibility, such as residency, age, revocations, merged account, and more. When this is completed, all the applications are updated with a status detailing the results of the check. At this point, the agency can adjust applications where required using our administrative menu for draw applications which supports the following features:

1. Update choices
2. Update group members
3. View application details
4. Update application status
5. Residency Override
6. Manually Award

Note: These options are all dependent upon the draw administrator allowing access to use these features.

Once eligibility has been completed, draw administrators move into execution and produce the results of the draw. Once execution has completed, the results are available to administrators only inside the Control Center. A reason code is applied to the applications allowing administrators to analyze the results. This reason code summarizes the results of the draw for the application. This allows trends to be easily identified for review.

After reviewing results, the draw administrators have ability to accept or reject the results. Accepting the results will finalize the draw and awards shall be made available based on the configurable award date. A rejection simply rolls back the applications to the status that existed prior to executing the draw.

AFTER THE DRAW

Draw Results Available to Customers

Once the draw results are finalized, customer accounts are updated to indicate whether they were successful in the draw. S3's CORE CRM can be configured to automatically notify customers when results are available. These communications can include details that are relevant to successful applicants, such as purchase deadlines, links to how-to information, and hunt boundary maps. Similarly, unsuccessful applicants can be encouraged to purchase OTC opportunities and provided information on how to access them.

After results are generated, customers can also go online to access their record. After accessing their account, they can quickly check the status of their application to determine their success in the draw.

Refunds

The S3 draw solution currently allows customers to collect the application fee when the application is submitted and either collect the fee for the permit at the time of application or allow the customer to pay for the permit only when the customer is successful in the draw. The latter is the preferred and most common method used in nearly all S3 draw solution implementations. This eliminates the need to refund the permit cost to the customer if they are not successful in the draw and tends to increase participation in the draws (a significant revenue generator for many agencies).

S3 can easily pull system information for unsuccessful applicants from the licensing system or establish an automated report for the generation of this data after each draw and electronically send this information to the agency for use in refunding. All customer credit card information within the S3 environment is tokenized for all transactions including applications and permit purchases and can be used for refunds if, and when, needed.

Fulfillment

As mentioned above, successful applicants can have their tags/permits fulfilled in a variety of manners depending on the agency's business roles. The agency can elect to allow their customers to pick up their tags/permits at an agency or licensed agent location, have their tags/permits delivered electronically through e-mail, text or mobile app, or have their tags/permits printed and delivered via mail.

S3 CORE provides the ability to automatically generate a fulfillment data file for the purpose of fulfilling / mailing permits. S3 can produce these files (that normally contain address and special mailing instructions) at any interval required and provide the resulting data file to our clients (or fulfillment entity) using several secure delivery options to ensure that data is never compromised. In most cases, these fulfillment files are provided directly to the Agency or S3 fulfillment center for processing.

The specific data and the resulting data file needed to meet all requirements for this process is fully vetted with each agency partner, but the production of this type of file for this purpose is common across S3 deployments.

Reports

The S3 Project Team works with each agency in the Planning Phase of the project to identify reporting needs, including those related to limited draws. S3 has a myriad of "canned" solution reports that accommodate nearly all essential reporting needs for our clients. However, more times than not, S3 and our agency partners typically will identify several reporting needs outside of these canned reports that need to be built and made available to the agency. As our number of systems deployed has grown, we have found that less and less customized reports are required.

Examples of standard S3 reports tied to Limited Draws include:

Hunt Choice Configuration Report

This report allows administrators to review configuration of hunt choices (see figure F041-4 below).

Figure FUN041-4 – Sample Hunt Choice Configuration Report

Detail Drawing Results Report

This report allows administrators to extract the results of draw for easy review and analysis (see figure F041-5 below).

Figure FUN041-5 – Sample Detail Drawing Results Report

Year to Year Summary Report

This report summarizes many different data points from a draw from year to year: # of Applicants; # of Applications; # of Application Fees. It also summarizes particular statistics from the most recent draw: # of winners; # of applications; gender; youth applicants (see figure F041-6 below). All reports within the S3 solutions have multiple report and file format options i.e. HTML, Excel, PDF, .txt., etc. This provides the state agencies with significant flexibility in the use of data reported from the system i.e. imports, exports, third party systems data integrations, etc.

Figure FUN041-6 – Sample Year to Year Drawing Summary Report

For drawings where points are involved, a complete history is kept for the customer (see figure FUN041-7 below). This is visible to both administrators of the draw and the customer.

Customer: 2518 - Carroll, Brian Keith (12/17/1969)

Profile   MPAs   Active Licenses   Sales   Applications   Ineligibility   Revocations   Surveys   Harvests   Safety Courses   Merge   Merge History   Un-merge   Attachments   Comments   Auto Renewals   Change Hist.

Points / Chances

Search Points / Chances

License Year: Select one...

Point Type: Select one...

🗑 Clear   🔍 Search

Show 25 entries   📄 Export to Excel   🔍 Column Search   Search:

License Year	Point Type	Points / Chances Before	Points / Chances During	Points / Chances Earned	Points / Chances Adjustment	Points / Chances After	Reset	Options
2021	Elk	14	15	1	0	15	No	📂 Open
2019	Bear	17	17	1	0	18	No	📂 Open
2019	Elk	13	14	1	0	14	No	
2018	Elk	12	13	1	0	13	No	
2018	Bear	16	16	1	0	17	No	
2017	Elk	11	12	1	0	12	No	
2017	Bear	15	15	1	0	16	No	
2016	Bear	14	14	1	0	15	No	
2016	Elk	10	11	1	0	11	No	
2015	Elk	9	10	1	0	10	No	
2015	Bear	13	13	1	0	14	No	
2014	Bear	12	12	1	0	13	No	
2014	Elk	8	9	1	0	9	No	
2013	Elk	7	8	1	0	8	No	
2013	Bear	11	11	1	0	12	No	
2012	Bear	10	10	1	0	11	No	
2012	Elk	6	7	1	0	7	No	
2009	Elk	5	6	1	0	6	No	
2009	Bear	9	9	1	0	10	No	
2008	Bear	8	8	1	0	9	No	
2008	Elk	4	5	1	0	5	No	
2007	Bear	7	7	1	0	8	No	
2006	Bear	6	6	1	0	7	No	
2006	Elk	3	4	1	0	4	No	
2005	Elk	2	3	1	0	3	No	

Showing 1 to 25 of 33 entries

Previous   1   2   Next

Figure FUN041-7 – Customer Draw History

NE REQUIREMENT

FUN#		Administration Module Management	Yes	Customization Required	No	Alternate
FUN-042 **Section VII.F.11**	A.	Describe the system's ability to merge duplicate customer profiles.	✓			

BIDDER RESPONSE

The Customer Merge module allows a user with proper security access to reference multiple records believed to be for the same person within the system. Once a possible duplicate customer profile has been identified, the user can select data attributes from either record and combine them to produce a new singular "master" record for this information. Information will include customer ID, customer status, open date, customer name, address, city, state and birth date. All license history, preference points, and revocations are preserved and contained in the merged file.

S3's innovative approach to this functionality treats this new master record as the "de facto" file of record for this customer from that point forward. However, the system continues to maintain "inactive" versions of the initial customer records that existed before the merge. This enables the agency to either reference & report on the pre-merge data and associated transactions and/or "un-merge" the records if needed in the future.

Intelligent Customer Merge ID & Auto Merge Feature

To further expand on customer merge capabilities, S3 has worked closely with our existing state clients to design, develop and implement an intelligent processing algorithm that acts on very specific customer profile and transaction data attributes to automatically identify records believed to be for the same customer.

Depending on the level of a profile match between the records, the state can choose for the system to "auto merge" them or simply create a notification of the potential duplicates so that the appropriate personnel can us the S3 Customer Merge tool to manually merge the records.

This daily file cleansing process provides the State with capabilities to ensure that system data gets clean and stays clean.

NE REQUIREMENT

FUN#		Administration Module Management	Yes	Customization Required	No	Alternate
FUN-043 **Section VII.F.12**	A.	Describe how the system calculates and accounts for sales and lodging tax and correctly apply it to NGPC products and services in compliance with applicable tax regulations.	✓			

BIDDER RESPONSE

All fee distributions, including applicable state, county, and district sales and/or lodging taxes, are handled through fee schedules configured by authorized users in the CORE Control Center's Products module. Fee schedules are comprised of the combined Fee Distributions for any given product, with the sum of the Fee Distributions representing the total cost that a customer pays for that product. Fee Distributions are also used to assign internal Fund Codes to the product for easy account reporting.

For example, in Ontario we set a flat amount on the product and can set multiple Harmonized Sales Tax (HST) values by setting up different HST funds (these are not identified as taxes funds in the system, only by HST in the name). The system sums all of the HST values from each product purchased in any given transaction into the total sales tax for the transaction.

Figure FUN043-1 below depicts the fee schedule screen for an Ontario product that incudes their HST fee distribution code.

Figure FUN043-1 – Ontario Fee Schedule screen

NE REQUIREMENT

FUN#	Agent Sales	Yes	Customization Required	No	Alternate
FUN-044 **Section** **VII.G.1-10**	A. Describe the system POS module including: 1. Internal Sales Channel 2. External Sales Channel	✓			

BIDDER RESPONSE

NGPC Internal and External POS users will enjoy the same web-based POS module that is designed to provide customers with a quick, effortless sales transaction while providing agent locations the reporting and controls necessary to manage this important aspect of their office/business. S3 currently supports more than 5,600 channel sales agents on behalf of our state partners. Depending on the Agency's needs, S3 has provided and supported a variety of POS equipment, including POS terminals, printers, barcode scanners, etc.

While the S3 CORE POS module is the same for both internal and external agents, users within each may have slightly different permissions that allow them to accomplish different tasks within the POS (e.g. an internal POS agent may be able to sell items that an external POS would not). External POS agents and user permissions, including which agents can sell which products, are established in the CORE Control Center. A POS Agent can sell anything included in the Product Catalog so long as NGPC administrators allow it.

Agents can access the web-based POS module from a variety of devices, including PCs, tablets, and even smartphones. This flexibility enables an agency to "take the licenses to where the people are" for special events like fishing tournaments, outdoor expos, etc.

S3's POS module is a fully integrated component of the CORE platform. This means that everything done within the POS module occurs in real-time and is written to the same common dataset as every other CORE module. It also means that, like all other CORE modules, the POS module will be well-positioned to take full advantage of emerging technology throughout the life of the contract.

The CORE POS module uses the same efficient and intuitive sales workflows as the internet sales channel, enabling agents to quickly find existing customers and/or create new ones and then quickly guide them through the sales process. The POS user interface is also consistent with what a customer experiences through the internet sales channel, ensuring a seamless sales experience throughout the CORE platform (see Figures FUN044-1 and 2 below).
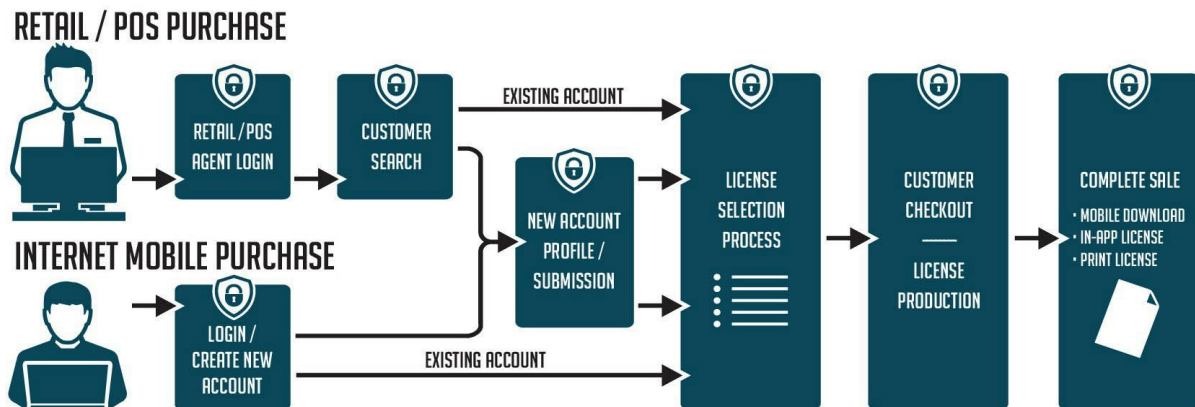

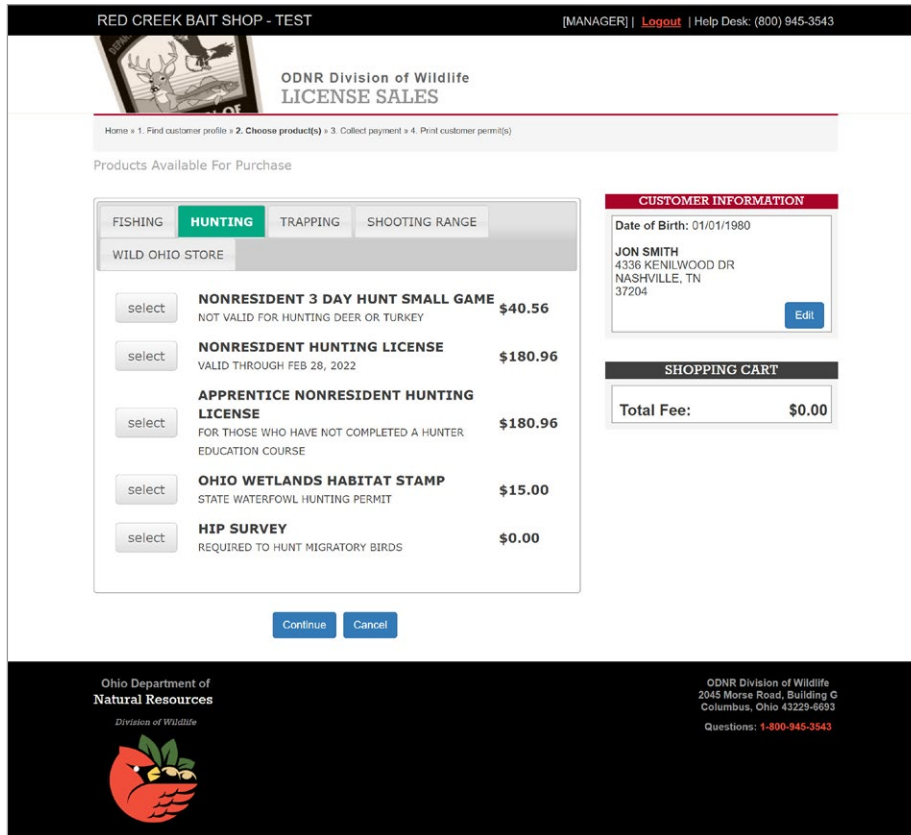**Figure FUN044-1 – S3 CORE POS and Internet Sales Process Diagram**

Figure FUN044-2 – OWLS POS Sales Screen

Additional key features of CORE POS include:

▸ The ability to balance and reconcile sales within the system

▸ The ability to receive broadcast messages from the Agency's administrative staff. These could include alerts on new products, season openers, WMA land/access closures, ACH status messages, or any variety of marketing and promotional messages

▸ The ability for the agency to enable special permissions, such as those needed to allow for the sale of unique license types, including, for example, those that may require proof of military service, disability, or other exemptions

▸ The ability to order supplies

▸ The ability to manage and track individual users within the system

▸ The ability to run a wide variety of reports relevant to license sales activities

▸ The ability to redeem gift certificates

NE REQUIREMENT

FUN#	Agent Sales		Yes	Customization Required	No	Alternate
FUN-045 **Section VII.G.2**	A.	Identify the tender types the POS module accepts for the following: 1. Internal Sales Channel 2. External Sales Channel	✓			

BIDDER RESPONSE

S3's system supports cash drawers by location and individual assigned users for both internal and external sales channels. As a sales agent completes a transaction in the POS they can specify a tender type for payment received (see Figure FUN045-1 below). The S3 project team will work with NGPC staff to ensure that the system is properly configured to collect all necessary tender types, including cash, check, credit/debit cards, Park Bucks, and money orders. NGPC administrators will have the ability to determine which Agent Types are allowed to accept each tender type through Agent permissions configuration within CORE Control Center. For example, external agents could easily be prevented from selecting Parks Bucks as a tender type.
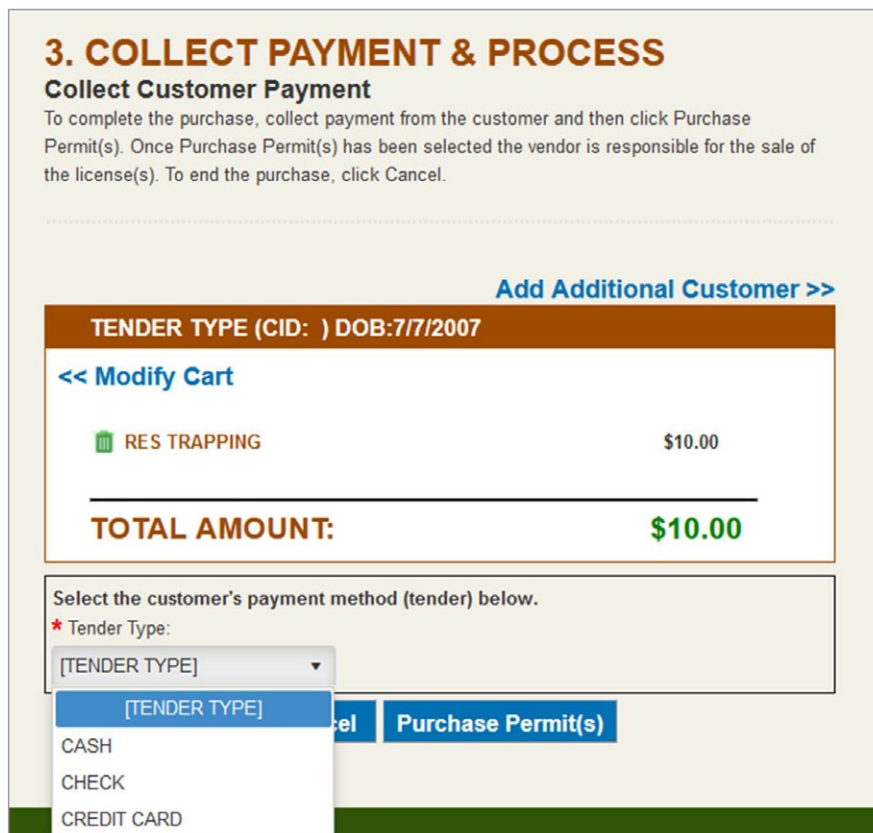
Figure FUN045-1 – POS Tender Screen

S3 works with our Agency partners to define all needed sales reports, including tender reports that are used to manage virtual cash drawers (see Figure FUN045-2 below). These reports can include:

- How much money was collected over the specified time period
- How much of each type of money was collected
- Who collected the money (i.e. entire location, individual sales agent, etc.)
- How many of each product was sold by date, location, and/or staff member
- Time period that the report covers (can be pre-set or filterable based on user needs)
- Calculation of beginning and ending cash drawer balances
- Time-specified sales-to-inventory reports used to monitor and manage product inventory

Tender Report

Vendor No.:	027001	Total Sales:	$22.00
Name:	MDC CENTRAL OFFICE	Vendor Commission:	$0.00
Sales Dates:	11/11/2020 - 11/11/2020	Amount Due:	**$22.00**
Report Run:	11/11/2020		

Tender Type	Amount		Type	Amount
Cash:	$10.00		Calendars:	$0.00
Check:	$0.00		Permits:	$22.00
Charge:	$12.00		**Total:**	$22.00
Total Amt Collected:	$22.00			

TRANSACTION DETAILS

Permit #	Issued	Customer	CID	Status	Total Sales	Tender Type	Clerk
56313684	11/11/2020 4:57 PM	TENDER, TYPE	006699813	ACTIVE	$12.00	CREDIT CARD	SFORCK
56313685	11/11/2020 5:05 PM	TYPE, TENDER	006696553	ACTIVE	$10.00	CASH	SFORCK
					$22.00		

Figure FUN045-2 – Sample MDC POS Tender Report

NE REQUIREMENT

FUN#	Agent Sales	Yes	Customization Required	No	Alternate
FUN-046 **Section VII.G.2**	A. Describe the system POS nightly reconciliation process with applicable reports for the following: 1. Internal Sales Channel 2. External Sales Channel	✓			

BIDDER RESPONSE

S3 provides Internal and External Sales Agents a full suite of nightly agent reconciliation and accounting reports accessible from the CORE POS module (see Figure FUN046-1 below) that provide necessary reporting features including:

▸ Point-in-time daily sales or date range summaries for licenses and components.

▸ Detailed chronological report listing the agent and terminal number, date, time, and each transaction, including dollars, item counts, agent fees, and void information.

▸ An EFT report, which includes a summary of sales, FWPs, and void activity for that EFT time period. This report will help the agent ensure sufficient funds are in the agent account prior to their scheduled EFT sweep.

▸ Tender reports used in managing and settling cash drawers.
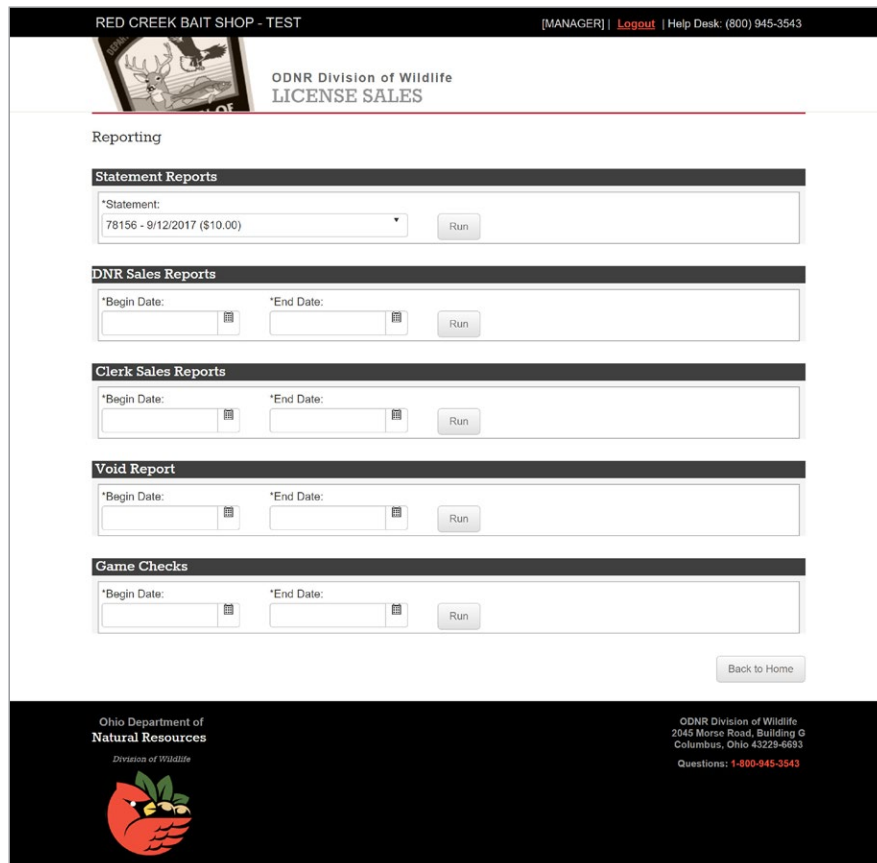
Figure FUN046-1 – Sample OWLS POS Report Screen

NE REQUIREMENT

FUN#	Agent Sales	Yes	Customization Required	No	Alternate
FUN-047 **Section VII.G.2**	A. Describe the system POS print/ reprint process after a transaction is completed to include. 1. Internal Channel processed permit. 2. External Channel processed permit.	✓			

BIDDER RESPONSE

Internal and external POS Agents can easily and efficiently print and/or reprint documents through the CORE POS module. Business rules related to product fulfillment are established by Agency Administrators within the Product Module of CORE Control Center, providing agencies great flexibility in how products are fulfilled within each sales channel, including which Agent Types are able to fulfill and/or reprint specific products, whether fees will be collected for reprints/replacements, etc.

At the successful conclusion of each transaction agents are presented a Sales Confirmation screen (see Figure FUN047-1 below) that details the products purchased and provides a button for printing licenses, emailing receipts, and returning to the POS home screen. Clicking the Print License(s) button will send all documents that are tagged for print fulfillment to the agent's printer. After initial printing is completed, agents are returned to the Sales Confirmation page and a "Reprint License(s)" button is exposed. This enables agents to quickly reprint licenses should the initial print job fail for whatever reason.
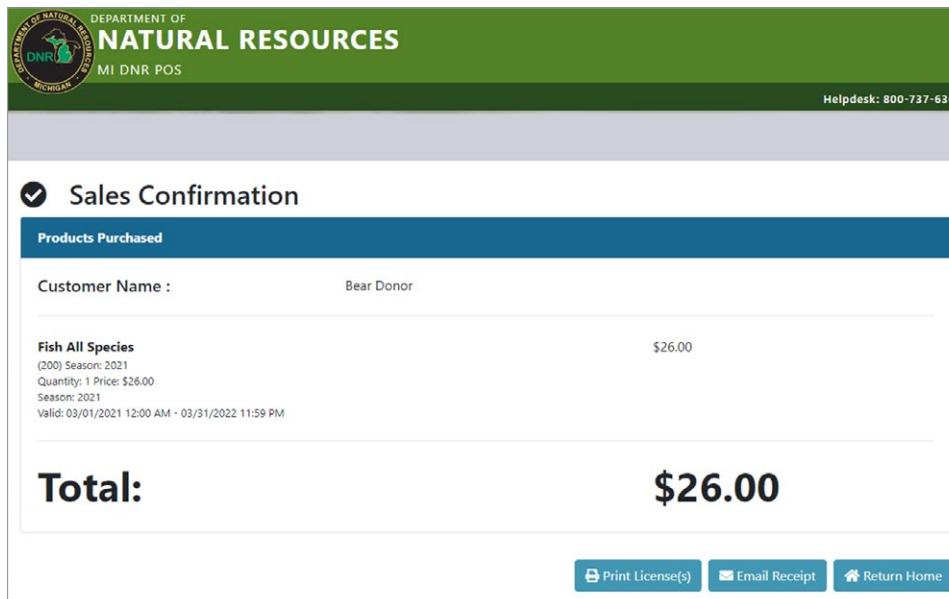
Figure FUN047-1 – MiConnect Sales Confirmation Screen

NE REQUIREMENT

FUN#		Agent Sales	Yes	Customization Required	No	Alternate
FUN-048 **Section VII.G.2**	A.	Describe how the system POS allows an Agent to assess hunter education status on a customer profile.	✓			

BIDDER RESPONSE

Once an internal or external POS Agent search finds a customer's account they can view/edit that customer's profile information (note: NGPC Administrators will have full control of which fields are editable and by whom). S3 will work with NGPC staff to ensure that all customer profile information that the Agency wants viewable by the POS users is available in the POS Customer Profile view. This includes certifications, such as hunter education.

NE REQUIREMENT

FUN#		Agent Sales	Yes	Customization Required	No	Alternate
FUN-049 **Section VII.G.2**	A.	Describe how the system POS reflects revoked profiles to the Agent	✓			

BIDDER RESPONSE

When a customer has a revocation attached to their profile those products that would otherwise be available to that customer absent the revocation show up as "unavailable." As with every other "unavailable" product, S3 CORE provides NGPC the ability to attach a message to that product telling the POS user/customer why that product is unavailable (see figure FUN049-1 below). In the example below the customer had a revocation placed against their profile that prevented them from purchasing a big game license. The Michigan DNR chose to direct customers to an agency support line rather than place the POS user in a potentially uncomfortable position of explaining that a revocation existed.

Figure FUN049-1 – Example of revoked privileges on a POS screen

NE REQUIREMENT

FUN#		Agent Sales	Yes	Customization Required	No	Alternate
FUN-050 **Section VII.G.3**	A.	Describe how the system POS refunds a transaction.	✓			

BIDDER RESPONSE

S3 provides the capability for our state agency partners to establish conditional elements within the administrative console of the system that govern how the agency would like to void, cancel, and/or reverse licenses as well as who, when, and where this can be done. For instance, NGPC could require that retail agents can only cancel / void / reverse the last license issued at that point-of-sale terminal, only licenses issued on that same day or within a pre-defined amount of time, and/or only licenses issued at a specific location. Additionally only users with the appropriate system permissions will be allowed to perform these functions.

To perform a VOID/Refund, upon accessing a customer's profile a POS user would select the "VOID" Transaction Type. This will display the customer's current products and designate which are or are not eligible to be voided (see Figure FUN050-1 below). Consistent with S3's approach throughout all sales channels, products that are not eligible to be voided include a reason, greatly cutting down on the need for POS users and/or customers to contact the support desk.
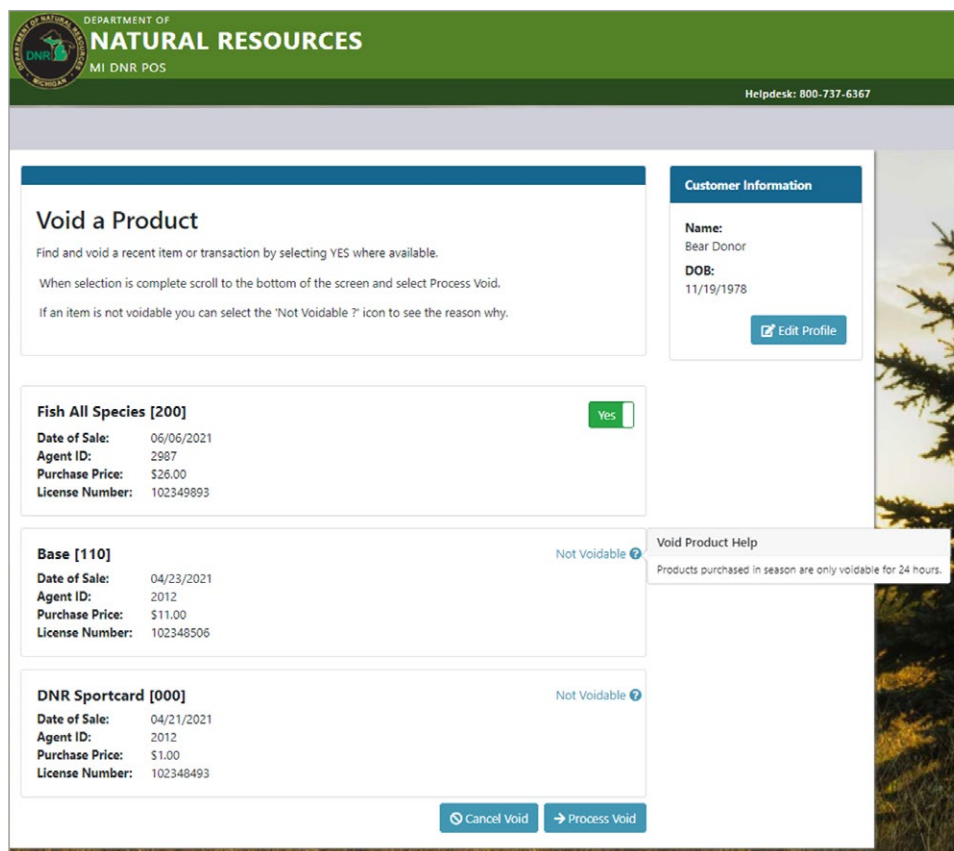

Figure FUN050-1 – MiConnect VOID screen

S3 state agency partners can require that whenever a license is voided or canceled, the system requires a "reason" to be entered to provide the agency with additional information regarding the basis for the issue (see Figure FUN050-2 below). This information can then be used to establish automated alerts and messages to be sent to aid the agency in identifying questionable behavior around the voiding or cancellation of licenses.
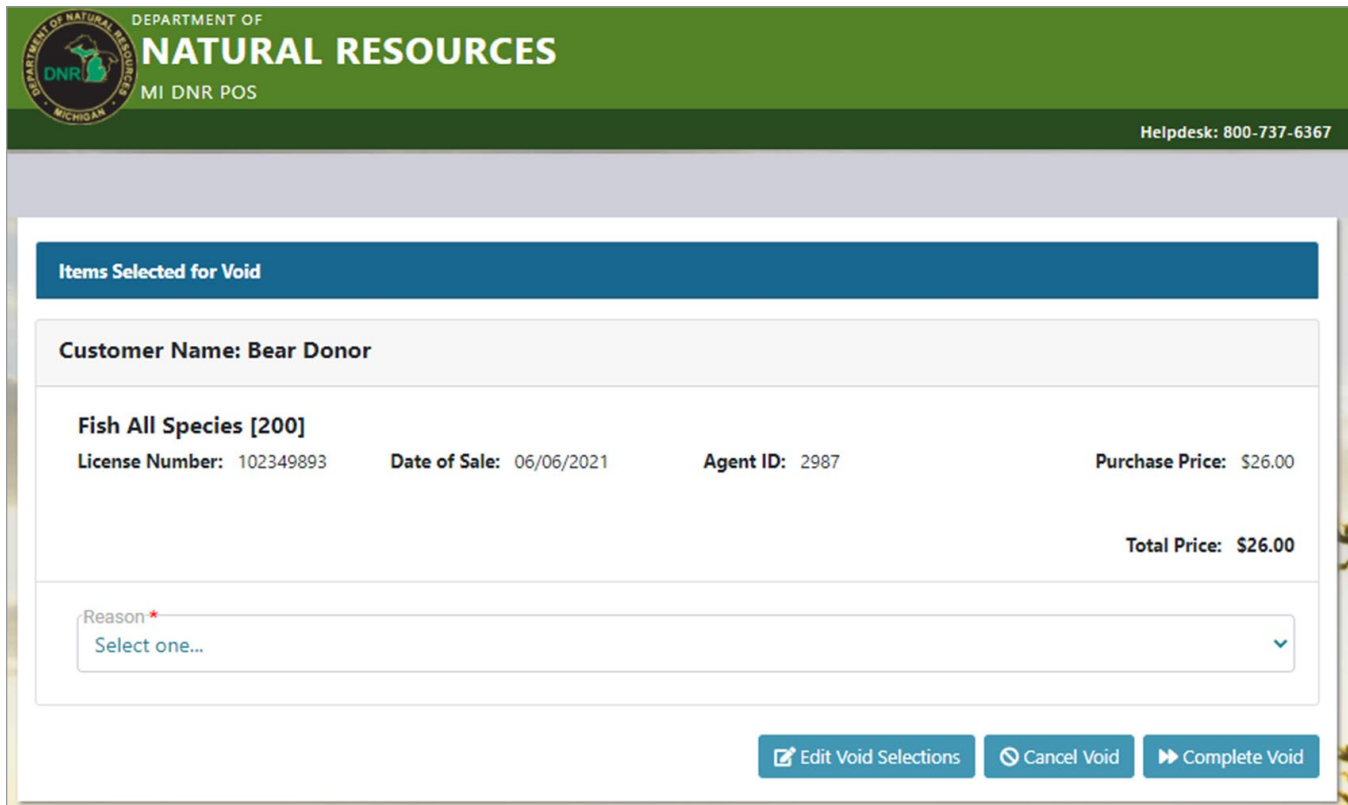

Figure FUN050-2 – MiConnect Void processing screen

State agency partners have access to additional features and configuration elements available via the system for voided or canceled licenses including features that can track and manage the physical return of voided licenses to NGPC by sales agents (if required).

Lastly, as is the case with all data managed by the system, all voided, canceled/reversed licenses are stored in the database with full audit information (who, when, where, or the reason for the void).

NE REQUIREMENT

FUN#		Agent Sales	Yes	Customization Required	No	Alternate
FUN-051 **Section VII.G.4**	A.	Describe how the system POS accesses frequently sold permits.		✓		

BIDDER RESPONSE

The ability to display permits and products that a POS user frequently accesses, customizable by each POS user, does not currently exist in the CORE POS module today. The S3 team loves this concept and is confident that we can work with NGPC to include this functionality at system go-live.

NE REQUIREMENT

FUN#		Agent Sales	Yes	Customization Required	No	Alternate
FUN-052 **Section VII.G.5**	A.	Describe how the system POS issues a replacement permit and how it is reflected as such.	✔			

BIDDER RESPONSE

NGPC Administrators can allow Internal and/or External Agents to reprint/replace licenses after the initial purchase. Which products can be reprinted/replaced by which Agent Types is completely configurable within CORE Control Center by Agency Administrators.

To reprint a document a POS user must first find the customer's profile and then select the "Replace Lost" button from the list of possible POS Transaction Types (See Figure FUN052-1 below). Note: NGPC Administrators will be able to configure the names of each button and field used in the system. For example, NGPC may elect to call this particular Transaction Type "Reprint" rather than "Replace Lost." That is easily accomplished without relying on a developer to perform a change to the code.
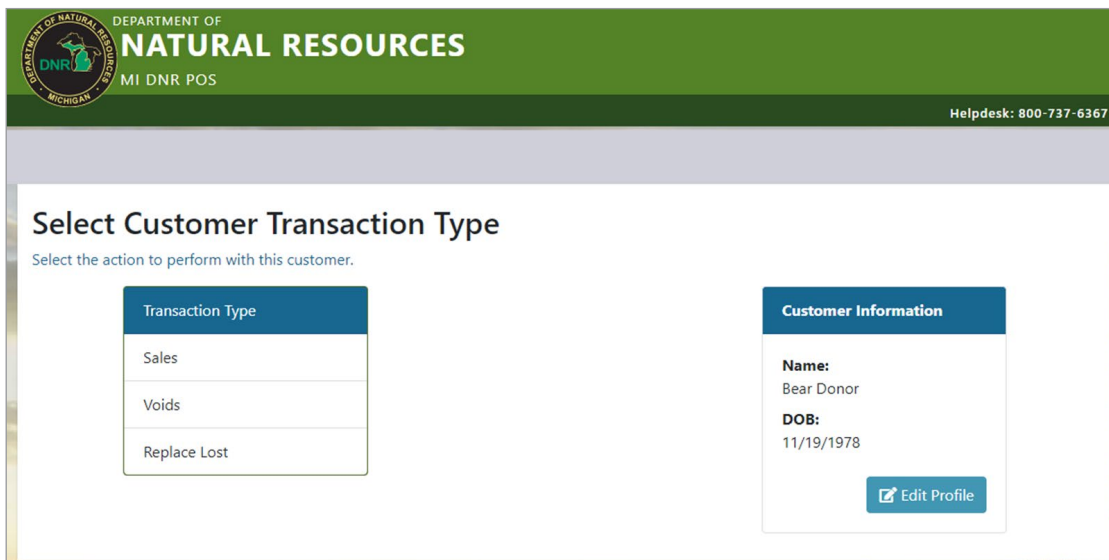
Figure FUN052-1 – MiConnect POS Customer Transaction Type Screen

When the "Replace Lost" Transaction Type is selected POS users are taken to the "Replacements" screen where they can view the customer's products available for replacement and efficiently proceed through a replacement transaction. Many S3 agency partners choose to collect a reason that the reprint was necessary. (See Figure FUN052-2 on right)

When the "submit" button is selected the transaction is completed and POS users are able to reprint the selected item(s). Most S3 state agency partners select to use a slightly different print template for replaced products, electing to clearly label them as a "replacement" or "duplicate." S3's project team will work closely with NGPC staff to ensure that all print templates meet the needs of the Agency and its customers.

FIgure FUN052-3 below shows an R and 01. This indicates the license was issued as replacement and it's the first time it's been replaced. If the license is replaced again, it would show R and 02.

Figure FUN052-2
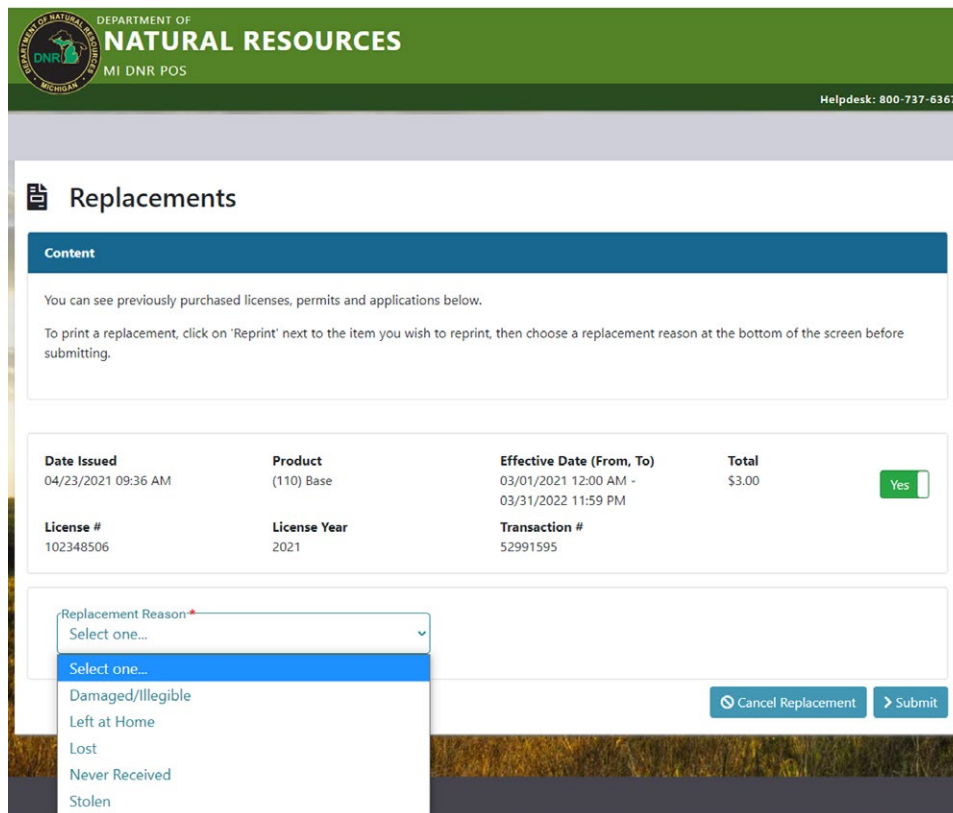
Figure FUN052-3

NE REQUIREMENT

FUN#	Agent Sales		Yes	Customization Required	No	Alternate
FUN-053 **Section VII.G.6**	A.	Describe how the system POS allows an Agent to enter customer HIP information and issue a HIP number.	✓			

BIDDER RESPONSE

The CORE Control Center's Surveys Module provide S3's agency partners with tremendous ability to design and deliver surveys, including HIP Surveys.

Regardless of the sales channel, when an item is added to the shopping cart that requires HIP certification the system automatically brings up the HIP survey before a customer can proceed through to checkout. In the example below, the customer selected a migratory bird hunter license, which requires that a HIP survey be completed prior to purchase. When the POS user hits the checkout button the HIP survey is automatically launched. (See Figure FUN053-1 below)
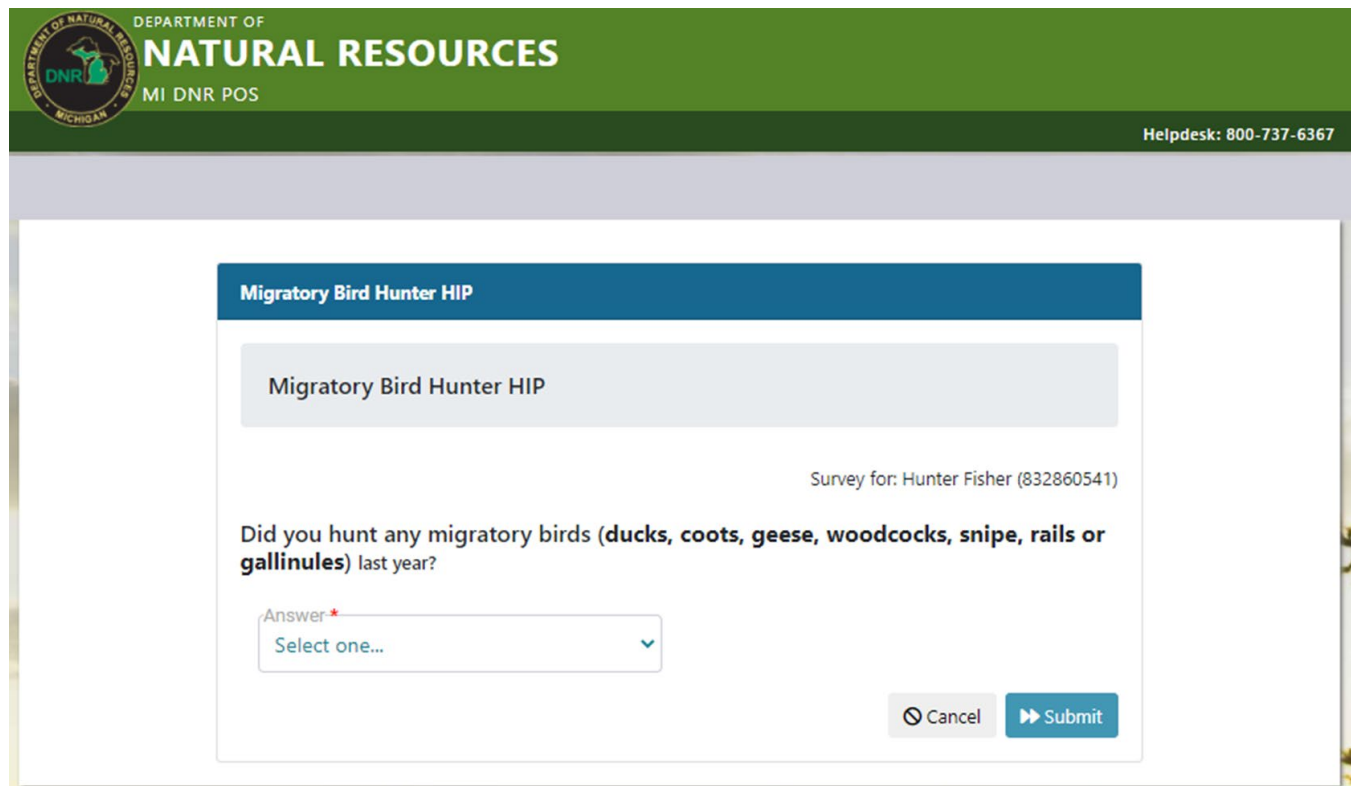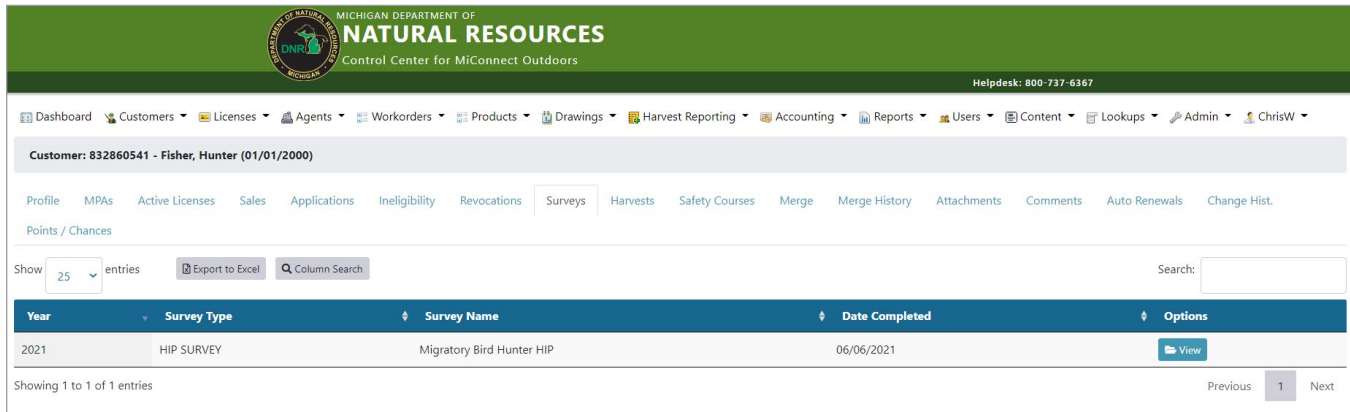

Figure FUN053-1 – MiConnect POS Hip Survey

Once the survey is completed the HIP survey shows up as a zero cost item in the transaction and results are immediately captured in the customer's profile within CORE Control Center (see Figure FUN053-2 below) and becomes available for transfer to USFWS based on the protocols established by NGPC.

Figure FUN053-2 – MiConnect CORE Control Center Customer Survey Summary

NE REQUIREMENT

FUN#	Agent Sales	Yes	Customization Required	No	Alternate
FUN-054 **Section VII.G.7**	A. Describe how the system POS allows an Agent to issue a draw or lottery application to a customer.	✓			

BIDDER RESPONSE

S3 CORE treats draw and lottery applications in the same manner as other products, ensuring a seamless transaction experience for POS users and customers alike.

Once a customer's profile is reached through a successful search or by establishing a new customer, any lottery and/or draw applications that are currently available for purchase by that individual customer are displayed in the appropriate tab of the catalog. For example, an elk draw application would be accessed in the "Hunt" tab (see Figure FUN054-1 below).
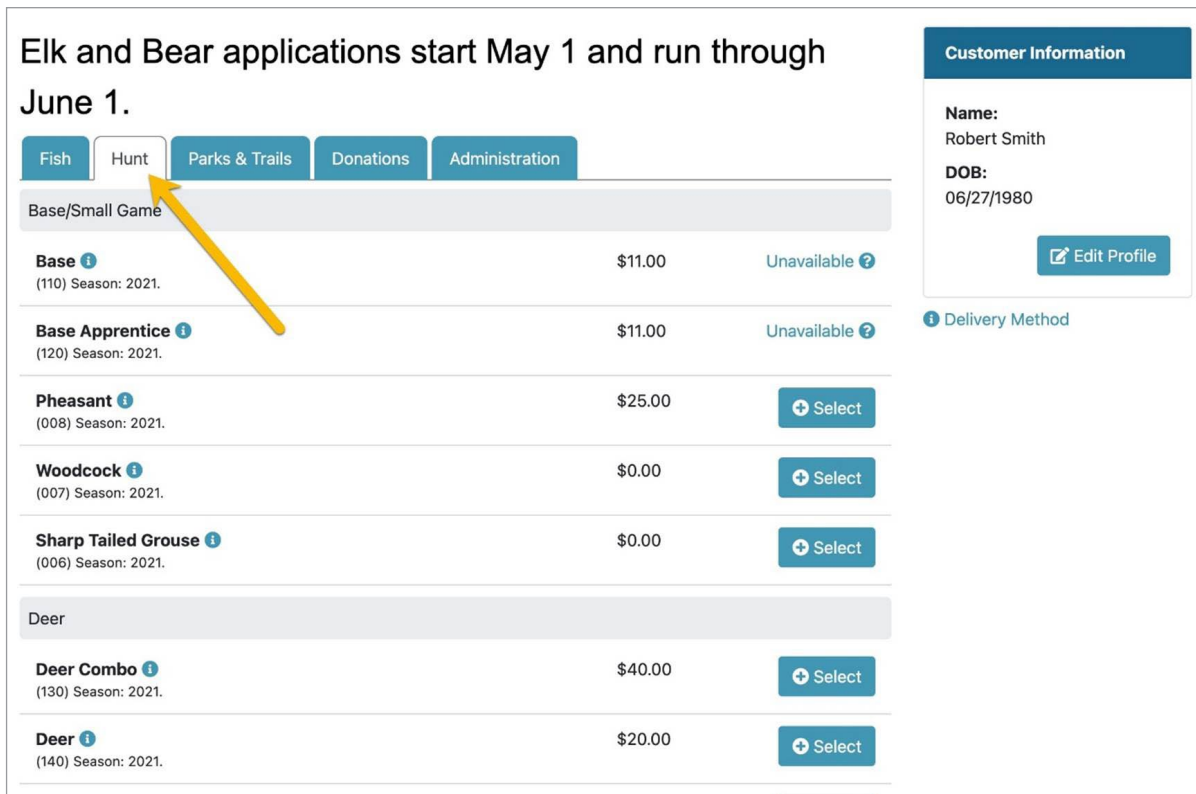

Figure FUN054-1 – MiConnect online sales channel screen

Once the application is selected, the user is prompted to enter draw specific information prior to proceeding through the remainder of the transaction (i.e. first choice hunt, second choice hunt, buddy hunt, party application, etc.). Once all relevant information is collected the application is added to the customer's shopping cart.

All information related to the application is immediately captured in the customer's profile upon successful completion of the transaction. This means that a customer can purchase an application at a POS location and immediately call up their customer account on their smartphone and confirm that their application was correctly entered into the system.

See figures FUN054-2 and FUN054-3 below for submitting an application over POS channel.

Figure FUN054-2 – MiConnect Hunt Application Selection

Figure FUN054-3 – MiConnect Hunt Application Screen

NE REQUIREMENT

FUN#		Agent Sales	Yes	Customization Required	No	Alternate
FUN-055 **Section VII.G.8**	A.	Describe how the system POS allows an Agent to check in Harvest Data.	✓			

BIDDER RESPONSE

S3 CORE allows Harvest Reports to be configured for entry via any selected channels, in the same way products are available on selected channels. For POS, once the customer is identified, Harvest Reports work in the same manner as Internet Harvest Reports. Users answer the same set of configurable questions for a Harvest Report, may assign the report to a specific tag within the customer's profile, and/or receive a confirmation number upon harvest report submission.

NE REQUIREMENT

FUN#		Agent Sales	Yes	Customization Required	No	Alternate
FUN-056 **Section VII.G.9**	A.	Describe how the system POS allows an Agent to manage the user ids and password of the location's clerks.	✓			

BIDDER RESPONSE

Upon successful log-in, a POS user is presented with a streamlined homepage that allows them to either search for/create a new customer or select from a menu of options pertinent to the user's role as a POS user (see Figure FUN056-1 below).
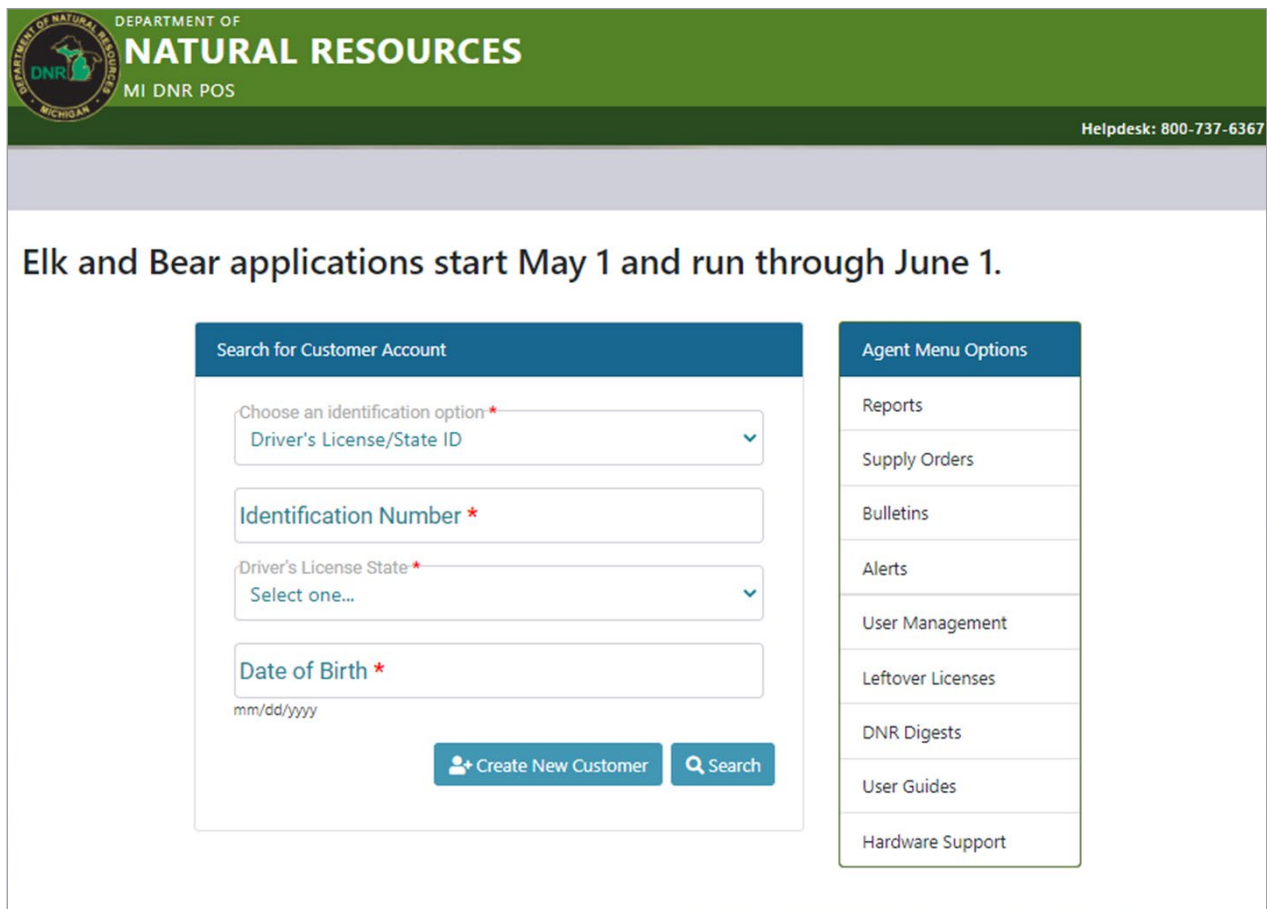
Figure FUN056-1 – MiConnect POS Homescreen

POS users with the appropriate permissions are able to self-manage their users through the "User Management" tab. This includes the ability to add new users and view/edit existing users (see Figure FUN056-2 below).

Figure FUN056-2 – MiConnect POS User Management screen

With the proper permissions, a POS user can edit another user's name, email, status and role, in addition to being able to reset their password (see Figure FUN056-3 below).

Figure FUN056-3 – MiConnect POS Staff Information screen

NE REQUIREMENT

FUN#		Law Enforcement Module	Yes	Customization Required	No	Alternate
FUN-057 **Section VII.H**	A.	Describe the system's law enforcement module functionality.	✓			

BIDDER RESPONSE

S3 has extensive experience in providing our agency partners with solutions that aid in their law enforcement efforts, and we look forward to collaborating with NGPC staff to identify current and future law enforcement needs.

In our experience working with our state and provincial agency partners, there are two primary reasons that an agency's law enforcement personnel interact with our licensing systems: field support and investigations.

Law Enforcement personnel rely heavily on the information contained in S3's Control Center to aid in both the field and in their investigations. As such, S3 works with our agency partners to establish Law Enforcement roles that provide enforcement personnel with the access they need within the CORE System. Law Enforcement personnel can access this information from their home/office computers, vehicle mobile computers, or from S3 CORE's Mobile Law Enforcement Application (described in response to FUN-058 below).

Law Enforcement personnel with appropriate system permissions have full access to customer information, including:

- Customer demographics with full history
- Purchase history (recreational or commercial)
- Transaction data (including time of purchase, sales channel, and IP address used for mobile transactions)
- Revocations (active and historic)
- Safety Certifications (i.e. hunter education, boater education, etc.)

S3 looks forward to partnering with NGPC law enforcement personnel to define and build the reports and lookups that officers need to conduct their duties in an effective and efficient manner.

While no current S3 state agency partner has desired additional functionality related to maps, geo-targeting, messaging, and other features desired by NGPC in their Mobile Law Enforcement Application, these feature sets do exist in the S3 CORE Consumer Mobile App. S3 looks forward to working with NGPC staff to explore how these types of features can be successfully incorporated into the NGPC Law Enforcement Mobile App.

NE REQUIREMENT

FUN#		Law Enforcement Module	Yes	Customization Required	No	Alternate
FUN-058 **Section VII.H**	A.	Describe the system's law enforcement module mobile functionality.	✓			

BIDDER RESPONSE

A significant portion of a fish and wildlife officer's time is spent interacting with hunters and anglers in the field, with the primary purpose of enforcing compliance with state hunting and fishing regulations. Essentially, officers are checking to see if the hunters and anglers they encounter have the licenses and tags required by law for the game they are pursuing. These field contacts can pose a significant safety risk to officers, as well as an inconvenience to hunters and anglers.

Fish and Wildlife agencies have increasingly embraced mobile technology in support of their law enforcement officers, and with good reason. The use of mobile technology in the field aids officer safety, efficiency, and accuracy. S3 takes a mobile-first approach to providing law enforcement personnel access to our systems, which enables them to perform their jobs out in the field on devices like smartphones, tablets, or ruggedized laptops.

S3's law enforcement mobile app allows agency law enforcement officers to carry a dynamic, digital toolset with them in the field. When integrated with S3's licensing solution and an agency's violation database, S3's law enforcement app is capable of aggregating, identifying, and displaying pertinent customer information to officers in a timely manner that minimizes the amount of time an officer must spend in the immediate vicinity of each contact.

S3 looks forward to partnering with NGPC law enforcement personnel to leverage our combined experience towards the creation of a superior law enforcement application. Key features that S3 has included in our various law enforcement applications include:

Officer Safety Features

Where S3's Mobile Law Enforcement App is concerned, officer safety is our number one priority. We've spent significant time with law enforcement officers, including ride-alongs, to help us understand their needs and safety concerns. As a result, our app includes a well-designed user interface that minimizes home screen clutter and maximizes efficiency of key processes, such as the ability to scan multiple licenses simultaneously in the field (see figure F058-1 below).
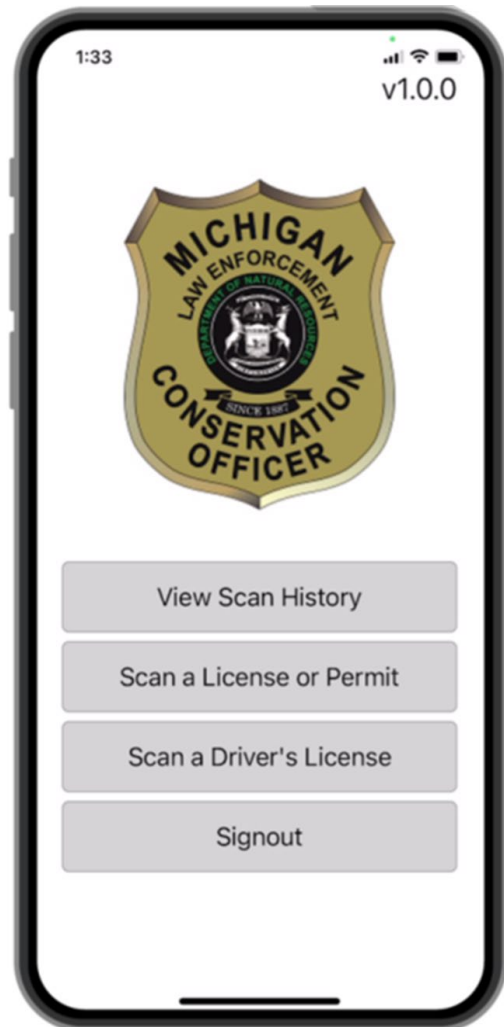
Figure F058-1 – MiConnect Mobile Law Enforcement App Homescreen
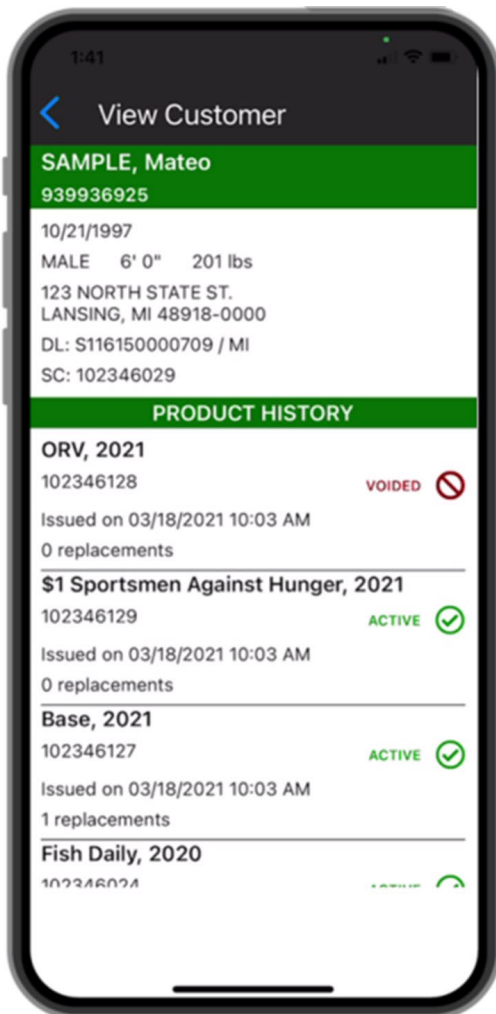
Figure F058-2 – MiConnect Mobile Law Enforcement App customer search result screen

Customer Search

The customer search feature makes it possible for law enforcement officials to conduct a manual customer search by inputting information such as name, date of birth, and driver's license number. The search results are tied to the customer's record, which will show the officer identifying information, license purchase history, and any violations or revocations that are tied to the customer's account (see figure F058-2 left).

Figure F058-3 – MiConnect Mobile Law Enforcement App scan mode

License Scanning

In addition to relevant customer information, S3 frequently includes a QR code with some or all of the customer information that law enforcement officers can use to validate the license holder's identity. This information ranges from customer ID to name, date of birth, licenses held, or complete demographic information. Most states include these as unencrypted codes. We encrypt the QR code for the Ontario Ministry of Natural Resources and provide a mobile law enforcement application with decryption capabilities included.

The scanning feature allows officers to use their smartphones to scan a bar or QR code on a license, paper or digital device (see figure F058-3 below).

The scan results provide detailed information associated with the scanned document as well as simultaneously performing an automatic customer search (see figure F058-4 below). Officers can toggle between the scan results and the customer search results after scanning a code. This feature allows officers to quickly scan a contacts document, and then retreat a safe distance away to determine compliance with regulations.

Figure F058-4 – MiConnect Mobile Law Enforcement App scan results screen

Device History

The device history feature provides law enforcement officials the ability to look back and review previous scans, customer searches, and reports made on their device. (See figure FUN058-5 below)

Report

The reporting feature allows law enforcement officials to create and submit timely reports including various data fields, GPS locations, and even photos taken on the mobile device's camera. (See figure FUN058-6 below)
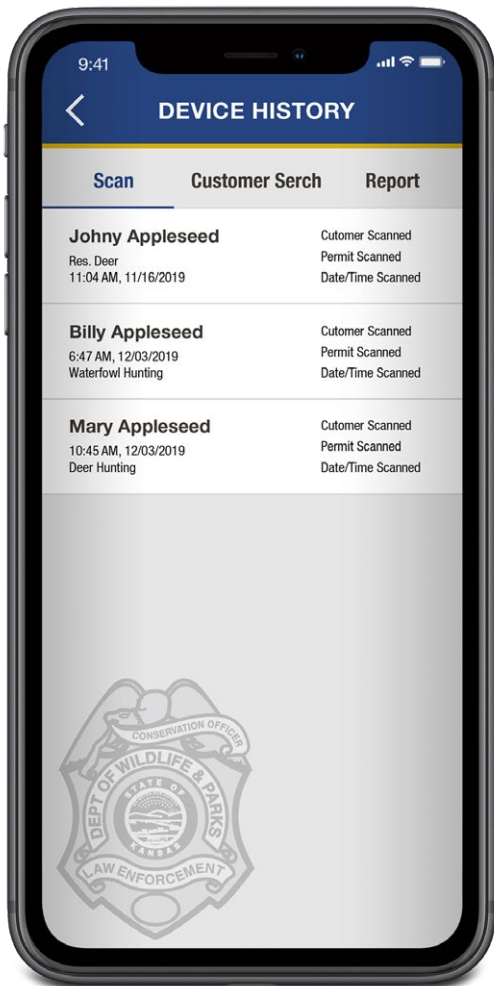
Figure FUN058-5
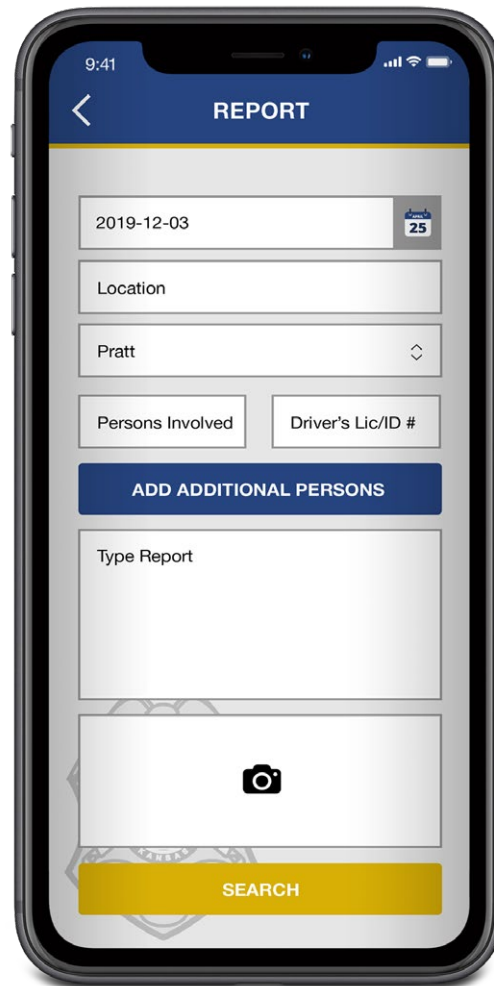
Figure FUN058-6

NE REQUIREMENT

FUN#		Law Enforcement Module	Yes	Customization Required	No	Alternate
FUN-059 **Section VII.H**	A.	Describe how the system's law enforcement module views customer profile revocations.	✓			

BIDDER RESPONSE

The S3 licensing, permitting, and reservation platform provides significant flexibility in relation to revocations. Each type of revocation is associated with a set of products that the revocation applies to. When a revocation is applied, it can be set up on temporary with a specific date range, or it can be permanent with no end date assigned. These are all managed within the Control Center by authorized users, and viewable by law enforcement personnel through the CORE Control Center or CORE Mobile Law Enforcement Application.

A customer may have one or many revocations at any given time, and any or all may be active at the same time.

All personal status information and detailed profile information is stored in the S3 system and plays a critical role in both allowing and prohibiting every activity in the system by a customer. These personal attributes of the customer are directly related to their eligibility for various products. Associating a revocation to a customer profile is an example of this.

Authorized agency and/or law enforcement users can establish revocation types and remove revocations from a customer record if needed. After a revocation has expired, the record continues to display on the customer record for historical reference.

Revocations can either be applied by license category or species. Typically, revocations have a start and end date in which specific license types associated with the revocation type cannot be purchased. In addition to the revocation start and end date, the system allows for the collection of revocation details including:

- Revocation Type
- Violation Date
- Issued By
- Citation Number
- Case Number
- Description
- Source

NE REQUIREMENT

FUN#		Law Enforcement Module	Yes	Customization Required	No	Alternate
FUN-060 **Section VII.H**	A.	Describe how the system's law enforcement module ties to the Interstate Wildlife Compact database.	✓			

BIDDER RESPONSE

Interstate Wildlife Compact revocations are handled within the CORE Control Center as described in FUN-021 and displayed to Law Enforcement Personnel in the same manner as other revocations as described in FUN-059.

NE REQUIREMENT

FUN#	Administrative External Agent Management		Yes	Customization Required	No	Alternate
FUN-061 **Section VII.I.1**	A.	Describe how the system provides External Agents the ability to manage active account access at the corporate and individual store locations.	✓			

BIDDER RESPONSE

All External Agents, regardless of whether they are a single store business or a store that is a part of a larger corporation, must be established by authorized Agency administrators. Similarly, NGPC system administrators will determine what roles and permissions are available to agent POS users, whether they operate at the individual store or corporate levels. This ensures that the Agency has direct control over who is authorized to sell licenses in the state of Nebraska.

The S3 point of sale system is designed to manage multiple groups of staff within a single store location, as well as multiple store locations for an organization. For example, it is common that each Walmart in a state has a local administrator who manages all the users on that store's Point of Sale site. All Walmart stores then roll up into a state-wide account. Rights and authorities are determined by the agency for each of these roles with all user administration managed by Walmart.

Agents are set up in the CORE Control Center's Agents Module as a single store location which may serve as a single business entity or be associated with a corporation. POS Users with the proper permissions (normally managers) can perform a wide variety of business-critical functions within the agent's POS account, including updating contact and account information, managing users (adding/disabling users, assigning roles, resetting passwords, etc.), and accessing business reports.

Corporate-level managers have the same access described above for each store in their chain, in addition to the ability to access corporate-level reports.

NE REQUIREMENT

FUN#	Administrative External Agent Management	Yes	Customization Required	No	Alternate
FUN-062 **Section VII.I.1**	A. Describe how an External Agent logs into the system.	✔			

BIDDER RESPONSE

All POS users, regardless of whether they are internal or external, log into the system from the same POS web-based log-in page (see figure F062-1 below). POS users must individually log into the system using their unique username and password, ensuring that actions taken in the system are auditable to the individual clerk level. S3 is able to provide the same system-generated password reset capabilities to POS users as we do for customers, although many states opt not to, as store clerks may not have email accounts that can be stored in their system profiles. Individual POS users may change their own passwords after successfully logging into the system.
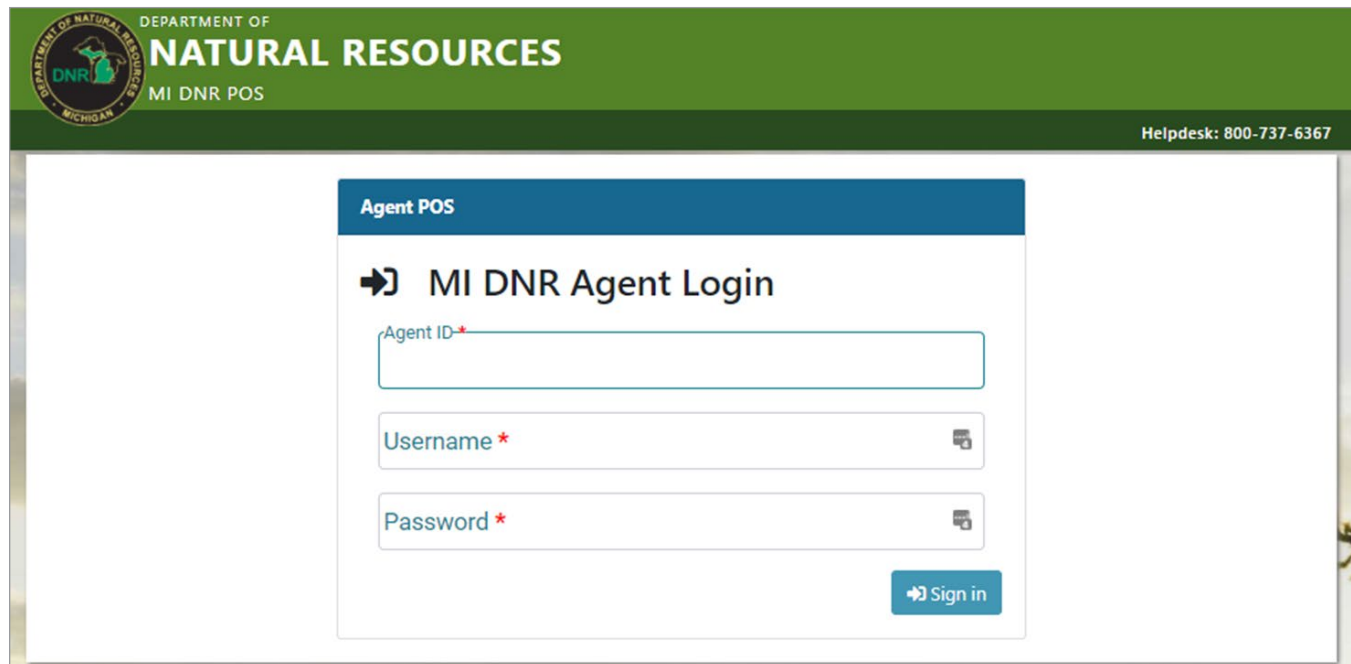
Figure FUN062-1 – MiConnect POS log-in page

NE REQUIREMENT

FUN#	Administrative External Agent Management	Yes	Customization Required	No	Alternate
FUN-063 **Section VII.I.1**	A. Describe how the system allows NGPC to enable and disable individual agent locations.	✓			

BIDDER RESPONSE

All agent management is handled in the S3 CORE Control Center's Agents Module. Authorized Agency Administrators can quickly change an individual agent's status by accessing the agent's account and selecting the current Agent status from a dropdown list (see figure FUN063-1 below). S3's project team will work with NGPC staff to ensure that the status options listed meet the Agency's business needs. When a status other than "Active" is selected that agent's access to the system is removed.
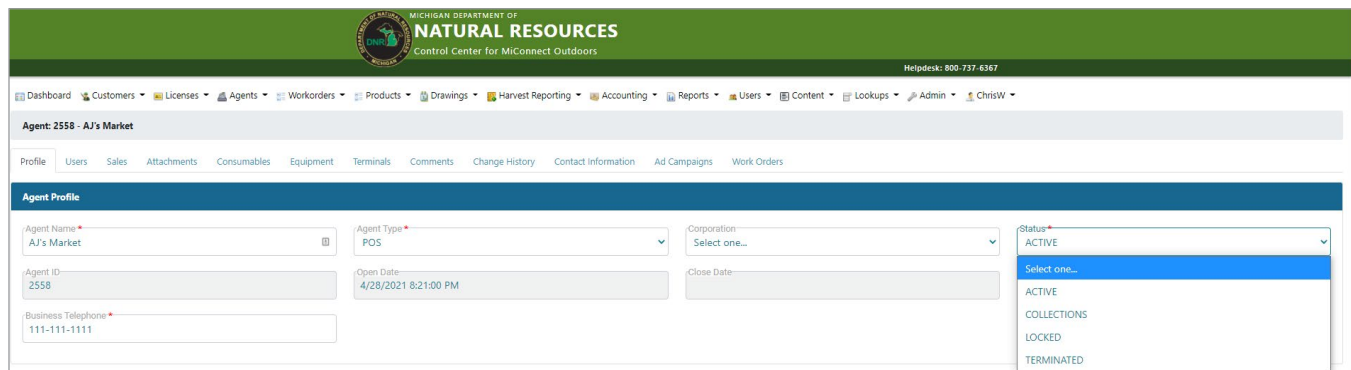
Figure FUN063-1 – MiConnect Agent Profile Screen

NE REQUIREMENT

FUN#	Administrative External Agent Management	Yes	Customization Required	No	Alternate
FUN-064 **Section VII.I.2**	A. Describe a monthly invoice and the information it summarizes including, but not limited to: 1. Permits sold 2. Transaction amount 3. Amount due for remittance to NGPC 4. How much the agent retains in issue fees	✓			

BIDDER RESPONSE

Each of S3's License and Permit system implementations includes a broad collection of reports, including invoices, that can be accessed by users with the proper permissions through the CORE Control Center or CORE POS Module. Although each S3 agency partner requires generally the same types of reports, S3 can create customized reports due to the unique needs of each state agency and their agents.

Figure FUN064-1 below depicts a EFT Statement for an individual vendor location in Michigan, where they choose to collect fees owed via an ACH process rather than an invoice. S3 looks forward to working with NGPC staff to define and deliver the Agency's unique reporting needs.

DEPARTMENT OF
NATURAL RESOURCES
MI DNR POS

Helpdesk: 800-737-6367

EFT Statement for 2987 Adams Hardware
For Week Ending 4/16/2021

✉ Email Report

On 4/21/2021, we will withdraw $46.00 from selected account in settlement of the following activity.

Detail For EFT 2021108001	Dollar Amount
Net Sales (4/10/2021 - 4/16/2021)	$42.00
Net Voids (4/10/2021 - 4/16/2021)	$0.00
Net Commission	($1.00)
Terminal Fees	$5.00
Invoice Total	$46.00
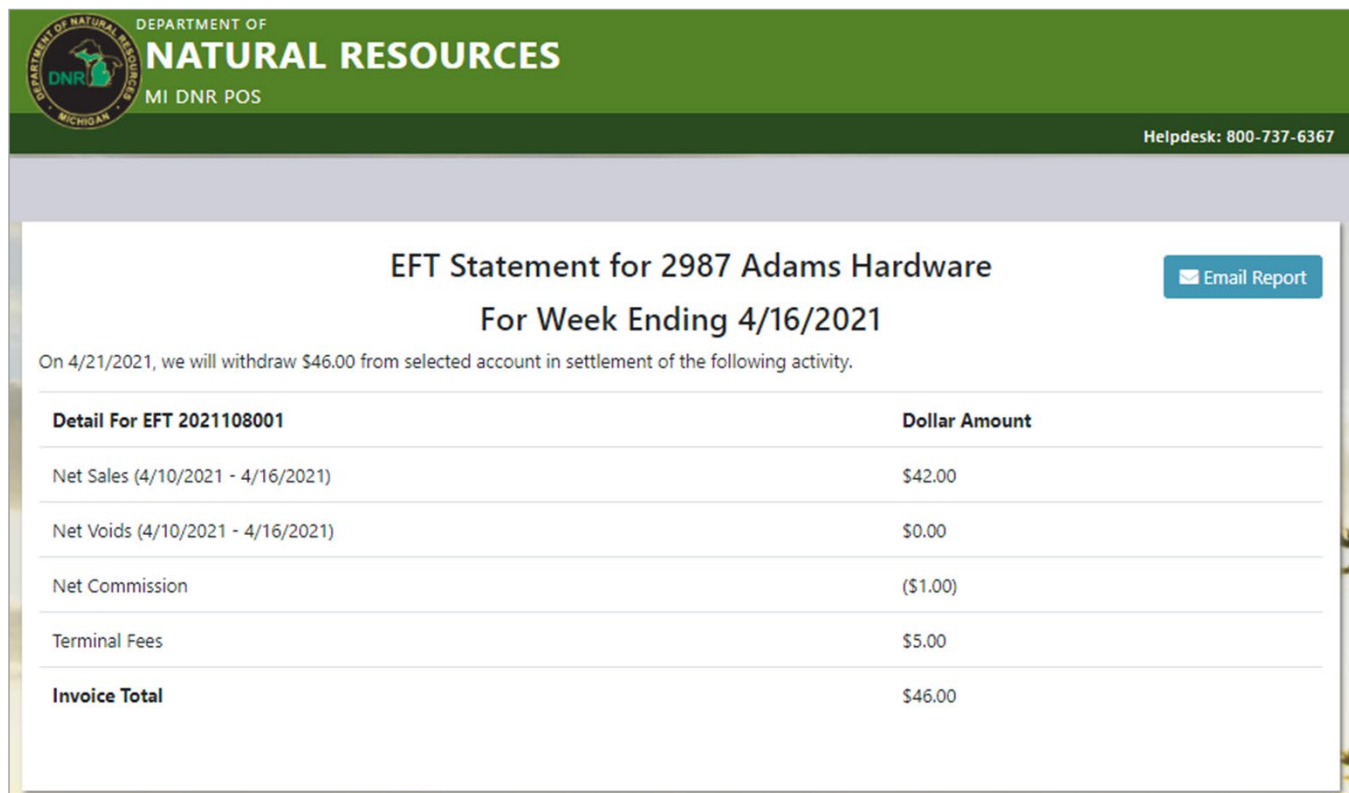
Figure FUN064-1 – MiConnect POS Agent EFT Statement

NE REQUIREMENT

FUN#	Administrative External Agent Management	Yes	Customization Required	No	Alternate
FUN-065 **Section VII.I.3**	A. Describe the system's Permit Agent summary report to include: 1. Physical park permit book inventories sold 2. Sales transaction information	✓			

BIDDER RESPONSE

Each of S3's License and Permit system implementations includes agent summary reports for physical park permit book inventories sold and sales transaction information that can be accessed by users with the proper permissions through the CORE Control Center or CORE POS Module. Although each S3 agency partner requires generally the same types of reports, S3 can customize these state-specific External Agent reports if needed.

Figure F065-1 below depicts an agent summary report for an individual vendor location in Michigan. S3 looks forward to working with NGPC staff to define and deliver the Agency's unique reporting needs.

Figure FUN065-1 – MiConnect POS Agent summary report

NE REQUIREMENT

FUN#	Administrative External Agent Management	Yes	Customization Required	No	Alternate
FUN-066 **Section VII.I.3**	A. Describe how the system collects the following information: 1. Purchase order information from the State Financial System, 2. Initial bulk inventory of books, 3. Consignment to agents, 4. Remaining permit book inventory, 5. Returned permit book posting, 6. Print agent labels for permit books; and 7. Print shipping labels for mail orders	✓			

BIDDER RESPONSE

1.& 2. Purchase order information from State Financial System (AND) Initial bulk inventory of books

For the initial load, administrators will use the information from the purchase order and the CORE Control Center's Work Order module's NEW INVENTORY option which allows inventory to be created in the system. User will select the starting number and how many items to import and set the initial status. For each subsequent purchase order administrators will use the same functionality to record additional incoming inventory when received. Figure FUN066-1 below provides an example of how this works.
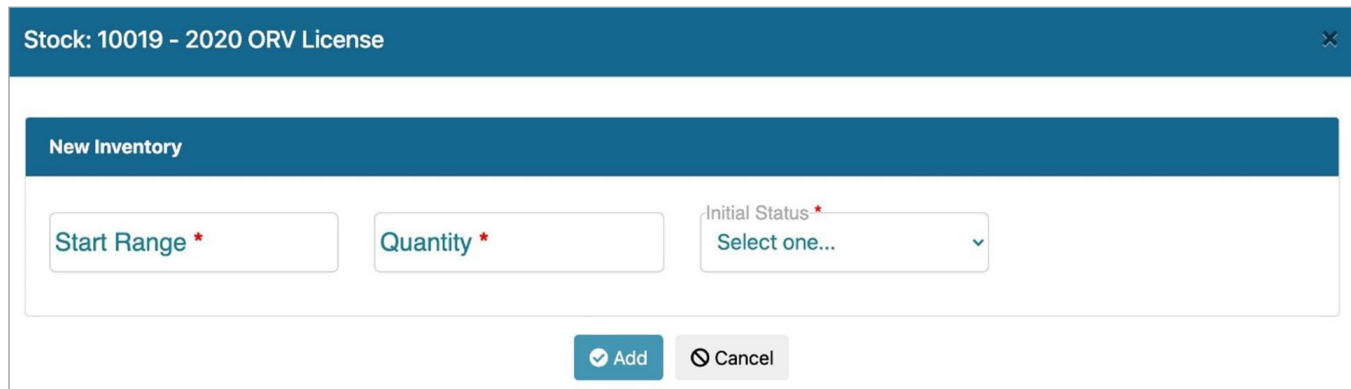
Figure FUN066-1 – MiConnect Work Order Inventory Screen

3. Consignment to agents

After inventory is loaded into the system inventory types are grouped into packages. These packages are then assigned out to agents who should be allowed to order them. Figures FUN066-2 and FUN066-3 below represent the package setup and assignment of packages to agents.

Figure FUN066-02 – MiConnect Package Setup Screen

Figure FUN066-3 – MiConnect Agent Assignment Screen

As a part of the package assignment several controls are configured, including:

A. Payment Type

1. Free – no payment is required to order items in the package.

2. Consignment – a payment is not required to order items in package, however, payment must be remitted later.

3. Prepay – a payment is required to order items in the package.

B. Quantity Controls (Per Day, Per Week, Per Month)

When orders are placed, an order record is generated for processing. Everything related to that order is tracked under the order including:

- Items Ordered
- Tracking Numbers
- Payments Made
- Total Charge
- Balance Owed

For anything requiring payment to be made before shipping, the order will NOT be allowed to ship until all payments are made reducing the balance to zero.

In the event the item is serialized, it will be included under the Agent Profile once shipped. This allows an agency to keep track of serialized stock assigned to agents. If unused items need to be returned to the agency at the end of the year, there is a check-in process to accommodate it.

4. Remaining permit book inventory

From within the Work Order module, administrative users can view on both the Stock Summary page (image above) and an individual Stock Profile page (see figure FUN066-4 below) the current inventory and its location assignment. Issued inventory is marked as 'assigned' while the still-available inventory is marked as 'Warehouse'.

Figure FUN066-4 – Individual Stock Profile screen

5. Returned permit book posting

The Work Order module allows for the return of inventory. From within the Stock Profile page users can view a single serialized or non-serialized record and update as needed to reflect a status change in the return process (returned, damaged, warehouse, etc.).

6. Print agent labels for permit books

The Work Order module provides a packing slip and/or invoice for each order processed. This document can be printed manually by fulfillment staff.

7. Print shipping labels for mail orders

In order to provide real-time tracking information, the CORE Control Center Work Order Module is integrated with a postal management service. Via custom configuration, this integration can be configured to submit shipping orders and print labels for NGPC's fulfillment carrier. S3 will work closely with NGPC staff to ensure an efficient item fulfillment process is accommodated.

NE REQUIREMENT

FUN#	Administrative External Agent Management	Yes	Customization Required	No	Alternate
FUN-067 **Section** **VII.I.3, 4**	A. Does the system recognize receivables payments such as: 1. Checks 2. Cash 3. Money Order 4. EFT	✓			

BIDDER RESPONSE

S3 CORE Control Center's Accounting Module can create journals that track receivables payments and how they were remitted (see figure F067-1 below). The S3 project team will work with NGPC staff to ensure that the system is set up to reflect the proper forms of payments.

Figure F067-1 – MiConnect Journal Report

NE REQUIREMENT

FUN#		Gift Cards	Yes	Customization Required	No	Alternate
FUN-068 **Section VII.J**	A.	Describe the system's ability to implement gift cards.	✓			
	B.	Describe the system's ability to honor current NGPC Park Bucks.	✓			

BIDDER RESPONSE A

The S3 Licensing and Permitting System has numerous options when it comes to gift cards and redemption programs, all of which can be used at either singular locations or across the agency's sales channels.

Features include:

▸ Buying gift cards in the purchaser's name.

▸ Ability to redeem gift cards for purchases made online, through call center or as walk-ins.

▸ Ability to scan, validate, and debit gift cards to allow entry at parks.

▸ The system supports the sale, redemption, and refund management of/to gift cards using any form of system-accepted payment.

▸ The revenue generated from the sale of these cards can be automatically appropriated and deposited into any liability account of the State's choosing.

▸ Full reporting of these gift card sales is easily accessed and run with additional standardized financial reports that show transactions paid for using gift cards.

▸ Gift cardholders can check on balances, have charges refunded to their card, and/or use the cards at any number of approved Agency locations.

S3's current base platform allows for electronic gift certificates that hold fund balances and can be applied as payments.

S3 currently utilizes a third-party corporate service provider for all Gift Card Programs.

Gift Card Program Exit / Transfers
Upon exit of the gift card program, an export file is generated that provides the cardholder and balance information for each card along with the card number. This information can be exported to Excel, PDF, HTML, and RTF file formats which can then be used for several purposes:

▸ Movement of balances and customer information to another card program

▸ Termination of a card program all together

▸ Detailed reporting purposes

▸ Cash management / accounting processes

Funds received from these programs can be held in a state-specific bank account, so our state agency partners never have to worry about card balances being managed by third party credit card processors. This allows for easy reconciliation and accurate management of the card program by S3 and our state partners.

Given the strength of this services agreement, S3 can provide a "zero risk" approach to the provisioning and management of robust gift card programs for our partners with no contract term date and the ability to spin up, spin down, or cancel the program at any time.

BIDDER RESPONSE B

Park Bucks would be handled as an accepted form of tender in the system with proper fund codes established (e.g. liability account) for NGPC accounting and reconciliation purposes.

PROPRIETARY

PAGES REDACTED

Marketing Dashboard

Your marketing dashboard gives your marketing team the feedback they need to track impact and increase ROI across all campaigns, keeping an eye on your sending and open rates, click through rates and attribution all in one spot.

EMAIL ROUTING AND COMPLIANCE

Track consent through double options and monitor opt-ins, deliverability (hard and soft bounces), opt-outs, spam complaints and junk reporting to be able to monitor the effectiveness of your email deliverability. The Outdoor Nebraska CRM and S3 Marketing team takes pride in being one of the only systems that safeguards your server against blacklists so that you don't have to worry about this affecting the performance of your email sending capability.

MEASURE INCOMING TRAFFIC BY SOURCE (SEE FIGURE FUN074-1)

Easily track traffic sources at the customer level by origin campaign tracking, campaign attribution and ad creative asset engagement programs. This lets you understand and view in real time who interacted with those traffic sources.

INTEGRATE WITH ANALYTICAL TOOLS

The Outdoor Nebraska CRM integrates with many different analytical tools out of the box to help you understand and gain deep and meaningful insights from your data that might not otherwise be possible or feasible with homegrown "Near CRM" systems. It is actually harder to find an external system we cannot integrate with CORE CRM than it is to list the ones that do.
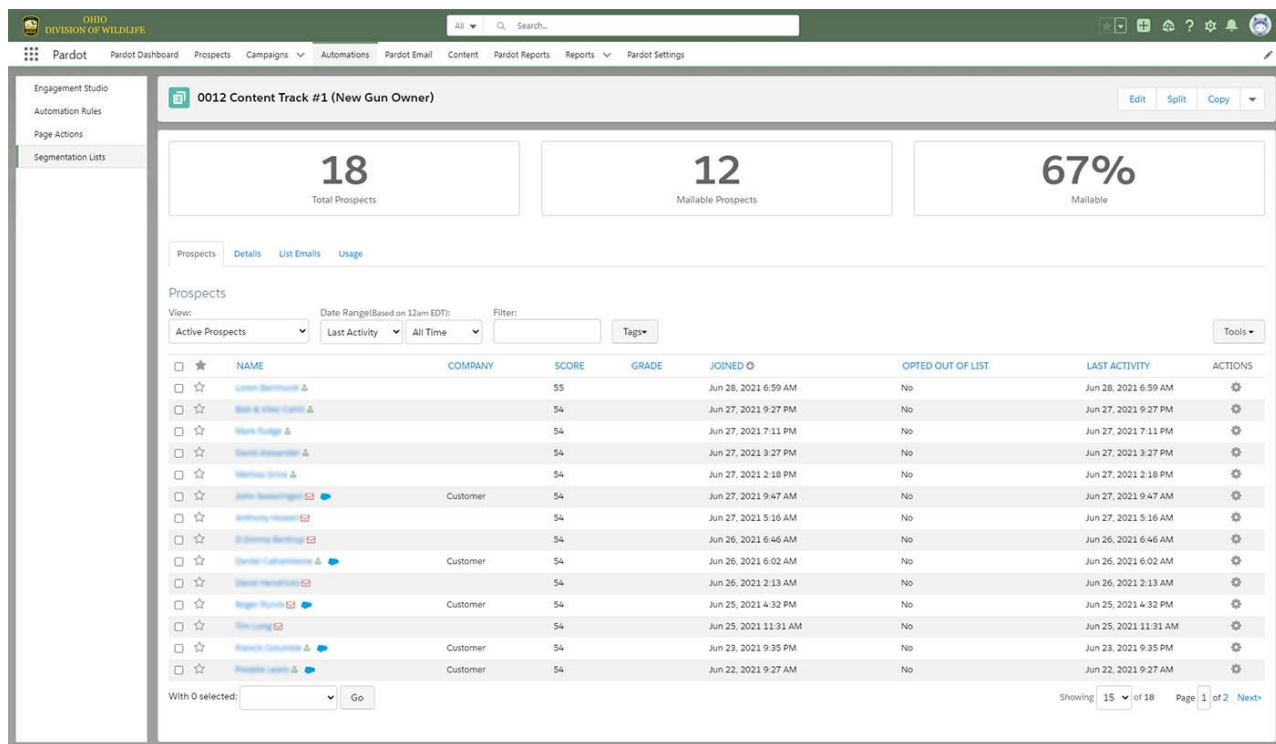
Figure FUN074-1

NE REQUIREMENT

FUN#			Event Registry Module	Yes	Customization Required	No	Alternate
FUN-075 **Section VII.L**	A.		Describe how the ERM system creates a new event.	✓			

BIDDER RESPONSE

S3's event module allows an agency's event team to easily set up events using our backend administrative tool. S3 understands an agency typically has different programs or groups which conduct a variety of events. The backend system allows full control of the events per program or group. The types of controls available to the event program administrators include:

- ▸ Templates
- ▸ Cost
- ▸ Certification Earned
- ▸ Passing Scores
- ▸ Prerequisites To Attend

- ▸ Instructions
- ▸ Requirements To Attend
- ▸ Supply Needs
- ▸ Volunteer Management
- ▸ Participant Management

- ▸ Contacts
- ▸ Locations
- ▸ Attachments
- ▸ Comments
- ▸ And much more...

Figures FUN075-1 through 10 below show some examples of the backend functions of the system.

To set up an event, an administrator will configure the following areas:

1. **Profile:** Simply select the program and type of event taking place. Also, identify the types of people who need to be involved: volunteers or participants/students. Also, select a preconfigured event template which includes participant/student requirements which must be met to attend.

Figure FUN075-1

2. **Contacts:** Assign contacts who will help manage the event.

Figure FUN075-2

3. **Occurrences:** Create a schedule for the event and select the location for each scheduled period.

Figure FUN075-3

4. **Fees:** Create a pricing structure if required and how the price needs to be broken down.

Figure FUN075-4

5. **Volunteers:** Select the types of volunteer position(s) needed (if any) for the event and how many for that position.

Figure FUN075-5

6. **Attendees:** Select the type of attendees (if required) for the event and the limit.

Figure FUN075-6

7. **Invite Volunteers:** If volunteers are required, target existing volunteers in the system to promote the event to them and have them volunteer for the event.

Figure FUN075-7

8. **Attachments:** Assign any attachments to share with people involved in the event (you can control the visibility of the attachments).
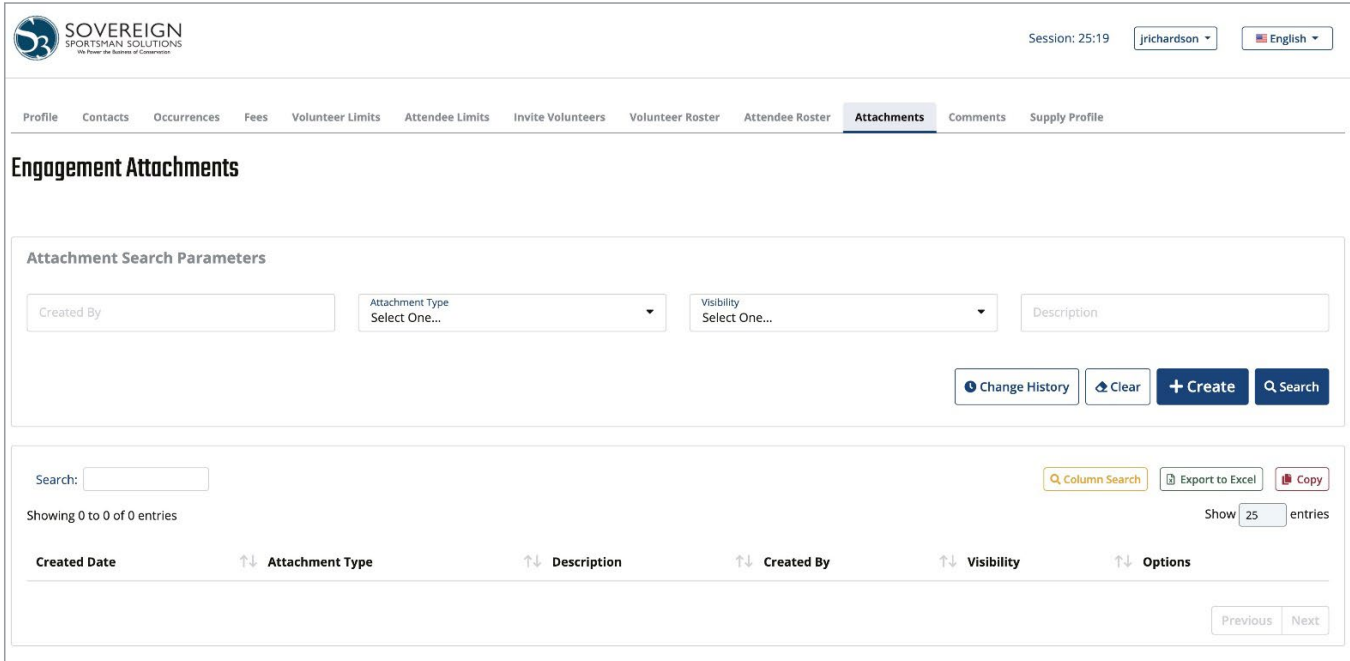
Figure FUN075-8

9. **Comments:** Create any comments related to the event you wish to share with administrators of the event.
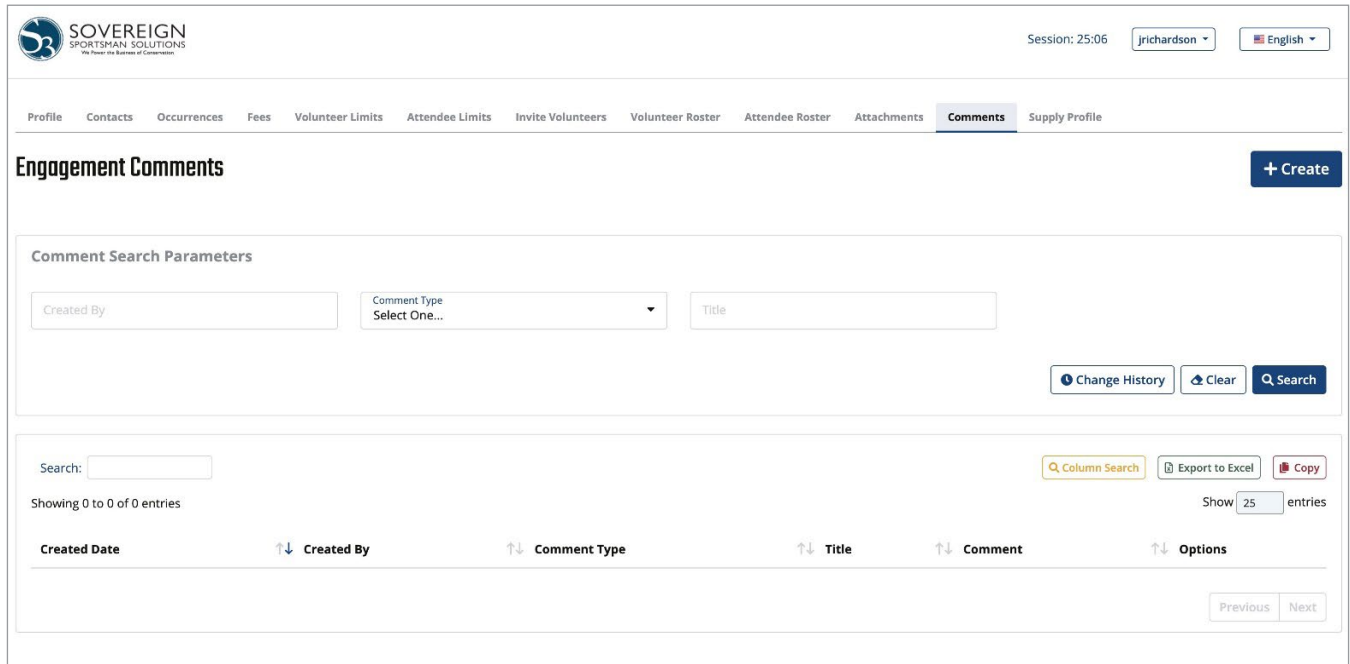
Figure FUN075-9

10. Supply: create orders for any material needed for the event and track fulfillment.

Figure FUN075-10

Once configured, your event will be made available over the public internet channel on the appropriate configured dates.

NE REQUIREMENT

FUN#		Event Registry Module	Yes	Customization Required	No	Alternate
FUN-076 **Section VII.L**	A.	Describe how the system allows customers to register for events.	✓			

BIDDER RESPONSE

After creating an event and making it available over the public channel, customers will be able to view events before ever logging into the system. This allows customers to navigate the site and find events they are interested in without first having to identify themselves. Once they find an event they wish to participate in, the system will guide them through the process of creating a new account, or logging in. After identifying the customer, the system will move the customer through registering for the event.

Figures FUN076-1 and FUN076-2 below show the experience a customer sees when using the event system:
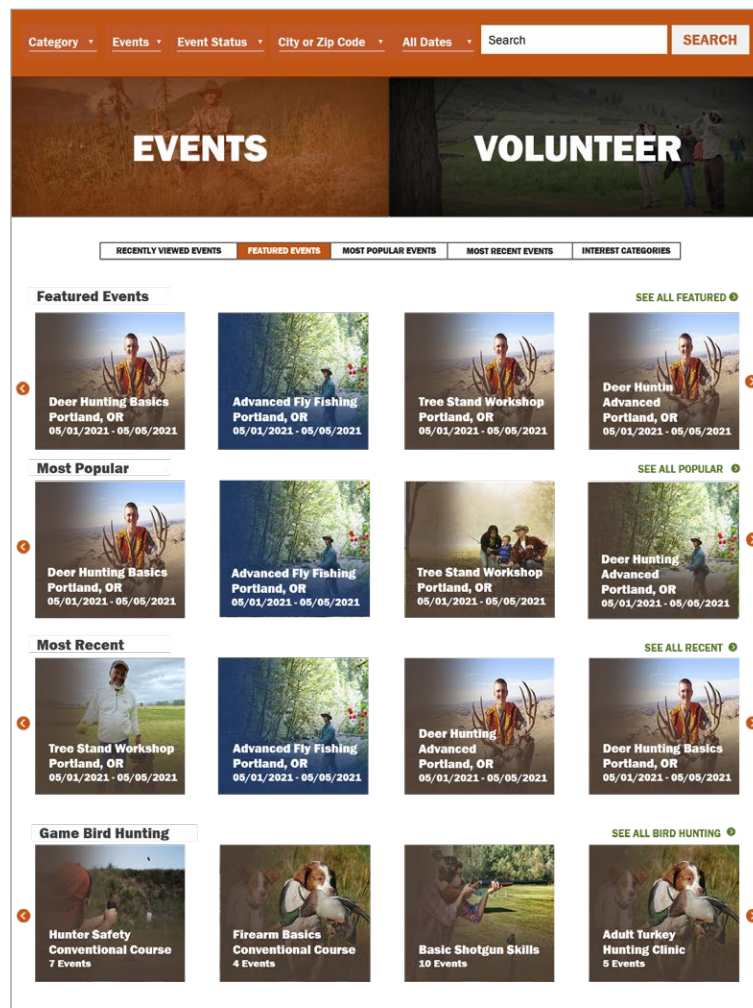
Figure FUN076-1

Home / Event Groups / Available Events / Event Details / **Event Registration**

BIRD WATCHING BASICS REGISTRATION

🔓 **REGISTRATION OPEN**   📅 **01/14/21 - 01/21/21**

🔒 **VOLUNTEER REGISTRATION CLOSED**   💲 **FREE**

✋ **VOLUNTEER POSITIONS**   ⚙ **EVENT GROUP**   👤 **ENG. COORDINATOR**
Traffic Coordinator – 3   Wildlife Viewing   Ramon Warner
Range Reset Assistant – 2

📍 **MEDFORD, OR**   🗓 **01/04/21**   👫 **14**

Event Details
Join world-renowned birdwatcher, Jane Doe, on a guided hike while exploring and observing the native avians of Oregon.
Youth under the age of 16 must be accompanied by an adult.
Please bring binoculars, a water bottle, and bird calls you may have.

Event Requirements	**Certification Information**
Minimum Age – 16	N/A

Occurrence(s)

Saturday - 05/09/2020, 5:00pm - 7:00pm	Saturday - 05/16/2020, 5:00pm - 7:00pm
Sunday - 05/10/2020, 2:00pm - 4:00pm	Sunday - 05/17/2020, 2:00pm - 4:00pm
Bob's Gun Shop	Bob's Gun Shop
321 Field St	321 Field St
Outdoor Shotgun Range - Simulated Forest #2	Indoor Rifle Range - Lane #6
Portland, Or 97305	Portland, Or 97305
Description: Realistic outdoor area with 3D targets	Description: Indoor firing range with adjustable target distance selection

Registration Requirement(s)
Requirement Name (OV-1690)

Engagement Contact Information

		Attachments	
Ramon Warner	Byron Leonard	**Event Overview** 📄	**Trailhead Location** 📄
r.warner@state.or.us	b.leonard@state.or.us	**Birdwatching Basics 2020v4.7** 📄	
(785) 438-0011	(443) 829-5187		

REGISTER TO ATTEND

Figure FUN076-2

NE REQUIREMENT

FUN#		Event Registry Module	Yes	Customization Required	No	Alternate
FUN-077 **Section VII.L**	A.	Describe the system's integration capabilities with social media.	✓			

BIDDER RESPONSE

Visitors viewing an Event Details or Registration screen will be able to click on one or more industry- standard social media share buttons from their screen. The most common share buttons will be "Share to Facebook" (Facebook) and "Tweet" (Twitter) buttons, which each spawn the pop-up sharing dialog box for the respective social media service, allowing the visitor to log-on to that service and post a message containing a link back to the Event detail page on their timeline or feed.

NE REQUIREMENT

FUN#		Auto-Renewal	Yes	Customization Required	No	Alternate
FUN-078 **Section VII.M**	A.	Does the system have auto-renewal capabilities?	✓			
	B.	Describe the system's auto-renewal process.	✓			
	C.	Describe the system's tokenization capability for auto renewals?	✓			

BIDDER RESPONSE A

Yes, S3 CORE provides robust, configurable auto-renewal features & capabilities.

BIDDER RESPONSE B

S3's Licensing and Permitting platform provides agencies broad flexibility across the product catalog. Combinations, 365-day & multi-year licenses are amongst the many license attributes that S3's system provides. With increased emphasis being placed on R3 efforts, Licensing Auto Renewal is an important tool that helps increase customer retention. Each state has different thoughts and approaches regarding how this feature is provided and/or made available to the customer (i.e., opt in checkbox, assumed opt in and customer must opt out, etc.) and S3 has worked with our clients to implement auto-renewal solutions that make sense for each one.

The auto-renewal process begins within the CORE Control Center's Products Module. Authorized Agency Administrators set auto-renewal rules at the product level, first selecting whether a product is eligible for auto renewal and, if so, what the auto-renewal date is and/or any other special conditions or business rules that need to be applied to the auto renewal process for that product.

The following screens display the sales process flow that is in place in the Missouri Department of Conservation's auto-renewal implementation. Customers have an option to enroll all eligible permits in Auto Renewal or select individual permits
(See Figure FUN087-1 - right).

Figure FUN087-1 – MDC Customer Auto-renew screen

Figure FUN087-2
MDC customer shopping cart

Customers are provided an opportunity to remove permits from auto renewal before completing the transaction
(see Figure FUN087-2 to the right).

As an added convenience, customers can go online to make changes to their payment options, add additional permits to auto renewal or opt out (see Figure FUN087-3, 4 below). To comply with security standards for credit card processing and PCI compliance, S3 receives a token from the payment processor as a reference for future charges. S3 only retains the last four digits of the credit card as a convenience for customers who may want to change or update their credit card information.
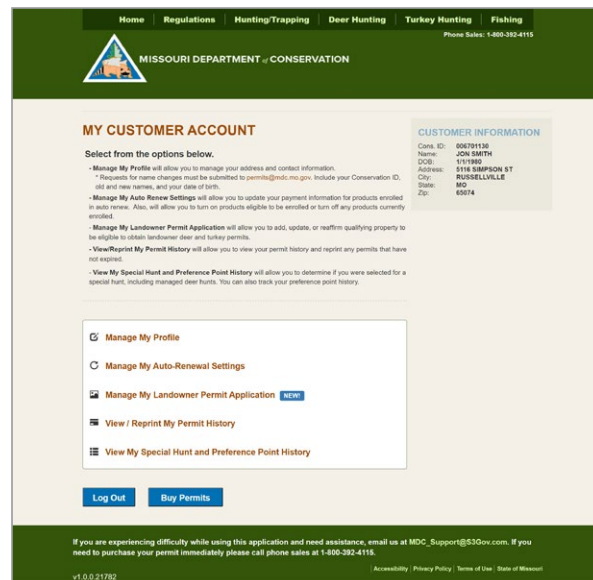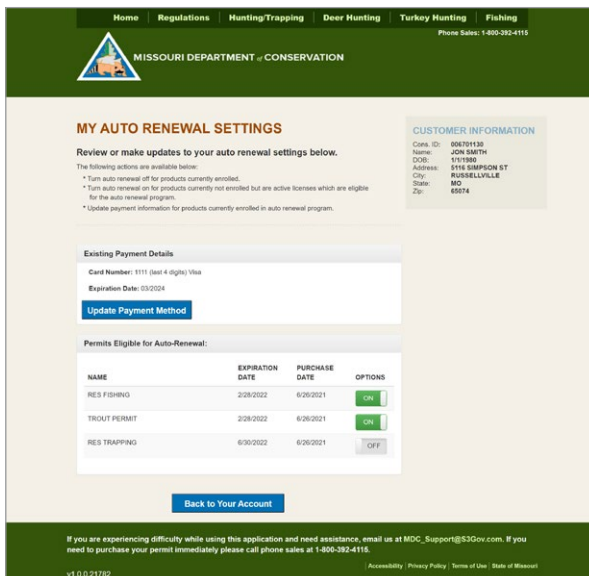
Figure FUN087-3, 4 – MDC customer account screens

BIDDER RESPONSE C

S3 is able to store the randomized token for future use in auto-renew scenarios or anywhere else where a future charge on a credit card is needed. All of this is accomplished without storing the credit card data because we call an API at the payment processor which accepts the credit card info directly from the user or POS. Once received, the processors deal with the bank using the real credit card details, and if the transaction is successful, passes a randomized token to S3 that we can store for future use (auto-renew). This token cannot be decrypted and contains no PCI data.

The process works as follows:

▸ The credit card holder enters their information via the web or POS as part of their transaction.

▸ This information is sent directly to the credit card processor.

▸ The credit card processor responds to S3 with a random-numbered token.

▸ The credit card processor communicates with the credit card network's bank using the credit card details received from the user. This communication does not involve S3.

▸ The bank determines if the credit card information is valid.

▸ If valid, this random token is returned via the credit card processor to S3 for future use, for example in an auto-renew scenario.

NE REQUIREMENT

FUN#	Communication		Yes	Customization Required	No	Alternate
FUN-079 **Section VII.N**	A.	Describe the system's opt-in/opt-out feature	✓			

BIDDER RESPONSE A

For greater detail, see CORE CRM Marketing Section.

S3 CORE provides two very different types of customer communications associated with the opt-in / opt-out features: Transactional and Engagement.

Transactional Communications
Transactional communications (email, SMS, etc.) are configured, managed and sent via the CORE Control Center. Customers are generally not permitted to opt-out of receiving transactional emails since they include specific, often critical information related to a transaction that customer made in the system. Examples of transactional messages include:

1. **Thank-you message derived from a product purchase**

2. **Product receipts**

3. **Details and/or updates related to an event that a customer registered for**

4. **Notice of upcoming auto-renew**

5. **etc.**

Engagement Communications
Engagement communications (i.e. emails, SMS) messages are sent out of the CORE CRM. Customers can opt-in or opt-out of receiving engagement emails, either in whole or in part (i.e., ability to opt-out of receiving hunting-related emails but opt-in to receive fishing and wildlife viewing-related emails). S3's Lincoln-based marketing team will partner closely with NGPC to ensure that customers receive communications that make it easier for them to access and enjoy the outdoors. Paying attention to the creation of added customer value through fully configurable email and SMS marketing campaigns reduces the likelihood that customers will opt-out of receiving your messages.

NE REQUIREMENT

FUN#		Bundle Permits	Yes	Customization Required	No	Alternate
FUN-080 **Section VII.0**	A.	Describe the system's ability to bundle permits in special price packages.	✓			

BIDDER RESPONSE

S3 provides the ability to package products together in order to sell in a group. Packaged products function like any other product and contain all the configurable controls a normal product would have. The administrator simply creates a package product using the screens below and during the creation of the package the user will select the children items that make up the package (see Figures F080-1 and F080-2 below). The price of the package is set at the parent level, ignoring the pricing setup on the children items yet still allowing children to be sold independently of a package.

Figure F080-1 – CORE Product Profile screen
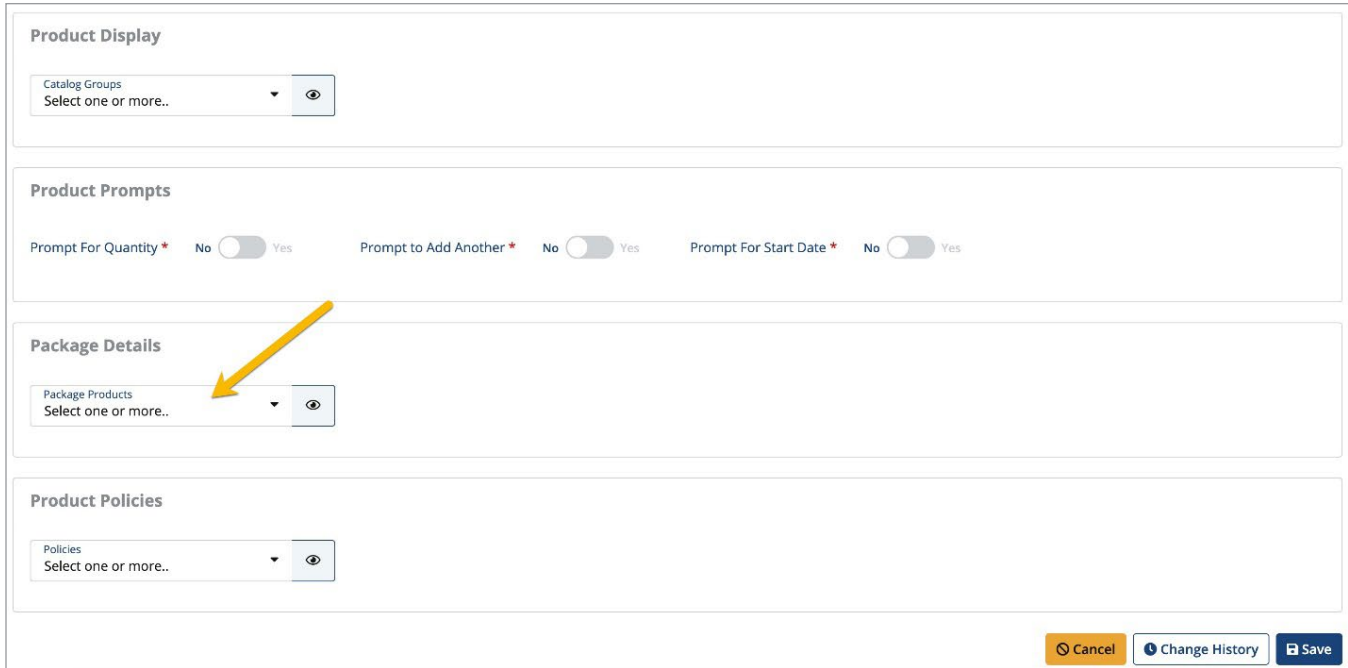
Figure F080-2 – CORE Package Details

NE REQUIREMENT

FUN#		Wildlife Harvest Reporting	Yes	Customization Required	No	Alternate
FUN-081 **Section VII.P**	A.	Describe the system's Wildlife Harvest Reporting functions.	✓			

BIDDER RESPONSE

S3 CORE provides in-line, in-transaction survey capabilities, including the completion of a Harvest Report (described below in detail as a means of illustration of the survey-building capabilities of the S3 platform). All completed survey data is attached to an individual customer record.

Other survey types include conditional questions about species and locations. For example, a customer putting a fishing license in the shopping cart may be presented with a list of species they are pursuing. Likewise, a customer putting a hunting license in the shopping cart might be asked about the intended use of a WMA.

Configuring a Harvest Report

Harvest Reports are configured as surveys using the integrated Survey Designer Tool within CORE Control Center's Survey Module. This means they will appear in the Harvest Report menu when the appropriate conditions are met and provide the following features:

- Branching (depending on the answer to a question, determines which question will be asked next)
- Question Types (for example text, number, decimal, rich text, single-select, multi-select, date, date range, system lists, etc.)
- Question validation (i.e., if the answer is optional or required, number range, min/max character length, etc.)
- Question grouping (the ability to place multiple questions together on a page before proceeding to the next page. It is possible to have all questions show together, one question per page, or a customized grouping).

Completing and Submitting a Harvest Report

Harvest reports may be submitted through all channels – Internet, POS, Control Center and Mobile. The Harvest Report tile is presented to the user on the main online splash screen upon logging into a customer account, and the Harvest Report screen can be called at any time during the sales process via a menu option.

Harvest Reports may also be submitted through the S3 CORE Mobile App. Harvest Report surveys that are set prior to reportable permits going on sale can be completed within the mobile app even if the customer does not have connectivity.

Harvest Reports may be submitted for users who have active licenses for permits or tags that are configured as having a Harvest Report and assigned to a survey if conditions are met. A fully configurable survey is displayed, which will prompt the user to answer questions. This may be set up to include any biological data that is required, such as turkey beard/spur length, or the number of antler points, WMZ locations, or any other question that the NGPC Control Center representative has configured. A summary of the submitted harvest report is displayed to the user and can include any detail the agency wishes to show.

Harvest Report User Groups & Permissions

Authorized agency users can configure agency user accounts with the appropriate specific roles and permissions for administering Control Center Customer Harvest Reports.

Agency users with the right permissions can search for and view submitted records within Control Center, along with creating new records and modifying existing ones. Each of these operations can be controlled with separate permissions. The status of records may also be changed to disable records submitted in error. These actions can be performed at any time, or S3 can add functionality to supply a configurable cut-off date for being able to make changes.

Harvest Report File Formats

Harvest Reporting reports may be exported to Excel, CSV or PDF formats.

Differentiating Harvest Surveys from Customer Surveys

Agency users tag Harvest Surveys in a different manner than they do general surveys. Users establish surveys as "Harvest Reports" by associating them with the survey type "Harvest Report" at the time that they configure their report. This causes it to show on the Harvest Report menu if the right conditions are met - for example being within the configured date range for a customer who has purchased a specific permit and has not submitted a Harvest Report for that permit already.

NE REQUIREMENT

FUN#	Wildlife Harvest Reporting	Yes	Customization Required	No	Alternate
FUN-082 **Section VII.P**	A. Describe the system's ability to check in harvest information via the following channels: 1. Live-operator (call center) telephone reporting; 2. Public Website; 3. Mobile application; 4. Physical check-in station using the Administration or Agent module	✓			

BIDDER RESPONSE

Harvest report data is critical to a biologist's ability to set scientifically sound season structures. However, ensuring that customers submit reports and provide accurate data is often a challenge for many agencies. S3 offers several different avenues for a customer to quickly and conveniently submit their harvest reports.

1. **Call Center**

   Call center staff can take a customer's harvest report by searching for and opening the customer's account within CORE Control Center and selecting the Harvests tab. A list of that customer's harvest reporting activity within the system will be displayed, including outstanding reports that have not yet been taken (see figure F082-1 below). Call center staff can click on the "Take" button and complete the harvest survey with the customer over the phone.
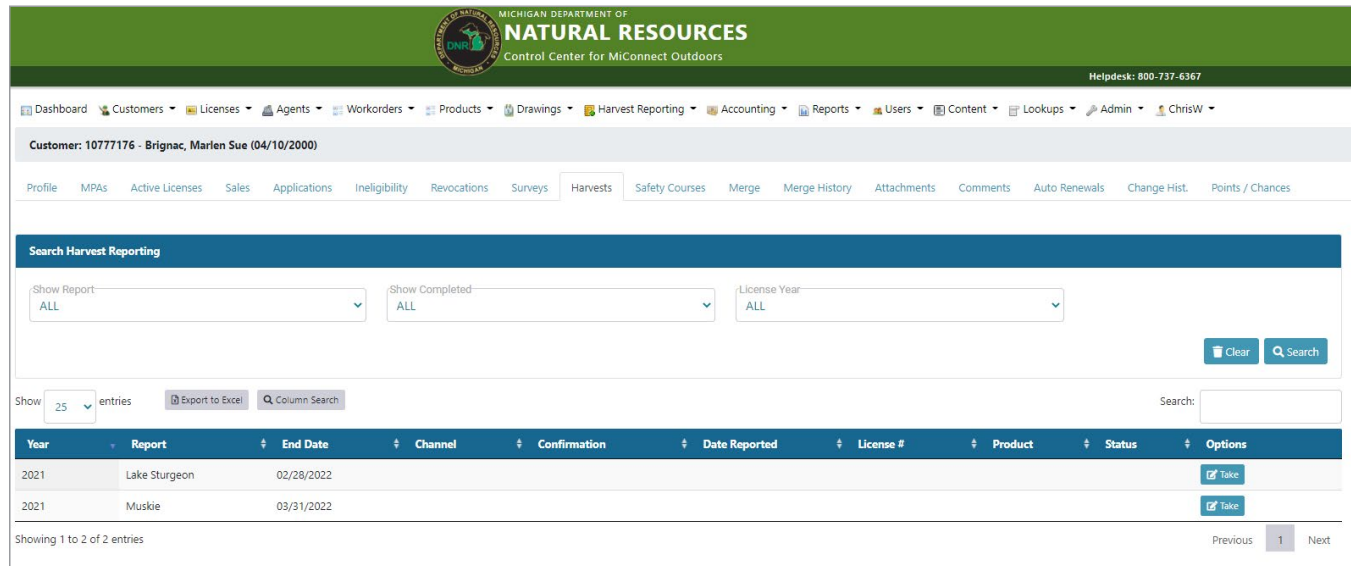
Figure F082-1 – MiConnect Control Center Customer Harvests Screen

2. Public Website

There are two ways that a customer can submit harvest reports via the online sales channel (public website), providing customers who choose to submit harvest reports online great flexibility to do so.

The first option does not require that the customer log-in to their online account. Rather, from the eLicense home page the customer can select the "Report a Harvest Survey" tab (see Figure F082-2 below).
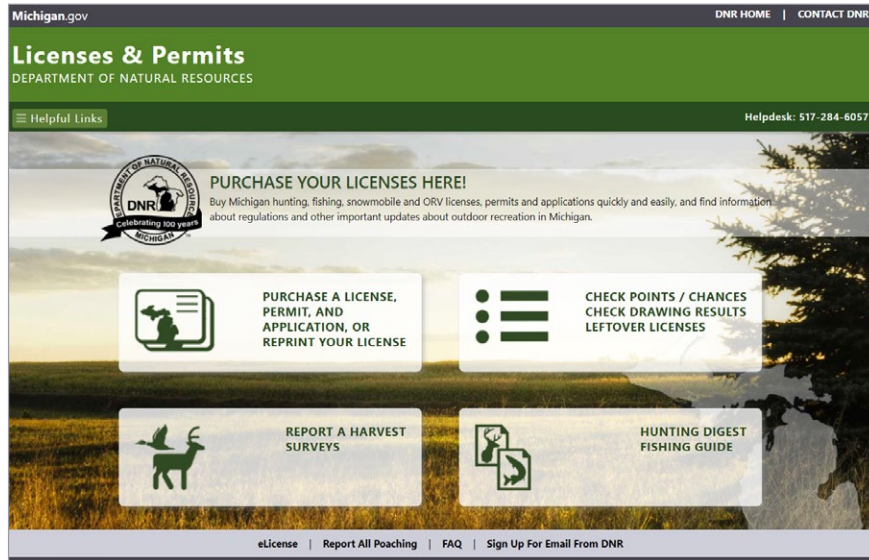
Figure F082-2 – MiConnect eLicense Home Screen

Upon clicking the survey button, the customer is prompted to enter their license number and date of birth (see Figure F082-3 below). Once the fields are completed the customer selects the "Begin Registration" button and the harvest survey is launched.
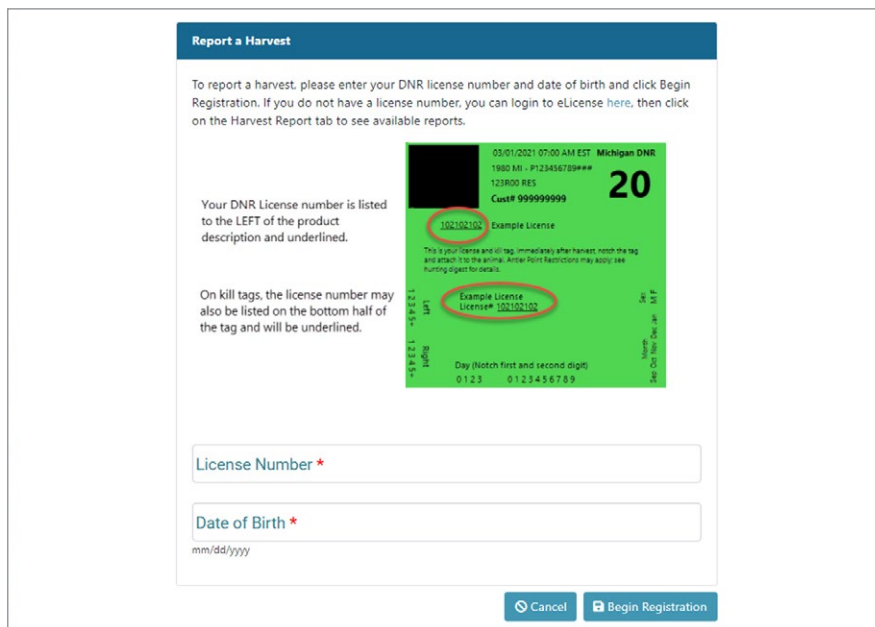
Figure F082-3 – MiConnect Report a Harvest Screen

Alternatively, customers can log-in to their accounts and select the "Harvest Reports" tab from their customer page (see Figure F082-4 below). From here they can select a permit to report on and continue through the completion and submission of the report.
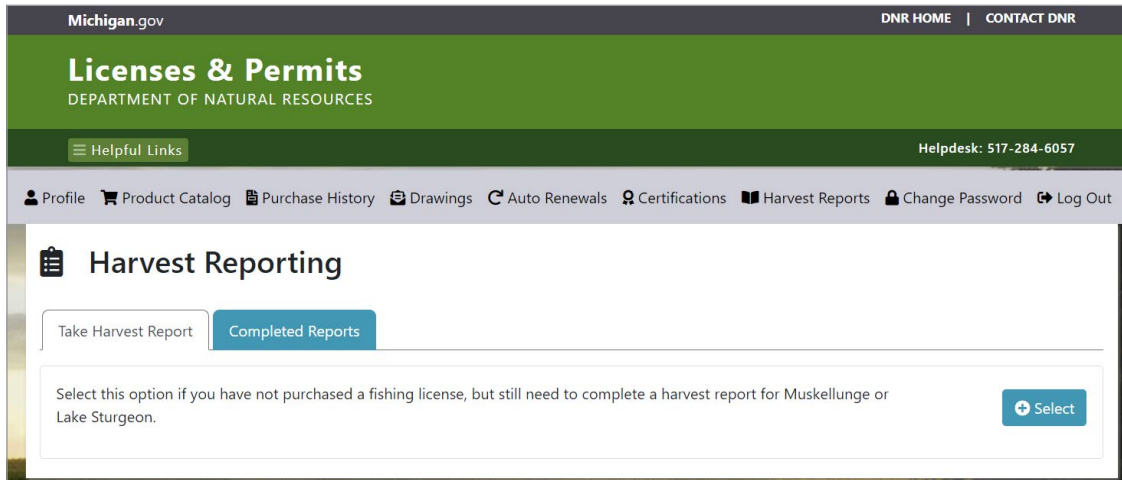
Figure F082-4 – MiConnect Customer Harvest Reports tab screen

3. Mobile Application

The CORE Mobile App includes a user-friendly harvest reporting tool that aggregates and quickly delivers rich harvest and hunter/angler data to agencies. Customers who choose to download the CORE Mobile App have the option of submitting their harvest reports directly in the App.

Similar to electronic tagging, reports can be generated by a customer regardless of a service connection. This means that a customer can complete their required harvest report right after notching their tag or wait until later if they choose. Upon submission of a report by the customer, the data is stored on the device and cannot be altered in any way. Once submitted, the report is documented on the record of change log providing verification that the customer has complied with their reporting obligation. This ensures that if a customer engages with an agency official prior to the customer returning to a service connection, the agency official can confirm the appropriate report was submitted at the appropriate date, time, and location with the appropriate associated information. Once the customer returns to a service connection, the device will submit the report to S3's licensing servers and provide the customer with confirmation that the report has been fully submitted. The customer will then receive immediate confirmation of a successful report.

4. Check-in Station

Harvest reports can also be submitted through agents via the CORE POS module, which like the CORE Control Center, can also be used by any authorized NGPC personnel in field locations such as check stations. Authorized check station staff using the CORE Control Center to collect harvest surveys would do so in the same exact manner as that used by call center staff who collect surveys over the phone (detailed above). The process to collect harvest surveys through the POS largely mirrors that of collecting them through the Control Center. Once a customer's account is selected, using the Harvest Surveys tab a POS user can access any tags that the customer has yet to report on and then guide them through the reporting process in the same manner as described for the Control Center above.

NE REQUIREMENT

FUN#		Wildlife Harvest Reporting	Yes	Customization Required	No	Alternate
FUN-083 **Section VII.P**	A.	Describe the system's ability to ensure the validity of the harvest check-in number.	✓			

BIDDER RESPONSE

Each tag requiring a harvest to be completed generates a harvest record in the system. This harvest record is attached to the customer profile for that specific tag. The system will not allow another customer to submit a harvest for that tag because of this relationship. The customer can log into their profile online and see all the pending harvest submissions on their profile. Alternatively, they can visit a POS agent and can submit the harvest through the agent channel. Lastly, an agency representative can login into the administrative backend and submit the harvest record on behalf of the customer. Regardless of which route is taken, the transaction is captured in the change history for the harvest record.

The S3 project team will work closely with NGPC staff to develop the confirmation number cipher to further ensure the validity of the number during the project's design phase.

NE REQUIREMENT

FUN#	Waterfowl Harvest Information Program (HIP)	Yes	Customization Required	No	Alternate
FUN-084 **Section VII.Q**	A. Describe how the system allows a customer to register for a HIP number. B. Describe and provide a screenshot of a physical Annual Hunt Permit with the HIP number printed on the permit. C. Describe how the system completes the HIP survey and formats the transfer of data to the Fish and Wildlife Service. D. Describe and provide a screenshot of the HIP Certification document.	✓			

BIDDER RESPONSE - A

The process for a customer registering for a HIP number is detailed in our response to FUN-053 above.

BIDDER RESPONSE - B

Once a customer is issued a HIP number, it is automatically printed on their license document along with the product that required the survey to be completed (see Figure F084-1 below).
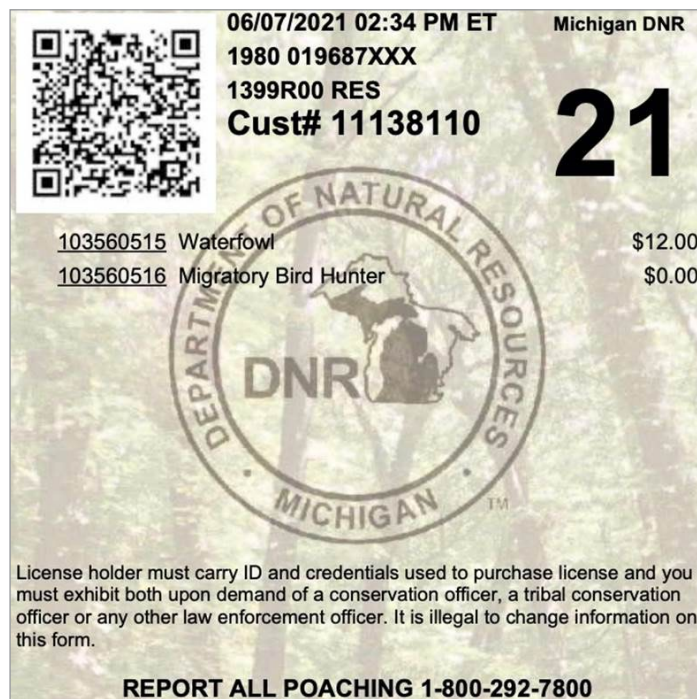
Figure F084-1 – License document with HIP Number (MI calls this "Migratory Bird Hunter")

Also, the HIP submission can be viewed from the customer's profile inside the administrative backend (see Figure F084-2 below).

Figure F084-2 – HIP Submission

BIDDER RESPONSE - C

The process for completing a HIP survey is detailed in our response to FUN-053 above. Once surveys are completed the data is compiled in a report formatted to USFWS specifications and submitted to that federal agency at regular intervals established by NGPC staff.

BIDDER RESPONSE - D

HIP Certifications are generally printed in conjunction with a license document as detailed in our response to question B above. This provides a seamless customer license buying experience. However, S3 can work with NGPC to maintain a separate certification process independent of a license purchase if that is desired.

NE REQUIREMENT

FUN#	Captive Wildlife Module (CWM)	Yes	Customization Required	No	Alternate
FUN-085 **Section VII.Q**	A. Does the system have a Captive Wildlife module that accommodates applications and renewals?	✓			
	B. Describe the system's workflow process that accommodates the following: 1. Inspections 2. Species inventory 3. Permits 4. Approvals 5. Customer messaging capabilities	✓			

BIDDER RESPONSE - A & B

S3 CORE's Specialty Permits module includes a 3-tier Specialty / Commercial Permit solution that is based on the relative complexity and workflows required of each. All workflows are managed within the CORE Control Center, including inspection signoffs, inventories (i.e. species inventory), requisite permits, and mid-process and final approvals. The system sends transactional emails and/or SMS messages when a distinct step is completed.

The three types or "tiers" of S3 Specialty / Commercial Permits consist of the following:

S3 Tier 1 Specialty Permits: Simple online electronic form-based application process (shown in Figure FUN085-1) that automates and captures all critical user and permit application information, any applicable attestations required, a straight-forward credit card payment process, and all appropriate electronic permit delivery & email notifications to both the customer and the agency. In short, customers can apply, pay, and print the permit immediately upon process completion with no external assistance and/or dependent processes.

(Figure FUN085-1 - Application Form)

Examples:

▸ Fish Transportation

▸ Aquaculture Type A

▸ White Amur

▸ Boat Stake

▸ Commercial Nuisance Wild Animal Control Operators License

▸ Ginseng permits

▸ Fur Dealers Permit

▸ Bait Dealers

▸ Fish Wholesale

NOTE: The following **renewals** are considered Tier I processes. However, the initial **applications** for the items below are considered Tier II and follow the additional processes defined in the next section.

- Wild Animal Hunting Preserves (renewals of animals other than deer ONLY)

- Dog Training Ground (renewals only)

- Falconry (renewals only)

- Aquaculture Type B (only renewals with no changes)

- Non-commercial Propagation (renewals only)

- Commercial Propagation (renewals only)
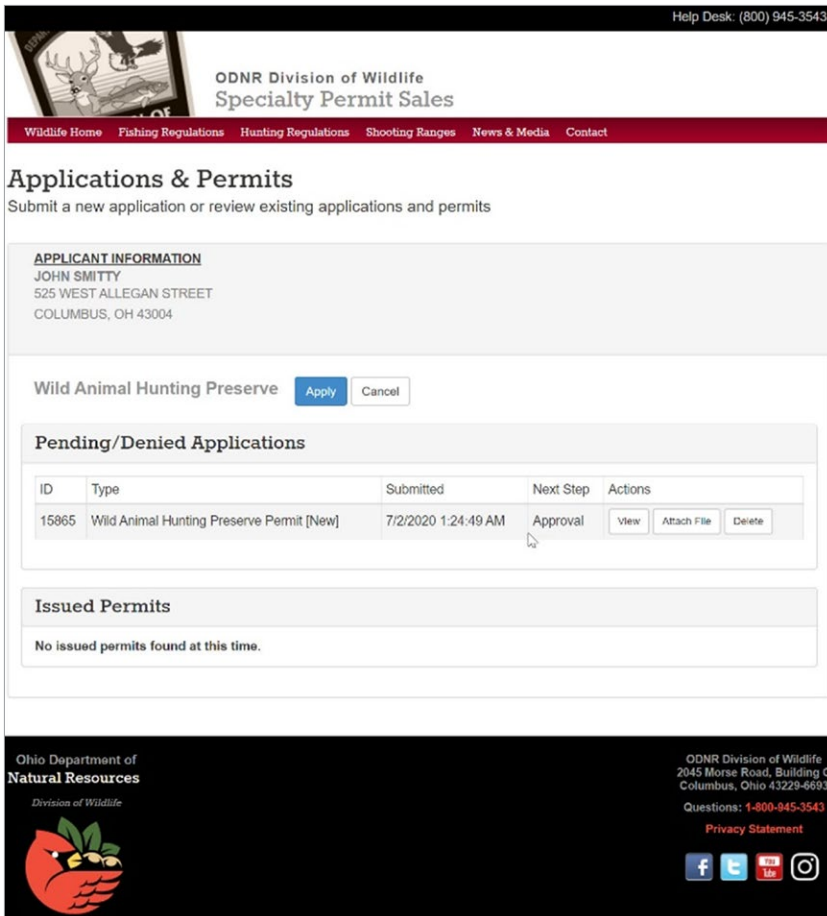
(Figure FUN085-2 - Application Process)

S3 Tier II Specialty Permits:

This permit process allows for more complex workflow components / processes and the ability to select from dynamic & data dependent selection attributes that can change based on previously selected items. This type of permit also allows the attachment of external / 3rd party forms and/or documents to the application process (shown in Figure FUN085-2). These typically do not have payment processing associated with the preliminary application submission due to the additional processes and workflow that must take place to qualify for the final permit. For these types of permits, notifications are automatically generated and sent to the agency and customer upon final approval, at which time payment is rendered and the final permit provided to the customer.

Examples:

- Dog Training Ground
- Commercial Bird Shooting Preserve
- Aquaculture Type B
- Non-Commercial Propagation
- Commercial Propagation

- Captive White-Tailed Deer
- Wild Animal Hunter Preserve
- Lake Erie Fishing Guide Permit
- Falconry Capture Permit

S3 TIER III Specialty Permits: Similar to the Tier II process above, the additional complexity is the reliance of the permitting process on manual activities and/or non-electronic processes like onsite inspections / approvals, interviews, and/or the mandatory involvement / collaboration / dependency of other state agencies / personnel to provide final authorization for the permit or license (shown in Figure FUN085-3).

Once these manual processes are completed, agency personnel can utilize S3's Control Center to finalize the process and either take payment in person at the agency (or designated agent location) or produce an email notification to the customer that provides a link to S3's Specialty / Commercial Permit Solution, providing access to their completed permit process and the ability to make payment securely online.

Examples:

- ▸ Bird Banding Facilities
- ▸ Scientific Collection
- ▸ Education
- ▸ Wildlife Rehabilitation

Figure FUN085-3 - Final Authorization

NE REQUIREMENT

FUN#		Organ Donation	Yes	Customization Required	No	Alternate
FUN-086 **Section VII.S**	A.	Does the system provide for organ donation registration? If so, describe.		✓		

BIDDER RESPONSE A

S3 has not been asked to register customers as organ donors in any of our previous implementations. However, this is easily accommodated via the use of S3 CORE's integrated, fully configurable survey module where organ donor information / certification can be captured on the customer record and the data sent to an outside entity (if required) similar to the way in which hip survey information is captured and distributed to 3rd parties today.

We look forward to discussing the nuances and details of this requirement with NGPC staff and configuring it within S3's existing core control center's surveys module.

Attachment B
Requirements Traceability Matrix (RTM)
Request for Proposal 6506-Z1

Bidder Name: <u>Sovereign Sportsman Solutions</u>

Each of the items in the Requirements Traceability Matrix (RTM) table below requires a response of one of the following options: "Yes", "Customization required ", "No", and "Alternate". Bidders must respond to the RTM using the matrix format provided and should not change the order or number of the requirements.

The RTM should indicate how the bidder intends to comply with the requirement. It is not sufficient for the bidder to simply state that it intends to meet the requirements of the RFP. The Commission will consider any such response to the requirements in this RFP to be non-responsive. **The narrative should provide the Commission with sufficient information to differentiate the bidder's functional, technical, and financial solutions from other bidders' solutions. Explain each response and describe how the proposed solution meets each requirement, providing at least the current features and processes.**

Only one box may be checked per requirement. If Oral Interviews/Presentations and/or Demonstrations are requested, bidder may be asked to demonstrate each item marked as "Yes", "Customization Required ", or "Alternate".

The Bidder Response box should be completed if the response to the requirement is "Yes", "Customization required", or "Alternate". Bidders may also use it with "No" responses if desired. **Bidders must provide a response directly in the matrix, using as much space as needed.** Below is a brief definition of each response option. Bidders should carefully read the response definitions as these responses, as well as the entire response to this RFP, will become part of any resulting contract with the awarded contractor.

Yes	Yes, requirement is met and demonstrable in the current release of the product(s) proposed in the bidder's response to this RFP, without manipulation of fields, forms, or the need to add fields or tables to the system.
Customization Required	The requirement is not completely met by the product(s) included in the proposed solution but can be met with some customization. Bidder should indicate whether the requirement can be met by the go-live date and describe any other specifics that will aid in evaluation.
No	No, the requirement is not or cannot be met by the product(s) included in the proposed solution. A response of "No" to a requirement does not eliminate the bidder's proposal from consideration.
Alternate	The "Alternate" option is appropriate when a requirement is in the process of being developed, but not implemented.

ATTACHMENT B

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Attachment B (RFP 6506 Z1 Sovereign Sportsman Solutions, File 3 of 20)

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NE REQUIREMENT

FUN#		System Architecture	Yes	Customization Required	No	Alternate
TEC-001 **Section VI.G Scope of Work**	A.	Provide a high-level description with diagrams and screen shots of the proposed system.	✓			

BIDDER RESPONSE

S3 understands NGPC wishes to engage an industry partner with solution offerings sufficient to address both the current and future needs of the Agency. S3'S CORE Platform uniquely meets 100% of the critical requirements of the NGPC as identified on page 39 of the RFP, specifically:

1. **Easy to understand and use**
   S3's CORE product leverages UI /UX resources to ensure that our solutions provide an exceptional customer experience. We created the "Self-Educating Sales Process" to provide customers with intuitive help features that interactively lead them through a successful sale using "mouse over" information callouts and selectable help features associated with each product. This approach results in a significant reduction in support calls.

2. **Provide detailed unit maps that are available online and printed with each relevant permit**
   A wide variety of mapping, GPS, geofencing and interactive features exist across the S3 CORE product set. This includes the ability to provide detailed unit maps online as pdf files that can be attached to the customer account and/or emailed to customers, as well as included in S3's CORE Mobile App.

3. **Maintain and track preference and bonus points**
   S3's Licensing & Permitting solution has the industry's most robust and configurable Draw / Lottery solution that currently accommodates the two largest draw system implementations in North America for the State of Michigan and the Province of Ontario. Both agencies have very complex and extensive preference and bonus points management features and S3's system should easily accommodate the needs of NGPC.

4. **Issue stamps**
   The management and issuance of different forms of state and federal stamps has been commonplace across every S3 solution implementation.

5. **Provide merchandise, inventory, and POS module**
   S3's CORE solution has within it a number of comprehensive features sets that handle everything from detailed asset / inventory management, work orders, merchandise management / fulfillment (POS hardware, print materials, outdoor products, hard cards, e-commerce store).

6. **Provide a mobile app solution compatible with both Android and IOS platforms**
   S3's CORE Mobile solution exists as both Responsive Design versions of our web solutions and as a fully downloadable native app for both Android and IOS platforms. This solution has received significant accolades in the industry over the past two years because of the extensive new and innovative features introduced to our clients and their customers. Later in this section, we provide a detailed look at S3's Mobile App.

7. **Provide a mobile application specific to internal law enforcement**

   S3 resources have extensive experience providing law enforcement personnel with the tools needed to do their work in an efficient, safe manner. Our team's engagement in Law Enforcement solutions predates S3, going back to 2007 when founder Eric Richey and other current S3 team members introduced the first product aimed specifically at this critical user group. Our innovative approach to supporting Law Enforcement is detailed later in this section.

8. **Provide real time data and permit issuance**

   Real-time data acquisition / management and permit issuance is the basis for our entire CORE Licensing & Permitting platform.

9. **Be compatible with the agency's website www.outdoornebraska.gov**

   S3's solution will be both visually compatible with NGPC's website and provide all necessary links that will help customers navigate between the licensing system and your Agency website.

10. **Be 508 Compliant and meet the State of Nebraska's Accessibility policy located at: https://nitc.nebraska.gov/standards/2-Chapter.pdf**

    All S3 solutions built over the past 5 years in both the U.S. and Canada have been 508 Compliant. After a full review of Nebraska's Accessibility policy, S3 is confident that our solutions will satisfy this compliance mandate with little to no modification to our existing CORE solution platform.

11. **Have automatic revenue entry that is importable to the State of Nebraska's Financial System (currently JD Edwards EnterpriseOne 9.2)**

    S3 has more than a decade of experience developing API's and integrating our solutions with other Agency solutions and/or third-party data sources and repositories. These integrations can provide uni-directional and/or bi-directional data transfers and data consolidations depending on whether S3 CORE solution is providing data and/or consuming data from other solutions and data sources. These third-party integrations are commonplace and often involve financial data / systems integrations between S3 and State accounting systems like JD Edwards.

12. **Have an integrated Customer Relationship Management (CRM) Module**

    S3 is the only solution provider in the space that has a TRUE CRM solution module as part of our solution offering. This solution, launched in March 2021, is redefining what marketing and customer engagement CAN be and CAN mean to state agencies.

13. **Be able to SQL (query) and export data regardless of how data is stored**

    S3 solutions can accommodate this request in multiple ways. First, S3 can provide NGPC with a real time / near real time replicated database for specific reporting / querying needs. Additionally, most of the data will be able to be queried within the S3 CORE solution itself through static, ad hoc and/or automated reporting features. All of this return data can be easily exported in any number of standard formats (i.e., pdf, xls, txt, csv, and/or other common formats as required by NGPC).

14. **Manage permit inventory**

    S3's license and permit product management solution is a critical component of the CORE Licensing and Permitting solution. Via the system's Administrative Control Center, agency personnel with appropriate

system security access can establish, setup, update, append and implement licenses, permits and other product inventory required by the state. This topic is further discussed in the next section of this document labeled S3 CORE Licensing & Permitting.

15. Apply and collect state and local taxes on applicable merchandise/services

All fees and fund distributions related to a product, including those for state and local taxes, are fully configurable by NGPC staff within the S3 CORE Control Center.

16. Conduct and manage Draw and Lottery permits

As mentioned in #3 above, S3 boasts the industry's most robust controlled draw system, providing NGPC unparalleled ability to manage draw and lottery permits.

17. Provide reporting capabilities, both built-in and ad-hoc, including advanced data reporting /analysis

S3 provides extensive built-in (static or canned), ad-hoc and automated reporting features. All datasets and/or resulting report information is dynamic content, meaning that it can easily be exported in either pdf, xls, txt, csv and/or other common formats as required by NGPC. Further, S3's innovative and fully integrated CRM Marketing & Customer Engagement solution provides unparalleled access to data mining / analytics tools, reporting features, data visualizations, campaign development, and monitoring and statistical analysis for data from all solution areas of CORE.

18. Generate transaction files of collected revenue and permit issuance, while complying with Generally Accepted Accounting Principles (GAAP), and the State's approved banking/credit card system (currently US Bank/Elavon)

S3 operates in accordance and compliance with GAAP and has prior direct experience with external credit card processing vendors including US Bank, Bank of America, Elavon and many others.

19. Configurable by NGPC

The S3 CORE platform is fully configurable, from the embedded Content Management System (CMS) solution that allows NGPC to manage all critical solution content throughout the platform (webpage content, drop downs, messaging, etc.) to full control over all license / permit content, advertising, products, agents, users, etc.). Everything NGPC needs to manage the solution throughout the year is accessible and configurable via the CORE Administrative Control Center without burdensome reliance on a license vendor.

CORE puts everything NGPC needs together on one customizable platform, providing NGPC staff and customers alike with a "one-stop shop" when it comes to managing and enjoying everything that NGPC has to offer.

We've added critical innovations that make certain your system will continue to improve over the 21-year life of this contract, ensuring that the system in place at the end of your contract will still be the best one on the market. We've taken everything we've learned so far and put it all into a complete and more configurable base product.

The following diagram (TEC001-A1) demonstrates at a high-level the integration that exists within S3 CORE between all components, including our products, database, support staff, security, IT, and most importantly -- our customer.

S3 CORE LOGICAL SOLUTION DIAGRAM
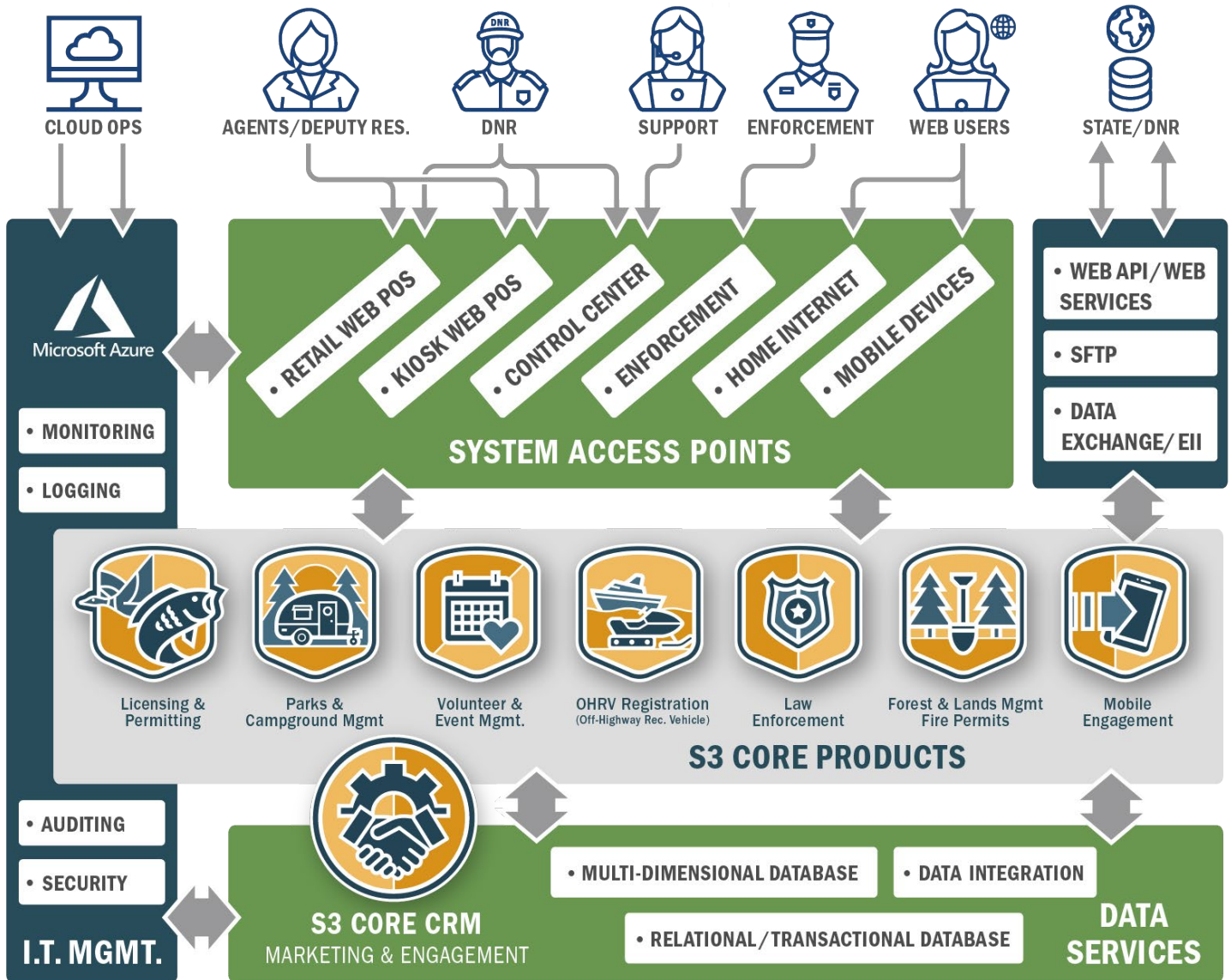
(Figure TEC001-A1)

This multifaceted approach to solution architecture was introduced in recognition that no two state agency solution needs and requirements are the same. S3 CORE provides our state agency partners with the ability to select solution features specific to an agency's needs with the flexibility to enable additional features should they become necessary in the future.

An on-time implementation by November 30, 2022 (or earlier) using our CORE platform as the foundation of your replacement system will include the major feature sets detailed on the pages that follow.

While we have strived to provide a high-level overview of each of the feature sets in the pages that follow, we chose to provide additional detail around feature sets that were not addressed in detail throughout Attachments A, B and C, as we believe they will drive great value for NGPC.

S3 CORE

CONSERVATION, OUTDOOR RECREATION & ENGAGEMENT

LICENSING & PERMITTING

Designed to ensure regulatory compliance while providing a superior retail-like customer experience. **Since 2010, over 90 million transactions valued at more than $1 Billion have been processed across all combined instances of our platform** on behalf of our state, tribal and provincial partners.

S3 takes great pride in delivering exceptional user experiences within each component of the system. Whether it's NGPC staff using the Control Center, internal and external license agents using the Point of Sale System, or outdoors enthusiasts using the online / mobile sales channel, S3's systems are efficient and pleasurable to navigate.

Our web-based Licensing & Permitting system will easily accommodate NGPC's full inventory of permits, draws and associated business-rules as outlined in this RFP and is described in more detail throughout the Project Requirements Traceability Matrix.

SOVEREIGN
SPORTSMAN SOLUTIONS

The main components of any eLicensing system are the administrative interface and sales channels. S3 has worked hard to ensure that the S3 CORE Licensing and Permitting feature set provides exceptional user experiences throughout both critical components.

ADMINISTRATIVE INTERFACE

The expectations of customers (hunters and anglers) and constituents (all citizens) of state fish and wildlife agencies are ever-increasing with little or no additional resources made available to meet the resultant increasing workloads. As such, it is incumbent upon all agencies to gain efficiencies wherever possible. S3 recognizes this and has put tremendous thought and effort into workflow processes where efficiencies within our solution might be realized.

As such, we have made significant technological advancements to automate nearly every aspect of the licensing and permitting solution. The result: the days of waiting for your vendor to trudge through the minutia of complex Change Management processes and developmental (code level) system changes are in the past.

S3 now provides the ability to administer nearly every aspect of the licensing platform via an extremely powerful system Control Center which has put the power and ease of system modifications, product changes, and agent and customer management into the hands of system users, not system developers!

NGPC administrative staff require logical, intuitive systems that allow them to work efficiently and accurately. They need the training, tools, reporting, data analytics and appropriate access permissions necessary to do their jobs in an efficient manner that ensures compliance and lowers risk.

Staff with administrative access permissions enter the platform's core functionality through the system's Control Center. Here they are greeted with critical data and Key Performance Indicators via configurable data dashboards that can be easily customized based on User Role or Role Type within the system. This capability delivers those performance metrics most valuable to the state's operation the minute the user logs into the system (see figure TEC001-B1 below).
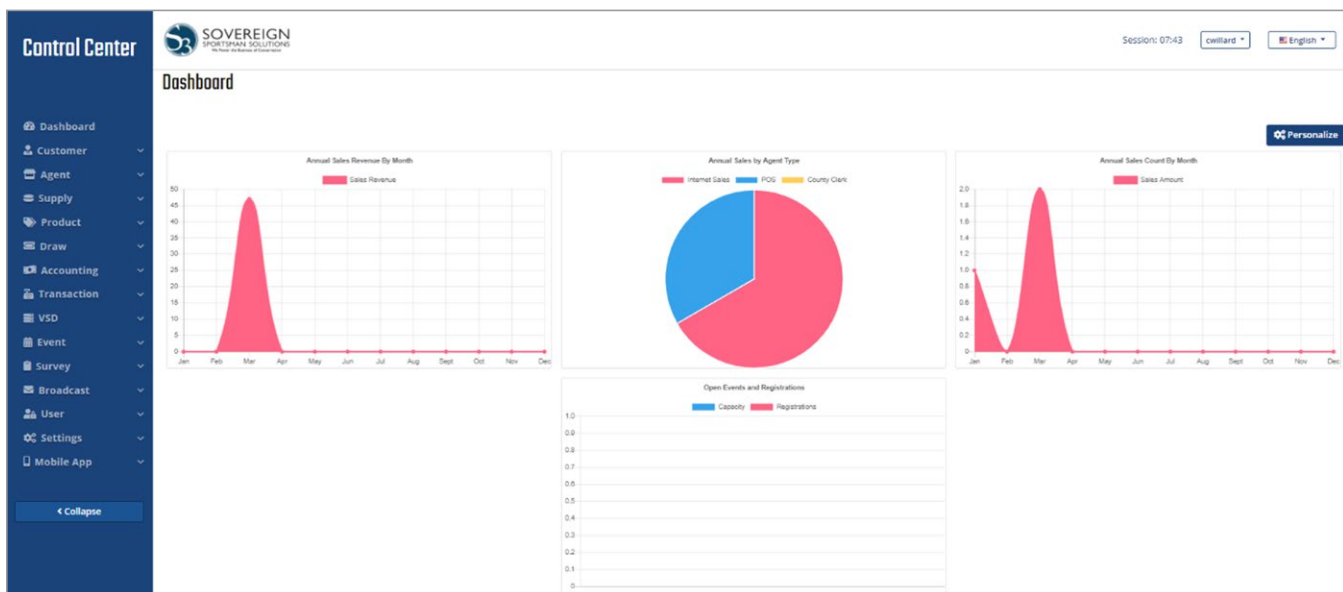
Figure TEC001-B1 – CORE Licensing and Permitting Dashboard screen

S3 CORE's extensive Control Center provides users with system and feature control for the following critical functional areas:

- Customizable User Dashboards
- Customer Management
- Agent Management
- Supply Management
- Product Management
- Draw Management

- Accounting Management
- Transaction Management
- Survey Management
- Communications Management
- User Management

SALES CHANNELS

Customers demand frictionless user experiences, increasingly on mobile devices, and available whenever THEY choose. Customers want to find what they need, make the purchase and move forward toward their Outdoor Recreation adventure.

As state natural resource agencies compete for customers' time, attention and money, they must do everything they can to ensure brand awareness and brand consistency. S3 works with state agency partners to develop a licensing and engagement platform that is attractive, intuitive and has all the elements of the agency's brand including colors, fonts, logos, icons, policies, terms of use and more.

We ensure that your customer has a frictionless transition from the agency's primary site to the licensing and permitting site that looks virtually identical. This experience is critical for your agency's brand consistency, to continue to build customer trust, and to avoid customer confusion.

Some of our state partners opt for a menu-driven approach, while other partners like Ohio DNR Division of Wildlife chose a highly visual approach, using large and engaging images as navigation aids consistent with their overall brand approach (See figure TEC001-B2).
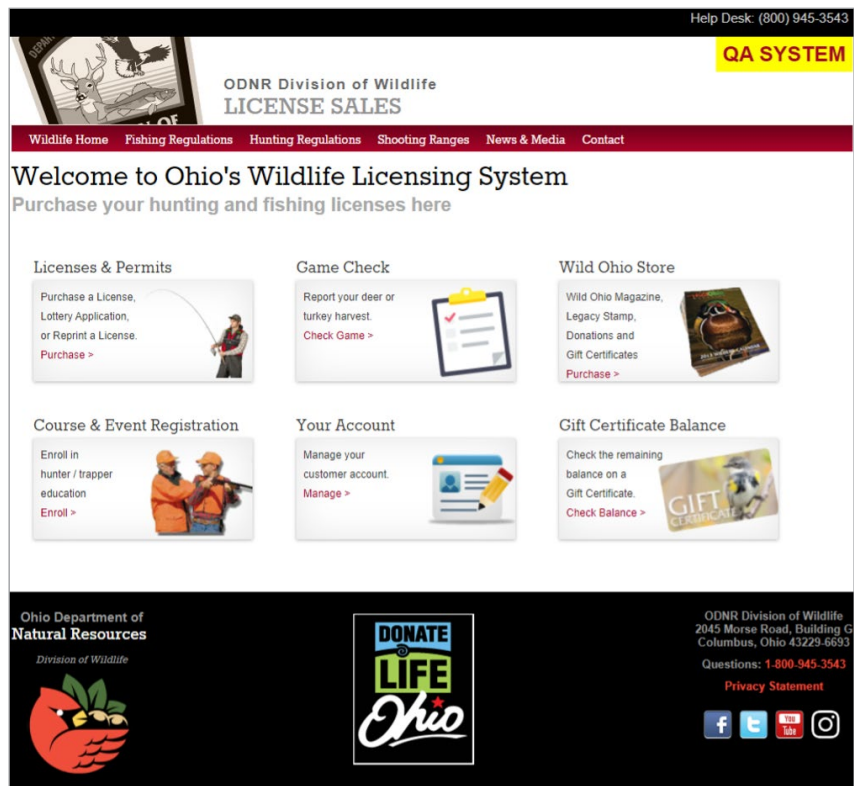
Figure TEC001-B2 – Ohio OWLS internet sales page

S3 provides our State, Provincial and Tribal agency partners with multiple sales channel options that their customers (hunters, anglers and other outdoor enthusiasts) can select from to purchase and take receipt of their licenses and permits.

S3's platform includes four sales channels that our agency clients use to sell licenses. Given the fact that all S3 solution channels leverage the exact same code base, any sale made through one is immediately referenceable in all the others. S3's sales channels include:

- Mobile Sales: S3's entire solutions architecture uses responsive design components and practices, so all core features and system activities can be accomplished regardless of the mobile device being used to access the system.

- S3's responsive design capabilities can determine the type of device accessing the solution and automatically arrange and scale the solution specifically for the device -- regardless of whether it's a tablet, smartphone (running IOS or Android), a Windows device, a Macintosh device or a Smart TV.

- Internet Sales: Customers can complete all transactions online without support.

- Retail Agent Sales (commonly referred to as a Channel Sales Agent, Retail Agent or License Issuer): This is where a customer can buy their licenses and permits in a retail, clerk- assisted transaction. Retail Sales Agents include agency offices, big box stores like Bass Pro Shop and Walmart, as well as small mom-and-pop stores that serve as a full-service retailer to the customer. S3 currently supports more than 5,600 channel sales agents on behalf of our state and provincial partners.

Operator-Assisted Call Center Sales: Customers who need additional assistance and/or simply choose to have someone assist them in their license / permit purchasing process can take advantage of S3's fully staffed Call Center where Customer Service Agents are standing by to assist and support the State's customers with any needs they may have.

S3 CORE
CONSERVATION, OUTDOOR RECREATION & ENGAGEMENT
ENFORCEMENT

The safety of conservation officers in the field will always be one of S3's highest priorities. Our Law Enforcement solutions have led the industry for nearly a decade and are continually being assessed and re-assessed to ensure that the tools available to law enforcement professionals are innovative, easy-to-use and accessible both on and offline.

S3 has spent extensive time with Law Enforcement personnel – both in the field observing their daily routines and in requirements gathering sessions – to collaborate on technology solutions that safely and efficiently provide the support needed during field contacts and investigations.

The S3 CORE Enforcement feature set includes an innovative Mobile Application that allows officers to quickly scan permits and driver's licenses to check a contact's current permit status, revocations, etc. These contacts are saved in the App for easy retrieval when daily reports are being generated.

S3 is confident that CORE Enforcement will meet the needs of NGPC Conservation Officers as described in more detail throughout the Project Requirements Traceability Matrix. A high-level summary is included in the following pages.

SOVEREIGN
SPORTSMAN SOLUTIONS
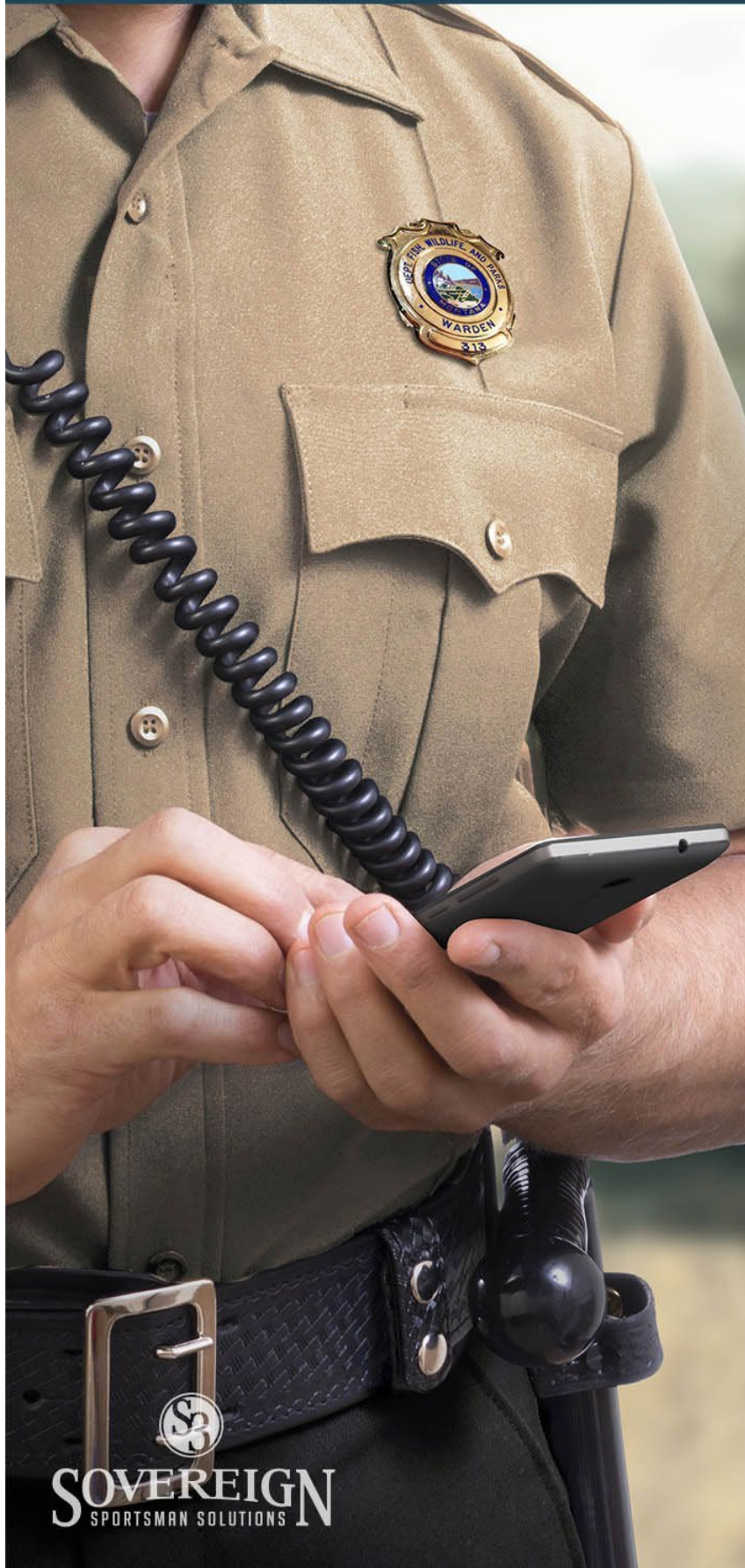
S3 CORE ENFORCEMENT SOLUTION

S3 has extensive experience in providing our agency partners with solutions that aid in their law enforcement efforts, and we look forward to collaborating with NGPC staff to identify current and future law enforcement needs.

In our experience working with our state and provincial agency partners, there are two primary times when agency's law enforcement personnel interact with our licensing systems: field support and investigations.

Field Support

A significant portion of a fish and wildlife officer's time is spent interacting with hunters and anglers in the field, with the primary purpose of enforcing compliance with state hunting and fishing regulations. Essentially, officers are checking to see if the hunters and anglers they encounter have the licenses and tags required by law for the game or fish they are pursuing. These field contacts can pose a significant safety risk to officers, as well as cause inconvenience to hunters and anglers.

Fish and Wildlife agencies, including NGPC, have increasingly embraced mobile technology in support of law enforcement officers, and with good reason. The use of mobile technology in the field aids officer safety, efficiency and accuracy. S3 takes a mobile-first approach to providing law enforcement personnel with access to our systems, which enables them to perform their jobs out in the field on devices like smartphones, tablets or ruggedized laptops.

S3's law enforcement mobile app allows agency law enforcement officers to carry a dynamic digital toolset with them in the field. When integrated with S3's licensing solution and an agency's violation database, S3's law enforcement app is capable of promptly aggregating, identifying and displaying pertinent customer information to officers, which minimizes the amount of time an officer must spend in the immediate vicinity of each contact.

Key features that S3 has included in our various law enforcement applications include:

Officer Safety Features

Where S3's Mobile Law Enforcement App is concerned, officer safety is our number one priority. We've spent significant time with law enforcement officers, including "ride-alongs," to help us understand their needs and safety concerns. As a result, our app includes a well-designed user interface that minimizes home screen clutter and maximizes efficiency of key processes, such as the ability to scan multiple licenses simultaneously in the field.

We've also learned that the use of electronics can impede officer safety during low-light conditions by negatively impacting their night vision. Working with officers, S3 developed an easy toggle on-off night mode that addresses this concern.

1. Customer Search

The customer search feature makes it possible for law enforcement officials to conduct a manual customer search by inputting information such as name, date of birth and driver's license number. The search results (See figure TEC001-C1 right) are tied to the customer's record in the S3 database which will show the officer identifying information, license purchase history, and any violations or revocations that are tied to the customer's account.

SEARCH RESULTS

Revocation Notice: #1234

Address	Johnny Appleseed DL# 1234 56789
DOB	123456789
Purchse Date:	9:30 AM, August, 01, 2019
DL/State ID	Online
Email:	johnny@appleseed.com
Phone:	(123)-456-7890

VIEW CUSTOMER LICENSE/PERMIT PURCHASE HISTORY

Figure TEC001-C1 – Mobile Law Enforcement Search Results Screen

SCAN RESULTS

Scan	Customer
Res. Deer 2019	Johnny Appleseed DL# 1234 56789
Permit Number:	123456789
Purchse Date:	9:30 AM, August, 01, 2019
Purchase Location:	Online
Report History:	Harvest report submitted 10:00 AM, November 15, 2019

**Figure TEC001-C2
Scan Results Screen**

2. Scan

In addition to relevant customer information, S3 frequently includes a QR code with some or all of the customer information that law enforcement officers can easily scan to validate the license holder's identity.
(See figure TEC001-C2 left)

This information ranges from customer ID to name, date of birth, licenses held or complete demographic information. Most states include those as unencrypted codes.

We encrypt the QR code for the Ontario Ministry of Natural Resources and provide a mobile law enforcement application with decryption capabilities included.

The scanning feature allows officers to use their smartphones to scan a bar or QR code on a license, paper or digital device. The scan results provide detailed information associated with the scanned document as well as the ability to link to the full customer record.

Figure TEC001-C3
Device History Screen

3. Device History

The device history feature provides law enforcement officials the ability to look back and review previous scans, customer searches and reports made on their device.
 (See figure TEC001-C3 left)

Figure TEC001-C4
Report Screen

4. Report

The reporting feature allows law enforcement officials to create and submit timely reports including various data fields, GPS locations and even photos taken on the mobile device's camera (see figure TEC001-C4 right).

Investigative Support

Law Enforcement personnel rely heavily on the information contained in S3's Control Center to aid in their investigations. Staff with appropriate system permissions have full access to customer information, including:

- Customer demographics w/full history
- Purchase history (recreational or commercial)
- Transaction data (including time of purchase, sales channel, and IP address used for mobile transactions)
- Revocations (active and historic)

Revocations

The S3 licensing, permitting and reservation platform provides significant flexibility in relation to revocations. Each type of revocation is associated with a set of products for which that revocation applies. When a revocation is applied, it can be set up on temporary with a specific date range, or it can be permanent with no end date assigned. These are all managed within the Control Center by authorized users, and viewable by law enforcement personnel through the Control Center or Mobile Law Enforcement Application.

S3 CORE
CONSERVATION, OUTDOOR RECREATION & ENGAGEMENT
VOLUNTEER & EVENT
MANAGEMENT

Natural resource agencies have a wide variety of volunteer programs and those seeking to give of their time and talents can choose to help clean up a park, work on a habitat project, sell merchandise in a gift shop, be a campground host, or teach a hunter education class – and everything in between. The challenge for agencies is that most solutions have focused solely on hunter education and similar programs.

Until now.

The S3 CORE Volunteer & Event Management System (VEMS) is the industry's first and only solution that provides agencies with a single solution to manage all their volunteer programs. This creates efficiencies for volunteer managers while also making it easier for volunteers to find opportunities that match their interest and skills. The system also provides the agency with the tools needed to collect and use volunteer hours as in-kind match on federal grants.

S3 is confident that the CORE VEMS feature set will exceed NGPC's expectations. and is described in more detail throughout the Project Requirements Traceability Matrix. A high-level summary is included in the following pages.

SOVEREIGN SPORTSMAN SOLUTIONS

S3 CORE VEMS is designed to effectively create, manage and promote the wide variety of volunteer and event opportunities that exist across multiple programs across the entire State. Our system allows staff to manage volunteers and volunteer programs efficiently and effectively and to promote opportunities directly to volunteers and participants via the internet or through agent POS locations.

Key features include:

- ▸ Facility setup and management
- ▸ Users, roles and workflow hierarchies
- ▸ Setup courses for online enrollment, whether public or private
- ▸ Ad hoc event creation
- ▸ Comprehensive event classifications, types and parameters
- ▸ Drop-down and map-driven selection
- ▸ Functions for searching by state, county, event type, distance from a location
- ▸ Real-time integration with online course providers
- ▸ Location-specific asset management for facility, class, event types
- ▸ Comprehensive reporting for internal/external needs such as resource forecasting, capacity management, budgeting, sales conversions and volunteer management

CONTROL CENTER VEMS ADMINISTRATION

From the VEMS Control Center, authorized users can create classes, events and volunteer opportunities and manage the students and volunteers (including hunter education and outdoor skills instructors) who have been set up in the system, sign up, or express interest in those opportunities.

Key features include:

- ▸ Unlimited event creation
- ▸ Role-based access (RBA) management system that provides permissions, system and functional access, user roles and their authorities
- ▸ Creation of an unlimited number of unique roles / positions
- ▸ Full agency control over permissions and conditional access to functionality and data
- ▸ Connecting a volunteer program to an event type
- ▸ Form downloads and/or ability to attach external documentation to customer and/or event records

EVENT / ENGAGEMENT CREATION

The Event Creator process starts by collecting all required information in an easy-to-use event creator (see figure TEC001-D1 below). S3's business rules engine makes event requirements and conditions simple to create regardless of the complexity of the program.

Figure TEC001-D1 – CORE VEMS Engagement screen

COMMUNICATION

Attendees receive automatic emails upon registration relating to time, location, prerequisites and information about links to (or attached) permission forms and waivers. The content of these emails is fully configurable by authorized agency users.

Attendees on a waiting list can receive a variety of communication, such as suggestions for similar events in different locations, awareness information while on the waiting list, confirmation of a place in the event, or final rejection notices delivered with a positive message.

Aside from transaction emails (e.g., registration confirmation, event change / cancellation notices, event updates), all other event-specific communication is managed through S3's CORE CRM.

DATA COLLECTION CAPABILITIES

Registration and customer profile information is captured in CORE CRM as a point in the customer's engagement journey with the agency. This means that agency representatives can easily track the ROI of outreach programs.

Pre-event surveys, both simple and complex, can be programmatically initiated based on a variety of complex logic out of S3's CORE CRM. The same logic that is used for automated marketing campaigns is used for survey distribution, as well as any other supporting materials like course guides or awareness videos.

For example, a person registered to attend a fishing seminar is asked about a specific interest, levels of skills or experience, inclination to travel, and mode of transportation. CORE CRM can use the results of that survey response to provide 1:1 specific information designed to enhance that attendee's experience.

Likewise, post-event and follow-up surveys can be automatically generated and distributed using the same logic, all set up at the time the event is scheduled and set to process automatically on a schedule determined by the event coordinator.

All communication with the attendee is captured in CORE CRM and attached to the individual customer record. The data can be displayed as points in the customer's journey and engagement with the agency.

FINDING AND REGISTERING FOR AN ENGAGEMENT

S3 CORE VEMS makes it easy for the public to find both events and volunteer opportunities (see figure TEC001-D1 below). Gone are the days where volunteer coordinators spend hours on the phone trying to find volunteers for their classes or projects. Likewise, gone are the days of volunteers expressing interest in volunteering only to find it challenging to connect with opportunities.
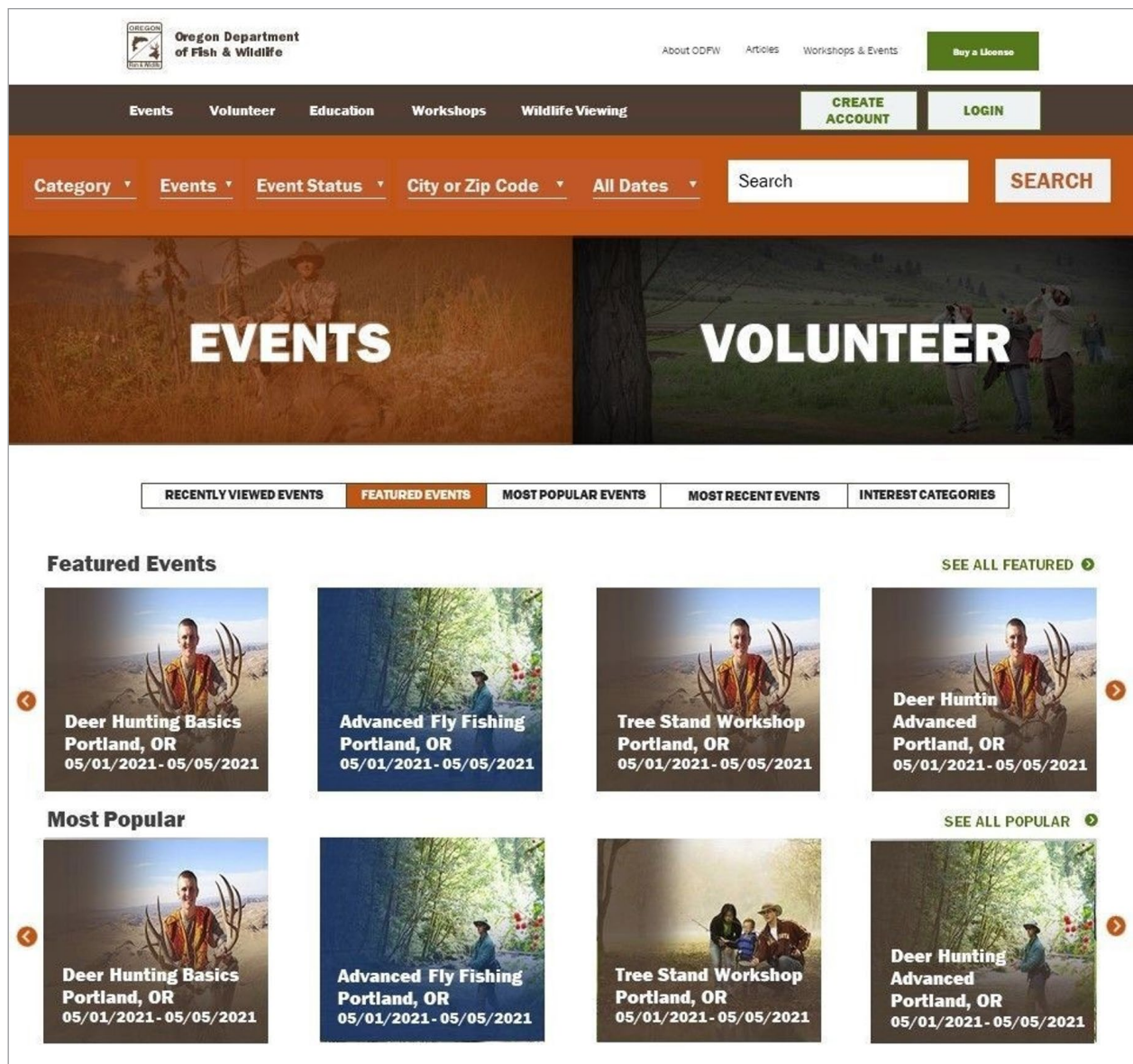
Figure TEC001-D1 – ODFW Public VEMS webpage

S3 CORE

CONSERVATION, OUTDOOR RECREATION & ENGAGEMENT

MOBILE ENGAGEMENT

S3 CORE Mobile Engagement is the first official app for a state agency built specifically around R3 concepts. Our approach to mobile has created a brand-new way for consumers to access and interact with outdoor information directly from any mobile phone.

Our app gives people the "trail map" they need for a safe and enjoyable outdoor experience -- such as where the fish are biting right now and what color lures are working, or where can I find a nearby class on how to train my bird dog. It will give NGPC unparalleled ability to engage customers in new and innovative ways, from notifications tied to marketing campaigns created in CORE CRM to contests and activity challenges to community camps that drive digital mentoring – there's no end to the potential ways that you'll be able to engage customers.

And yes, we have the regulatory bases covered as well. The app provides a digital license wallet with the ability to notch tags and submit harvest reports directly from the app – regardless of whether a customer's phone has connectivity.

A more detailed description of the Mobile Engagement feature set follows below.

SOVEREIGN
SPORTSMAN SOLUTIONS

S3 CORE MOBILE ENGAGEMENT

S3's CORE Mobile Application delivers unique and unparalleled mobile licensing and marketing solutions that put your products in the hands of every past, present and potential customer while enabling you to constantly engage them. At S3, we understand the importance of providing your customers with a seamless and secure user experience that delivers the base utility of digital license purchasing and storage, electronic license tagging, and mobile harvest reporting – but these essentials are only a small piece of the full S3 mobile solution.

Our CORE Mobile App enables agencies to engage with their customers through push notifications, advertisements, direct messages, and unique marketing campaigns integrated with the Outdoor Nebraska CORE CRM that can bring results in the recruitment, retainment and re-activation of hunters and anglers. Our mobile app also enables your customers to locate the information and products they need, find critical social support and subject matter experts – it can even help them discover new information, opportunities and products they did not realize, until now, that they may be interested in.

More importantly, **our mobile application empowers agencies** to address, head on, one of the largest identified factors in the decline in outdoor recreation participation: access. While conservation leaders often discuss concerns of access in terms of physical geography, S3 acknowledges that barriers to entry relating to "access" are not exclusively relegated to map boundaries. Customers need streamlined access to your product catalog, to relevant and authentic educational content, to the agency's latest announcements and promotions, to creative ways of discovering new opportunities, and to the social support that is universally acknowledged as critical for new and novice participants. S3's many mobile innovations provide its users – your customers – with unparalleled access to these critical resources.

Lastly, we would like to stress that mobile features are no longer simply "considerations" today. 81% of Americans now own smartphones. Your customers now expect, not prefer, a streamlined native mobile application that delivers an exceptional customer experience while providing the utilitarian functionality they require - all at their fingertips. Using the full potential of S3's Mobile App is the agency's opportunity to not only meet, but exceed, these customer expectations.

No longer can agencies relegate themselves to solely implementing a mobile-friendly licensing website or a mobile web wrapped app with hyperlink shortcuts. Now is the time for innovation and leadership, a time for agencies to provide the much-needed digital access to products, information and opportunities that your customers require to be successful in their hunting and fishing pursuits. Now is the time for the NGPC to stand at the forefront of this nation's conservation efforts and change the trend from a decline in hunting and fishing participation to an increase in hunting and fishing participation – and S3 is all in on helping you do it.

BASE CORE MOBILE APPLICATION FEATURES

S3's CORE Mobile App (shown in figures TEC001-E2,3) may include up to 9 main tiles that provide agency customers with extremely efficient, user-friendly means to purchase products, complete regulatory actions related to harvests, and maintain engagement with the agency and the outdoors. Many of these tiles can be configured on or off depending on an agency's mobile objectives.

The 9 tiles available within S3's CORE Mobile App (shown in figure TEC001-E2) include:

- ▸ Electronic License Wallet (license display, harvest tag notching, and harvest reporting)

- ▸ Maps

- ▸ Information Resources

- ▸ Inbox (notifications, direct messages)

- ▸ Weather

- ▸ Events

- ▸ Challenges, Contests and Slams

- ▸ Recreational (non-regulatory) reports

- ▸ Community Camps
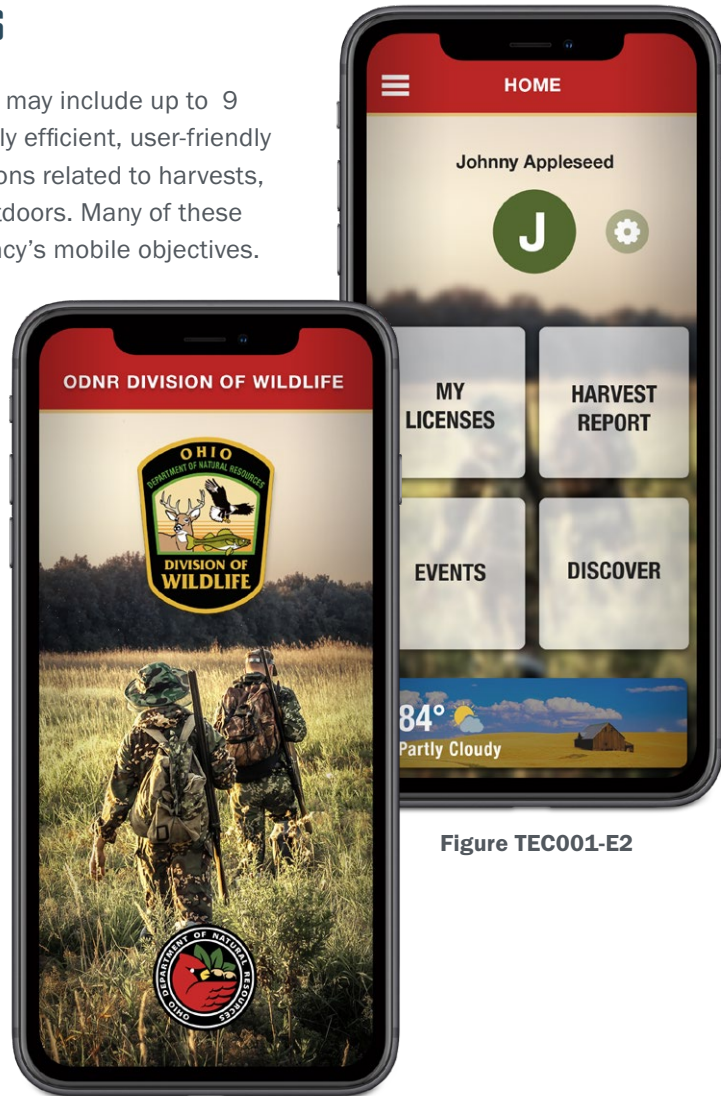
Figure TEC001-E2

Figure TEC001-E3

Electronic License Wallet
Purchasing, Viewing and Displaying Licenses

The S3 CORE Mobile App instantly brings your entire product catalog into the hands of your customers. Long lines or restrictive storefront business hours at a license agent are avoided, confusion about selecting the correct product is overcome, and customers can enjoy a secure mobile experience that makes it easier for them to purchase what they need to get outdoors.

Because CORE Mobile App is directly integrated with its CORE Licensing and Permitting System this will mitigate friction and expedite a customer's shopping experience across the app and the agency's online sales channel. S3 uses an open authentication architecture where secure tokens, that pass user accounts between S3's licensing solution and the mobile app, ensure the customers' information is safe – all while minimizing the number of times customers must manually input login authentication information. This allows the agency's customers to seamlessly navigate between the app and mobile license sales channel, providing an exceptional customer experience.
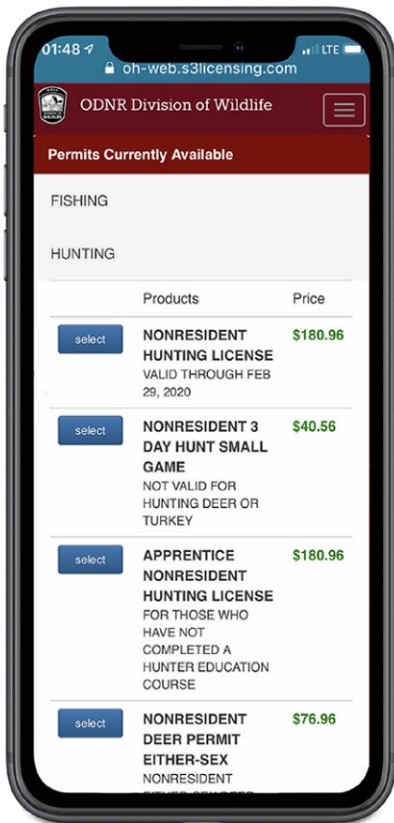
Figure TEC001-E4

Purchasing, Viewing and Displaying Licenses (continued) (See Figure TEC001-E4 left)

When a customer creates a mobile account and pairs it with their customer account, they can store digital licenses on their devices. The customer's electronic "license wallet" is prominently located within the app making it is easy for customers, agency officials and law enforcement personnel to find and access. (See Figure TEC001-E6 right) The ability to view and display licenses is available while the device is both online and offline. Consistent with all purchases within the S3 Licensing and Permitting Solution, all licenses and tags bought through the mobile sales channel are confirmed via an email and/or text message receipt with a copy of the license and/or tag attached.
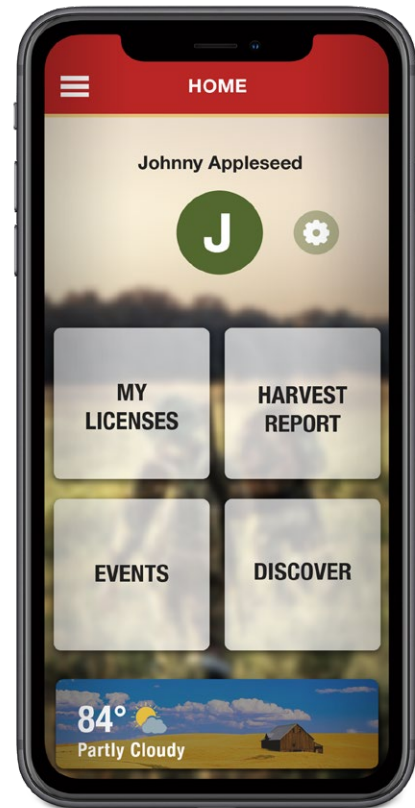
Figure TEC001-E6
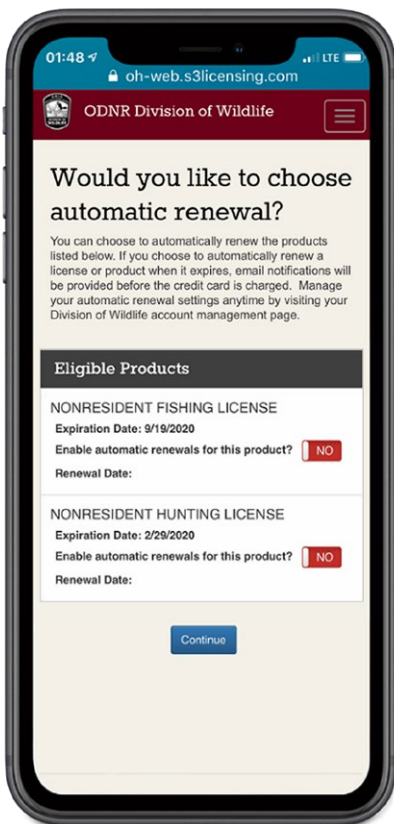
Figure TEC001-E5

Each license contains a record of change log that reflects every engagement of the customer relative to that specific license. The record of change log is not able to be manipulated by the customer but can be viewed at any time by the customer, agency officials and law enforcement personnel. If a customer loses, breaks or upgrades their device, their information and licenses are still secure and available to them as soon as they download and log-in to the S3 app on their new device.

When a customer visits your agency's product catalog from the S3 app, the customer is directed to the mobile web version of S3's licensing solution, ensuring a 100% seamless integration with licensing database and all customer records.

If a customer has paired their mobile account to their customer account, the customer visits the S3 mobile web licensing solution seamlessly without needing to input any sign-in or customer authentication information, ultimately expediting the customer shopping experience. However, if the customer has not opted to pair accounts, the customer can still visit S3's mobile web product catalog from the app but will need to input the appropriate customer account information prior to accessing the catalog.

For those customers who have paired their mobile accounts with their customer accounts, their purchased licenses will automatically populate on the "My Licenses" screen in the mobile app.

The app's "My Licenses" screen allows customers to access your agency's product catalog, view their licenses, "notch" their tags upon successful harvest of an animal, and conduct harvest reports affiliated with their tags. Customers can also view expired licenses from previous seasons.

The record of change log is displayed at the bottom of the license, immediately viewable by the customer, as well as agency and law enforcement officials. This record of change log cannot be manipulated or altered by the customer at any time.

Electronic Tagging

S3 allows customers to electronically "tag" their harvested animals right within the app's "license wallet" where their digital tags / permits are stored -- even when they do not have an internet connection or are in power-saving airplane mode. (See Figures TEC001-E7,8,9,10 below)

Our user-friendly electronic "tagging" of a tag / permit ensures that customers can quickly and easily tag their animals while providing Agency and Law Enforcement personnel with critical proof of compliance in the field. Electronic tagging represents a significant customer experience enhancement for many hunters and anglers while providing agencies with significant cost savings associated with durable paper harvest tags.
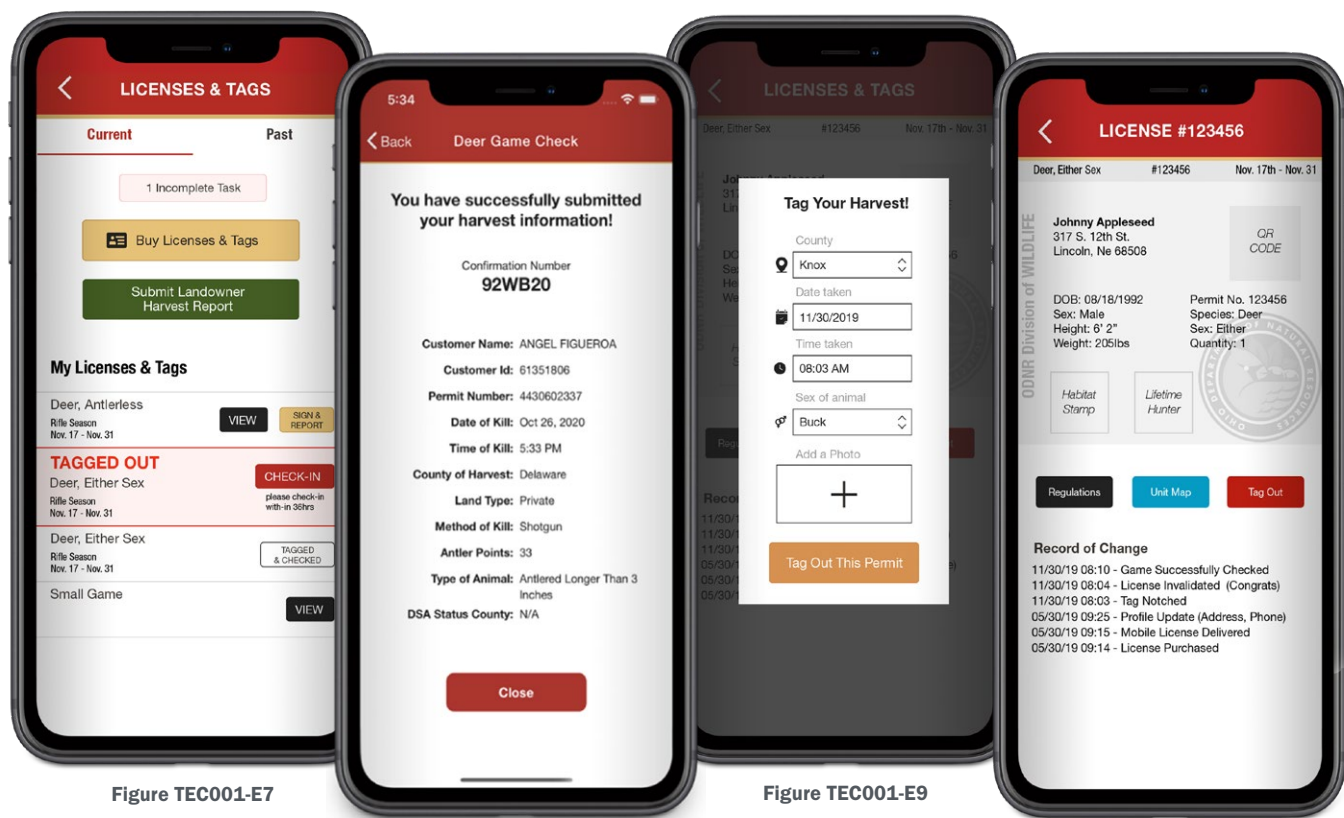
Figure TEC001-E7

Figure TEC001-E8

Figure TEC001-E9

Figure TEC001-E10

Electronic tagging is easily completed when the customer accesses their digital tag / permit and inputs agency-specified data fields, such as time, date and location data – much of which can be auto-populated by the device on behalf of the customer. If a service connection is not present, the customer's data will be stored on the device and appear on the tag's / permit's record of change log. As soon as the device returns to a service connection, the tagging information will be submitted to S3's licensing servers and the customer will receive a confirmation notification, that also posts on the respective license's record of change log.

Digital "notched tags" become available to the customer once the electronic tagging process is complete, providing confirmation that the data has been successfully uploaded to S3's licensing servers.

The simple electronic tagging process is summarized below:

1. A customer selects the tag / permit from their "license wallet" that they intend to use to tag a harvested animal.

2. Here, a customer inputs the necessary information required by the state agency that would otherwise be required on a printed carcass tag. Such information could include the time, date, location and sex of the customer's harvest. The customer can even include a photo of their harvest if the agency desires. Once the customer completes entering the necessary data and opts to proceed, the customer receives a harvest number and the tag / permit is no longer valid and cannot be re-used or manipulated by the customer in any way. All information required to tag the animal is stored on the license's change of record log and is automatically uploaded to S3's licensing servers.

3. A digital "notched tag" will replace the original tag / permit in their license wallet when the tagging data is successfully uploaded to S3's servers. A customer's notched tag / permit will be stored in the app and available to view at any time. Notched tags / permits can also be shared by the customer through the S3 app, SMS text message, email and other social channels. This is one of S3's many R3 marketing tools designed to allow customers to engage their friends and families by sharing their hunting successes.

Harvest Reporting

Harvest report data is critical to a biologist's ability to set scientifically sound season structures. However, ensuring that customers submit reports and provide accurate data is often a challenge for many agencies. S3's app includes a user-friendly harvest reporting tool that aggregates and expediently delivers rich harvest and hunter / angler effort data to agencies. When implemented in conjunction with S3's CORE CRM Platform, customers can be reminded of the importance of timely and accurate reporting and incentivized to comply.

Harvest reports are tied directly to a customer's account and each respective tag / permit they possess. Integrating reporting functionality directly in the app provides a seamless process and a superior customer experience. It also ensures the agency can aggregate an extremely thorough customer record of each individual hunter and/or angler. A single report can include:

- ▶ Customer Information
- ▶ License Information
- ▶ Geographic Information
- ▶ Weather Information
- ▶ Date / Time Information
- ▶ Species-Specific Information
- ▶ Photographs
- ▶ Effort information

Like electronic tagging, reports can be generated by a customer regardless of a service connection. This means a customer can complete their required harvest report right after notching their tag or wait until later if they choose. Upon submission of a report by the customer, the data is stored on the device and cannot be altered in any way. Once submitted, the report is documented on the record of change log providing verification that the customer has complied with their reporting obligation. This ensures that if a customer engages with an agency official prior to the customer returning to a service connection, the agency official can confirm the appropriate report was submitted at the appropriate date, time and location with the appropriate associated information. Once the customer returns to a service connection, the device will submit the report to S3's licensing servers and provide the customer with confirmation that the report has been fully submitted.

RESOURCES & MAPS

Maps

The S3 CORE Mobile App provides maps and resources (See Figure TEC001-E12 right) such as public land boundary data for all 50 states in conjunction with topographic data and body of water depth data. It is also integrated with Google Maps, Apple Maps and Uber so that your customers have access to not only information on where to recreate, but on how to get there as well.

When provided the appropriate data sets, we can quickly integrate (and keep updated) any additional layers into our maps that are specific to the agency's needs. Such layers can include boundary data, game management zones or point-specific data such as boat launch ramps, shooting ranges or licensing agent locations.

S3's mapping function may also incorporate heat map layers that are generated by customer-submitted reports. These heat map layers can depict real-time wildlife viewing densities and behaviors to assist both the agency and customers alike. Other customer value-added mapping features available include the ability to create and share pin drops, and toggle between base map layers including topo, street, satellite and hybrid.
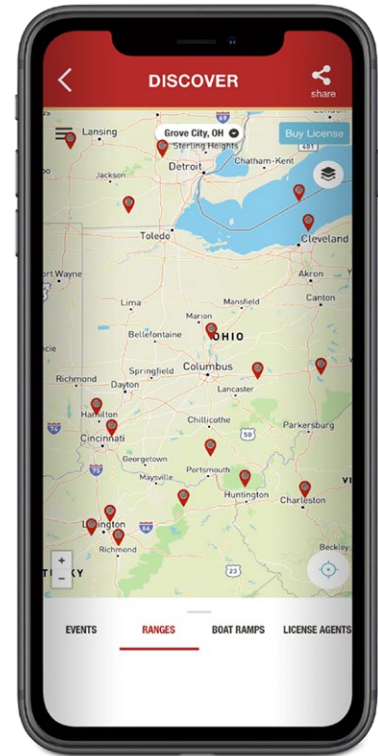
Figure TEC001-E12

INFORMATION RESOURCES

The S3 CORE Mobile App can store, and keep updated, PDF versions of your rules and regulations and other important informational resources such as how-to guides, recreation reports and other helpful resources (See Figure TEC001-E13 right). Customers can download these PDF documents on their devices for offline viewing, ensuring they will always have access to the regulations and other important information regardless of their device's cell coverage. The Information Resources tile also allows agencies to display mobile web resource links they feel would be helpful to their customers.

Inbox

CORE Mobile App provides an agency with the ability to configure and send push notifications from the Licensing and Permitting Solution's Administrative Console. An agency can determine which customers will receive a message, schedule when a message goes out, and monitor the performance of the messages that are sent.

Customers can also manage the types of push notifications they receive, with the ability to "opt-out" of messages related to general activities they may not be interested in. If an agency chooses to enable the Community Camps tile, customers may also be able to receive notifications generated within that feature of the App. These may include messages from individual users, when specific content is generated, etc.

Figure TEC001-E13

- ▸ License Information
- ▸ Weather Information
- ▸ Species-Specific Information
- ▸ Effort information
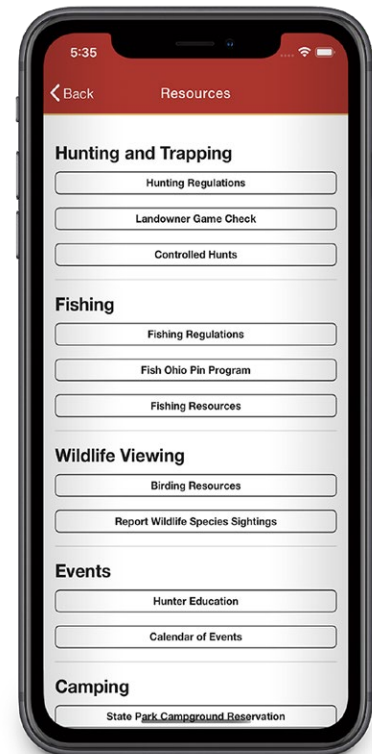
Weather

The S3 CORE Mobile App includes a weather widget that provides weather information important to outdoors enthusiasts. The information provided is based on the device's GPS location and includes current temperature, visibility, UV index, humidity, sunrise time, sunset time, barometric pressure, and wind direction and speed.

Events

The S3 CORE Mobile App provides your customers with a quick and user-friendly avenue to discover a broad array of events they may be interested in attending. This function is geographic to their device's location, meaning they can easily find events that are nearby (See Figure TEC001-E14 right).

By visually depicting your events on a map, S3 can inform customers where and when various outdoor recreation activities are being hosted by the agency and any partners they wish to engage. Customers can even receive automatic push notifications to event types when their device is within a certain date and geographic range of the event. Customers can also manually type and search for an event.

Through a simple API or RSS feed, we can quickly integrate your events into our map and provide detailed event information and a path for customers to complete an event registration. Integration with Google Maps, Apple Maps and Uber is incorporated here as well to ensure your customers can quickly find the way to their desired event.
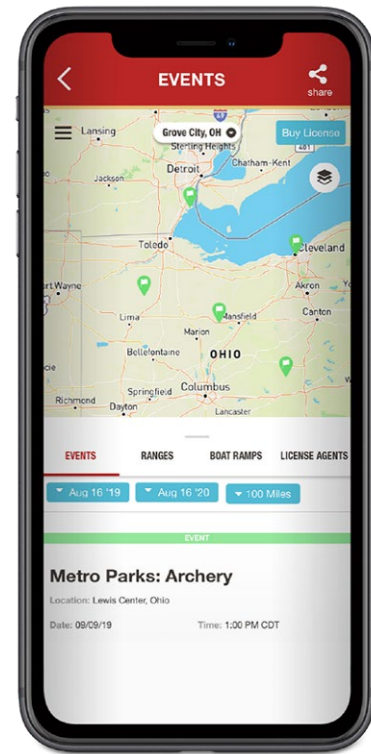
Figure TEC001-E15
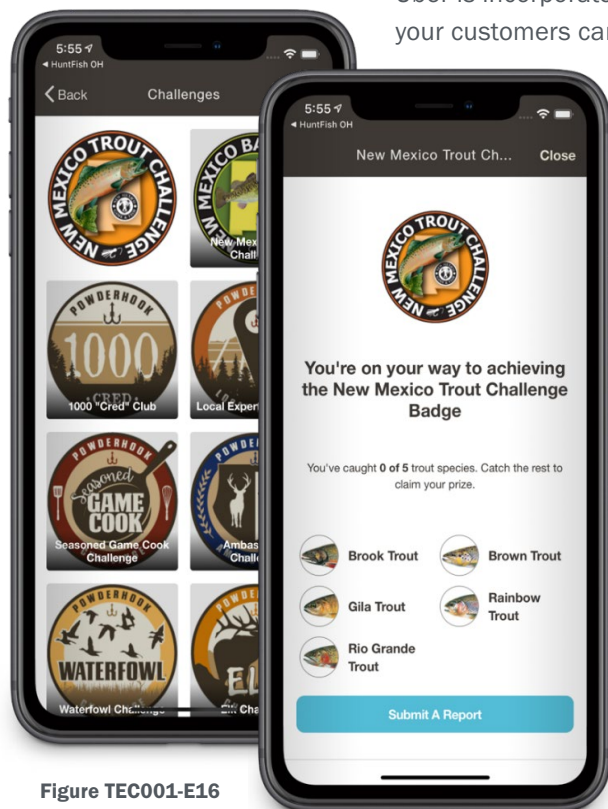
Figure TEC001-E16

Figure TEC001-E17

Challenges, Contests & Slams

NGPC is no stranger to slams. As one of the pioneers in this engagement strategy, we are excited to see what the NGPC will be able to do with the slams that are built right into the user experience of your mobile app. (See Figures TEC001-E16, 17 left)

The S3 CORE Mobile App provides an agency with the ability to engage potential and existing customers using contests, challenges and slams. These engagement drivers are configured through the App Manager portion of S3's Licensing and Permitting Solution's Administrative Console and can be pushed to customers either within the mobile app and/or via customized landing pages that can be embedded directly in broad-reaching social media sites, agency and partner websites, blogs, and/or product pages.

This functionality offers agencies many unique customer engagement capabilities. For example, an agency may develop a contest that is targeted towards existing customers with the objective of increasing the number of valid email addresses they have in their system. Or they may develop a challenge that will reward a customer who catches and shares multiple species of fish, thus ensuring that the customer is more engaged in fishing while also sharing their pursuit with others.

The potential uses of Challenges and Contests in support of an agency's customer engagement objectives are nearly unlimited!

Reports

The S3 CORE Mobile App provides agencies with the ability to engage fish and wildlife enthusiasts through non-regulatory reporting capabilities that can be shared with the agency and/or other users of the app. Successful hunts and fishing trips can be documented and shared, as can wildlife observation records or other data, such as what may be required for citizen science projects. Both harvest and observation reporting tools can generate real-time heat maps, available for viewing by both customers and agencies alike, that visually display geospatial data.

Community Camps

The S3 CORE Mobile App provides a way for you to connect with your customers, for your customers to connect with your trusted influencers, and for your customers to connect with one another through its Community Camps features. (See Figures TEC001-E19, 20 right)

Specialized "Camps," like Facebook Groups or Pages, provide customers a place to connect, discover and learn about a wide array of outdoor recreation topics and activities specific to the customer's geographic location and interests.

An agency can set up a variety of different camps (i.e., Deer Hunting Camp, Fly Fishing Camp, Bird Watching Camp, etc.) that provide customers with places to go where they can share their experiences and knowledge as well as discover new opportunities and pastimes. Agencies can even create "private" camps where cohorts who go through hunting or fishing workshops can maintain contact with instructors and themselves, thus providing an agency with yet another opportunity to provide necessary social support in a manner that is efficient and scalable.

Customers who opt to participate in Community Camps will have a Community Camp profile, like that of a Facebook Profile. Minors' profiles cannot be viewed or interacted with at any time, but all other profile functionality is intact. A Community Camp profile is a place for your customers to post and share their adventures, successes and participation in agency events, or share your marketing materials. Customers can "follow" one another, and posts and updates of a followed Community Camp user will appear in their news feed.
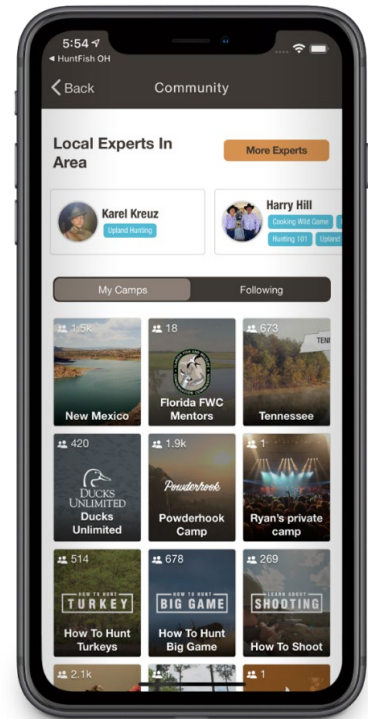
Figure TEC001-E19
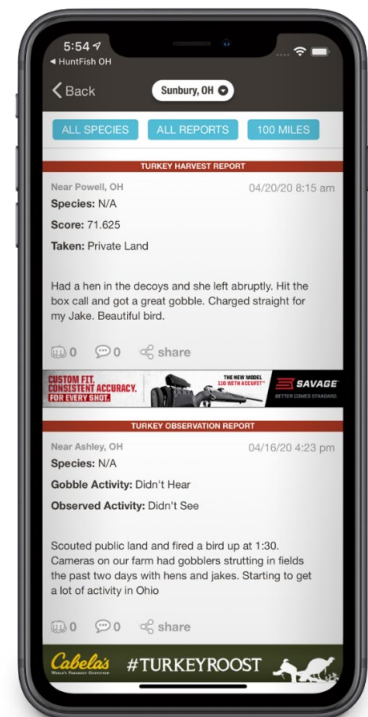
Figure TEC001-E20

The connectivity and social support attained here provides the agency with a tool that can be leveraged across a wide array of audiences at scale.

As with all aspects of S3's solutions detailed in this proposal, we are fully committed to partnering with the agency in the implementation, training and use of these innovative tools through the life of the contract. S3 will help you train agency staff, volunteers and partners to fully engage in Community Camps so that no matter the time or day, your customers have someone they can trust to provide timely, accurate and dependable information.

S3'S CORE MOBILE APPLICATION SUMMARY

The full CORE Mobile App enables you and your customers to take full advantages of today's mobile technologies. From purchasing and managing their licenses and tags to accessing functionality important to their fishing and hunting pursuits, all while engaging with other outdoors enthusiasts in Community Camps, it's a mobile app that is tailor-made to provide solutions to some of the conservation community's most pressing R3 challenges.

S3 now has the best CRM on the planet that was built specifically for R3, backed by a team of passionate outdoor marketing professionals. CORE CRM is the very first R3 product available to fish, wildlife and parks agencies that offers a true retail industry-caliber 360-degree view of your customers.

Over two years in the making, this is the EXACT system the R3 community has been asking for.

With S3's CORE CRM there is no end to what NGPC can do to drive customer engagement and relevancy. And most importantly, it provides the ability to track the ROI of those outreach and campaign efforts.

S3 is confident that our CORE CRM / Marketing feature set will exceed NGPC's expectations, and it is described in more detail throughout the Project Requirements Traceability Matrix. A high-level summary is included in the following pages.

PROPRIETARY

PAGES REDACTED

NE REQUIREMENT

TEC#	Technical - Business Continuity and Disaster Recovery		Yes	Customization Required	No	Alternate
TEC-002 **Section VI.I**	A.	Describe the system's Business Continuity and Disaster Recovery plan to include the following: 1. Provision of two sites with Tier IV classification, and 2. A quarterly test of backup, failover, and disaster recovery procedures; and 3. Provide a high level data recovery plan.	✓			

BIDDER RESPONSE

S3's systems are located in the U.S. Central (primary) and U.S. West (secondary) geographical regions within Azure. A primary hosting facility failure immediately initializes a failover process that transfers all system functionality to the secondary region. Given that data from the primary region is continually replicated to the secondary region near real-time, the opportunity for lost data is minimal, no more than a few minutes worth. Azure Site Recovery (ASR) is the technology used for the failover, and Azure Traffic Manager redirects traffic to the secondary region within minutes. The DR process is tested quarterly, and the Q1 2021 DR report for one of S3's clients is included with this response **RFP 6506 Z1 Sovereign Sportsman Solutions, File 7 of 20.**

If a DR event occurs, there is no need for data recovery since ASR replicates the data from the primary to the secondary region on a near real-time basis. However, in the case of accidental deletion of data, or a need arises to restore data from backups, S3 utilizes a very simple and straightforward process. The client requests the data from the S3 Project Manager, which initiates the data restoration request. Data is easily accessible, as it is stored in Azure "warm" storage. The following data backup & recovery policy is used **(also noted in TEC-015)**.

Full data backups are performed every evening and stored for 7 days. The weekly backup is stored for 5 weeks, and the monthly backup is stored for 12 months. Backups allow for an instant restore, eliminating lengthy time periods to restore after a failure. These retention periods can be configured to meet the needs of the contract. A monthly backup can be made available to NGPC without issue.

NE REQUIREMENT

TEC#	Technical - Business Continuity & Disaster Recovery	Yes	Customization Required	No	Alternate
TEC-003 **Section VI.I**	A. Describe the system's capability of providing the following: 1. A high-speed SAN fabric; 2. SFTP server; 3. Monthly backup of all databases.	✓			

BIDDER RESPONSE

All Azure storage infrastructure is connected via a high-speed SAN fabric. S3's solution uses the highest-speed disk tier available: premium SSD disks for top-speed performance. SFTP servers and services are included with S3's solution.

S3's backup policy is as follows, which include monthly backups: Full backups are performed every evening and stored for 7 days. The weekly backup is stored for 5 weeks, and the monthly backup is stored for 12 months. Backups allow for an instant restore, eliminating lengthy time periods to restore after a failure. These retention periods can be configured to meet the needs of the contract. Backup reports are available at any time.

NE REQUIREMENT

TEC#	Functional/Technical Requirements	Yes	Customization Required	No	Alternate
TEC-004 **Section VII**	A. Describe how the system protects Personal Identifying Information (PII).	✔			

BIDDER RESPONSE

S3's products and processes are SOC and PCI compliant. No credit card data is stored nor processed in the S3 system. The payment processor's API is used to connect to the S3 system. Information exchanged between the S3 system and the payment processor is in the form of a randomized number tokens unusable to any other entity. The payment processor transfers credit card information with the card holder's bank.

All data within the S3 system is encrypted at rest and in-transit with AES-256. S3 employs a full-time Information Security Manager tasked with maintaining and continually evolving S3's security posture & protocols.

All data is stored in the United States, including production and test systems. Any data stored in a non-production environment is scrubbed to remove PCI and PII data. All NGPC data remains the property of NGPC.

NE REQUIREMENT

TEC#	Functional/Technical Requirements	Yes	Customization Required	No	Alternate
TEC-005 **Section VII**	A. Describe the system's user-configurable features.	✓			

BIDDER RESPONSE

S3's CORE solution platform is almost entirely configurable and was designed to allow S3 clients like NGPC unprecedented options for customizing / configuring the solution specific to what customers / users see and do within the system as well as how the overall system looks and operates.

NGPC's new CORE solution allows for the configuration of nearly all dynamic behaviors within the system. The following list provides a high-level listing of the broad functional areas of the solution that NGPC can configure, modify and manage as needed via the systems Control Center. This includes:

▸ Product Catalog, including product details, packages, rules and behaviors, help, accounting fund distributions, sales channels.

▸ Agents, including corporate structure (corporations, subsidiaries, independents), users, banking details with corporate inheritance, sales channels.

▸ Customers, including user accounts, revocations, merge/unmerge of accounts.

▸ Roles and Permissions for all administrative users (including control center and POS) to govern read, create, edit, and delete permissions for each feature.

▸ Draws, including type (application or surplus sale), inventory, species, algorithm type, points, point rules, wildlife management areas, eligibility, and awards.

▸ Drop-down menu content / options throughout the platform

▸ ACH/EFT journaling, including sales dates, journal date, statement date, and sweep date.

▸ Page title, captions, and content for every screen, including copy for English, Spanish and French language selection.

▸ Surveys, including pages, questions, conditional routing, randomness, question types (including uploads and map selection), actions, and triggers.

▸ Notifications, including trigger type, copy for email, SMS, push messages (mobile), broadcasts, alerts in English, Spanish and French.

▸ Options that are available in lookups throughout the system.

▸ Wildlife management areas including counties.

▸ Donation amounts to suggest (or let the customer choose an amount).

▸ Dashboard landing page allowing Control Center user to select their own charts to display on a per-user basis.

▸ Required user profile fields per module. Allows for each module of the Outdoor Nebraska system to have different required fields, depending on settings in the Control Center.

▸ Features to include available tiles on the mobile app.

NE REQUIREMENT

TEC#		Hosted Payment Page	Yes	Customization Required	No	Alternate
TEC-006 **Section VII.E.1**	A.	Describe how the system notifies a user/ customer of redirection to the hosted payment page.	✓			

BIDDER RESPONSE

There is no need for user notification in S3's CORE solution platform because S3's system does not use a redirect to a hosted payment site. The S3 system establishes a connection with an API from the payment processor where the PCI information from the customer is processed and passed to the authorizing bank. This streamlined interaction between S3 and a 3rd party is followed for any payment processer, including the one currently used by NGPC.

Should the NGPC intend to host their own payment site (not recommended), S3 can support it in multiple ways, including the following:

▸ Inform the user via a pop-up window that a site redirect is about to begin.

▸ Notify the user with content on the purchase page informing the user that checking out will initiate a redirect.

NE REQUIREMENT

TEC#		Remote Access	Yes	Customization Required	No	Alternate
TEC-007 **Section VII.F**	A.	Describe the system's ability, via the Administration Module, to access all sales channels.	✓			

BIDDER RESPONSE

S3's CORE Control center functionality is the NGPC console for managing access to all Outdoor Nebraska sales channels which include:

- Internal agents (local / regional licenses, permits, etc.
- External agents (Retail Point of Sale agents, NGO's, etc.) and
- Direct customer website solution access.

The CORE Control Center is a multi-browser supported web application accessible through https, with no local software installed. It allows for roles to be applied on a multitude of permission levels, allowing for segmentation of duties among NGPC staff. Full access to reporting, accounting, and the administration of S3's CORE solution and all associated sales channels is provided in an easy-to-use format and as part of the features available in the Control Center.

NGPC's new Control Center also allows staff to manage roles, system content, perform voids, configure and manage products and surveys (including pre-qualifications), set and manage agent permissions, manage agent messaging, perform harvest reporting, manage draws and lotteries, search customer data in the database, merge duplicate users (also available as a batch job), update taxes and perform detailed business reports.

Access to the CORE Control Center can be restricted to a VPN to provide an additional layer of security. S3 has experience with this configuration, as it is already in place for another client.

Training is provided to NGPC staff to ensure the CORE Control Center functions are well-understood.

NE REQUIREMENT

TEC#	Service Level Requirements	Yes	Customization Required	No	Alternate
TEC-008 **Section VIII.H**	A. Are all system channels fully functional 24 hours a day, 365 days a year?	✓			

BIDDER RESPONSE

S3's systems are available 24x7x365. Maintenance windows are generally scheduled during times of low system usage (typically between the hours of 1:00 AM and 4:00 AM) and are used for patch installations and other general maintenance processes and updates. All maintenance is scheduled well in advance with S3 client states. One of the great benefits of S3's "serverless" solution architecture is that it drastically minimizes the need for system maintenance. This significantly increases overall system stability and up-time percentages well above industry standards.

NE REQUIREMENT

TEC#	Service Level Requirements	Yes	Customization Required	No	Alternate
TEC-009 **Section VIII.H**	A. Describe scheduled maintenance that may impact access to the system.	✓			

BIDDER RESPONSE

S3's system is designed to minimize any maintenance downtime. The web tier is serverless within Azure, which requires no monthly patching. SQL and SFTP servers are patched monthly and result in approximately 90 seconds of downtime, all of which occurs in the maintenance window.

Releases of software are preceded by a "maintenance page" put in place on the web and POS landing pages immediately before the release process begins. This is the first page a user will see and this page will include NGPC branding and content as to the timeline of the maintenance. Immediately upon completion of the maintenance, the maintenance page will be removed. S3 provides the option to add content to the NGPC site alerting users hours or days in advance of planned maintenance should the NGPC decide to do so.

Updates to the NGPC system are performed with minimal downtime, leveraging the benefits of Azure's serverless Application services functionality. All software installations are made during the maintenance window unless an emergency requires otherwise. Updates near or in periods of peak activity are avoided, and all updates require the approval of NGPC.

If a service interruption occurs (regardless of duration), an incident report will be issued to NGPC. This report includes the timeframe of the incident, the root cause, the user experience, and the solution. This report is distributed via the S3 Project Manager.

NE REQUIREMENT

TEC#		Service Level Requirements	Yes	Customization Required	No	Alternate
TEC-010 **Section VIII.H**	A.	Describe how the scheduled system maintenance will accommodate NGPC peak seasons. (See Section IX.D)	✓			

BIDDER RESPONSE

S3 will work with NGPC to understand peak periods and avoid scheduling maintenance during those periods. Software releases require NGPC signoff, and monthly patching is performed on a pre-set schedule that is communicated to NGPC and agreed well in advance of the maintenance window. Either activity's schedule can be modified to avoid peak periods of user activity. Critical patches to Azure may require installation outside of the patching schedule, but this installation timeframe will also be discussed and agreed to beforehand with NGPC.

NE REQUIREMENT

TEC#		Service Level Requirements	Yes	Customization Required	No	Alternate
TEC-011 **Section VIII.H**	A.	Describe the system's notification process for system outages.	✓			

BIDDER RESPONSE

The NGPC is notified by the S3 Project Manager in writing and in advance of any system maintenance or software releases. These are pre-planned events.

In the case of a service interruption, the S3 Project Manager will contact the designated individuals at NGPC via phone immediately. If the phone call is not answered, the S3 Project Manager will follow-up via text and email. NGPC will be provided with regular updates throughout the outage by phone, text, and/or email.

NE REQUIREMENT

TEC#	Issue Resolution	Yes	Customization Required	No	Alternate
TEC-012 **Section VIII.I, J, K**	A. Describe the issue tracking management system to include the following: 1. Tracking input; 2. Input Escalation; and 3. After incident reporting.	✔			

BIDDER RESPONSE

S3 uses an adaptation of the Information Technology Infrastructure Library (ITIL) Incident Management practice to identify, log, triage, resolve, and report on issues. Below is a detailed accounting of the S3 Unified Incident Management Process:

Incident Identification
Incidents are reported by automated monitoring systems or by end users, customers, or retail agents calling their first point of contact to report an incident. Their point of contact may be the S3 FAST Contact Center, S3 Operations Group, or the respective S3 Project Team.

Incident Logging
The S3 Unified Incident Management Process relies on effective prioritization to ensure all incidents are acted upon accordingly.

Incident Prioritization
Assigning accurate priorities empowers S3's Incident Owner and Incident Manager to address critical business issues in a manner that best supports all stakeholders. Priority levels are:

▶ **Priority 1:** A critical incident with very high impact. A significant disruption to the system negatively affecting multiple client-users, client-agents, and/or client-customers' ability to access entire platforms and/or functions within the system (e.g., widespread disruption to the availability of services and/or the ability to complete sales successfully).

▶ **Priority 2:** A major incident with significant user impact. Localized disruptions to the system negatively affecting multiple client-users (Internal Agents), client-agents (External Agents), and/or client-customers (NGPC customers) access to platforms and/or functions within the system (e.g., an individual service or feature of the harvest reporting system has a failure, but the overall system continues to operate and function).

▶ **Priority 3:** An Incident with the potential to become a major Incident if not quickly addressed. Minor disruptions to business if the system or functions are unavailable for a limited period (e.g., disruption of access to support content contained within the agent point of sale website).

▶ **Priority 4:** A minor incident that impacts product performance but does not bring the system to a halt. Limited or minor delays in page load times, decreased database performance, or system-interface response times (e.g., slower than normal credit card processing).

▶ **Priority 5:** Bugs or support issues that do not impact product usability. Cosmetic issue on system pages or its functions (e.g., paragraph formatting on a point-of-sale website).

Assignment & Triage

After receipt of an incident, it will be assigned to the appropriate S3 technical team(s) for triage, effective patch implementation, root cause diagnosis, and ultimately effective repairs to the system(s). While responding to the incident, any required tickets (e.g., bugs, defects, changes, etc.) will be created within each corresponding client's project to affect the necessary corrective and/or preventative actions.

Once the incident is resolved, S3 will identify the impact (damage) and update the Incident Report with the information learned. The root cause is included in the Incident Report to ensure a solution is put in place to prevent recurrence.

Incident Resolution & Closure

Incident closure is the final step in the Incident Management process, it is performed by the Incident Owner. The Incident Owner, prior to officially closing the Incident, will verify the initial categorization of the incident, provide any final notation of the activities surrounding the incident, notify the internal and external parties involved in the incident, and close all applicable tickets.

Although the incident is formally closed; in rare circumstances an Incident can be re-opened. For example, if an Incident re-occurs within a 12-to-24-hour period the original incident can be re-opened, otherwise a new Incident must be logged.

Incident Report

Once an incident has been identified, analyzed, and corrected, S3 will release an Incident Report to the client within three (3) business days of resolution. S3's CTO is responsible for ensuring the Incident Report is complete and distributed when any major incident/outage occurs. The contents of the Incident Report are:

- ▸ **Overview** – A high-level overview of the incident.
- ▸ **Incident Timeline** – Date and Time (all times approximate) of associated high-level activity.
- ▸ **Root Cause** – A description of the cause of the incident.
- ▸ **User Experience** – A description of what the end-user experienced during the incident.
- ▸ **Data Implications** – If a data corruption was involved, a description of the corruption.
- ▸ **Solution** – A description of what solved the incident and what will/has been done to prevent it from reoccurring.

NE REQUIREMENT

TEC#	Resolution of Customer Print Issues	Yes	Customization Required	No	Alternate
TEC-013 **Section VIII.I**	A. Describe how the system ensures accurate printing of customer purchases.	✓			

BIDDER RESPONSE

S3 works closely with our state agency partners to develop license print templates that fully meet the needs of the agency. Print templates get attached to specific products when they are configured within the CORE Control Center's Products module. Like every other aspect of S3's system, all print jobs go through rigorous QA and UAT testing prior to production, greatly reducing the likelihood of errors.

Any issues that may arise (ex: administrator inserts the wrong season date when configuring a product that is already in production) are easily and immediately corrected by simply making the appropriate changes to the affected product via the Control Center.   Any required communication and/or corrective action needed (up to and including the issuance or reissuance of licenses / permits) are easily accommodated via CORE CRM & Licensing features.

NE REQUIREMENT

TEC#	Service Support Communication	Yes	Customization Required	No	Alternate
TEC-014 **Section VIII.M**	A. Describe your communication support options to include, but not limited to, the following: 1. Telephone help 2. Email 3. AI Chat Bot 4. Help text with hyperlinks	✓ ✓ ✓			✓

BIDDER RESPONSE

The S3 CORE system is intuitive by design. S3 strives to ensure that all users, regardless of their knowledge or experience, will inherently understand how to engage with the outdoors through an easy-to-use interface. Providing an exceptional customer experience for all our system users is of utmost importance to S3. While this starts with designing and architecting an intuitive, easy-to-use interface, there are times when additional user help must be provided.

The S3 Contact Center is a geographically dispersed team, with overlapping capabilities in multiple regions throughout the United States. We are equipped to offer a variety of Tier 0 through Tier 3 support services 24 hours a day, 7 days a week, 365 days per year, via metered and toll-free numbers, chat, and email support, using both in-office and remote resources.

- ▸ **Tier 0** – Game checks, event signup/cancellations, lottery results, phone sales, etc.

- ▸ **Tier 1** – vendor password resets, basic PC troubleshooting, license voids, record changes, law enforcement requests, internet purchase issues, etc.

- ▸ **Tier 2** – Moderate Technical Support, Device Troubleshooting, Connectivity Troubleshooting -- escalation to S3 Call Center Technical Support Staff when appropriate

- ▸ **Tier 3** – Advanced Troubleshooting -- S3-Provided Technical Support for Equipment and Remote Technical Assistance

We train our Contact Center teams in both technical proficiencies and the friendly, customer service- focused demeanor our clients expect. S3 never loses sight of the fact that our Contact Center team members represent you.

A summary look at support by system user group:

Customer Users engaging with NGPC through the S3 Licensing solution will find on-screen help information built into the interface. We use detailed in-line error messaging for correcting invalid customer demographic information, pop-up prompts for sections that require more detail, and line-item reason code displays for each product that a customer is unable to select. (see Figure TEC014-1 below). In the event a customer needs further assistance, S3's contact center is available to provide up to 24x7x365 customer service and technical support. S3's contact center provides users with telephone, e-mail, and live on-screen chat capabilities.
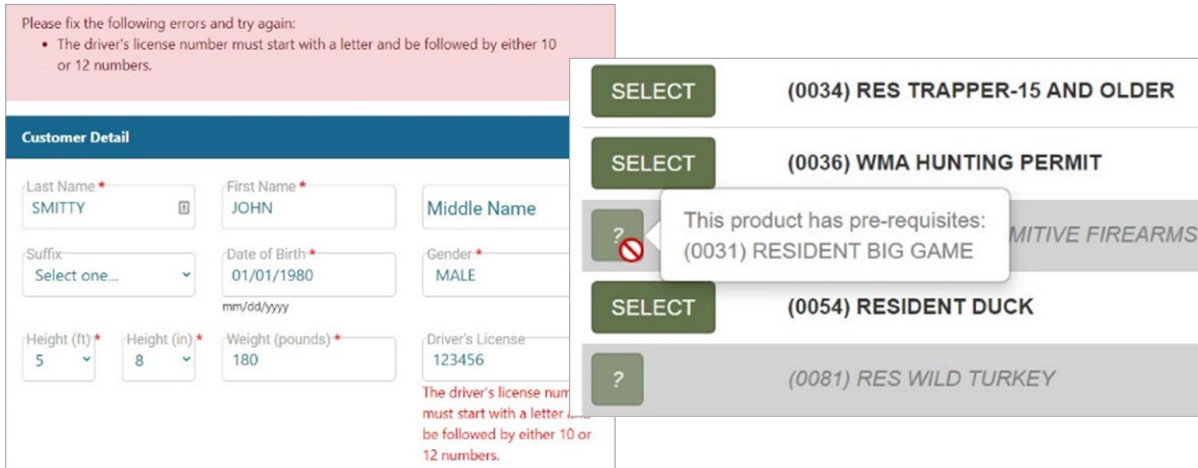
Figure TEC014-1 – S3 In-line Support Screens

S3 has not implemented an AI Chat Bot feature to-date in any of our existing implementations because we realize that Chat Bot cannot replicate the value of a live phone interaction with a customer service professional, particularly in our industry. Therefore, S3 provides enough Help Desk Resources to cover call demand in prompt fashion using a combination of in-office S3 Technical Support Desk for Tier 2/3 level issues with remote backup support for Tier 0, Tier 1 and Tier 2 (escalating issues to S3 when necessary) from our Illinois-based Call Center.

This allows us to effectively ramp up resources before busy call periods such as opening of deer hunting season. It would cheaper to build an AI Chat Bot system but S3 prefers more personalized live phone support.

Although we recommend using phone support during the hours that the call center is open, S3 is ready to work with NGPC to more thoroughly explore the utility and ROI of building an AI Chat Bot feature.

Agent Users will find all the same on-screen help queues that customers have with an additional link to online support documentation. Presented in video and knowledge base formats, agent users are able to review the how-to videos as well as look up accurate details on the operation of the POS system (see figure TEC014-2 - right). As with customer users, agent users also have access to the S3 Contact Center to assist with system operation and customer service requests.
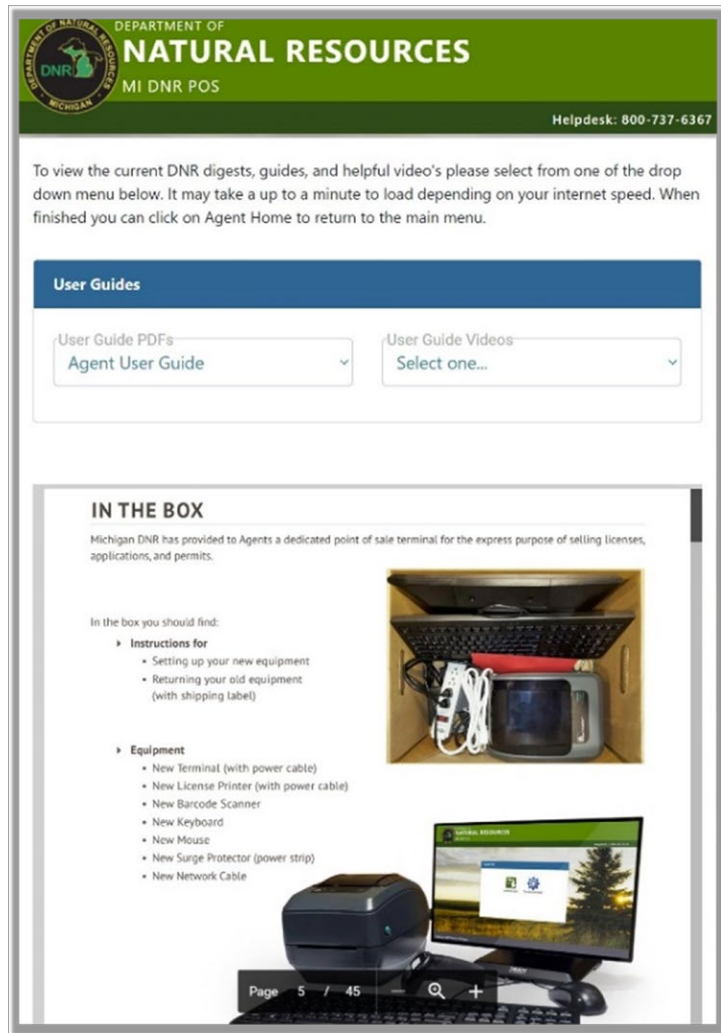
Figure TEC014-2 – Agent User Support Screen

Internal Agency Users operate differently than External Agents and general customers of the system, and therefore have very different support services available. Prior to activation of the solution, S3 and NGPC will partner in strategic team training to ensure all Agency Users are well prepared to not only use the system daily, but to assist in the inevitable support requests that External Agents and Customers will make directly of Internal Agents.

Internal Agency POS agents will have access to the same support tools and services as External Agents and Customers. Agency users will also have access to online refence documentation covering the operation of the Control Center.

In addition, we strongly encourage the eventual administrators of the system to participate in the requirements and testing phases of the system build. This provides an intimate knowledge of the solution as a whole and direct access to the relevant S3 Project, Development and Operations resources required to keep the system running smoothly.

Finally, **NGPC system administrators** will always have a direct line of contact to S3's Project Team for on-the-spot support. This includes e-mail and business/after hour phone/text availability.

NE REQUIREMENT

TEC#		Data Repository Facilities	Yes	Customization Required	No	Alternate
TEC-015 **Section VIII.Q**	A.	Describe the system's data storage, replication, and backup services.	✓			
	B.	Indicate location of all data repository facilities, hardware, and software.	✓			

BIDDER RESPONSE A

All data is stored as three copies at all times within Azure. This provides eleven nines (99.999999999) of data durability. Replication to secondary databases used for reporting is standard functionality. Full backups are performed every evening and stored for 7 days. The weekly backup is stored for 5 weeks, and the monthly backup is stored for 12 months. Backups allow for an instant restore, eliminating lengthy restoration time periods after a failure. These retention periods can be configured to meet the needs of the Nebraska contract.

Should a regional failure in Azure occur, there is no need to restore a backup to return service to normal operating levels. Data is replicated between the primary and secondary regions within Azure; thus a site failover uses an up-to-date near real-time copy of all data.

Should accidental data deletion occur, backups are available online and can be restored within minutes.

The Outdoor Nebraska systems will be hosted in Azure in secure datacenters with controlled access. Azure's entire operation is certified to PCI DSS, SOC 1, SOC 2, HIPAA and FedRAMP.

BIDDER RESPONSE B

Backups are stored in Azure datacenters. All datacenters are located within the United States in Azure's Central and West regions. Azure maintains their own backup hardware and software, which S3 utilizes as part of Azure hosting.

NE REQUIREMENT

TEC#	Security Plan	Yes	Customization Required	No	Alternate
TEC-016 **Section VIII.S**	A. Provide a draft security plan.	✓			

BIDDER RESPONSE A

S3's security plan is attached as **RFP 6506 Z1 Sovereign Sportsman Solutions, File 8 of 20**.

NE REQUIREMENT

TEC#	Data Migration and Transition Services		Yes	Customization Required	No	Alternate
TEC-017 **Section IX.A**	A.	Provide a draft transition plan.	✓			

BIDDER RESPONSE A

Efficient transitions of legacy systems to S3 systems are designed into S3's processes. Data migration is a part of every S3 engagement and an integral part of the transition process. S3 has performed data migrations with single legacy databases, multiple legacy databases, and legacy databases with third party data sources. Migrated data includes not only licensing data, but customers, events, volunteers, marketing, campgrounds, vessels, vehicles, etc. S3 has staff dedicated to these migrations are specialized in SQL data, ETL development and data validation. A formal Data Migration / Mapping document is produced as part of every migration that is reviewed and approved by the State during solution development.

An example is attached as "RFP 6506 Z1 Sovereign Sportsman Solutions, File 9 of 20"

Downtime required for go-live cutover, including data migration, is minimal. All state-specific and associated data is migrated to staging databases as part of the migration activities, and once fully tested, those databases are used for the production go-live. An incremental backup and restore of the legacy databases is performed as part of the go-live activities to ensure no data is lost. The web and POS cutover is performed in minutes using simple domain redirects whether or not the NGPC desires to utilize their existing URLs. As part of the go-live activities, all functionality is tested in the production environment. This is the lengthiest part of the go-live process and typically requires 2 hours to complete. The outage period for all go-live activities runs approximately 3 hours.

The entire go-live process is managed by the S3 Project Manager and documented by a runbook (Transition Plan) of activities that includes the responsible individual for the activity and the expected duration. All transition tasks are included in the runbook, including training and hardware provisioning. The runbook is reviewed by the S3 senior technology leaders and the S3 CTO. This allows for a methodical go-live operation that does not overlook any steps.

An example runbook named "RFP 6506 Z1 Sovereign Sportsman Solutions, File 10 of 20" is attached.

NE REQUIREMENT

TEC#	Project Timeline	Yes	Customization Required	No	Alternate
TEC-018 **Section IX.C**	A. Provide a draft schedule of work outlining the project timeline.	✓			

BIDDER RESPONSE

S3's proposed project schedule for the Nebraska Web-Based Permit / Licensing System implementation includes the following activities:

- ▶ Project Initiation
- ▶ Data Migration
- ▶ Requirements and Design Creation
- ▶ Core Solution Architecture
- ▶ Solution Development (Sprints 1 thru 10)
- ▶ Performance and Load Testing
- ▶ Communications Management
- ▶ Development of Training Materials
- ▶ Training Execution
- ▶ Go-Live / Release to Production

S3 has outlined an implementation schedule.) that adheres to the expectation of implementation completion within a 1 year period from the contract start date as specified in the RFP even though the actual time needed for S3 to complete system configuration & implementation is far less than1 year.

Upon contract award we will begin preparations for the contract start date of December 1, 2021 and begin daily stand-up meetings to assess each day's implementation goals, measure progress, and review action report status from the previous day. This schedule will be a critical document upon which all project activities center throughout Project implementation. It will be reviewed in-detail at the kickoff meeting and updated throughout the Project serving as a holistic view of progress.

See **RFP 6506 Z1 Sovereign Sportsman Solutions, File 11 of 20 for a full project timeline.**

See Figure TEC018-1 below for a project timeline preview.
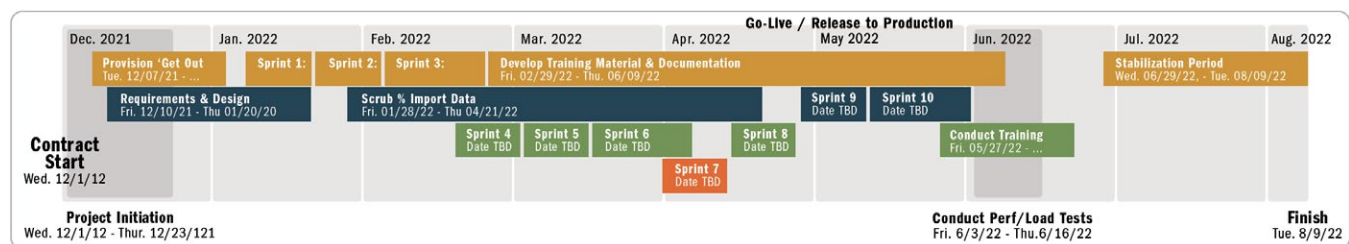
Figure TEC019-1

NE REQUIREMENT

TEC#	Design Phase	Yes	Customization Required	No	Alternate
TEC-019 **Section IX.E**	A. Provide a draft design plan.	✓			

BIDDER RESPONSE A

S3 has provided a draft design plan that addresses all aspects of the planned Web-Based Permit / Licensing system required by NGPC. The specific architecture and design of the platform has been constructed and documented as reference material and work plan guidance for both the S3 and NGPC Project Teams. For example, we will develop charts and visual system overview designs to outline workflows and business rules as requested by NGPC and implemented in the Outdoor Nebraska solution. The design plan along with the project timeline addresses the following components noted in the RFP:

▸ What technical functionality will be delivered as part of the implementation;

▸ The identification of roles and responsibilities pertaining to applicable tasks for design and development;

▸ Details regarding how design tasks will be accomplished, deliverables produced, and services provided;

▸ Timeline as to when design activities will occur, products / capability delivered, and services completed.

The system design document offers an in-depth catalog of business processes, requirements and expected functionality in a clear, concise and organized document that is updated as system requirements are modified and/or enhanced. The system diagrams and design documents will be reviewed for accuracy and approved by S3 and Outdoor Nebraska project stakeholders.

Throughout the planning, design and development phases, S3 expects and prepares for modifications to system overviews, approaches and solutions, and allocates resources effectively to accommodate modifications and changes via our change management structure (and CCB). We will incorporate these modifications or enhancements into the system overview documents, diagrams and charts to ensure all system framework meets the specifications outlined by NGPC.

A sample Design Plan has been provided in the attachment named "RFP 6506 Z1 Sovereign Sportsman Solutions, File 12 of 20."

NE REQUIREMENT

TEC#	Project Manager Certification	Yes	Customization Required	No	Alternate
TEC-020 **Section IX.G**	A. Is the project manager PMP certified?	✓			

BIDDER RESPONSE

S3 is excited to provide one of S3's most experienced Sr. Project Managers, John Mozurkewich, PMP certified since 2003, as the Project Manager and main point of contact for the NGPC Project Manager. John has over 20 years' experience supporting and managing large-scale software and technology projects including the design, development, and implementation of one of the largest and most complex licensing solutions in the United States for the State of Michigan.

John will be responsible for ensuring adherence to Nebraska's project and change management plan in addition to providing local support for day-to-day operations and project initiatives.

He will:

▶ Work collaboratively with the NGPC Project Team and stakeholders,

▶ Be highly professional and responsive to project and customer needs,

▶ Be an easily accessible point of contact for the Outdoor Nebraska solution, and

▶ Provide relevant updates on the status of projects and tasks as agreed upon between NGPC and S3.

Supporting Mr. Mozurkewich, S3 proposes a robust, expert team to help design and implement our Outdoor Nebraska solution. The NGPC project team is comprised of experts that have direct experience working on similar web-based permit / licensing solutions and bring unparalleled knowledge and industry leading approaches to overcoming outdated processes and reversing diminishing outdoor participation figures.

We understand the critical and time sensitive nature of implementing an enhanced solution and will scale human and material resources as needed to ensure a timely implementation without adding burdens to the NGPC Project Team. Our staffing approach will ensure: a) S3 respects NGPC's time and personnel constraints and responsibilities outside of the project and b) an appropriate amount of resources are allocated to the project beginning immediately upon project kick off.

NE REQUIREMENT

TEC#	User Acceptance Testing (UAT)	Yes	Customization Required	No	Alternate
TEC-021 **Section IX.H**	A. Describe the methodology for user acceptance testing.	✓			

BIDDER RESPONSE

The output of each development sprint is made available to the NGPC for user acceptance testing in a test environment dedicated to UAT. NGPC has access to all functional requirements in S3's ticketing system, Jira, and is a participant in scheduled, recurring demos of the developed / configured functionality. Also contained in Jira are the test steps the S3 Quality Assurance staff used in their testing of the requirements. NGPC can use those same test steps, if desired, or use tests written by NGPC to UAT the solution. NGPC is not required to test the sprint output, instead the expectation is working, stable code delivered to UAT for true user acceptance by NGPC. Any issues found during UAT are entered into Jira, where they are tracked to resolution as soon as practical. No functional components are considered complete without NGPC signoff.

S3 has a dedicated QA team that uses mature quality assurance practices, including the use of Selenium WebDriver with C#. A test plan template is attached as "**RFP 6506 Z1 Sovereign Sportsman Solutions, File 14 of 20.**" S3's test summary report template is attached as "**RFP 6506 Z1 Sovereign Sportsman Solutions, File 13 of 20**".

Please refer to the attached "**RFP 6506 Z1 Sovereign Sportsman Solutions, File 14 of 20**" for additional QA testing information.

NE REQUIREMENT

TEC#	User Acceptance Testing (UAT)	Yes	Customization Required	No	Alternate
TEC-022 **Section IX.H**	A. Describe system performance load and stress testing.	✓			

BIDDER RESPONSE

All functional aspects of the system have performance tests run against them. These tests include the UI layer, data layer, and API layer.

CloudTest is the primary tool used for these tests. This tool mimics the user experience under load to provide real-world performance testing results. System resource usage, page load times, and overall system response are among the indicators measured as part of these tests. The load generated by the tests far exceeds the anticipated production peak load on the system, to ensure a significant amount of extra system capacity exists.

A performance test report which details the tests run and the actual results extracted from CloudTest is produced and made available to the NGPC for review. No release is approved without these tests being run with satisfactory results.

As a further protection against any unanticipated load in production, the NGPC environment will be over-provisioned to include more resources than are expected to be needed even during peak periods.

Please refer to the attached "**RFP 6506 Z1 Sovereign Sportsman Solutions, File 14 of 20**" for additional QA testing information.

NE REQUIREMENT

TEC#	End of Contract Provisions	Yes	Customization Required	No	Alternate
TEC-023 **Section X.G**	A. Provide the initial transition plan that applies at both the beginning and end of the contract.	✓			

BIDDER RESPONSE

S3 have extensive experience transitioning support services for large software development and operations contracts, particularly within the Conservation Management community where we have transitioned services for a long and growing list of more than 20 United States and Canadian clients including Missouri, Arkansas, Louisiana, New Hampshire, Ontario, Michigan, and many others. Through these successful engagements, we have developed a proven methodology that enables us to focus transition efforts on the right tasks while maintaining current operations without interruptions or service degradation.

We have tailored our approach to NGPC's unique requirements ensuring the availability, stability, and operation of NGPC's existing system are unaffected during transition, leveraging our methodologies to ensure that we deliver highly skilled, high quality support staff. By taking steps to identify and manage the risks associated with transition, we will ensure that the level and quality of support we provide for the current operating environment will be equal to or greater than the same level of performance currently provided in-house.

Transition – Current Contract Start

Our Project Manager will lead a dedicated transition team that will drive the execution of all transition tasks and activities required of the project initially focused on the first 30 days then transitioning to the remaining portion of the project.

In addition to directing the transition activities on a daily basis, John Mozurkewich will be responsible for ensuring that the team identifies any risks associated with the transition then developing prevention and mitigation plans accordingly. John will define and oversee the specific activities of the Operations and Maintenance (O&M) Team during the transition period to ensure all necessary documentation is captured while shadowing the current Operations Team, to ensure that the right knowledge transfer takes place.

Upon contract start and the acceptance of the Initial Transition Plan (during Kickoff Meeting), we will begin conducting daily stand-up meetings to assess each day's transition goals, measure progress against the Transition Plan, and review action report status from the previous day. The daily stand-up meetings will continue through the end of the Transition phase as we assume responsibility for ongoing operations and maintenance of the System.

Help Desk and End User Assistance

A smooth and seamless transition of User Assistance is a key goal of the entire Transition Plan. S3's team has developed a transition approach for the User Assistance function that reduces the potential to degrade the stability, availability, security, or operations of the system. S3 staff will immediately begin shadowing the Nebraska Help Desk staff and collect existing operating procedures and documentation, particularly user account management, troubleshooting and resolution procedures, and incident and problem escalation and closure records. The team will identify and communicate to the Project Manager any risks associated with the current user assistance environment or with successfully transitioning it, so that these risks can be incorporated in the overall transition risk management approach. We will provide a single Help Desk number that Nebraska customers will call for user support and will communicate the single point of contact to all users.

Transition Application Operations, Management, and Support

S3 will address the transition of operations, management, and support of applications with a standardized transition strategy customized for Permit / Licensing System. Our transition focuses around collecting existing system documentation and configuration, validating the inventory of components, validating contact information, and implementing required security controls while shadowing current NGPC support staff.

Transition Configuration Management and Change Control

Configuration Management and Change Control are essential to the stability, reliability, and availability of the Nebraska solution development, test, and production environments. Our transition team will assume responsibilities for establishing the appropriate Configuration Management and Change Control processes in alignment with ITIL best practices. Specifically, upon contract start, we will assess existing Change and Configuration management processes and develop a new, optimized strategy that we can readily implement in a common operating model that supports the new NGPC solution. As part of this effort, we will establish a project-specific Change Control Board that will be available to the project team by the end of the initial 30-day startup period.

NE REQUIREMENT

TEC#		End of Contract Provisions	Yes	Customization Required	No	Alternate
TEC-024 **Section X.G**	A.	Provide a plan to ensure the system remain operational during the transitionto a new contractor.	✔			

BIDDER RESPONSE

Transition – Contract End

At the end of the contract period and assuming that S3 is not the awarded incumbent vendor, S3 would assist the awarded vendor in the transition by the State to the next Nebraska solution. Even though S3 has never lost a renewable contract opportunity, this process would include providing full access to system data and regular meetings with the new solution contractor during the transition period. The S3 Project Manager who is engaged with NGPC for this solution at the end of the contract period will lead the transition team that will drive the execution of all transition and knowledge transfer tasks and activities to the new vendor, will be responsible for ensuring that the team identifies any risks associated with the transition and will develop prevention and mitigation plans accordingly to ensure that the transition to the new solution is successful.

Below is the draft schedule for the transition (Figure TEC024-1).

NEBRASKA SCHEDULE FOR TRANSITION

DAYS	1-7	8-14	15-21	22-28	29-31

USER ASSISTANCE

Shadow Nebraska Staff

Gather existing operating procedures & documents

Assume primary responsibility

Review Account Mgt Practices

Review incident & service request practices

Validate Procedures

Validate existing HW/SW inventory

RESULTS ACHIEVED:
- Help Desk in place and ready to support users
- Incident and project data collected

OPERATIONS & MAINTENANCE SUPPORT

Shadow Nebraska Staff

Gather existing documentation

Validate Components

Assume primary responsibility

Implement Controls

RESULTS ACHIEVED:
- App Maintenance Team in place and ready to operate
- Existing app data documented

CONFIGURATION MANAGEMENT & CHANGE MANAGEMENT

Gather existing processes

Implement new CM / Change procedures

Establish CCB

Validate CM & Change Components

Develop CM/Change procedures

RESULTS ACHIEVED:
- Common processes and initial tools in place
- CCB in place
- Initial CMBD established

Attachment C
Requirements Traceability Matrix (RTM)
Request for Proposal 6506-Z1

Bidder Name: <u>Sovereign Sportsman Solutions</u>

Each of the items in the Requirements Traceability Matrix (RTM) table below requires a response of one of the following options: "Yes", "Customization required ", "No", and "Alternate". Bidders must respond to the RTM using the matrix format provided and should not change the order or number of the requirements.

The RTM should indicate how the bidder intends to comply with the requirement. It is not sufficient for the bidder to simply state that it intends to meet the requirements of the RFP. The Commission will consider any such response to the requirements in this RFP to be non-responsive. **The narrative should provide the Commission with sufficient information to differentiate the bidder's functional, technical, and financial solutions from other bidders' solutions. Explain each response and describe how the proposed solution meets each requirement, providing at least the current features and processes.**

Only one box may be checked per requirement. If Oral Interviews/Presentations and/or Demonstrations are requested, bidder may be asked to demonstrate each item marked as "Yes", "Customization Required ", or "Alternate".

The Bidder Response box should be completed if the response to the requirement is "Yes", "Customization required", or "Alternate". Bidders may also use it with "No" responses if desired. **Bidders must provide a response directly in the matrix, using as much space as needed.** Below is a brief definition of each response option. Bidders should carefully read the response definitions as these responses, as well as the entire response to this RFP, will become part of any resulting contract with the awarded contractor.

Yes	Yes, requirement is met and demonstrable in the current release of the product(s) proposed in the bidder's response to this RFP, without manipulation of fields, forms, or the need to add fields or tables to the system.
Customization Required	The requirement is not completely met by the product(s) included in the proposed solution but can be met with some customization. Bidder should indicate whether the requirement can be met by the go-live date and describe any other specifics that will aid in evaluation.
No	No, the requirement is not or cannot be met by the product(s) included in the proposed solution. A response of "No" to a requirement does not eliminate the bidder's proposal from consideration.
Alternate	The "Alternate" option is appropriate when a requirement is in the process of being developed, but not implemented.

ATTACHMENT C

SOVEREIGN
SPORTSMAN SOLUTIONS

Attachment C (RFP 6506 Z1 Sovereign Sportsman Solutions, File 4 of 20)

NE REQUIREMENT

FIN#		Refund and Void	Yes	Customization Required	No	Alternate
FIN-001 **Section VII.C, VII.F.1, VII.G.3**	A.	Describe the system's refund and void process.	✓			

BIDDER RESPONSE

Avoids – returns and refunds – are a critical feature of any modern eLicensing system, and S3 CORE provides internal and external agents an efficient platform to process them. Voids are handled at the external agent or agency level via the Control Center's Transactions Module or the POS Module as detailed below.

Common business rules related to voids include:

- Who can void a transaction
- When can voids occur
- Where can voids be processed
- How agent/contractor fees are handled when transactions are voided

S3 will work with NGPC to define all Nebraska-specific business rules associated with voids and configure the system accordingly. Any privilege that was issued and later voided will be clearly marked as voided in the system and flagged as such in any search rsults associated with that specific product. This includes searches done within the system's Control Center and Law Enforcement mobile app.

All accounting tables/reconciliation statements are updated immediately upon a successful void and customer refund.

Voids differ by sales channel, as described below.

Internet Voids

Customers are not allowed to void a license that was purchased via internet sales channel. As always, the state has administrative ability to process VOIDS as well as the ability to depict the specific requirements around VOID capability at the customer level.

Control Center Voids

S3 provides the capability for our state agency partners to establish business rules within CORE Control Center that govern how the agency would like to void, cancel, and/or reverse licenses as well as who, when, and where this can be done. For instance, the agency could require that retail agents can only cancel / void / reverse the last license issued at that POS terminal, only licenses issued on that same day or within a pre-defined amount of time, and/or only licenses issued at a specific location. Additionally, only users with the appropriate permissions will be allowed to perform these functions.

Authorized agency users can void a transaction in the CORE Control Center by accessing the Transaction tab, selecting the Trx Search menu item, and searching for the customer or the specific transaction (see Figure FIN001-1).

Figure FIN001-1 – Accessing Void through the CORE Control Center Transaction Search

Once the product to be voided is found, the Control Center user selects the Void button to complete the process (see Figure FIN001-2 below). S3 state agency partners can require that whenever a license is voided or canceled, the system requires a "reason" to be entered to provide the agency with additional information regarding the basis for the issue. This information can then be used to establish automated alerts and messages to be sent to aid the agency in identifying questionable behavior around the voiding or cancellation of licenses.

Figure FIN001-2 – CORE Control Center VOID Screen

State agency partners have access to additional features and configuration elements available via the system for voided or canceled licenses including features that can track and manage the physical return of voided licenses to the agency by sales agents (if required).

Lastly, as is the case with all data managed by the system, all voided, canceled/reversed licenses are stored in the database with full audit information (who, when, where, or the reason for the void).

POS Voids

As mentioned above, authorized agency administrative users have wide latitude in configuring how POS voids are handled. Most S3 agency partners place time-based limits (normally same day or 24 hours) on an external agent's ability to void products. Additionally, an agency may require that only POS users with management permissions can process voids. Again, these types of considerations will be fully configurable by NGPC authorized users.

POS voids begin in the Customer Transaction screen (see Figure FIN001-3 below), accessed after a successful customer search.
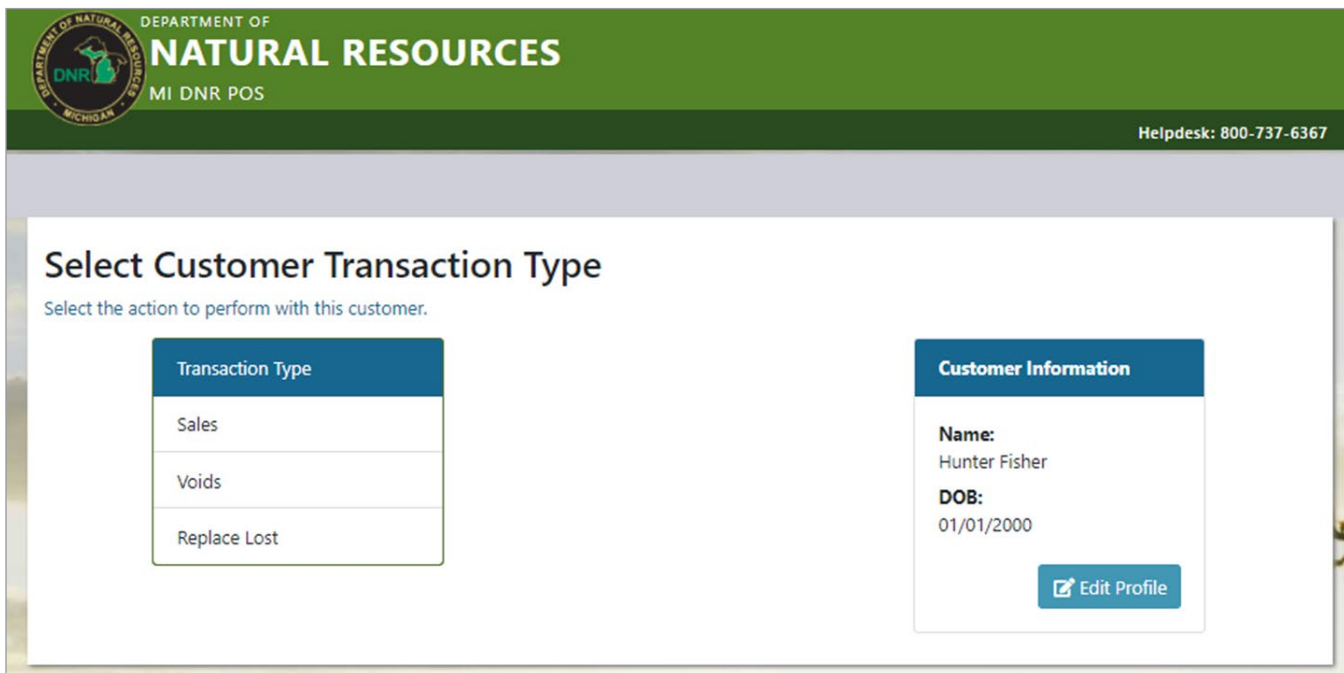
Figure FIN001-3 – MiConnect Customer Transaction Type Screen

Selecting the Voids transaction type will take the user to the Void a Product page (see Figure FIN001-4) that lists the customer's current licenses. As you can see in the example below, this customer does not have any products that are voidable, and the POS user is given clear information as to why that is.

Figure FIN001-4 – MiConnect Void a Product Page

For products that are voidable, the POS user selects "Yes" and then clicks the "Process Void" button, which takes them to the Void Completion screen (see Figure FIN001-5 below).

Figure FIN001-5 – MiConnect Void Completion Screen

Voids are immediately reflected in the CORE Control Center when the void is completed. Again, as is the case with all data managed by the system, all voided, canceled/reversed licenses are stored in the database with full audit information (who, when, where, or the reason for the void).

NE REQUIREMENT

FIN#	Credit Card Reconciliations Process		Yes	Customization Required	No	Alternate
FIN-002 **Section VII.E.2 VII.G.2**	A.	Describe the system's process to reconcile Credit Card transactions through the Public Website, Mobile, and Internal Agents.	✓			

BIDDER RESPONSE

All transactions within the S3 platform, regardless of tender type, are automatically recorded and posted within the CORE Control Center's Accounting Module's Journal, allowing for efficient reconciliation. These journals summarize daily sales and account distributions for each vendor in the system. As detailed in Figure FIN002-1 below, a variety of individual journal entry attributes can be captured. S3 will work with Agency fiscal staff to identify and include those journal entries critical to the State of Nebraska's accounting processes.
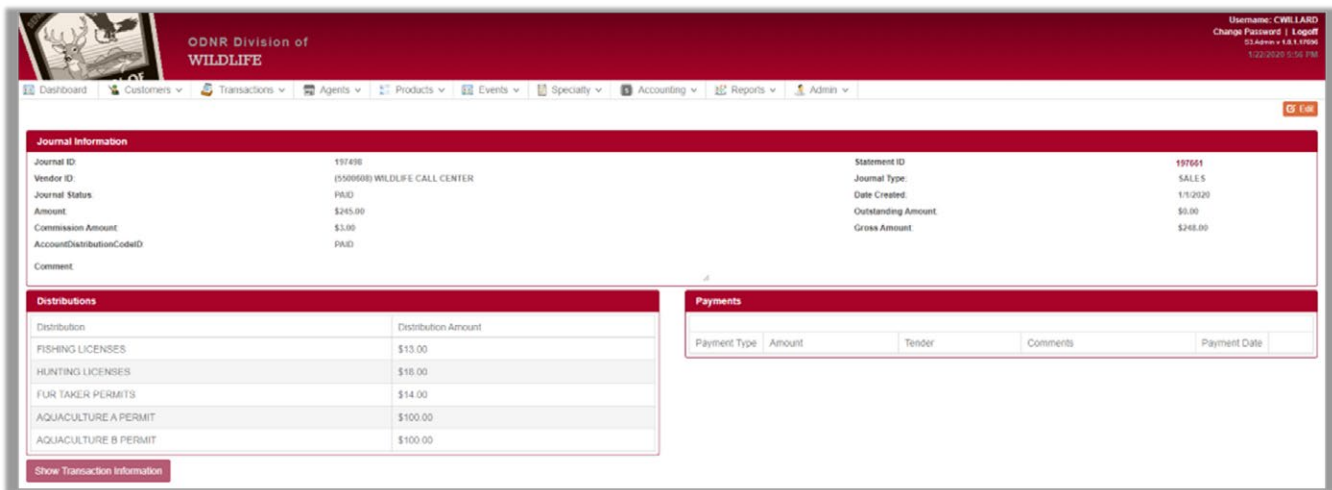
Figure FIN002-1 – OWLS Control Center Journal screen

Manual Journal Entry

S3's Journals tab can also be used to manually increase or decrease Agent balances, whether the journal status is open, paid or disputed. Manual journal entries provide a mechanism for authorized Agency users to adjust overall amounts associated with the vendor's balances. Journal entries can be positive or negative amounts to accommodate any foreseeable scenario and any necessary fund distributions associated with manual journal entries entered as a part of this process.

NE REQUIREMENT

FIN#		Inquiry on Data	Yes	Customization Required	No	Alternate
FIN-003 **Section VII.F.9**	A.	Describe the system's ability to inquire on data with drill down capabilities.	✓			

BIDDER RESPONSE

The S3 CORE Control Center provides authorized users with dynamic search capabilities that give them the ability to quickly search, find, and drill down on the data that they're looking for. Information within each module in the system is easily searched and acted upon, including customers, licenses, agents, products, users, draws, and transactions.

The ability to dynamically search transactions is of great value to agency accounting staff. They have the same dynamic search features found throughout the system, allowing them to quickly and easily conduct transaction searches by date, agent, product, status, number, payment id, credit card transaction number, or receipt number.

As an example of S3's dynamic search capabilities, we've outlined the customer search feature below. The CORE Control Center's search capabilities are consistent no matter which module is being searched, providing an efficient, intuitive search function for users.

Users can easily find customers by searching for any variety of customer-related fields, including ID number (customer ID, Driver's License, etc.), last name, first name, license (product) number, date of birth, phone number, e-mail, etc. Any one of these fields can be used to find the customer that the user is searching for. For example, Figure FIN003-1 below shows search results for a customer whose last name starts with "F".

Figure FIN003-1 – MiConnect Customer Search Screen

Once the customer is found, the user can open their profile and drill down into everything that customer has done within the system (see Figure FIN003-2 below). This includes the customer's demographic information, active licenses, sales history, draw applications & points, revocations, surveys, safety certifications, merge history, etc.

Figure FIN003-2 – MiConnect Customer Profile Screen

NE REQUIREMENT

FIN#		Sales and Lodging Tax	Yes	Customization Required	No	Alternate
FIN-004 **Section VII.F.12**	A.	Describe the system's ability to apply current sales and lodging tax rates	✔			

BIDDER RESPONSE

Fees are handled at the product level within the CORE Control Center's Products module. Authorized users can set fees at the time that a new product is created or alter fees for any existing product. This includes sales and/or lodging taxes. Each product has a Fee Schedule, which is comprised of a series of Fee Distributions that represent the individual cost components of the product. Each Fee Distribution maps to a different internal accounting code (I.e. object code, cost code, etc.) for reliable fund distributions and easy account reporting.

For example, in Ontario we set a flat amount on the product and can set multiple Harmonized Sales Tax (HST) values by setting up different HST funds (see figure FIN004-1 below). The system sums all of the HST values into a total sales tax on the transaction. This method provides sound accounting in cases where a single product is voided from a transaction that may have included multiple products.

Create Fee Distribution

Instructions:
Enter one or more distributions by selecting the date the fee distribution should go into effect, the account in which the fee will be distributed, and the amount.
Note: The effective date cannot be a past date. The sum of all active fees will be the total price of the item.

Date Effective (Required): 2021-07-01
Distribution Account (Required): Select a Distributio...
Amount (Required):
+ Add Distribution

	Distribution Name	Amount
✖ Remove	021-261015-FISH AND WILDLIFE ONLINE SERVICES	$54.80
✖ Remove	021-210150-HST CHARGED	$5.40
✖ Remove	021-546250-COMMISSION EXPENSE	$1.00
✖ Remove	021-122320-LAS HST ON PAD COMMISSION (clearing)	$0.13

Total Amount: $61.33

⊡ Save Fee Distributions   **⊡ Cancel**

(Figure FIN004-1 – Ontario Fee Schedule/Fee Distribution Screen)

NE REQUIREMENT

FIN#		Report Print/Export	Yes	Customization Required	No	Alternate
FIN-005 **Section VII.F.13**	A.	Describe the system's print/exporting functions and format.	✓			

BIDDER RESPONSE

The S3 CORE Control Center module provides authorized users with easy access to print and export search results and reports generated from the system. Users have wide latitude to drill down into specific attributes in each report. For example, authorized users can easily create transaction reports based on any date range (daily, weekly, monthly, quarterly, yearly, etc.), any combination of agents and/or corporations, counties, etc.

Each search results screen and report can export results directly as MS Excel, .pdf, and/or .csv files. In addition, users can copy the search results onto their clipboard for easy pasting into other applications such as MS Word.

FIN005-1 shows ability to export search results from search screens; FIN005-2 shows ability to use filters to execute reports and export options (PDF, XLS); FIN005-3 depicts a system report example.
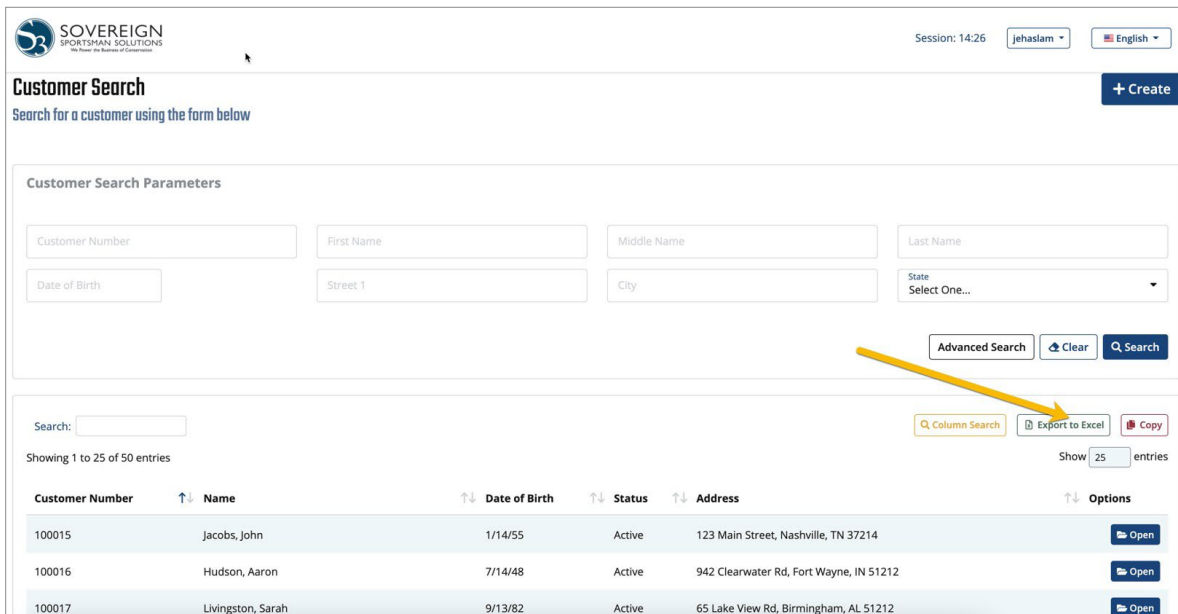
Figure FIN005-1
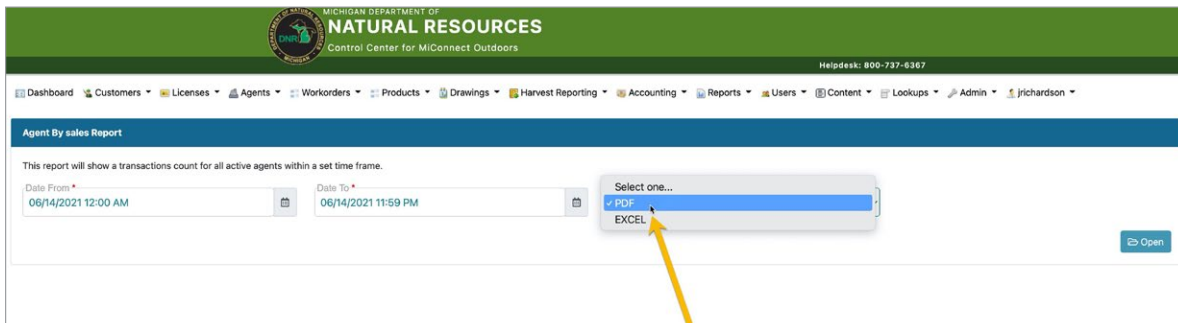
Figure FIN005-2

Calendar Type: Fiscal
Year: 2020

Product Code	Product Name	Agent Type	Price Point	Sales												Summary	
				2019			2020										
				Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total Count	Revenue Received
101	ORV	DNR Admin	$ 26.25	1	37	73	109	145	181	217	253	289	325	361	397	2388.00	62685.00

Product Code	Product Name	Agent Type	Price Point	Returns												Summary	
				2019			2020										
				Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total Count	Revenue Received
101	ORV	DNR Admin	$ 26.25	(5)	(8)	(11)	(14)	(17)	(20)	(23)	(26)	(29)	(32)	(35)	(38)	(258)	(6772.50)

Product Code	Product Name	Agent Type	Price Point	Sales												Summary	
				2019			2020										
				Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total Count	Revenue Received
101	ORV	DNR Office	$ 26.25	4	40	76	112	148	184	220	256	292	328	364	400	2424.00	63630.00

Product Code	Product Name	Agent Type	Price Point	Returns												Summary	
				2019			2020										
				Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total Count	Revenue Received
101	ORV	DNR Office	$ 26.25	(1)	(4)	(7)	(10)	(13)	(16)	(19)	(22)	(25)	(28)	(31)	(34)	(210)	(5512.50)

Product Code	Product Name	Agent Type	Price Point	Sales												Summary	
				2019			2020										
				Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total Count	Revenue Received
101	ORV	POS	$ 26.25	88	124	160	196	232	268	304	340	376	412	448	484	3432.00	90090.00

Product Code	Product Name	Agent Type	Price Point	Returns												Summary	
				2019			2020										
				Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total Count	Revenue Received
101	ORV	POS	$ 26.25	(6)	(9)	(12)	(15)	(18)	(21)	(24)	(27)	(30)	(33)	(36)	(39)	(270)	(7087.50)

Product Code	Product Name	Agent Type	Price Point	Sales												Summary	
				2019			2020										
				Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total Count	Revenue Received
103	ORV Trail	DNR Admin	$ 10.00	44	80	116	152	188	224	260	296	332	368	404	440	2904.00	29040.00

Product Code	Product Name	Agent Type	Price Point	Returns												Summary	
				2019			2020										
				Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Total Count	Revenue Received
103	ORV Trail	DNR Admin	$ 10.00	(10)	(13)	(16)	(19)	(22)	(25)	(28)	(31)	(34)	(37)	(40)	(43)	(318)	(3180.00)

Figure FIN005-3

NE REQUIREMENT

FIN#	Ad-hoc and Base Reports	Yes	Customization Required	No	Alternate
FIN-006 **Section VII.F.13, VII.G.10, VIII.O**	A. Describe the system's base and ad-hoc report functions (e.g. dates, species, grouping, and permit unit parameters)	✔			

BIDDER RESPONSE

S3 provides the most robust reporting and analytics capabilities in the industry. S3's CORE Control Center and POS modules deliver the day-in, day-out reporting needs critical to Agency staff and External Agents. S3's new CORE CRM is, hands-down, the most powerful ad-hoc and sales reporting tool available to fish and wildlife agencies. No matter the position – from accountant, licensing manager, wildlife manager, sales agent, or marketing/outreach coordinator – S3 has the reports and visualizations needed to efficiently and effectively perform the critical work of the Agency.

Control Center and POS Reporting and Analytics

The CORE Control Center and POS modules provide authorized users with the reports and analytics needed to meet their individual business needs. Reports within the Control Center and POS modules tend to be highly routine and specific to operations-type processes (i.e., accounting, transactions, etc.). Functionality includes the ability for agency staff to run these reports based on configurable parameters, such as specific date ranges, products, agents, etc. Throughout project scoping and implementation S3 will work closely with NGPC to identify and define all reports to be included within the Control Center and POS modules.

Custom dashboards, like those shown in figure FIN006-1 below, can be easily customized by individual usesr to provide information most valuable to their unique needs the moment users log into the system.
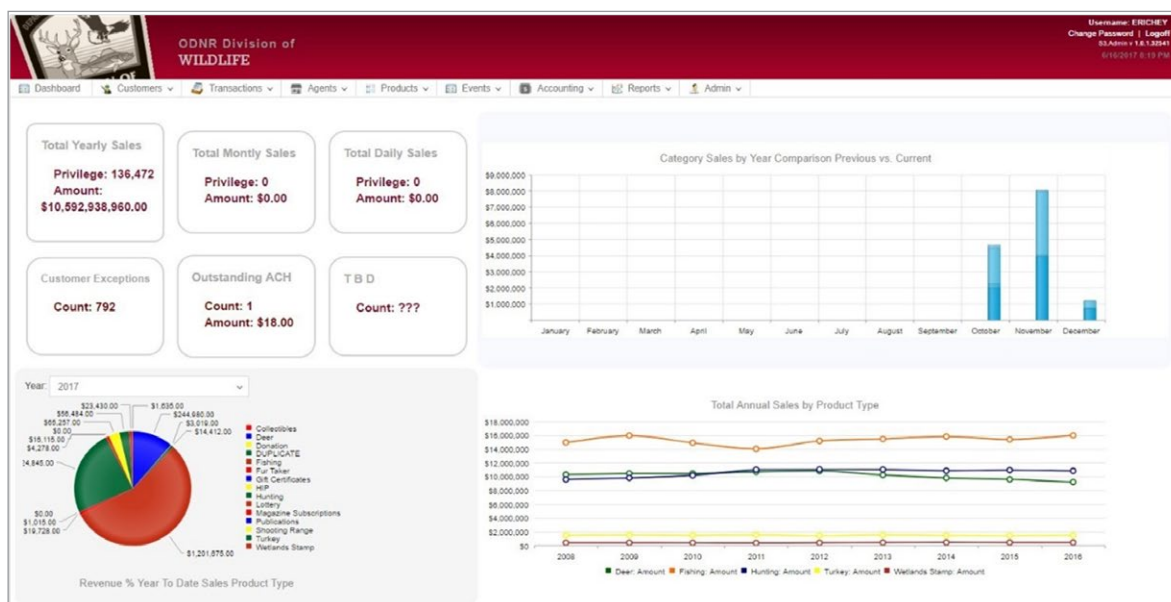
Figure FIN006-1 – OWLS Control Center Dashboard

Agent Reports via the POS Module

S3 provides a full suite of agent reports accessible from the store POS systems and/or the Control Center that provide necessary reporting features including:

▶ Point-in-time daily sales or date range summaries for licenses and components

▶ Detailed chronological reports listing the agent and terminal number, date, time and each transaction (including dollars, item counts, agent fees, and void information)

▶ An EFT report, which includes a summary of sales, FWPs and void activity for that EFT time period. This report will help the agent ensure sufficient funds are in the agent account prior to their scheduled EFT sweep

▶ Tender reports used in managing and settling cash drawers

Financial Reports via the Control Center Module

Authorized agency users have access to financial reports that track all activity resulting in the exchange of funds according to configurable hierarchies configured in the Control Center. All reports directly correlate to the system transactions and their impact on agents and numerous respective general ledger accounts. S3 will work very closely with NGPC fiscal staff to fully understand precisely what each report is required to show.

S3's "corporate" hierarchies can be established for as many or as few of these relationships in the system as needed allowing "roll up" and "roll down" reporting at the individual agent level all the way up through the entire corporation. Retail chains, agency offices, and all entities requiring multi-level reporting capabilities are easily setup and administered via the CORE Control Center at the store level, region, corporate and/or agency level.

S3 fiscal reports are accessible directly in the Control Center. The types of fiscal reports that are generated through the system include, but are not limited to, the following:

▶ EFT balance including agent ID and name, account balance due by agent, last payment date

▶ Failed EFT sweep showing agent ID and name, contact information, number of times sweep failed per month/ year

▶ Voided transactions by agent ID and name, void dates, void amount, void return date

▶ Agent adjustments for account that show credits or debits owed the agents for any transactions. The system must produce a report identifying each day's sales

▶ Automated and manually pulled reports are commonplace and can provide a wide variety of functionality, including:

▶ Capability to report on the money owed to the agency by agent/bank account and for each individual sales transaction

▶ Ability of authorized agency staff to query and report on detailed agent charge, payment and adjustment information

▶ Ability to query on specific dates or date ranges respective to their appropriate funds

▶ Ability for users to view and/or report on the financial accounting information for a specific agent or for all agents in a corporation

PROPRIETARY

PAGES REDACTED

NE REQUIREMENT

FIN#		Preformatted Revenue Summary/ Detailed Reports	Yes	Customization Required	No	Alternate
FIN-007 **Section VII.F.13**	A.	Describe the system's pre-formatted accounting and revenue summary/detailed reports.	✓			

BIDDER RESPONSE

Financial Reports via the Control Center Module

Authorized agency users have access to financial reports that track all activity resulting in the exchange of funds according to configurable hierarchies configured in the Control Center. All reports directly correlate to the system transactions and their impact on the agents and the numerous respective general ledger accounts. S3 will work very closely with NGPC fiscal staff to fully understand precisely what each report is required to show.

S3's "corporate" hierarchies can be established for as many or as few of these relationships in the system as needed allowing "roll up" and "roll down" reporting at the individual agent level all the way up through the entire corporation. Retail chains, agency offices, and all entities requiring multi-level reporting capabilities are easily setup and administered via the CORE Control Center at the store level, region, corporate, and/or agency level.

S3 fiscal reports are accessible directly in the Control Center. The types of fiscal reports that are generated through the system include, but are not limited to, the following:

▸ EFT balance including agent ID and name, account balance due by agent, last payment date

▸ Failed EFT sweep showing agent ID and name, contact information, number of times sweep failed per month/ year

▸ Voided transactions by agent ID and name, void dates, void amount, void return date

▸ Agent adjustments for account that show agent credits / debits for any transactions. The system must produce a report identifying each day's sales

▸ Automated and manually pulled reports are commonplace and can provide a wide variety of functionality, including:

  • Capability to report on the money owed to the agency by agent/bank account and for each individual sales transaction

  • Ability of authorized agency staff to query and report on detailed agent charge, payment and adjustment information

  • Ability to query on specific dates or date ranges respective to the appropriate funds

  • Ability for users to view and/or report on the financial accounting information for a specific agent or for all agents in a corporation

NE REQUIREMENT

FIN#		Financial External Agent Invoice	Yes	Customization Required	No	Alternate
FIN-008 **Section VII.I.2**	A.	Describe how the system generates an invoice for External Agent monthly reporting.	✓			

BIDDER RESPONSE

On a schedule defined by the client, journals and statements are created based on a specific sales period. The types of journals and the formulas for journal creation are specific to each client, and can include sales (net or gross), voids, agent commissions, terminal fees, and any manual journal types.

All journals are compiled and viewable in the CORE Control Center's Accounting Module Journals Search option (see Figure FIN008-1 below). Authorized users can search for journals by:

▸ Agents

▸ Journal Type

▸ Journal Status

▸ Journal Date

Figure FIN008-1, Journal Search Results Screen

Agent statements are viewable by authorized CORE Control Center users with access to the Agent's Statements Tab and within the CORE Control Center's Accounting Module Statements option. Both views present similar information and search options. Viewing the statement details provides a list of the journals contained within the statement
(See figures FIN008-2,3,4 Control Center Accounting Statement screens).

Figure FIN008-3

Control Center

- 🕒 Dashboard
- 👤 Customer ⌄
- 🏪 Agent ⌄
- 🍥 Supply ⌄
- 🏷 Product ⌄
- 🖥 Draw ⌄
- 💰 **Accounting** ⌃
  - 🔍 EFT Schedule Search
  - 🔍 Journal Search
  - 🔍 Statements

Statements
Search for Statments using the form below

Statement Search Parameters

Agent Id	Date From	Date To
Select One... ▼	📅	

EFT Sales Range		
Select One... ▼		

⬆ Clear   🔍 Search

Search: [   ]

🔍 Column Search   📄 Export to Excel   📋 Copy

Showing 1 to 5 of 5 entries

Show 25 entries

Agent	Date	EFT Sales Range	Return Code	Return Description	Statement Amount	Options
24 - J & H Sales	03/30/2021	03/07/2021 - 03/13/2021	VEN	Description	$32.00	📂 Open
18 - Outdoor Online	03/30/2021	02/14/2021 - 02/20/2021	ABC	Test	$10.00	📂 Open

Figure FIN008-2

Statement Summary

Statement Summary

Agent Id	Agent Name	Statement Date	Statement Total
18	Outdoor Online	03/30/2021	$10.00

Statement Details

Search: [   ]

🔍 Column Search   📄 Export to Excel   📋 Copy

Showing 1 to 1 of 1 entries

Show 25 entries

Journal Create Date	Comments	Journal Total
3/29/21	Test	$10.00

Previous 1 Next

Figure FIN008-4

Each Agent receives a statement according to the schedule, accessible to manager users within the POS system. The statement provides:

▸ A summary of each journal entry included in the statement

▸ The date the statement balance will be paid via ACH/EFT

NE REQUIREMENT

FIN#	EFT Capabilities	Yes	Customization Required	No	Alternate
FIN-009 **Section VII.I.5**	A. Describe how the system generates an EFT file of agent revenues due.	✓			

BIDDER RESPONSE

Nearly every state client solution implemented by S3 over the years has required the ability for the State to establish a recurring schedule and an automated process for electronically moving or "sweeping" the funds from retail License Vendors sales accounts into a designated bank account (or accounts) either at the State or S3. All EFT/ACH sweeps conducted through the system comply with all established EFT/ACH industry standards and are fully auditable. S3 will work closely with staff from the NGPC and Nebraska State Treasurer's office to ensure that ACH processes are configured in strict accordance to the state's needs and policies.

Scheduled ACH/EFT Sweeps

ACH/EFT sweeps are initially set up by authorized users in the CORE Control Center's Agents Module at the time that new agents are created (see Figure FIN009-1 below). This information for existing agents can be easily updated by authorized users. All necessary banking, agent information, and sweep details required to enable automated sweeps for any agent in the State are added in an easy and secure manner. All routing numbers are validated prior to the first sweep and all financial files are sent using clear text (.txt) formatting via FTP to the State's Secure File Transfer Server (SFT). Automatic reminders can be established and scheduled by the State Agency and sent to agents prior to sweeps occurring.

The S3 solution makes this process as easy as identifying the:

▸ Settlement Type (ACH / EFT, MANUAL)

▸ Billing Cycle (weekly, bi-weekly, monthly, etc.)

▸ Bank Account Type

▸ Bank Name

▸ Account Number

▸ Routing Number

Figure FIN009-1 – Agent ACH/EFT routing screen

Corporate-Level Accounting for Sweeps

The S3 solution platform fully supports the notion of "corporations" at the fundamental architectural level. This allows S3 to support License Agent hierarchical levels that allow the roll up and roll down of agent information to allow a more granular representation of reporting and accountability for monies from multiple locations that all belong to a common parent organization. For instance, the S3 solution allows the state to recognize Walmart as a "Corporation" with the individual Walmart stores as individual entities that roll-up to the corporate level. This then provides the state the ability to see revenues from these locations either individually or corporately.

ACH/EFT Payment Issues

When payments issues arise (i.e., NSF/missing payments/disputes) they are managed through the ACH/EFT process. When ACH/EFT returns are needed, they are processed, and the balance is restored to the agent that it was swept from. In these cases, journal entry for an NSF fee is manually applied.

NE REQUIREMENT

FIN#	Report Examples	Yes	Customization Required	No	Alternate
FIN-010 **Section VII.I.5**	A. Describe and provide sample reports of the following required reports: 1. X Report; 2. Z Report; 3. Financial Transaction Report; 4. Draw Report Before numbering; 5. Draw Report final with Preference Points; 6. Draw Winners Report; and 7. Fulfillment Report (e.g. Federal Duck, AIS stamp)	✓			

BIDDER RESPONSE

S3 works closely with our agency partners to define and construct financial reports that fully meet the unique business needs of each agency. The S3 project team, led by the S3 Business Analyst, will work with NGPC accounting staff to fully scope and define all financial reports that will be included in the S3 CORE Control Center at system implementation. Below are examples that most closely mirror those being requested.

1. X REPORTS

S3 has provided a wide variety of sales reports to our partners over the years that can be drilled down by products, clerks, fees, etc. consistent with the description of various X Reports included in Appendix A of the RFP. Figure FIN010-1 below shows the Agent Sales by Time Period screen that enables authorized users to select their desired date ranges for the report.

Agent Sales By Time Period

Begin Date *
06/07/2021

End Date *
06/21/2021

🖿 Open
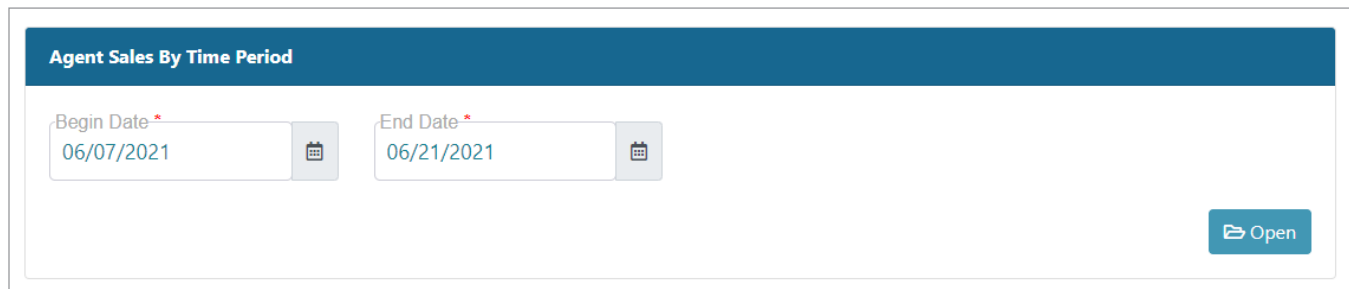
Figure FIN010-1 – Agent Sales By Time Period selection screen.

Figure FIN010-2 below depicts the ensuing sales by time period report for an individual agent.

Sales By Time Period Report

Agent 2987-Adams Hardware

Begin Date 6/7/2021

End Date 6/21/2021

User	Transaction Number	Transaction Date/Time	Transaction Amount	License Year	Product Code	Product Name	Transaction Type	Transaction Detail Amount
Cindy bear	52991935	6/21/2021 5:34 PM	$157.50	2021	101	ORV	Void	($26.25)
Cindy bear	52991935	6/21/2021 5:33 PM	$157.50	2021	101	ORV	Sale	$26.25
Cindy bear	52991935	6/21/2021 5:33 PM	$157.50	2021	101	ORV	Sale	$26.25
Cindy bear	52991935	6/21/2021 5:33 PM	$157.50	2021	101	ORV	Sale	$26.25
Cindy bear	52991935	6/21/2021 5:33 PM	$157.50	2021	101	ORV	Sale	$26.25
Cindy bear	52991935	6/21/2021 5:33 PM	$157.50	2021	101	ORV	Sale	$26.25
Cindy bear	52991934	6/21/2021 5:31 PM	$6.00	2021	110	Base	Replacement	$3.00
Cindy bear	52991934	6/21/2021 5:31 PM	$6.00	2021	200	Fish All Species	Replacement	$3.00
Cindy bear	52991933	6/21/2021 5:31 PM	$53.00	2021	110	Base	Sale	$11.00
Cindy bear	52991933	6/21/2021 5:31 PM	$53.00	2021	130	Deer Combo	Sale	$40.00
Cindy bear	52991933	6/21/2021 5:31 PM	$53.00	2021	133	Deer Combo Regular	Sale	$0.00
Cindy bear	52991933	6/21/2021 5:31 PM	$53.00	2021	136	Deer Combo Restricted 4+	Sale	$0.00
Cindy bear	52991933	6/21/2021 5:31 PM	$53.00	2021	950	Donation	Sale	$2.00
Yogi Bear	52991925	6/21/2021 3:17 PM	$60.00	2021	100	Federal Duck eStamp	Sale	$27.50
Yogi Bear	52991925	6/21/2021 3:17 PM	$60.00	2021	100	Federal Duck eStamp	Sale	$27.50
Yogi Bear	52991925	6/21/2021 3:17 PM	$60.00	2021	252	Deer Antlerless DMU 487	Sale	$5.00
Yogi Bear	52991924	6/21/2021 3:15 PM	$53.50	2021	000	DNR Sportcard	Sale	$1.00
Yogi Bear	52991924	6/21/2021 3:15 PM	$53.50	2021	101	ORV	Sale	$26.25
Yogi Bear	52991924	6/21/2021 3:15 PM	$53.50	2021	101	ORV	Sale	$26.25
Yogi Bear	52991923	6/21/2021 3:14 PM	$27.00	2021	006	Sharp Tailed Grouse	Sale	$0.00
Yogi Bear	52991923	6/21/2021 3:14 PM	$27.00	2021	140	Deer	Sale	$20.00
Yogi Bear	52991923	6/21/2021 3:14 PM	$27.00	2021	252	Deer Antlerless DMU 487	Sale	$5.00
Yogi Bear	52991923	6/21/2021 3:14 PM	$27.00	2021	950	Donation	Sale	$2.00
Yogi Bear	52991904	6/18/2021 12:43 PM	$26.00	2021	200	Fish All Species	Sale	$26.00
Yogi Bear	52991890	6/16/2021 1:09 PM	$11.00	2021	110	Base	Sale	$11.00
Yogi Bear	52991871	6/14/2021 10:59 AM	$10.00	2021	203	Fish Daily	Sale	$10.00
Yogi Bear	52991870	6/14/2021 10:48 AM	$96.25	2021	004	Migratory Bird Hunter	Sale	$0.00
Yogi Bear	52991870	6/14/2021 10:48 AM	$96.25	2021	007	Woodcock	Sale	$0.00
Yogi Bear	52991870	6/14/2021 10:48 AM	$96.25	2021	010	Fur Harvester	Sale	$15.00
Yogi Bear	52991870	6/14/2021 10:48 AM	$96.25	2021	013	Bobcat Tag All Units	Sale	$0.00
Yogi Bear	52991870	6/14/2021 10:48 AM	$96.25	2021	014	Bobcat Tag PVT Unit A	Sale	$0.00
Yogi Bear	52991870	6/14/2021 10:48 AM	$96.25	2021	015	Marten/Fisher Tag	Sale	$0.00
Yogi Bear	52991870	6/14/2021 10:48 AM	$96.25	2021	016	Otter Tag Unit A or B	Sale	$0.00
Yogi Bear	52991870	6/14/2021 10:48 AM	$96.25	2021	017	Otter Tag Unit A or B	Sale	$0.00
Yogi Bear	52991870	6/14/2021 10:48 AM	$96.25	2021	018	Otter Tag Unit A or C	Sale	$0.00
Yogi Bear	52991870	6/14/2021 10:48 AM	$96.25	2021	019	Otter Tag Unit A, B or C	Sale	$0.00
Yogi Bear	52991870	6/14/2021 10:48 AM	$96.25	2021	029	Marten Only Tag	Sale	$0.00
Yogi Bear	52991870	6/14/2021 10:48 AM	$96.25	2021	101	ORV	Sale	$26.25
Yogi Bear	52991870	6/14/2021 10:48 AM	$96.25	2021	110	Base	Sale	$11.00
Yogi Bear	52991870	6/14/2021 10:48 AM	$96.25	2021	130	Deer Combo	Sale	$40.00
Yogi Bear	52991870	6/14/2021 10:48 AM	$96.25	2021	133	Deer Combo Regular	Sale	$0.00
Yogi Bear	52991870	6/14/2021 10:48 AM	$96.25	2021	136	Deer Combo Restricted 4+	Sale	$0.00
Yogi Bear	52991870	6/14/2021 10:48 AM	$96.25	2021	950	Donation	Sale	$2.00
Yogi Bear	52991870	6/14/2021 10:48 AM	$96.25	2021	950	Donation	Sale	$2.00
Yogi Bear	52991843	6/9/2021 1:21 PM	$103.25	2021	000	DNR Sportcard	Sale	$1.00
Yogi Bear	52991843	6/9/2021 1:21 PM	$103.25	2021	101	ORV	Sale	$26.25
Yogi Bear	52991843	6/9/2021 1:21 PM	$103.25	2021	201	Fish All Species	Sale	$76.00
Yogi Bear	52991842	6/9/2021 1:20 PM	$0.00	2021	004	Migratory Bird Hunter	Replacement	$0.00
Yogi Bear	52991841	6/9/2021 1:19 PM	$78.75	2021	101	ORV	Void	($26.25)
Yogi Bear	52991841	6/9/2021 1:17 PM	$78.75	2021	101	ORV	Sale	$26.25
Yogi Bear	52991841	6/9/2021 1:17 PM	$78.75	2021	101	ORV	Sale	$26.25
Yogi Bear	52991833	6/7/2021 6:15 PM	$26.25	2021	101	ORV	Sale	$26.25
Yogi Bear	52991829	6/7/2021 5:16 PM	$26.00	2021	200	Fish All Species	Void	($26.00)
Yogi Bear	52991828	6/7/2021 3:21 PM	$26.25	2021	101	ORV	Sale	$26.25
Yogi Bear	52991826	6/7/2021 11:41 AM	$8.00	2021	110	Base	Replacement	$3.00
Yogi Bear	52991826	6/7/2021 11:41 AM	$8.00	2021	250	Deer Antlerless DMU 487	Replacement	$5.00

Grand Total: $611.75

Figure FIN010-2 – Sales by Time Period Report

2. Z REPORT

Sales information is also provided via a report of sales by time period and a selection of either a specific agent, such as Internet Sales, or a selection of POS Agents. These reports are commonly used for cash drawer closing activities consistent with the description of Z Report in Appendix A of the RFP. The report criteria are shown below in figure FIN010-3. This report can be used by Control Center users to reconcile or help resolve any discrepancies an agent feels may be within a statement.

Figure FIN010-3 – Sales by Time Period report criteria screen

3. FINANCIAL TRANSACTION REPORT

Details of each financial transaction are easily seen in the CORE Control Center. Figure FIN010-4 below depicts the detailed information for a single transaction.

Terminal ID	Date Issued	Transaction # (Origin)	Customer	Agent Name (ID)	Total	Status	Options
	06/21/2021 02:55 PM	52991922 (INT)	May Azure	5144 (INTERNET OUTLET)	$34.00	ACTIVE	•••More —

License #	Customer #	Customer Name	Product	License Year	Effective Date (From, To)	Total	Status	Voided Date	Voided By	Credited To
102349598	533399675	May Azure	801 (Annual Non Resident Recreation Passport)	2021	01/01/2021 12:00 AM 12/31/2021 11:59 PM	$34.00	ACTIVE			
102349599	533399675	May Azure	007 (Woodcock)	2021	09/19/2021 12:00 AM 11/02/2021 11:59 PM	$0.00	ACTIVE			

Figure FIN010-4 – Transaction Detail screen

Authorized users can also run reports on a list of transactions by a specific time period, a specific agent, or a combination thereof (see Figure FIN010-5 below).

Sales By Time Period Report

Agent: 2987-Adams Hardware

Begin Date: 6/7/2021

End Date: 6/21/2021

User	Transaction Number	Transaction Date/Time	Transaction Amount	License Year	Product Code	Product Name	Transaction Type	Transaction Detail Amount
Cindy bear	52991935	6/21/2021 5:34 PM	$157.50	2021	101	ORV	Void	($26.25)
Cindy bear	52991935	6/21/2021 5:33 PM	$157.50	2021	101	ORV	Sale	$26.25
Cindy bear	52991935	6/21/2021 5:33 PM	$157.50	2021	101	ORV	Sale	$26.25
Cindy bear	52991935	6/21/2021 5:33 PM	$157.50	2021	101	ORV	Sale	$26.25
Cindy bear	52991935	6/21/2021 5:33 PM	$157.50	2021	101	ORV	Sale	$26.25
Cindy bear	52991935	6/21/2021 5:33 PM	$157.50	2021	101	ORV	Sale	$26.25
Cindy bear	52991934	6/21/2021 5:31 PM	$6.00	2021	110	Base	Replacement	$3.00
Cindy bear	52991934	6/21/2021 5:31 PM	$6.00	2021	200	Fish All Species	Replacement	$3.00
Cindy bear	52991933	6/21/2021 5:31 PM	$53.00	2021	110	Base	Sale	$11.00
Cindy bear	52991933	6/21/2021 5:31 PM	$53.00	2021	130	Deer Combo	Sale	$40.00
Cindy bear	52991933	6/21/2021 5:31 PM	$53.00	2021	133	Deer Combo Regular	Sale	$0.00
Cindy bear	52991933	6/21/2021 5:31 PM	$53.00	2021	136	Deer Combo Restricted 4+	Sale	$0.00
Cindy bear	52991933	6/21/2021 5:31 PM	$53.00	2021	950	Donation	Sale	$2.00

Grand Total: $164.00

Figure FIN010-5 – Transaction report by time period and agent user

4. DRAW REPORT BEFORE NUMBERING

Figure FIN010-6 below depicts a draw report prior to execution of the draw. Note: Because this draw has not been executed yet the following fields are currently:

▶ Status = Submitted

▶ Points (During) = null

▶ Point (After) = null

▶ Awarded = null

Once the draw has been executed this report is updated and will populate these fields. Also, the CORE Control Center's Drawings module does NOT expose the number sequence to anyone to provide confidence in the integrity of the draw.

Drawing Name	Application #	Applicant Name	Residency	Application Status	Party ID	Party Leader	Hunt Choice(s)	Points (Before)	Points (During)	Points (After)	Awarded	Eligbility Code	Reason Code
Bear Drawing	12345	Josh Richardson	Resident (MI) (01-01-2019)	Submitted	12345	James Haslem	1st Choice: Lake Bistineau (01-01-2019 thru 01-01-2019), 2nd Choice: Lake Wallace (01-01-2019 thru 01-01-2019)	15					
Bear Drawing	23548	Eric Richey	Non-Resident (TN) (null)	Submitted	125475	Joe Blow	Choice: Elbow Slough (09-01-2019 thru 09-01-2019)	15				BB	AC

Figure FIN010-6 – Draw report before draw execution

5 – Draw Report Final with Preference Points

Figure FIN010-7 below depicts a draw report after the execution of the draw. Note: Because this draw has been executed, the following fields are updated:

▶ Status = Successful or Unsuccessful

▶ Points (During) = appropriate value

▶ Point (After) = appropriate value

▶ Awarded = appropriate value

Drawing Name	Application #	Applicant Name	Residency	Application Status	Party ID	Party Leader	Hunt Choice(s)	Points (Before)	Points (During)	Points (After)	Awarded	Eligbility Code	Reason Code
Bear Drawing	12345	Josh Richardson	Resident (MI) (01-01-2019)	Successful	12345	James Haslem	1st Choice: Lake Bistineau (01-01-2019 thru 01-01-2019), 2nd Choice: Lake Wallace (01-01-2019 thru 01-01-2019)	15	7	0	2nd Choice: Lake Wallace (01-01-2019 thru 01-01-2019)		
Bear Drawing	23548	Eric Richey	Non-Resident (TN) (null)	Unsuccessful	125475	Joe Blow	Choice: Elbow Slough (09-01-2019 thru 09-01-2019)	15	16	16		BB	AC

Figure FIN010-7 – Draw report after execution of the draw

6. DRAW WINNERS REPORT

See example #5 above. The system also includes draw statistics reports which allow administrators to review the draw results from a summary level (see Figure FIN010-8 below).

2020 Fall Turkey Drawing Results and License Sales

| Hunt / Area Description | Drawing Statistics | | | | | Licenses Sales | | | | |
	Quota	Eligible Applicants	Successful Applicants	% Draw Rate	Leftover Licenses	Successful Applicants Lic Sales	Other Lic Sales	Total Lic Sold	% Quota Sold	Distinct Purchasers
0501 Unit YY - Private Land	45000	1491	1491	100	43509	813	13351	14164	31	13291
0410 Unit HA - Private Land	1700	450	450	100	1250	283	928	1211	71	1118
0402 Unit GB - General	250	97	97	100	153	78	153	231	92	217
0407 Unit T - General	200	141	141	100	59	104	59	163	82	152
0408 Unit W - General	200	46	46	100	154	30	63	93	47	87
0409 Unit WA - General	100	34	34	100	66	25	56	81	81	76
0401 Unit G - General	200	125	125	100	75	88	75	163	82	156
0403 Unit GC - General	200	398	200	50	0	161	0	161	81	161
0404 Unit J - General	1500	374	374	100	1126	223	704	927	62	845
0405 Unit L - General	500	274	274	100	226	210	226	436	87	362
0406 Unit M - General	1500	629	629	100	871	459	871	1330	89	1115
STATEWIDE		4059	3861	95	47489	2474	16486	18960		17580

An additional 1 applicants submitted invalid applications and were not eligible for the drawing

Figure FIN010-8 – Draw Statistics Report

7. FULFILLMENT REPORT (e.g. Federal Duck, AIS Stamp)

A variety of fulfillment reports are available to authorized users. Figure FIN010-9 below depicts a report that authorized MiConnect users can access that shows the fulfillment status of serialized products.

Figure FIN010-9 – MiConnect fulfillment report screen

NE REQUIREMENT

FIN#		Financial (GAAP)	Yes	Customization Required	No	Alternate
FIN-011 **Section VIII.O**	A.	Describe how the system complies with Generally Accepted Accounting Principles (GAAP).	✓			

BIDDER RESPONSE

The S3 CORE Control Center and POS modules are based on GAAP and include a fully-auditable and permanent transaction history with custom-configured reconciliation tools.

Authorized Agency administrative users have the ability to set funds distributions by fund code for each product. S3 will work closely with NGPC accounting staff to ensure that revenue collected is properly distributed.

The central financial reports and management functions provide multiple financial review levels down to transaction-level detail. S3 accounting systems support cash, modified cash, and accrual accounting methods. All transactions are processed in real-time and are available for immediate review in the Control Center across all sales channels.

The system does not restrict the ability to backdate sales manually. However, it is dependent on NGPC accounting rules. The system supports past-date payment changes (NSF, chargebacks) and Accounts Receivable reporting.

Finally, the system logs all changes to transactions by Users and Customers. Specific audit reports and reconciliation reports are immediately available to authorized NGPC users.

NE REQUIREMENT

FIN#		Chart of Accounts	Yes	Customization Required	No	Alternate
FIN-012 **Section VIII.O**	A.	Indicate how the system accommodates the current NGPC chart of account layout: (i.e. fund (5 digits), business units (8 digits), object account (6 digits), Subsidiary (8 digits), Sub-ledger type (1 digit) and Sub-ledger (8 digits))	✓			

BIDDER RESPONSE

All funds/accounts can be created within the system to accommodate the client formats needed.These funds are then used to designate the accounts which make up the cost of a product. For example, a $20 Hunting license may include $15 going to a General Fund and $5 going to a Deer Habitat fund. The system also uses the funds/products combination when sending information about sales to an external accounting system as part of a reconciliation or accounting process. Figure FIN012-1 below depicts the list of funds that have been configured within the system. S3 will work with NGPC to ensure that all appropriate funds are properly configured in the system.

Figure FIN012-1 – CORE Control Center Funds screen

NE REQUIREMENT

FIN#	Financial Transaction Tracing	Yes	Customization Required	No	Alternate
FIN-013 **Section VII.I.5**	A. Describe, including examples, the system's ability to provide: 1. audit trails, 2. reconciliation reporting, 3. traceability of a payment, including tender type, to original transaction, and 4. specific details of the transaction	✓			

BIDDER RESPONSE

1. AUDIT TRAILS

S3 CORE provides comprehensive financial audit trail capabilities. Every transaction and change to the system is fully logged for future audit purposes. Authorized users can access a full change history for each customer (see Figure FIN013-1 below).

Figure FIN013-1 – MiConnect Customer Change History screen

2. RECONCILIATION REPORTING

Part A – POS Daily Cash Drawer Reconciliation

Reconciliation occurs via the input of the tender type on all POS transactions, which may include additional data such as check numbers, or be limited to the tender types (Cash, Check, Credit Card, Park Bucks, etc.) When completing the transaction, the POS user would select method by which the customer paid and that information is captured in the system.

Having this information, a report is made available to the POS Manager which allows for user and/or date selection. For example, the Manager could run only one clerk's information for a specific day and use the resulting report to reconcile that clerk's cash drawer to the sales in the POS system.

Part B – Scheduled Credit Card Reconciliation and Scheduled ACH/EFT Reconciliation to the Treasury or Accounting Department

For many of our agency partners, a daily or scheduled reconciliation of Credit Card transactions processed within the system is required. These are usually transactions performed via the Internet Sales Channel and do not include POS Sales Channel transactions which are paid via an ACH/EFT of the Agent's bank account.

For POS Agent sales transactions which are paid via the ACH/EFT process, each time a file is sent according to the schedule, authorized users may view statements to ensure payments – see section 4 below.

For both Credit Card transactions and ACH/EFT system processes, a file or data request can be sent electronically to a State Treasury accounting system (see Figure FIN013-2 below). This provides a breakdown by fund codes for all transactions within the scheduled Sales Period. Our team would work with both the NGPC and any additional Treasury or Accounting staff to ensure these files are in the correct format and schedule.

```
*****************************************************************************
Receipt Voucher Number: 
Reclassification Number: 347759
Description: EFT payment
AR Action Code: PAYMENTEFT
Preparation Time Stamp: 2020-09-23
Amount: $2,525,639.37
Bank Date: 2020-09-23
*****************************************************************************

FUND KEY | UNIT  | DEPARTMENT REVENUE | ACCOUNTING TEMPLATE | DESCRIPTION              |      AMOUNT
---------|-------|--------------------|---------------------|--------------------------|-------------
30       |       | 9                  |  SMISCADJFUND       | Miscellaneous Adjustment Fund |     $15.00
31       |       | 9                  |  STERMINALFEE       | Terminal Fee             |   $5,225.00
32       |       | 9                  |  SDRIP              | Deer Habitat             | $138,871.50
33       |       | 9                  |  STURKEY            | Turkey Permit            |  $18,011.00
34       |       | 9                  |  SWATERFOWL         | Managed Waterfowl Area   |   $6,150.91
35       |       | 9                  |  SWILDLIFEPROT      | Wildlife Protection      |  $52,941.35
36       |       | 9                  |  SWTRFLHUNTSTAMP    | Waterfowl Hunt Stamp     |  $28,683.00
37       |       | 9                  |  SGENGAMEFISH       | General Game and Fish    | $2,051,453.61
38       |       | 9                  |  SOFFROADVEHICLE    | Off-Road Vehicle         |  $96,797.50
39       |       | 9                  |  SSNOWMOBILETRAI    | Snowmobile Trail Permit  |   $2,350.00
40       |       | 9                  |  SYOTHEDOUTREACH    | Youth Education & Outreach |  $5,175.00
41       |       | 9                  |  SSAFETYEDUCATON    | Safety Education Fund - ORV |  $2,900.00
44       |       | 9                  |  SSPORTMENAGANST    | Sportsmen Against Hunger |     $911.00
46       |       | 9                  |                     |                          |  $40,227.00
47       |       | 9                  |  SFEDDUCKSTAMP      | RSS Federal Duck Stamp   |  $75,927.50
---------------------------------------------------------------------------------------------
TOTAL                                                                         | $2,525,639.37
```

Figure FIN013-2 – ACH/EFT Reconciliation Report

Part C – Ad hoc report for reconciliation by Agent or User within a Sales Period

Sales information is also provided via a report of sales by time period and a selection of either a specific agent, such as Internet Sales, or a selection of POS Agents. The report criteria are shown below in Figure FIN013-3. This report can be used by Control Center users to reconcile or help resolve any discrepancies an agent believes may exist within a statement.

Sales By Time Period

SalesByTimePeriod

| Agent * | Begin Date * | End Date * | User |
| Select one... | Select one... | | Select one... |

Figure FIN013-3 – MiConnect Sales by Time Period screen

Part D – ACH/EFT Reconciliation

Additionally, the ACH/EFT process allows authorized users to quickly see statements related to any ACH/EFT file sent to the bank for processing by viewing all statements for a particular EFT Sales Range in the Statement Search. This search also allows for searching via specific agents, date ranges and statement status (see Figure FIN013-4 below).

Statements
Search for Statments using the form below

Statement Search Parameters

Agent Id	Date From	Date To	Status
Select One... ▼	📅	📅	Select One... ▼

EFT Sales Range			
Select One... ▼			

⤒ Clear   🔍 Search

Search: [   ]   🔍 Column Search   📄 Export to Excel   📋 Copy

Showing 1 to 5 of 5 entries   Show 25 entries

Agent ↑↓	Date ↑↓	EFT Sales Range ↑↓	Return Code ↑↓	Return Description ↑↓	Statement Amount ↑↓	Options ↑↓
24 - J & H Sales	03/30/2021	03/07/2021 - 03/13/2021	VEN	Description	$32.00	📂 Open
18 - Outdoor Online	03/30/2021	02/14/2021 - 02/20/2021	ABC	Test	$20.00	📂 Open

Figure FIN013-4 – MiConnect Statements Search screen

3.   Traceability of a payment, including tender type, to original transaction; and 4. Specific details of the transaction.

Specific details of each transaction are easily viewed, such as each product included in the transaction, costs, effective dates, etc. (see Figure FIN013-5 below).

Terminal ID ⇅	Date Issued	Transaction # (Origin) ⇅	Customer	Agent Name (ID) ⇅	Total	Status ⇅	Options
	06/21/2021 02:55 PM	52991922 (INT)	May Azure	5144 (INTERNET OUTLET)	$34.00	ACTIVE	••• More —

License #	Customer #	Customer Name	Product	License Year	Effective Date (From, To)	Total	Status	Voided Date	Voided By	Credited To
102349598	533399675	May Azure	801 (Annual Non Resident Recreation Passport)	2021	01/01/2021 12:00 AM 12/31/2021 11:59 PM	$34.00	ACTIVE			
102349599	533399675	May Azure	007 (Woodcock)	2021	09/19/2021 12:00 AM 11/02/2021 11:59 PM	$0.00	ACTIVE			

Figure FIN013-5 – Transaction Details screen

Users can further drill into a transaction to find additional related information as seen in Figure FIN013-6 below.

Advanced Transaction Information

Transaction Date	Agent User Name	Original Customer
06/21/2021 2:55 PM	May Azure	533399675 (May Azure)

Journal ID	Terminal ID	Credit Card Last-4
		1111

Shipping Address
2200 GRAND RIVER AVENUE
DETROIT
MI
85284
US

Residency Status	Student Status	Disabled Vet	Stationed in MI
Yes	No	No	No

Legally blind	Military Status		
No	No		

OK

Figure FIN013-6 – Advanced Transaction Information screen

S3 will work closely with NGPC accounting staff to ensure that these screens and reports fully meet the needs governed by the Agency's business processes.

NE REQUIREMENT

FIN#	Tender	Yes	Customization Required	No	Alternate
FIN-014 **Section VIII.O**	A. Does the system differentiate between the following tender types: 1. Cash, 2. Check, 3. Money Order, 4. Credit Card, 5. Park Bucks (gift card/gift voucher), 6. Interagency Billing Transaction (IBT)	✓			

BIDDER RESPONSE

S3's system supports any variety of tender types, including those listed here. S3 will work closely with NGPC staff to ensure that each approved tender type is properly configured in the system.

As a sales agent completes a transaction in the POS, they can specify a tender type for payment received.
(see Figure FIN014-1 below)

3. COLLECT PAYMENT & PROCESS
Collect Customer Payment
To complete the purchase, collect payment from the customer and then click Purchase Permit(s). Once Purchase Permit(s) has been selected the vendor is responsible for the sale of the license(s). To end the purchase, click Cancel.

Add Additional Customer >>

TENDER TYPE (CID:) DOB:7/7/2007

<< Modify Cart

🗑 RES TRAPPING $10.00

TOTAL AMOUNT: **$10.00**

Select the customer's payment method (tender) below.
* Tender Type:

[TENDER TYPE] ▼

[TENDER TYPE]
CASH
CHECK
CREDIT CARD

el | **Purchase Permit(s)**

Figure FIN014-1 – Payment Collection Screen

S3 works with our Agency partners to define all needed sales reports, including tender reports that are used to manage virtual cash drawers. These reports can include:

▸ How much money was collected over the specified time period

▸ How much of each tender type was collected

▸ Who collected the money (i.e. Internal agent, individual sales agent, etc.)

▸ How many of each product was sold by date, location, and/or staff member

▸ Time period that the report covers (can be pre-set or filterable based on user needs)

▸ Calculation of beginning and ending cash drawer balances

▸ Time-specific sales to inventory reports used to monitor and manage product inventory

An example of a standard Tender Report is depicted in Figure FIN014-2 below.

Tender Report

Vendor No.:	027001
Name:	MDC CENTRAL OFFICE
Sales Dates:	11/11/2020 - 11/11/2020
Report Run:	11/11/2020

Total Sales:	$22.00
Vendor Commission:	$0.00
Amount Due:	**$22.00**

Tender Type	Amount
Cash:	$10.00
Check:	$0.00
Charge:	$12.00
Total Amt Collected:	$22.00

Type	Amount
Calendars:	$0.00
Permits:	$22.00
Total:	$22.00

TRANSACTION DETAILS

Permit #	Issued	Customer	CID	Status	Total Sales	Tender Type	Clerk
56313684	11/11/2020 4:57 PM	TENDER, TYPE	006699813	ACTIVE	$12.00	CREDIT CARD	SFORCK
56313685	11/11/2020 5:05 PM	TYPE, TENDER	006696553	ACTIVE	$10.00	CASH	SFORCK
					$22.00		

Figure FIN014-2 – MDC Tender Report

NE REQUIREMENT

FIN#	Park Bucks		Yes	Customization Required	No	Alternate
FIN-015 **Section VIII.0**	A.	A. Describe the system's accounting for Park Bucks reconciliation.	✓			

BIDDER RESPONSE

Park Bucks will be handled as an accepted form of tender in the system with proper fund codes established (e.g. liability account) for NGPC accounting and reconciliation purposes. As many states vary in the frequency and format of daily, weekly and monthly accounting reconciliation, S3 will follow state-specific and GAAP guiding principles with Park Bucks as a recognized and accepted form of tender in the same manner that other tenders are accepted and managed through the purchase, accounting and reconciliation processes.

NE REQUIREMENT

FIN#	PCI Compliance	Yes	Customization Required	No	Alternate
FIN-016 **Section VIII.P**	Describe the system's process to accept credit cards.	✓			

BIDDER RESPONSE

S3 uses a tokenization process to accept credit cards. This process does not require S3 to store nor process credit card data, thus no PCI data is processed nor stored on S3 systems. The process works as follows:

▶ The credit card holder enters their information via the web, mobile or retail Point of Sale solution as part of their transaction.

▶ This information is sent directly to the credit card processor

▶ The credit card processor responds to S3 with a random numbered token.

▶ The credit card processor communicates with the credit card network's bank using the credit card details received from the user. This communication does not involve S3.

▶ The bank determines if the credit card information is valid.

▶ If valid, this random token is returned via the credit card processor to S3 for future use, such as in an auto-renew scenario.

NE REQUIREMENT

FIN#		PCI Compliance	Yes	Customization Required	No	Alternate
FIN-017 **Section VIII.P**	A.	Provide a copy of the following documentation reports: 1. Attestation of Compliance (AOC); 2. PCI-DSS Data Flow Diagram; 3. Incident Response Plan; 4. Vulnerability Scans; and 5. Security Policy.	✓			

BIDDER RESPONSE

Attached are the requested documents:

▸ **1. Attestation of Compliance (AOC): RFP 6506 Z1 Sovereign Sportsman Solutions, File 20 of 20**

▸ **2. PCI-DSS Data Flow Diagram: RFP 6506 Z1 Sovereign Sportsman Solutions, File 16 of 20 (See figure FIN017-1)**

Figure FIN

▸ **3. Incident Response Plan: RFP 6506 Z1 Sovereign Sportsman Solutions, File 17 of 20**

▸ **4. Vulnerability Scans: RFP 6506 Z1 Sovereign Sportsman Solutions, File 18 of 20 and RFP 6506 Z1 Sovereign Sportsman Solutions, File 19 of 20**

▸ **5. Security Policy: RFP 6506 Z1 Sovereign Sportsman Solutions, File 15 of 20**

NE REQUIREMENT

FIN#	PCI Compliance		Yes	Customization Required	No	Alternate
FIN-018 **Section VIII.P**	A.	Does the system have the ability to integrate with the State of Nebraska's current Merchant Credit Card Processing Service US Bank/Elavon?	✓			

BIDDER RESPONSE

Yes. S3 is designed for and has integrated with various credit card processing service providers as part of numerous other client engagements / opportunities nearly identical to this one. As such, S3's proposed solution will integrate seamlessly with NGPC's current payment processing system Elavon.

TEST SUMMARY REPORT

State of Michigan

Date of Release: 3/1/2021

Disaster Recovery Testing - INT

Document Revision:

Revision History

Revision Number	Date of Issue	Author(s)	Brief Description of Change
1.0	3/1/2021	Larry Wildt	Final

Table of Contents

Purpose

The purpose of the document is to summarize the testing performed for the **State of Michigan INT disaster recover test** for task 18968 POAM 8155 Test of Contingency Plan.

This document would act as record of completed regression testing activities for stakeholders.

The test summary report summarizes testing and provides evidence that:
- The system meets the expected business needs
- Test coverage is complete and based on requirements specified
- Testing provided assurance that system is reliable and stable
- Testing demonstrated quality is ensured in the system

Overview

The dates of testing summarized in this report occurred on 2/23/2021 and 2/26/2021.

References

Document	Link
Requirements Specification	Team Foundation Server (TFS)
Test Script Repository	Word Doc in Confluence
Defect Repository	Team Foundation Server (TFS)

Acronyms

Abbreviation	Definition
TSR	Test Summary Report
RTM	Requirements Traceability Matrix
TFS	Team Foundation Server

Tested Scope

System Scope

The following components are summarized within the TSR:

- Regression Testing for this release

Regression Testing – in UAT

Test Cycle	Development Testing
Testing Performed By	Larry Wildt
Related System	INT
Environment	**Disaster Recovery Site**
Test Scope	Implementation of a new retail sales system for hunting and fishing licenses for the State of Michigan, DNR.
Documents	
Test Process	Manual testing
Testing Approved By	John Mozurkewich
Additional Comments	Testing covered the INT environment, for POS and CC we do not have logins available for our use. CEPAS (Credit card processor) was not connected in this environment so no actual sales were made from INT.

The phase of testing involved:

Testing in INT which covered:

- MI Web Login and logout using existed customer via username and password
- MI Web purchase history navigation, profile page navigation, Drawings navigation, auto renewal, safety certificates and change password navigations
- Edit existing customer profile for MI resident and Non-MI resident
- Existing customer adding fish and Snow licenses to their cart and navigating to the check out page
- Purchase history verification test, creating new user without a purchase, creating a non-MI user
- Hunting digests, Fishing guides and surveys links verifications
- Check Drawing results navigation, check points and chances for existed customer and verifying that the drawing page redirects upon login
- Leftover license navigation, check points and chances login navigation
- Product Auto renewal test, turning off the auto renewal within the test.
- Product exclusion tests.
- Safety Certificate list, reprint and submit to trigger an email with the safety certificate
- Verifying prior licenses details.

OS/Browser Combinations Verified

- *Chrome*
- *Edge*
- *Firefox*
- *POS Device – Android OS*
- *iPhone*
- *iPad*

ID	Title
17443	Google Maps API
17020	Lock TFS Access to Production Deployments Post Go-Live
17447	Create Deploy Process For Internet Sales
17448	Create Deploy Process For POS
17449	Create Deploy Process For Scheduled Jobs exe files
17450	Create Visual Cron Job: StatementAndAch
17451	Create Visual Cron Job: Micars
17452	Create Visual Cron Job: GeneralMaintenance
17453	Create Visual Cron Job: CustomerMaintenance
17445	Setup Prod Interface with Decision Analysts
17750	Conference Call Set up for 2/15 and 2/16
17499	Provide Videos to MDNR for Upload to MDNR Site
16345	Import Shipping and Asset Data from Bluestar into Workorder System
17751	Training 1 Data Blue
17577	Start POS and INT Sales Webservers
17459	Set Up Child Support / MICSES Interface in Prod
17455	Set Up Secretary of State Interfaces in Prod In and Out
17486	Set Up CPC (Central Print Center) Jobs in Prod
17491	Set Up Observation Reporting System (ORS) Interface in Prod
17489	Set Up Wild Mobile Interface in Prod
17493	Set Up Granicus Interface in Prod
17497	Set Up and Validate Vimeo Interface in Prod/Upload Videos
17498	Upload Hunt/Fish Guides to System and Validate in POS
17488	Set Up Comerica Bank Interface in Prod
17490	Set Up MICARS Interface in Prod
17492	Set Up AMPLEX Interface in Prod
17783	Scheduled Touchpoints/Agenda Set
17460	Set Up Production Job - HIP
17491	Validate Observation Reporting System (ORS) Interface in Prod
16862	Import/Export Agent Data from Legacy System into Prod for POS Shipping/Workorder Creation
17256	Change Control Board and Process
17107	Provide PDF Versions of Guides and Digests without Hyperlinks
17545	Document Users with Prod DB Access

17006	Penetration Test - Prior to Go-Live
17441	Set up SQL Jobs for SSIS Interface Jobs
16882	Final Data Migration Test
17444	Set up AWS Email for Production
17454	Run Statement Generation Process Against Realistic data load
16729	Load Testing Results Approved
16898	Set up User Accounts and VPN for Bluestar
16899	Set Up User Accounts and VPN for Quanta
17548	Determine S3 Target for DNS Entry
17442	Confirm Production Vimeo Account
16710	Import Inventory from Quanta and Bluestar for Fulfillment
17504	Create Implementation Test Plan
17543	PCI Data Flow Diagram
17703	Test SOTI push of V1.0 on new POS
17752	Training Data/Stats to MDNR
17753	Survey Results to MDNR
16883	Final Sp. Turkey/PMH Test with Full Prod Data after Draw Run in Legacy Prod
17501	Set Up and Test Control Center Access for Quanta
17502	Set Up and Test Control Center Access for BlueStar
17503	Set Up and Test Control Center Access for Data Blue
17754	Set Up User Accounts and VPN for Data Blue
17499	Provide Updated Videos to MDNR for Upload to MDNR Site
14829	Set Up Replication Services
17755	Training #2 Data Blue
17759	Hardware to Data Blue
17760	Updated Training Videos uploaded to Vimeo
17500	Execute Automated Regression Scripts in UA and Provide Report
17505	Execute Implementation Manual Testing in UA
17762	Test APK 1.02
16728	Point All Reports to the Replicated Database
17578	Put system in Maintenance Mode
17575	Validate Phone Tree Setup for Help Desk
17584	Validate Data-Blue Help Desk Readiness
17763	Validate that APK 1.02 is set to be delivered to Production POS devices via SOTI
17763	Push APK 1.02 to prod POS Devices
17446	Test TLS 1.2 Paypoint (CEPAS) in Prod
17462	Set up CEPAS CC Interface in Prod
17461	Set up CEPAS Non-CC Interface in Prod

17764	Complete Updates to Training Manuals
17761	Updated Training Manual uploaded to POS
17594	Delinquent Journal Creations
17457	Validate Pre-notes Between Legacy and New Systems at Go-Live
17765	Provide Automated Unit Test Code Coverage Data
17766	Code Quality Report
17767	Update Scheduled Jobs Wiki
	Granicus Login info from MDNR
	Implement Granicus changes
	Test Granicus in lower environments
	Production Release
17768	Turn On Easypost Webhook for PROD
17593	DNS Entries Verified
17769	Confirm All Legacy System Activities Have Completed
17699	Confirm Legacy DB has been delivered to S3 via FTP
17586	Import Legacy DB to Prod and 212 Environments
17586	Begin Data Migration
16883	Spring Turkey and PMH Draw Awards from Legacy System
17579	Refreash UA Environment from Prod
17440	Set Up Parameters for all SSIS Packages
17580	Update Training DB from Replicated DB and Obfuscate
17581	Refreash QA Environment from Training with Additional Obfuscation
17510	Execute Final Build to Production
17583	Validate POS URL is Active and Responsive
17702	Validate INT URL is Active and Responsive
17458	Validate all Visual Cron and SQL jobs are running
17579	Run DB script to enable MDNR accounts to UA, Replicated, Legacy DB
17806	Migrate EFT's in waiting status
	System Out of Maintenance Mode
17587	Validate Training Mode on POS works, returns user to Prod
	System In Maintenance Mode
16728	Validate reports are Pointed at Replicated DB
17576	Update Scheduled Jobs Runtime
17489	Validate Wild Mobile Interface in Prod
17459	Validate Child Support/MICSES Interface in Prod
17493	Set Validate Granicus Interface in Prod (Need Prod Credentials)

CEP

17589	Backup-Restore Prod to Replicated DB
	Verify that FTS settings are correct
17589	Validate Backup-Restore Prod to Replicated DB
17782	Turn System Over to MDNR
17700	Grant Legacy DB Access to MDNR Resources on 212 box
17582	Take System out of Maintenance Mode upon request from MDNR
14829	Turn on Replication Services
	Return System to Maintenance Mode
17775	Add Production Sites to Security Monitoring Appliance
17771	Validate Quanta Fulfillment
17772	Take System out of Maintenance Mode upon request from MDNR

17588	Validate all POS have received SOTI updates
17590	Provide MDNR report of POS devices that have connected with SOTI server
17486	Validate CPC (Central Print Center) Jobs in Prod
17770	Notify MDNR to Remove S3 Resources Prod Access
17488	Validate Comerica Bank Interface in Prod
17490	Validate MICARS Interface in Prod
17492	Validate AMPLEX Interface in Prod
17461	Validate CEPAS Non-CC Interface in Prod
17462	Validate CEPAS CC Interface in Prod
17686	Manual send of final legacy-created NACHA file to DNR FTP
17039	HIP File Migration
17685	Execute Terminal Fee Assessment Process
15613	Managing Failed EFTs Between RSS and MiConnect

17688   Decommission Sandbox Environment
Remediate Test Plan
Archive DB on 212
need to correct release process to point reports at replicated
get Amplex password reset

Notes	Assigned To	Start Date	End Date
	Redacted	1/28/2020	1/28/2020
	Redacted	1/29/2020	1/29/2020
	Redacted	1/29/2020	1/29/2020
	Redacted	1/29/2020	1/29/2020
	Redacted	1/29/2020	1/29/2020
	Redacted	1/29/2020	1/29/2020
	Redacted	1/29/2020	1/29/2020
	Redacted	1/29/2020	1/29/2020
	Redacted	1/29/2020	1/29/2020
Need to give Prod link to API to DAI, James will send to JM	Redacted	1/29/2020	1/29/2020
	Redacted	1/29/2020	1/29/2020
	Redacted	1/31/2020	1/31/2020
Waiting, iterative process	Redacted	1/30/2020	2/14/2020
	Redacted	2/3/2020	2/3/2020
	Redacted	2/3/2020	2/3/2020
Brett with evaluate status	Redacted	2/3/2020	2/7/2020
	Redacted	2/3/2020	2/7/2020
Three CPC Jobs associated with this task	Redacted	2/3/2020	2/7/2020
API	Redacted	2/3/2020	2/7/2020
	Redacted	2/3/2020	2/7/2020
https://api.govdelivery.com/api/account/MIDN	Redacted	2/3/2020	2/7/2020
Duplicate, remove task	Redacted	2/3/2020	2/7/2020
Guides received on 1/29	Redacted	2/3/2020	2/7/2020
	Redacted	2/3/2020	2/7/2020
	Redacted	2/3/2020	2/7/2020
Is this an actual inteface or an email	Redacted	2/3/2020	2/7/2020
	Redacted	2/3/2020	2/7/2020
Think this is a manual process	Redacted	2/3/2020	2/7/2020
Requires MDNR to send to API	Redacted	2/3/2020	2/7/2020
	Redacted	2/4/2020	2/10/2020
	Redacted	2/4/2020	2/10/2020
Need 2019 w/o links	Redacted	2/4/2020	2/10/2020
	Redacted	2/7/2020	2/7/2020

	Redacted	2/7/2020	2/7/2020
	Redacted	2/7/2020	2/7/2020
	Redacted	2/7/2020	2/7/2020
Needs to be part of deployment pipeline	Redacted	2/7/2020	2/7/2020
Get with Grant to get date/duration	Redacted	2/7/2020	2/7/2020
	Redacted	2/7/2020	2/7/2020
	Redacted	2/7/2020	2/7/2020
	Redacted	2/7/2020	2/7/2020
	Redacted	2/7/2020	2/7/2020
Channel is the same, need to upload videos	Redacted	2/7/2020	2/7/2020
Quanta Inventory will be manually entered	Redacted	2/7/2020	2/14/2020
	Redacted	2/7/2020	2/7/2020
	Redacted	2/7/2020	2/7/2020
	Redacted	2/7/2020	2/7/2020
	Redacted	2/10/2020	2/10/2020
	Redacted	2/10/2020	2/10/2020
	Redacted	2/10/2020	2/10/2020
	Redacted	2/10/2020	2/12/2020
	Redacted	2/10/2020	2/12/2020
	Redacted	2/10/2020	2/12/2020
	Redacted	2/10/2020	2/12/2020
	Redacted	2/10/2020	2/12/2020
	Redacted	2/10/2020	2/14/2020
	Redacted	2/11/2020	2/11/2020
	Redacted	2/11/2020	2/11/2020
	Redacted	2/12/2020	2/12/2020
	Redacted	2/13/2020	2/14/2020
	Redacted	2/13/2020	2/14/2020
Testing APK to ensure it goes to Prod	Redacted	2/13/2020	2/13/2020
Requires Build, connection string needs to be added to the web config file	Redacted	2/13/2020	2/13/2020
	Redacted	2/14/2020	2/14/2020
Waiting to hear from Ken	Redacted	2/14/2020	2/14/2020
	Redacted	2/14/2020	2/14/2020
	Redacted	2/14/2020	2/14/2020
	Redacted	2/14/2020	2/14/2020
Waiting on credentials	Redacted	TBD	TBD
	Redacted	TBD	TBD
Waiting on credentials, then grant needs to	Redacted	TBD	TBD

	Redacted	2/14/2020	2/14/2020
Waiting on updated TM from JT, no build required	Redacted	2/14/2020	2/14/2020
	Redacted	2/14/2020	2/14/2020
Waiting to hear from Audrey, can be done now	Redacted	2/14/2020	2/14/2020
	Redacted	2/14/2020	2/14/2020
	Redacted	2/14/2020	2/14/2020
	Redacted	2/14/2020	2/14/2020
	Redacted	2/14/2020	2/14/2020
	Redacted	2/14/2020	2/14/2020
	Redacted	2/14/2020	2/14/2020
if needed	Redacted	2/14/2020	2/14/2020
	Redacted	2/14/2020	2/14/2020
Go-Live Tasks			
	Redacted	2/15/2020	2/15/2020
	Redacted	2/15/2020	2/15/2020
	Redacted	2/15/2020	2/15/2020
	Redacted	2/15/2020	2/15/2020
	Redacted	2/15/2020	2/15/2020
Part of Migration	Redacted	2/15/2020	2/15/2020
	Redacted	2/15/2020	2/15/2020
	Redacted	2/15/2020	2/15/2020
	Redacted	2/15/2020	2/15/2020
	Redacted	2/15/2020	2/15/2020
If required	Redacted	2/15/2020	2/15/2020
	Redacted	2/15/2020	2/15/2020
	Redacted	2/15/2020	2/15/2020
	Redacted	2/15/2020	2/15/2020
	Redacted	2/15/2020	2/15/2020
	Redacted	2/15/2020	2/15/2020
	Redacted	2/15/2020	2/15/2020
	Redacted	2/15/2020	2/15/2020
	Redacted	2/15/2020	2/15/2020
Need assistance from MDNR	Redacted	2/15/2020	2/15/2020
	Redacted	2/15/2020	2/15/2020
	Redacted	2/15/2020	2/15/2020
	Redacted	2/15/2020	2/15/2020
https://api.govdelivery.com/api/account/MIDNR	Redacted	2/15/2020	2/15/2020

AS Maintenance 2 AM through 6 AM on Sunday February 16th

auto process	Redacted	2/16/2020	2/16/2020
	Redacted	2/16/2020	2/16/2020
Turned job off due to replication	Redacted	2/16/2020	2/16/2020
Begin Business Regression Testing	Redacted	2/16/2020	2/16/2020
MDNR to provide list of users, check on legacy system availabilty	Redacted	2/16/2020	2/16/2020
MDNR wants System in Maintenance Mode	Redacted	2/16/2020	2/16/2020
	Redacted	2/16/2020	2/16/2020
On MDNR Request	Redacted	2/16/2020	2/16/2020
	Redacted	2/17/2020	2/17/2020
will test with MDNR	Redacted	2/17/2020	2/17/2020
System Live for Public Use	Redacted	2/18/2020	2/18/2020

System Live for Public Use February 18, 2020 12:00 PM			
Post Go-Live			
	Redacted	2/18/2020	2/18/2020
	Redacted	2/18/2020	2/18/2020
Three CPC Jobs associated with this task	Redacted	2/19/2020	2/19/2020
	Redacted	2/19/2020	2/19/2020
	Redacted	2/19/2020	2/19/2020
	Redacted	2/19/2020	2/19/2020
Is this an actual inteface or an email	Redacted	2/19/2020	2/19/2020
Waiting on credentials, then grant needs to	Redacted	2/19/2020	2/19/2020
	Redacted	2/19/2020	2/19/2020
	Redacted	2/19/2020	2/19/2020
	Redacted	2/26/2020	2/26/2020
Must run before first terminal fee journal creation.	Redacted	3/8/2020	3/8/2020
Follow UP with MDNR	Redacted	On Demand	On Demand
Add to Schedule			
Set for 1 month after	Redacted	2/15/2020	2/15/2020
	Redacted		
	Redacted		
	Redacted		
	Redacted		

Start Time EASTERN TIME	Duration in Hours	State	When
		Complete	Pre
	0.75	Complete	Pre
	0.75	Complete	Pre
	0.75	Complete	Pre
	0.75	Complete	Pre
	0.75	Complete	Pre
	0.75	Complete	Pre
	0.75	Complete	Pre
	0.75	Complete	Pre
		Complete	Pre
	1	Complete	Pre
		Complete	Pre
5:00 PM		Complete	Pre
11:00 AM	2	Complete	
12:00 PM	12:00 AM	Complete	Pre
		Complete	Pre
		Complete	Pre
		Complete	Pre
		Complete	Pre
		Complete	Pre
		Complete	Pre
		Complete	Pre
		Complete	Pre
		Complete	Pre
		Complete	Pre
		Complete	Pre
		Complete	Pre
		Complete	Pre
		Complete	Pre
		Complete	Pre
		Complete	Pre
		Complete	Pre
		Complete	Pre

Time	Count	Status	Phase
		Complete	Pre
		Complete	Pre
	2	Complete	Pre
		Complete	Pre
	1	Complete	Pre
		Complete	Pre
		Complete	Pre
		Complete	Pre
		Complete	Pre
		Complete	Pre
5:00 PM		Complete	Pre
5:00 PM		Complete	Pre
5:00 PM		Complete	Pre
7:00 PM		Complete	Pre
8:00 AM		Complete	Pre
8:00 AM		Complete	Pre
8:00 AM		Complete	Pre
8:00 AM		Complete	Pre
8:00 AM		Complete	Pre
8:00 AM		Complete	Pre
8:00 AM		Complete	Pre
8:00 AM		Complete	Pre
5:00 PM	8	Complete	Pre
11:00 AM		Complete	Pre
11:00 AM		Complete	Pre
2:00 PM	1	Complete	Pre
12:00 PM	2	Complete	Pre
12:00 PM	2	Complete	Pre
12:00 PM		Complete	
12:00 PM	1	Complete	During
12:15 PM	45	Complete	Pre
4:00 PM		Complete	Pre
4:00 PM		Complete	Pre
1:00 PM		Complete	Pre
1:00 PM		Complete	Pre
		Complete	Pre
	1	Complete	Pre
	1	Complete	Pre

Time	Value	Status	Phase
5:00 PM	1	Complete	Pre
5:00 PM	1	Complete	Pre
5:00 PM	0.5	Complete	Pre
5:00 PM		Complete	Pre
4:00 PM		Complete	Pre
4:00 PM		Complete	Pre
4:00 PM		Complete	Pre
5:00 PM		Complete	Pre
5:15 PM		Complete	Pre
5:30 PM		Complete	Pre
6:00 PM		Complete	Pre
11:59 PM		Complete	Pre
12:00 AM	0.5	Complete	During
7:00 AM	0.5	Complete	During
8:00 AM	0.5	Complete	During
8:00 AM	1	Complete	During
9:00 AM	3	Complete	During
9:00 AM	1	Complete	During
12:00 PM	1	Complete	During
12:30 PM	1	Complete	During
1:00 PM	1	Complete	During
2:00 PM	1	Complete	During
2:00 PM	0.5	Complete	During
2:15 PM	0.15	Complete	During
2:15 PM	0.15	Complete	During
2:30 PM	0.5	Complete	During
3:00 PM	0.15	Complete	During
3:00 PM	0.5	Complete	During
3:00 PM		Complete	During
3:00 PM	0.15	Complete	During
3:00 PM		Complete	During
3:00 PM	1	Complete	During
3:00 PM	0.5	Complete	During
3:00 PM	0.5	Complete	During
3:00 PM	0.5	Complete	During
3:00 PM	0.5	Complete	During
			During

Time	Value	Status	Phase
2:00 AM	4	Complete	During
8:00 AM		Complete	
7:00 AM	1	Complete	During
8:00 AM		Complete	During
8:00 AM	0.5	Complete	During
8:00 AM	0.15	Complete	During
12:00 PM	1	Complete	During
TBD		Complete	During
1:00 PM		Complete	During
12:00 PM	1	Complete	During
12:00 PM	0.15	Complete	During

Time	Value	Status	Phase
2:00 PM	1	Complete	Post
3:00 PM	1	Complete	Post
8:00 AM	0.5	Complete	Post
12:00 PM	0.15	Complete	During
8:00 AM	0.5	Complete	Post
8:00 AM	0.5	Complete	Post
8:00 AM	0.5	Complete	Post
8:00 AM	1	Complete	Post
8:00 AM	1	Complete	Post
12:00 PM	0.5	Complete	Post
12:00 PM	2	Complete	Post
12:00 PM	1	Complete	Post
On Demand	2	Complete	Post

Time	Value	Status	Phase
10:00 AM	0.5		After
		Complete	
		Complete	
		Complete	
		Complete	

ID	Work Item Type	Title
16729	Task	Perform Load Testing (POS)
16898	Task	Set up User Accounts and VPN for Bluestar
16899	Task	Set Up User Accounts and VPN for Quanta
17442	Task	Confirm Production Vimeo Account
17445	Task	Setup Prod Interface with Decision Analysts
17447	Task	Create Deploy Process For Internet Sales
17448	Task	Create Deploy Process For POS
17449	Task	Create Deploy Process For Scheduled Jobs exe files
17450	Task	Create Visual Chron Job: StatementAndAch
17451	Task	Create Visual Chron Job: Micars
17452	Task	Create Visual Chron Job: GeneralMaintenance
17453	Task	Create Visual Chron Job: CustomerMaintenance
17454	Task	Run Statement Generation Process Against Realistic data load
17499	Task	Provide Videos to MDNR for Upload to MDNR Site
17504	Task	Create Implementation Test Plan
17543	Task	PCI Data Flow Diagram
17548	Task	Determine S3 Target for DNS Entry
17577	Task	Start POS and INT Sales Webservers
17020	Task	Lock TFS Access to Production Deployments Post Go-Live
17585	Task	Collection Journals created for Delinquent Agents

Assigned To	State	Tags
John Mozurkewich	Closed	Go-Live Task
Jonathan Terry	Closed	Go-Live Task
Jonathan Terry	Closed	Go-Live Task
Jonathan Terry	Closed	Go-Live Task
John Mozurkewich	Closed	Go-Live Task
Grant Ellis	Closed	Go-Live Task
Grant Ellis	Closed	Go-Live Task
Grant Ellis	Closed	Go-Live Task
Grant Ellis	Closed	Go-Live Task
Grant Ellis	Closed	Go-Live Task
Grant Ellis	Closed	Go-Live Task
Grant Ellis	Closed	Go-Live Task
Grant Ellis	Closed	Go-Live Task
Jonathan Terry	Closed	Go-Live Task
Larry Wildt	Closed	Go-Live Task
AJ Cowan	Closed	Go-Live Task
Jonathan Terry	Closed	Go-Live Task
Grant Ellis	Closed	Go-Live Task
John Mozurkewich	Passed	Go-Live Task
Jason Barth	Passed	Go-Live Task

ID	ⓘ	Task Mode	Task Name	Duration	Start	Finish
1		➡	**Outdoor Nebraska Web-Based Permit / Licensing System**	**180 days**	**Wed 12/1/21**	**Tue 8/9/22**
2		➡	**Project Initiation**	**17 days**	**Wed 12/1/21**	**Thu 12/23/21**
3		📌	Contract Start	2 days	Wed 12/1/21	Thu 12/2/21
4		📌	Project Kickoff Meeting	1 day	Fri 12/3/21	Fri 12/3/21
5		📌	Update / Finalize Project Plan	4 days	Mon 12/6/21	Thu 12/9/21
6	👥	📌	Develop Project Communication Templates	5 days	Fri 12/10/21	Thu 12/16/21
7	👥	📌	Review Gap Analysis - First Iteration	5 days	Fri 12/17/21	Thu 12/23/21
8		➡	**Data Migration from Existing Platform(s)**	**5 days**	**Fri 12/10/21**	**Thu 12/16/21**
9		📌	Data Extraction Requests	5 days	Fri 12/10/21	Thu 12/16/21
10		➡	**Review Legacy Data Files**	**30 days**	**Fri 12/17/21**	**Thu 1/27/22**
11	👥	📌	Data Schema Analysis and/or Modifications	30 days	Fri 12/17/21	Thu 1/27/22
12		➡	**Scrub and Import Data**	**60 days**	**Fri 1/28/22**	**Thu 4/21/22**
13	👥	📌	Scrub and Load Current / Active Product Catalog and Account Codes	10 days	Fri 1/28/22	Thu 2/10/22
14	👥	📌	Scrub and Load Customer Records	10 days	Fri 2/11/22	Thu 2/24/22
15		📌	Scrub and Load Permit Data	10 days	Fri 2/25/22	Thu 3/10/22
16		📌	Scrub and Load Agent Account Information	10 days	Fri 3/11/22	Thu 3/24/22
17		📌	Scrub and Load Order and/or Transaction Data	10 days	Fri 3/25/22	Thu 4/7/22
18		📌	Scrub and Load Licensing Data	10 days	Fri 4/8/22	Thu 4/21/22
19	👥	📌	Establish Final Data Extract Schedule	10 days	Fri 4/22/22	Thu 5/5/22
20	👥	📌	Finalize Database Dictionary Documentation	10 days	Fri 4/22/22	Thu 5/5/22
21	👥	📌	On-going Data Migration	60 days	Wed 12/1/21	Tue 2/22/22
22		➡	**Requirements and Design Collaboration - Core System Features**	**30 days**	**Fri 12/10/21**	**Thu 1/20/22**
23	👥	📌	Product Catalog Business Rules - Licensing and Permits	10 days	Fri 12/10/21	Thu 12/23/21
24	👥	📌	Product Catalog Business Rules - Certificates	10 days	Fri 12/24/21	Thu 1/6/22
25	👥	📌	Product Catalog Business Rules - Gift Cards	10 days	Fri 1/7/22	Thu 1/20/22
26		➡	**Customer Account Creation / Profile Business Rules**	**35 days**	**Fri 12/10/21**	**Thu 1/27/22**
27	👥	📌	Customer Requirements - Residents and Non-Residents	10 days	Fri 12/10/21	Thu 12/23/21
28	👥	📌	Customer Requirements - Drivers License Data Validation	10 days	Fri 12/24/21	Thu 1/6/22
29	👥	📌	Customer Requirements - Senior Module	5 days	Fri 1/7/22	Thu 1/13/22
30	👥	📌	Customer Requirements - Juvenile Module	5 days	Fri 1/14/22	Thu 1/20/22
31	👥	📌	Customer Requirements - Military Module	5 days	Fri 1/21/22	Thu 1/27/22

ID		Task Mode	Task Name	Duration	Start	Finish
32		➥	**Agent Management and Agent POS Business Rules**	**35 days**	**Fri 1/21/22**	**Thu 3/10/22**
33	👥	📌	Agent Class Types and Rules	10 days	Fri 1/21/22	Thu 2/3/22
34	👥	📌	Agent Profile Requirements	10 days	Fri 2/4/22	Thu 2/17/22
35	👥	📌	ACH Configurations and Schedules	5 days	Fri 2/18/22	Thu 2/24/22
36	👥	📌	Agent Locator Search Indicators	5 days	Fri 2/25/22	Thu 3/3/22
37	👥	📌	Hardware Need and Deployment Schedule	5 days	Fri 3/4/22	Thu 3/10/22
38		➥	**Administrative Features: Security Roles, Log-In, Reporting**	**54 days**	**Fri 1/7/22**	**Wed 3/23/22**
39	👥	📌	User Role Config - Admin and External Users	10 days	Fri 1/7/22	Thu 1/20/22
40	👥	📌	User Role Config - License Agent Users	10 days	Fri 1/21/22	Thu 2/3/22
41	👥	📌	Admin Log-in Features and Workflows	5 days	Fri 2/4/22	Thu 2/10/22
42	👥	📌	Reports - Admin	3 days	Fri 3/11/22	Tue 3/15/22
43	👥	📌	Report - Finance and Accounting	3 days	Wed 3/16/22	Fri 3/18/22
44	👥	📌	Reports - License Agents	3 days	Mon 3/21/22	Wed 3/23/22
45		➥	**Sales and/or Purchase Workflows and Business Rules**	**55 days**	**Fri 3/4/22**	**Thu 5/19/22**
46	👥	📌	License Agent POS	10 days	Fri 3/4/22	Thu 3/17/22
47	👥	📌	Online Sales via Internet	10 days	Fri 3/18/22	Thu 3/31/22
48	👥	📌	Mobile Sales via Internet	10 days	Fri 4/1/22	Thu 4/14/22
49	👥	📌	Admin Sales and Phone Sales	10 days	Fri 4/15/22	Thu 4/28/22
50	👥	📌	Mobile App - IOS and Android	10 days	Fri 4/29/22	Thu 5/12/22
51		📌	Payment Types Accepted by Module	5 days	Fri 5/13/22	Thu 5/19/22
52	👥	➥	**License and Registration Document Templates**	**15 days**	**Fri 3/11/22**	**Thu 3/31/22**
53	👥	📌	8.5 X 11 Layout - License	5 days	Fri 3/11/22	Thu 3/17/22
54	👥	📌	Durable Stock Layout - Preprinted	5 days	Fri 3/18/22	Thu 3/24/22
55	👥	📌	Receipts - All Types	5 days	Fri 3/25/22	Thu 3/31/22
56		➥	**Marketing Business Rules**	**25 days**	**Fri 3/18/22**	**Thu 4/21/22**
57	👥	📌	Compile Reports and Visualizations (e.g., Customer/Agent, Products, and Events)	10 days	Fri 3/18/22	Thu 3/31/22
58	👥	📌	Revenue Dashboards	5 days	Fri 4/1/22	Thu 4/7/22
59	👥	📌	Tableau Integration and Automated Lists	5 days	Fri 4/8/22	Thu 4/14/22
60	👥	📌	Automated Marketing Campaigns (e.g., Hunt/Fish Renewal and Lapsed License)	5 days	Fri 4/15/22	Thu 4/21/22

ID		Task Mode	Task Name	Duration	Start	Finish
61		�	**Harvest Reporting Business Rules**	**10 days**	**Fri 1/21/22**	**Thu 2/3/22**
62	👥	📌	Harvest Reporting Form Requirements - Turkey	5 days	Fri 1/21/22	Thu 1/27/22
63	👥	📌	Harvest Reporting Form Requirements - Deer	5 days	Fri 1/21/22	Thu 1/27/22
64	👥	📌	Review Lab Results	5 days	Fri 1/28/22	Thu 2/3/22
65	👥	➡	**Limited Entry Quota Hunts and Draws Process**	**20 days**	**Fri 2/4/22**	**Thu 3/3/22**
66	👥	📌	Hunt Business Rules and Requirements - Limited Entry Quota	5 days	Fri 2/4/22	Thu 2/10/22
67	👥	📌	Hunt Business Rules and Requirements - FCFS	5 days	Fri 2/11/22	Thu 2/17/22
68	👥	📌	Customer Preference Points	5 days	Fri 2/18/22	Thu 2/24/22
69	👥	📌	Waiting Periods and Leftover Permits	5 days	Fri 2/25/22	Thu 3/3/22
70		➡	**Captive Wildlife Permitting**	**50 days**	**Fri 1/21/22**	**Thu 3/31/22**
71	👥	📌	Business Rules and Requirements - Customer Application Process	5 days	Fri 1/21/22	Thu 1/27/22
72	👥	📌	Business Rules and Requirements - Application Review and Issuance	5 days	Fri 1/28/22	Thu 2/3/22
73	👥	📌	Reports - Customer Reports and/or Documents	5 days	Fri 3/11/22	Thu 3/17/22
74	👥	📌	Reports - Admin	5 days	Fri 3/18/22	Thu 3/24/22
75	👥	📌	Reports - Law Enforcement	5 days	Fri 3/25/22	Thu 3/31/22
76		➡	**Core Solution Architecture**	**22 days**	**Fri 12/3/21**	**Mon 1/3/22**
77		📌	Secure Get Out Nebraska.com Site Certificate	2 days	Fri 12/3/21	Mon 12/6/21
78		➡	**Provision 'Get Out Nebraska Environments - DEV, QA, UA, PROD**	**20 days**	**Tue 12/7/21**	**Mon 1/3/22**
79		📌	Provision Development (DEV) Environment	5 days	Tue 12/7/21	Mon 12/13/21
80		📌	Provision Test (QA) Environment	5 days	Tue 12/14/21	Mon 12/20/21
81		📌	Provision User Acceptance (UA) Environment	5 days	Tue 12/21/21	Mon 12/27/21
82		📌	Provision Production (PROD) Environment	5 days	Tue 12/28/21	Mon 1/3/22
83		➡	**Solution Development**	**105 days**	**Fri 1/7/22**	**Thu 6/2/22**
84		➡	**Sprint 1: Product Catalog / Config Development**	**10 days**	**Fri 1/7/22**	**Thu 1/20/22**
85	👤	📌	Custom Dev for License / Product Config	10 days	Fri 1/7/22	Thu 1/20/22
86		📌	QA Testing	10 days	Fri 1/7/22	Thu 1/20/22
87	👤	📌	Defect Fix	10 days	Fri 1/7/22	Thu 1/20/22
88		➡	**Sprint 2: Customer Profile Fields, Business Rules Dev, and Sprint 1 Revisi**	**10 days**	**Fri 1/21/22**	**Thu 2/3/22**
89	👤	📌	Custom Dev for Customer Account and Profile Business Rules	10 days	Fri 1/21/22	Thu 2/3/22
90		📌	QA Testing	10 days	Fri 1/21/22	Thu 2/3/22
91	👤	📌	Defect Fix	10 days	Fri 1/21/22	Thu 2/3/22

ID		Task Mode	Task Name	Duration	Start	Finish
92		➡	**Sprint 3: License Agent Functionality Dev and S2 Revisions**	**15 days**	**Fri 2/4/22**	**Thu 2/24/22**
93	👤	📌	Custom Dev for License Agent Mgt and Agent Class Types	10 days	Fri 2/4/22	Thu 2/17/22
94		📌	QA Testing	10 days	Fri 2/4/22	Thu 2/17/22
95	👤	📌	Defect Fix	10 days	Fri 2/4/22	Thu 2/17/22
96		📌	Nebraska Testing, Feedback, and Acceptance (UAT)	5 days	Fri 2/18/22	Thu 2/24/22
97		➡	**Sprint 4: Admin Features and S3 Revisions**	**10 days**	**Fri 2/18/22**	**Thu 3/3/22**
98	👤	📌	Custom Dev for Admin Feature (Log-in, Security Roles, Reporting)	10 days	Fri 2/18/22	Thu 3/3/22
99		📌	QA Testing	10 days	Fri 2/18/22	Thu 3/3/22
100	👤	📌	Defect Fix	10 days	Fri 2/18/22	Thu 3/3/22
101		➡	**Sprint 5: Online and Admin Sales Workflows and Sprint 4 Revisions**	**10 days**	**Fri 3/4/22**	**Thu 3/17/22**
102	👤	📌	Custom Dev for Online and Admin Sales Functionality	10 days	Fri 3/4/22	Thu 3/17/22
103		📌	QA Testing	10 days	Fri 3/4/22	Thu 3/17/22
104	👤	📌	Defect Fix	10 days	Fri 3/4/22	Thu 3/17/22
105		➡	**Sprint 6: Marketing Functionality and S5 Revisions**	**15 days**	**Fri 3/18/22**	**Thu 4/7/22**
106	👤	📌	Custom Dev for Marketing Functionality	10 days	Fri 3/18/22	Thu 3/31/22
107		📌	QA Testing	10 days	Fri 3/18/22	Thu 3/31/22
108	👤	📌	Defect Fix	10 days	Fri 3/18/22	Thu 3/31/22
109		📌	Nebraska Testing, Feedback, and Acceptance (UAT)	5 days	Fri 4/1/22	Thu 4/7/22
110		➡	**Sprint 7: Mobile App Dev and S6 Revisions**	**10 days**	**Fri 4/1/22**	**Thu 4/14/22**
111	👤	📌	Custom Dev for Mobile App Functionality	10 days	Fri 4/1/22	Thu 4/14/22
112		📌	QA Testing	10 days	Fri 4/1/22	Thu 4/14/22
113	👤	📌	Defect Fix	10 days	Fri 4/1/22	Thu 4/14/22
114		➡	**Sprint 8: Harvest Reporting Dev and S7 Revisions**	**10 days**	**Fri 4/15/22**	**Thu 4/28/22**
115	👤	📌	Custom Dev for Harvest Reporting Functionality	10 days	Fri 4/15/22	Thu 4/28/22
116		📌	QA Testing	10 days	Fri 4/15/22	Thu 4/28/22
117	👤	📌	Defect Fix	10 days	Fri 4/15/22	Thu 4/28/22
118		➡	**Sprint 9: Limited Entry Quota Dev and S8 Revisions**	**10 days**	**Fri 4/29/22**	**Thu 5/12/22**
119	👤	📌	Custom Dev for Limited Entry Quota Functionality	10 days	Fri 4/29/22	Thu 5/12/22
120		📌	QA Testing	5 days	Fri 4/29/22	Thu 5/5/22
121	👤	📌	Defect Fix	5 days	Fri 4/29/22	Thu 5/5/22
122		➡	**Sprint 10: Captive Wildlife Permitting and S9 Revisions**	**15 days**	**Fri 5/13/22**	**Thu 6/2/22**

ID		Task Mode	Task Name	Duration	Start	Finish
123	👤	📌	Custom Dev for Captive Wildlife Functionality	10 days	Fri 5/13/22	Thu 5/26/22
124		📌	QA Testing	10 days	Fri 5/13/22	Thu 5/26/22
125	👤	📌	Defect Fix	10 days	Fri 5/13/22	Thu 5/26/22
126		📌	Nebraska Testing, Feedback, and Acceptance (UAT)	5 days	Fri 5/27/22	Thu 6/2/22
127		➡️	**Performance and Load Testing**	**15 days**	**Fri 6/3/22**	**Thu 6/23/22**
128		📌	Conduct Perf / Load Tests	10 days	Fri 6/3/22	Thu 6/16/22
129		📌	Compile Perf / Load Test Report	5 days	Fri 6/17/22	Thu 6/23/22
130		➡️	**Create Communication Content - Email Templates**	**25 days**	**Fri 12/24/21**	**Thu 1/27/22**
131	👤	📌	New User Account (Agent POS and Admin) Email Template	5 days	Fri 12/24/21	Thu 12/30/21
132	👤	📌	New Customer Account Email Template	5 days	Fri 12/31/21	Thu 1/6/22
133	👤	📌	License Purchase Confirmation Email Template	5 days	Fri 1/7/22	Thu 1/13/22
134	👤	📌	Expiring / Expired License Renewal Reminder Email Template	5 days	Fri 1/14/22	Thu 1/20/22
135	👤	📌	Customer Return Letter Email Template	5 days	Fri 1/21/22	Thu 1/27/22
136		➡️	**Develop Training Material and Documentation**	**75 days**	**Fri 2/25/22**	**Thu 6/9/22**
137		➡️	**License Agent Training Material and User Guide**	**60 days**	**Fri 3/4/22**	**Thu 5/26/22**
138	👤	📌	Create User Manual	30 days	Fri 3/4/22	Thu 4/14/22
139	👤	📌	Create Quick Reference Guide	15 days	Fri 4/15/22	Thu 5/5/22
140	👤	📌	Create Training Videos and YouTube Content	15 days	Fri 4/15/22	Thu 5/5/22
141	👤	📌	Create Online Help Content Library	15 days	Fri 4/15/22	Thu 5/5/22
142		📌	Nebraska Review and Feedback	5 days	Fri 5/6/22	Thu 5/12/22
143	👤	📌	Incorporate Revisions from NE Feedback	5 days	Fri 5/13/22	Thu 5/19/22
144	👤	📌	Nebraska Acceptance	5 days	Fri 5/20/22	Thu 5/26/22
145		➡️	**Admin Training Material and Guide**	**75 days**	**Fri 2/25/22**	**Thu 6/9/22**
146	👤	📌	Create User Manual	60 days	Fri 2/25/22	Thu 5/19/22
147	👤	📌	Create Training Videos and YouTube Content	20 days	Fri 2/25/22	Thu 3/24/22
148	👤	📌	Create Online Help Content Library	20 days	Fri 4/15/22	Thu 5/12/22
149	👤	📌	Nebraska Review and Feedback	10 days	Fri 5/13/22	Thu 5/26/22
150	👤	📌	Incorporate Revisions from NE Feedback	5 days	Fri 5/27/22	Thu 6/2/22
151		📌	Nebraska Acceptance	5 days	Fri 6/3/22	Thu 6/9/22
152		➡️	**POS Hardware Deployment**	**30 days**	**Fri 3/4/22**	**Thu 4/14/22**
153		📌	Retail Agent POS Hardware Deployment	30 days	Fri 3/4/22	Thu 4/14/22

ID	ⓘ	Task Mode	Task Name	Duration	Start	Finish
154			**Conduct Training - License Agents and Nebraska Staff**	**20 days**	**Fri 5/27/22**	**Thu 6/23/22**
155			**Conduct Nebraska Staff Training Sessions**	**20 days**	**Fri 5/27/22**	**Thu 6/23/22**
156	👥	📌	Admin User Training	10 days	Fri 6/10/22	Thu 6/23/22
157	👥	📌	Sales Staff Training	10 days	Fri 5/27/22	Thu 6/9/22
158	👥	📌	Law Enforcement Training	10 days	Fri 5/27/22	Thu 6/9/22
159	👥	📌	Agent Support Training	10 days	Fri 5/27/22	Thu 6/9/22
160	👥	📌	Other Training	10 days	Fri 6/10/22	Thu 6/23/22
161			**Conduct License Agent Training Webinars**	**20 days**	**Fri 5/27/22**	**Thu 6/23/22**
162	👥	📌	General License Agent Training Sessions	10 days	Fri 5/27/22	Thu 6/9/22
163	👥	📌	Dedicated Agent Training Sessions	10 days	Fri 6/10/22	Thu 6/23/22
164		📌	**Go-Live / Release to Production**	**3 days**	**Mon 5/9/22**	**Wed 5/11/22**
165		📌	Request Go-Live Approval	1 day	Fri 6/24/22	Fri 6/24/22
166		📌	Provide Go-Live Approval	1 day	Mon 6/27/22	Mon 6/27/22
167		📌	Execute Release to Production	1 day	Tue 6/28/22	Tue 6/28/22
168			**Post-Production Stabilization Period**	**30 days**	**Wed 6/29/22**	**Tue 8/9/22**
169	👥	📌	Stabilization Period	30 days	Wed 6/29/22	Tue 8/9/22
170	👥	📌	Help Desk KT and Training	30 days	Wed 6/29/22	Tue 8/9/22

Resource Names
S3 PM,NE
S3 PM,NE
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S3 PM,NE
S3 PM,NE
S3 PM,Data Team
S3 Data Team
S3 Data Team
S3 Data Team
S3 Data Team
S3 Data Team
S3 Data Team
S3 PM,Data Team
S3 BA
S3 Data Team
S3 BA,S3 PM,NE S
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TEST PLAN

<<Project>>

Document Revision:

Revision History

Revision Number	Date of Issue	Author(s)	Brief Description of Change
0.1			First draft

Table of Contents

Purpose

The purpose of this document is to define how testing effort for **<<Project Name>>** project is planned, developed, executed and monitored for a better quality outcome.

This document acts as a single point of reference describing the test activities planned for stakeholders.

This document will elaborate the following:

- The **Test Scope**: Sets the Scope for test effort being planned for the project.
- The **Test Strategy and Process**: Sets out over all process, strategy being adopted to lay down 'what, how and when' is being tested. Approach elaborates the different test types/levels being adopted. Approach may also include elaboration on additional test activities like Test Automation, Performance testing etc. as applicable to the project.
- The **Test Management**: Details out the Risks, Dependencies, Test Schedule, Resources & Responsibilities, Test Environment & Infrastructure, Training needs, Plan for Tracking & Reporting as applicable to the project.

Overview

Background

This section provides a brief background of the project being tested and any high level considerations applicable to testing.

Test Scope & Deliverables

References

Document	Link

Acronyms

Abbreviation	Description
CMS	Content Management System
CRUD	Create, Read, Update, Delete (Permissions)
D&TS	Date & Time Specific
EIO	Express Interest Only
EL	Event Location
ELS	Electronic Licensing System
EM	Event Management
FRD	Functional Requirements Document
HE	Hunter Education
HOC	HandsOn Connect
ISO	Individually Scheduled Opportunity
KPI	Key Performance Indicator
NRA	National Rifle Association
ODFW	Oregon Department of Fish and Wildlife

OS	Outdoor Skills
S3	Sovereign Sportsman Solutions
SF	Salesforce
SP	Sharing Portal
SQ	Search Query
VEMS	Volunteer & Event Management System
VM	Volunteer Management
VO	Volunteer Opportunity
UP	User Portal (aka Volunteer Portal)
VSD	Volunteer Service Description
UAT	User Acceptance Testing
UI	User Interface
UX	User Engagement
PS	Public Site

Definitions

Term	Definition

Test Types & Services in Scope

- *Integration Testing verifying the interoperability of application services and components*
- *Functional tests verifying the delivery on individual application features*
- *User Acceptance testing verifying the fitness for use of the solution as a whole, encompassing end to end business processes*
- *Regression tests as agreed to in the planning of each individual sprint based upon system functionality being modified or extended*
- *Performance testing of key performance indicators such as execution time requirements, data volume/capacity requirements as defined by product owner and technical leads in a non-functional requirement specification.*
- *Security Testing of the user interface to validate the application is not vulnerable to common security exploits as identified in the OWASP top 10*
- *Accessibility Testing validates that the application UI is accessible by users with disabilities.*

Test Types & Services Not-in Scope

- *Unit testing of functions conducted by development team*
- *Unit testing of database configuration (e.g. field types and lengths)*
- *Smoke / System Readiness Testing*
- *Post-processing activities*

Feature/Functionality Inclusion

The QA team will develop and execute tests at the levels defined as in scope based upon a functional decomposition of their associated requirement specifications. Integration tests verifying specific services/components will be defined based upon the requirements within the system design specification. Functional tests of the application features will be designed based upon individual application requirements. User acceptance tests will be based upon the user stories identified for the system as a whole and core business processes as identified by the S3 business analysts. Regression tests will be based upon existing functional tests available for the system functionality being modified within the sprint. Performance tests will be based upon non-functional requirements as specified by solution requirements. The development and planning for execution of these tests will be identified in advance as part of each individual sprint and be agreed to as part of the planning of each individual sprint. The agreed scope of test execution and development for each sprint may be changed during the sprint only by agreement of all scrum team members.

Feature/Functionality Exclusion

- *Excluded feature/function list*

Feature/Functionality Partial Inclusion

- *Partial feature/function list*

Test Deliverables

The artifacts that are created by QA resource for this project are listed below:

- Test Plan
- Test Cases in Jira
- Test Data
- Defects
- Requirements Traceability Matrix (provided at the test level , i.e. each test and its parent requirement(s) associations)
- Test Summary Report
- Automated testing artifacts as applicable

Test Strategy & Process

Test Strategy

Testing for **<<Project>>** project consists of the following test disciplines. Each test discipline is elaborated to indicate what, how & when would be carried out.

Integration Testing

Integration tests will focus on verification of the processes by which data and services consumed and/or provided by the application under test. These tests would only be revisited in the event of changes to the structure or views associated with the architectural design of the system. Integration testing will be executed against a development environment. Integration tests will be reviewed and approved by the product owner or a representative prior to execution.

Functional Testing

Functional Tests will be the basic building unit of the verification of the business rules defined in the system requirements. Functional tests will be authored, reviewed and executed as part of each individual sprint and be agreed to as part of the planning of each individual sprint. The agreed scope of test execution and development for each sprint may be changed during the sprint only by agreement of all scrum team members. Functional testing will be executed against a test environment where the deployment of code is controlled. Functional tests will be reviewed and approved by the product owner or a representative prior to execution to ensure coverage in terms of scope.

User Acceptance Testing

User acceptance tests will be based upon the ability to complete entire business processes as specified within the user stories for the application under test. These tests will be developed by the QA team and reviewed by the business owner prior to execution. These tests will not be executed every sprint and will only be executed at the completion of an entire business processes functionality implementation. Importantly, the purpose of these tests is to confirm with the client team that the functionality delivered is capable of accomplishing the business process specified in a manner which is acceptable. To ensure the functionality delivered is acceptable, these tests must be executed by a representative of the client. In the final sprint all user acceptance tests should be executed as part of exit criteria for the project as a whole. User acceptance testing will be executed against a staging environment when the code base is at a final version to be released. User Acceptance tests will be reviewed and approved by the product owner or a representative prior to execution.

Regression Testing

Regression Tests will be based upon existing integration or functional scripts, and a regression package will be designed by the QA team on a by sprint basis as part of sprint planning. The selection of regression tests for each sprint will be based upon the applicability of each existing functional test script to functionality which will be modified in the sprint, as well as the time available for regression testing. Regression testing will be executed against a test environment where the deployment of code is controlled.

Performance Testing

Performance testing will be based upon key performance indicators such as execution time requirements, data volume/capacity requirements as defined by the S3 Business Analyst. These tests will be developed by the QA team in

conjunction with the technical team. The execution of these tests will occur on an as planned basis which will be defined as part of sprint planning. Performance testing will be executed against an environment which matches the production specifications.

Security Testing

S3 conducts security testing to assure clients that the system and associated infrastructure are free of common vulnerabilities and exploits. Commonly known vulnerabilities are managed by an industry standard organization known as OWASP (Open Web Application Security Project) and are published as a top ten list. S3 QA leverages the OWASP maintained tool "ZAP" to conduct dynamic analysis of systems against the OWASP top 10 list. Identified vulnerabilities are reviewed by S3's security manager for validation and for prioritization for resolution. In addition to regular scans using the ZAP tool, S3 conducts quarterly PCI vulnerability scans against our systems to ensure compliance with applicable current PCI norms.

Accessibility Testing

Accessibility testing is conducted to assure the ability of individuals with disabilities to utilize the system in accordance with WCAG and ADA guidelines. S3 uses a several tools to test our solutions (post development) to ensure compliance with applicable regulations and guidelines.

Failover/Recovery Testing

S3 systems are designed to be robust and hosted upon industry leading cloud provider infrastructure that offers a stable and readily scalable hardware and software landscapes. These providers allow the capability to handle power outages, interruptions in service, or other loss to the infrastructure with minimal impact to the system. During Failover/Recovery testing the S3 team will validate the ability to failover to a replicated site as well ensure that data recovery point objectives and system recovery time objectives are met.

Test Process

Test scenarios and cases are maintained in JIRA as applicable and will be reviewed and signed off by a business representative prior to execution.

Functional and Regression testing continues as the development proceeds. Once functional and regression testing is completed, any required UAT or performance testing will be executed.

Basic Test Management Activities

1. Create Test Plan for the Project.
2. Review/Analyze Business/Functional Requirements with Business Analysts
3. Design and build Tests This involves identifying scenarios, Test Cases, expected results and test data for executing tests:
   a. Create / Maintain test suites as applicable – for e.g., Functional Test Suite, Regression Test Suite, Database Test Suite.
4. Maintain bi-directional traceability between the user stories / Requirements and the Test Cases (if requirements are written in relation to the system functionality).
5. Create QA Data Setup Package (if applicable) – This involves creating a package for loading all testing data needed to test the sprint / release. This includes seed data, creation of scripts for loading seed data into tables, obfuscating data if required and volume considerations.
6. Control Test Environment – This involves controlling promotion of data and code into the Test Environment
7. Act as gatekeeper for deployment of builds to QA Environment.
8. Execute planned Tests
9. Leads defect triage and disposition of defects
10. Provide Sign off for end of testing on a by sprint basis
11. Perform root cause analysis of defect escapes at the end of the sprint / release as applicable.

Test Management

This section elaborates core Test Management activities. It also details any additional sub-process that helps for better test management.

Test Schedule/Milestones

The test cases and activities to be executed will be defined on a by sprint basis. The schedule is subject to requirements and will change based upon any changes to the scope of testing included in the sprints.

Test Entry & Exit Criteria

Entry Criteria

- Implementable features are finalized and requirements are discussed with test team.
- Analysis is completed; test scenarios and Test Cases are developed.
- Development team has completed planned feature implementation.
- Development team has completed Unit test and module Integration.
- The test environment is set, and the qa team conducts build deployment

- Release notes indicating features being released & any known constraints are available
- Data is provided for data validation.

Exit Criteria

- The Test team completes execution of planned tests
- Any critical and high severity defects raised are fixed and retested before defect is closed and the associated user story is marked complete
- The Test team is in agreement with the project stakeholders on the priority of open "medium and low" severity defects

Suspension criteria and Resumption

Test Execution would be suspended under the following conditions:
- Any critical defects in the application that affects further testing
- Test environment is unavailable
- Build is unstable & will not process data completely
- Service non-availability that affects test execution

Test Execution will be resumed when following conditions are satisfied:
- Critical defect blocking test execution is addressed & new build provided
- Test environment is restored
- Build is stabilized for further testing
- Service is available without interrupting test execution

Test Risks

- *The timely completion of predecessor tasks (development, earlier tests, etc.) will impact testing schedule*
- *Any requirement or scope changes will impact testing schedule*

Test Dependencies, Constraints

- *Document test dependencies/constraints*

Test Assumptions

- *Document assumptions*

Test Environment

- *Identify test environments*

Software/Tool needs

- *Enumerate tools used for testing*

Defect Management

Defect Management Tool & Defect Process

Defects will be documented in JIRA and will be reviewed and triaged by the QA lead on a *daily* basis. Should a greater number of defects be found than can be managed on an ad hoc basis, the scrum team shall be included as part of a daily defect review meeting within each sprint. The simplified basic defect lifecycle is described in the diagram below:

```
┌─────────┐     ┌─────────┐     ┌─────────────┐     ┌──────────────┐
│   New   │ ──▶ │  Triage │ ──▶ │ In Progress │ ──▶ │ Ready for Test│
└─────────┘     └─────────┘     └─────────────┘     └──────────────┘
                     │                  ▲                   │
                     ▼                  │ No                ▼
                ┌─────────┐        ◇─────────────◇
                │ Rejected│        ◇ Retest Passed ◇
                └─────────┘        ◇─────────────◇
                     │                  │ Yes
                     │                  ▼
                     │            ┌──────────┐
                     └──────────▶ │  Closed  │
                                  └──────────┘
```
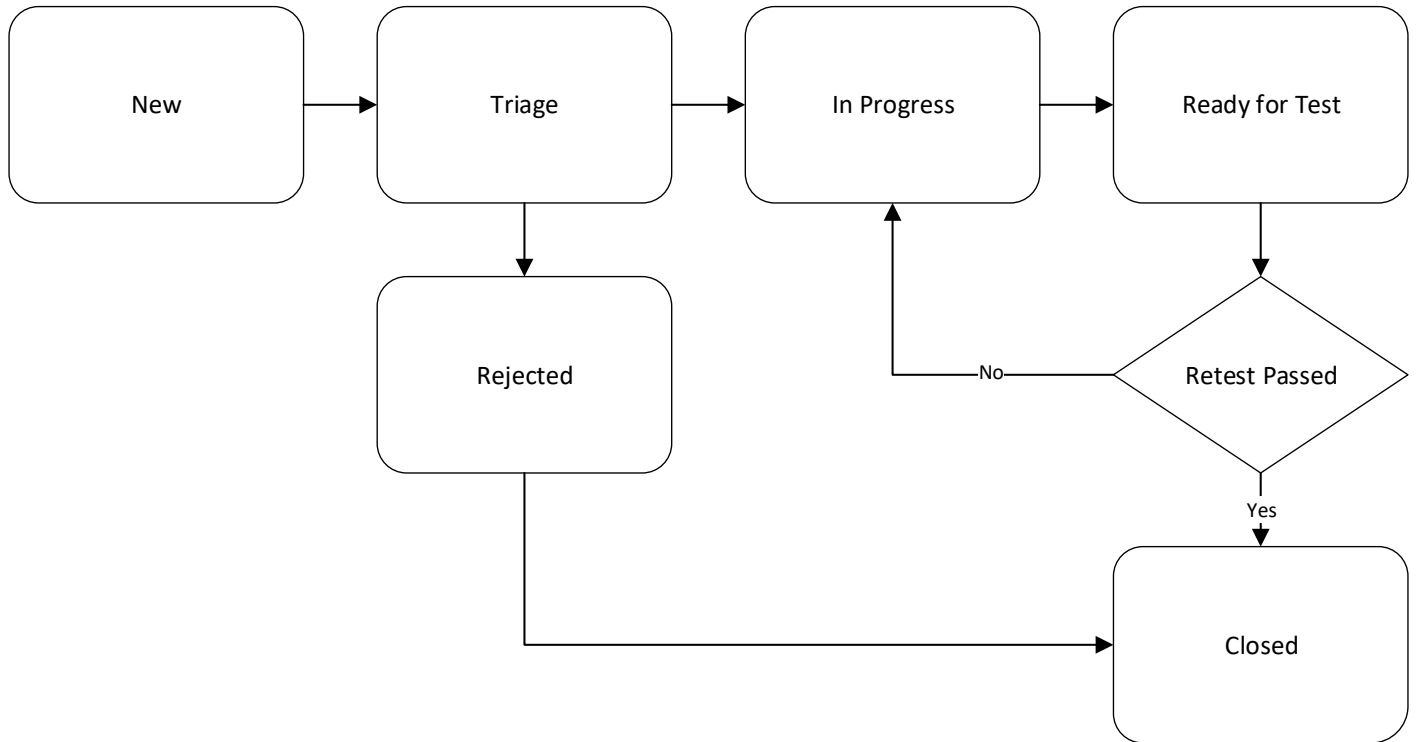
Guidelines for Defect Classification

Severity	Any of these Characteristics	Order of Escalation
Sev 1 – Critical	• Will affect the majority of users • Has unmanagable revenue impact • Causes data corruption • Creates risk to system security • Has legal impacts (violation of laws or tariffs) • Has major performance (system and / or rep time) impact • Has no manual workaround	1. Issue Owner 2. QA Lead 3. Product Manager
Sev 2 – High	• Will affect the majority of testers • Has significant performance (system and / or rep time) impact • Has complex manual workaround	1. Issue Owner 2. QA Lead 3. Product Manager
Sev 3 – Medium	• Will occur under specific conditions in production or testing • Will affect small percentage of customers or testers • Does not cause significant application downtime yet generates erroneous results. • Has reasonable manual workaround	1. Issue Owner 2. QA Lead 3. Other Team Leads
Sev 4 – Low	• Application does not function according to specifications but will seldom occur in production • Has no impact on revenue • Has minimal impact on productivity	1. Issue Owner 2. QA Lead 3. Other Team Leads

Test Status Reporting

A status report will be delivered verbally in regularly scheduled team meetings. This status will include, status of deliverables (planned v. actual), script development status (planned v. actual), script execution status (planned v. actual) and defect status. In addition to these statuses any identified impediments or delays will be discussed. On a weekly, or by sprint basis as identified in the table below, test metrics will be published:

Test Metrics

Sr.No.	Metrics	Frequency	Stake Holders after Approval
1	Defects Metrics		PM, QA
2	Test Case Execution Metrics (Planned Vs Actual)		PM, QA
3	Defects break down by severity		PM, QA
4	Pass/Fail Ratio		PM, QA
5	Overall Defect Count Trend		PM, QA

Release Management

Formal Release Notes will be prepared at the end of each release and will be shared with Stakeholders providing details on the features being delivered, known issues, constraints if any, and a known defect list if applicable.

Appendix

TEST SUMMARY REPORT

<<Project>>

<<Release>>

Document Revision:

Revision History

Revision Number	Date of Issue	Author(s)	Brief Description of Change
0.1			First draft

SOVEREIGN SPORTSMAN SOLUTIONS

Table of Contents

Purpose

The purpose of the document is to summarize the testing performed for the **<project>** system, and is based upon the testing activity planned in the **<project> test plan**.

This document would act as record of completed testing activities for stakeholders.

The test summary report summarizes testing and provides evidence that:
- The system meets the expected business needs
- Test coverage is complete and based on requirements specified
- Testing provided assurance that system is reliable and stable
- Testing demonstrated quality is ensured in the system

Overview

The dates of testing summarized in this report occurred between <from date> and <to date> as part of the <sprint/phase> of the <project>. Results of the testing activities and any related defects are summarized in the section of this document corresponding to the type of testing which was executed. Defects are summarized in the defects summary section of this document.

References

Document	Link
Test Plan	
Requirements Specification	
Requirements Traceability Matrix	
Test Script Repository	
Defect Repository	

Acronyms

Abbreviation	Definition
TSR	Test Summary Report
RTM	Requirements Traceability Matrix

Definitions

Term	Definition

Tested Scope

System Scope

The following components are summarized within the TSR:

-

Requirements Scope

The following Epics and stories were tested:

- *[State functional requirements tested – If not consistent with Test Plan, provide justification].*

- *[State non-functional requirements verified – If not consistent with Test Plan, provide justification]*

A link to the comprehensive Requirements Traceability Matrix can be found in the References section of this document.

Test Execution Summary
Unit Testing

[Remove section if test type not applicable.]

Test Cycle	Development Testing
Testing Performed By	*[State roles of testers – Example: Developers, etc.]*
Related Build	*[State build # - Example: Project Build X.X]*
Environment	*[State test environment – Example: Test, DEV]*
Test Scope	*[Provide a high level description of the customizations or configurations tested in this cycle.]*
Documents	N/A
Test Process	*[State test method – Example: Tool, paper-based, N/A]* *[State results of testing for this cycle.]* *[State final status of defects encountered in cycle.* *Example: Closed, Deferred, N/A]*
Testing Approved By	*[If testing was not approved, state "N/A".]*
Additional Comments	*[Provide additional comments that will assist in summarizing the cycle tested.]*

Installation Testing

Test Cycle	Development Testing
Testing Performed By	*[State roles of testers – Example: Developers, etc.]*
Related Build	*[State build # - Example: Project Build X.X]*
Environment	*[State test environment – Example: Test, DEV]*
Test Scope	*[Provide a high level description of the customizations or configurations tested in this cycle.]*
Documents	N/A
Test Process	*[State test method – Example: Tool, paper-based, N/A]* *[State results of testing for this cycle.]* *[State final status of defects encountered in cycle.* *Example: Closed, Deferred, N/A]*
Testing Approved By	*[If testing was not approved, state "N/A".]*
Additional Comments	*[Provide additional comments that will assist in summarizing the cycle tested.]*

Smoke Testing

[Remove section if test cycle not applicable.]

Test Cycle	Development Testing
Testing Performed By	*[State roles of testers – Example: Developers, etc.]*
Related Build	*[State build # - Example: Project Build X.X]*
Environment	*[State test environment – Example: Test, DEV]*
Test Scope	*[Provide a high level description of the customizations or configurations tested in this cycle.]*
Documents	N/A
Test Process	*[State test method – Example: Tool, paper-based, N/A]* *[State results of testing for this cycle.]* *[State final status of defects encountered in cycle.* *Example: Closed, Deferred, N/A]*
Testing Approved By	*[If testing was not approved, state "N/A".]*
Additional Comments	*[Provide additional comments that will assist in summarizing the cycle tested.]*

Integration Testing

Test Cycle	Development Testing
Testing Performed By	*[State roles of testers – Example: Developers, etc.]*
Related Build	*[State build # - Example: Project Build X.X]*
Environment	*[State test environment – Example: Test, DEV]*
Test Scope	*[Provide a high level description of the customizations or configurations tested in this cycle.]*
Documents	N/A
Test Process	*[State test method – Example: Tool, paper-based, N/A]* *[State results of testing for this cycle.]* *[State final status of defects encountered in cycle.* *Example: Closed, Deferred, N/A]*
Testing Approved By	*[If testing was not approved, state "N/A".]*
Additional Comments	*[Provide additional comments that will assist in summarizing the cycle tested.]*

Functional Testing

[Remove section if test cycle not applicable.]

Test Cycle	Development Testing
Testing Performed By	*[State roles of testers – Example: Developers, etc.]*
Related Build	*[State build # - Example: Project Build X.X]*
Environment	*[State test environment – Example: Test, DEV]*
Test Scope	*[Provide a high level description of the customizations or configurations tested in this cycle.]*
Documents	N/A
Test Process	*[State test method – Example: Tool, paper-based, N/A]* *[State results of testing for this cycle.]* *[State final status of defects encountered in cycle.* *Example: Closed, Deferred, N/A]*
Testing Approved By	*[If testing was not approved, state "N/A".]*
Additional Comments	*[Provide additional comments that will assist in summarizing the cycle tested.]*

Regression Testing

[Remove section if test cycle not applicable.]

Test Cycle	Development Testing
Testing Performed By	*[State roles of testers – Example: Developers, etc.]*
Related Build	*[State build # - Example: Project Build X.X]*
Environment	*[State test environment – Example: Test, DEV]*
Test Scope	*[Provide a high level description of the customizations or configurations tested in this cycle.]*
Documents	N/A
Test Process	*[State test method – Example: Tool, paper-based, N/A]* *[State results of testing for this cycle.]* *[State final status of defects encountered in cycle.* *Example: Closed, Deferred, N/A]*
Testing Approved By	*[If testing was not approved, state "N/A".]*
Additional Comments	*[Provide additional comments that will assist in summarizing the cycle tested.]*

Performance Testing

[Remove section if test cycle not applicable.]

Test Cycle	Development Testing
Testing Performed By	*[State roles of testers – Example: Developers, etc.]*
Related Build	*[State build # - Example: Project Build X.X]*
Environment	*[State test environment – Example: Test, DEV]*
Test Scope	*[Provide a high level description of the customizations or configurations tested in this cycle.]*
Documents	N/A
Test Process	*[State test method – Example: Tool, paper-based, N/A]* *[State results of testing for this cycle.]* *[State final status of defects encountered in cycle.* *Example: Closed, Deferred, N/A]*
Testing Approved By	*[If testing was not approved, state "N/A".]*
Additional Comments	*[Provide additional comments that will assist in summarizing the cycle tested.]*

User Acceptance Testing

[Remove section if test cycle not applicable.]

Test Cycle	Development Testing
Testing Performed By	*[State roles of testers – Example: Developers, etc.]*
Related Build	*[State build # - Example: Project Build X.X]*
Environment	*[State test environment – Example: Test, DEV]*
Test Scope	*[Provide a high level description of the customizations or configurations tested in this cycle.]*
Documents	N/A
Test Process	*[State test method – Example: Tool, paper-based, N/A]* *[State results of testing for this cycle.]* *[State final status of defects encountered in cycle.* *Example: Closed, Deferred, N/A]*
Testing Approved By	*[If testing was not approved, state "N/A".]*
Additional Comments	*[Provide additional comments that will assist in summarizing the cycle tested.]*

Known Open Defect Summary

Defect ID	Testing Type	Description	Resolution/Justification

OS/Browser Combinations Verified

- *IE 9, Firefox, Chrome - Win 7 &10*
- *Safari - Mac*
- *Mobile*

INCIDENT MANAGEMENT PLAN

Reference #:	SEC007
Version #:	1.5
Effective Date:	4/26/2020
Functional Area:	Corporate, Information Technology, Networking, IT Security

INCIDENT MANAGEMENT

This plan shall be implemented and followed in the event of a suspected incident (security and/or performance related) occurrence within the scope of a Sovereign Sportsman Solutions' (S3) managed system. Any existing or new system/component implementations must accommodate the process outlined in this document. This plan requires the support of the S3 CTO and executive support from the Customer Entity.

DEFINITIONS:

Customer Entity – The entity or business that has procured services from S3.

Event – Any observable occurrence in the system or network.

Incident – An event that has or could have a potential negative impact to the performance of the system. An Incident can be considered Security or Performance related.

> Security related incident – An incident that is a violation, or imminent threat of violation, of S3 security policies and standards that has significant potential to lead to the following:

- Inappropriate access to PII or customer data
- Negative impact to the company's reputation
- Loss of intellectual property or Funds

Breach – When sensitive, protected, or confidential data is copied, transmitted, viewed, stolen, or used by an unauthorized individual.

Disaster – An event that disrupts the functionality of the information system and causes environmental, material, or economic loss.

System – The application or information system being acquired from S3 by the Customer Entity.

Disruption – An event that interrupts normal business functions, operations, or processes, whether anticipated or unanticipated.

Outage – The interruption of automated processing systems, infrastructure, support services, or essential business operations, which could result in S3's ability to provide services for some period of time.

Business-Critical Functions - The essential operational and/or business support functions that could not be interrupted or unavailable for more than the predetermined timeframe (agreed upon between S3 and the Customer Entity) without significantly jeopardizing the Customer Entity's Licensing Program.

INCIDENT PRIORITY LEVELS

Incidents involving priority levels from the overall agreement (also described) below shall be monitored on a case by case basis by S3 and the Customer Entity. Remedies shall be applied on a case by case basis

as determined by the Customer Entity and S3. Incidents not involving control of S3 system (e.g.., OPS credit card processor) shall not be considered as a priority incident for remedies. However, all incidents shall be actioned according to the incident management process below. There are generally two types of possible incidents, Performance related and Security related. Both of which are given a priority level as described below.

Priority 1 – Critical

- Significant disruption to the System negatively affecting client's access to the System or functions and data contained within the System (includes license issuer access on behalf of the client). E.g. Disruption to the sale of any licenses, entry into a big game draw, viewing draw results, accessing and using harvest reporting of System service, or exposure of customer information. Also includes any disruption to any sales channel (IVR, Issuer Point of Sale, Online Internet) through an outage or an incident.

- Security Incident Threat Level 1: Critical – Incidents requiring urgent action and represent a confirmed successful attack or compromise. Additional monitoring and investigation is required for this level.

Priority 2 – High

- Disruption to the System negatively affecting Customer Entity users of the System or functions and data contained within the System (includes license issuers). E.g. Any disruption, high risk vulnerability (see S3 Security Management Plan), outage or incident to the control center of the Customer Entity Licensing Service including any database disruptions affecting the ability for issuers to use the Issuer point of sale reporting functionality.

- Security Incident Threat Level 2: High – Incidents that require closer observation and attention, such as possible security control failures or disruptions.

Priority 3 – Medium

- Minor disruption to Customer Entity business if the System or functions are unavailable for an extended period (30-60 minutes). E.g. Disruption to access of training videos contained within the Issuer point of sale website, disruption to content management controls of the System, such as adding important notices, etc.

- Minor disruption to functions of the System where requirements were not fulfilled by the Vendor based upon approved Customer Entity Deliverables.

- Security Incident Threat Level 3: Medium – Incidents that indicate a possible attempted attack, but the attempt is confirmed unsuccessful. These incidents can be used to help tune security controls.

Priority 4 – Low:

- Minimal disruption to the Client Entity business if the System or functions are unavailable for an extended period (5-30 minutes). E.g. Broken links from the Application header and footer sections of the overall user interface template.

- Security Incident Threat Level 4: Low – Common events, also referred to as "Internet Noise," that are automatically logged into the data store.

S3 INCIDENT RESPONSE PROCESS
S3 provides a proven and structured process specific to the investigation of issues when an issue or security incident should ever arise. Below is a high-level overview of the process.

1. Preparation

The Incident Management Plan shall be reviewed and updated on an annual basis or as needed. The Incident Response capability of the Incident Management plan shall also be tested on an annual basis.

An inventory of assets shall be maintained to provide the Incident Response Team with enough information to readily respond to incidents effecting specific components. A list of contacts shall be established to identify the proper individuals who will be contacted or involved in an incident response effort. All S3 employees who may be in a position or role that would involve them in an incident response activity shall be trained to know their responsibilities prior to beginning work and annually thereafter.

a. Third Party Assistance

S3 procures a Managed Security Service Provider (MSSP), who assists in detecting, identifying, prioritizing and responding to any security related incidents. S3 also procures hosting services from a Hosting Provider, who provides the physical structure of the system, including system components. The IRT shall coordinate efforts with the MSSP and Hosting Provider as necessary to ensure an incident is addressed effectively. Procedures to engage these third parties shall be documented and included in the annual review of the Incident Management Plan.

b. Vulnerability Assessments

Vulnerability assessments shall be conducted on a quarterly basis to identify potential gaps in the configuration of the system. Vulnerabilities detected shall be addressed within the quarter in which they are identified, and prior to the next quarter's scheduled scan (within 90 days). Priorities for addressing vulnerabilities are from Critical down to Low. See the S3 Security Management plan for more details regarding vulnerability management.

2. Identification and Notification

The issue or incident is communicated to S3 Project Team Members and the Customer Entity by the S3 PM as defined in the Incident Notification section documented below. A ticket in TFS is created, for tracking purposes, by the individual who first gained knowledge of the event or the S3 Security Officer. If there are multiple events or incidents that are related, a Case within Alert Logic may be created that will group these events into one investigation item.

a. Assemble the core Incident Response Team (IRT):

This is coordinated by the S3 Project Manager or Technical Lead, and at minimum would include S3's CTO, Security Officer, Sr. Systems Engineer, and Technical Lead. If a Customer Entity's system is affected, their list of contacts (previously established) shall be contacted and their security liaison included as part of the IRT. Rackspace personnel may also be included in the IRT as necessary depending on their role in the incident. Assignment of tasks will be determined by the IRT.

b. Assess the extent and severity of the issue:

Perform a thorough assessment of the event and the assets involved. The results will dictate the subsequent steps based on the priority of the incident, as listed under 'Incident Priority Levels.' If a prolonged outage of business critical systems is expected, then the S3 Disaster Recovery Plan shall be followed to resume these functions.

3. Containment

The IRT first characterizes the incident and identify the actions necessary to mitigate the issue. All affected systems are identified. Immediate actions to take are identified and performed to stop the activity that caused the incident. Certain circumstances may require Short Term and Long Term containment. Both of which may be used to contain the cause of the incident, or a security threat to the system. This would include heighten level of monitoring for systems that may be affected. For suspected unauthorized wireless access points on the S3 or production networks, the IRT will consult with the hosting provider and operations manager as necessary to ensure they are purposeful. The methods used for containment shall be documented in the post incident report.

4. Eradication

Using identification and containment information, the root cause of the incident is established by the IRT. An execution path to remove the cause of the incident is then established. Based on these findings,

modifications are made to improve configuration and/or defenses to prevent the incident from occurring again. Suspected rogue wireless access points will be locked down until it is proven that they are authorized. If security related, a vulnerability scan will be performed to identify other potential weaknesses and remediate.

a. Emergency Update

Should there be a need for S3 to apply an emergency (or unscheduled) update to the system, S3 PM and/or S3 CTO / Dev Lead will alert the Customer Entity immediately regarding the issue. S3's plan to remedy the issue and a proposed "Unscheduled Maintenance" plan (includes update to be conducted and expected time to update) is provided. S3 then collaborates with the Customer Entity to agree on an appropriate timeframe to conduct the maintenance.

5. Recovery

Any affected production system is brought back online cautiously, to ensure the impacted system does not cause another incident. The date and time restorations are communicated with the S3 project team, including contacts from the Customer Entity. If the system is down or anticipated to be down for longer than twenty-four (24) consecutive hours, then a backup or disaster recovery service shall be invoked at the discretion of the Customer Entity. If restoration is successful, the system will be monitored closely for 24 hours to ensure activity is back to normal. This monitoring is completed by the MSSP, Hosting Provider, S3 administrators, and the Customer Entity's administrators as needed. Any further disruptions are reported to the S3 CTO, Lead Developer, Security Officer, and the Customer Entity IRT.

6. Lessons Learned

A review of the incident, which shall include any and all individuals involved in the response of the incident, shall be completed within ten business days of the incident closure. The purpose of this phase shall be to document the incident root cause, and steps taken to identify, contain, eradicate and recover from the incident. This process includes identifying what areas of the incident response plan was effective and areas that require improvement. Any other corrective actions are also documented.

a. Metrics

Measuring the incident response capability shall be accomplished using the following metrics.

- False Positive rates for detection
- Time from detection to decision
- Time to from detection to mitigate or contain

S3 DISASTER RECOVERY PLAN

OBJECTIVE

The principal objective of the Disaster Recovery Plan (DRP) is to develop, test and document a well-structured and easily understood plan which will help the company recover as quickly and effectively as possible from an unforeseen disaster or emergency which interrupts information systems and business operations. Additional objectives include the following:

- The need to ensure that all employees fully understand their duties in implementing such a plan
- The need to ensure that operational policies are adhered to within all planned activities
- The need to ensure that proposed contingency arrangements are cost-effective
- The need to consider implications on other company sites
- Disaster recovery capabilities as applicable to key customers, vendors and others

PLAN OVERVIEW

Disaster recovery and business continuity at the data center level is managed by the hosting provider, Rackspace. In the event of a disaster that renders critical system components unavailable to maintain

business function at the primary hosting site for an extended period (greater than recovery time objective commitments), S3 shall initiate recovery from the secondary site hosted by AWS. Any disaster recovery actions shall be communicated with the Customer Entity.

Key trigger issues at the hosting site that would lead to activation of the Disaster Recovery Plan (DRP) are:

- Total loss of all communications
- Total loss of power
- Flooding of the premises
- Loss of the building

Preparation

This contingency plan is communicated with all individuals potentially involved in the process. All individuals that may have a role in the disaster recovery process are trained in accordance to their role. This plan shall also be reviewed and tested along with the S3 Incident Management Plan on an annual basis. The results of the testing shall be documented and communicated with the project team, including any lessons learned or changes required to be made.

Backups

Backups are performed for the primary hosting site components by Rackspace's Managed Backup service daily for incremental backups and on a weekly basis for full. Rackspace provides S3 with a portal to see the status of all backups. If there is a failure, S3 is made aware while Rackspace works to fix the issue that caused the failure. The information system and data are replicated nightly from the primary hosting site (Rackspace) to the secondary site (AWS). In addition, log shipping from the primary location to the secondary location occurs every 15 (fifteen) minutes to limit the loss of data in the event of a failure at the primary location. Any system updates applied to the primary hosting site, are also applied to the secondary site concurrently. The primary and secondary sites are also located at separate geographical sites. The data backup and replication information in AWS is tested on an annual basis along with the test of the disaster recovery plan.

EMERGENCY RESPONSE AND DRP ACITIVATION

An outage may be reported by multiple avenues, either detected by S3 system admins, Customer Entity users, consumers/help desk, or hosting provider. The disaster recovery plan shall be initiated after, or during, all the steps in the Incident Response Procedure are addressed. In the event of an outage the following steps will be followed to recover the system to business-critical functions.

1. Decision and Notification

The ultimate decision to initiate the disaster recovery procedure shall be made by the S3 CTO, with information and recommendations from the Incident Response Team (IRT). Once the decision is made to initiate disaster recovery, the appropriate contacts from the Customer Entity are notified (using the contacts and methods listed in the S3 Incident Management Plan). The DRP actions rely heavily on the Recovery Time Objective commitments defined in the 'Recovery Priorities for System Resources' section.

Primary Site Recovery

System recovery may be accomplished by the primary hosting provider (Rackspace) prior to further intervention by S3 or the Customer Entity. If the primary hosting provider is able to restore business functions within the timeframe identified by S3 and the Customer Entity, then further DRP procedures shall not be invoked.

2. Alternate Recovery Facility / Hot Site

If necessary, the secondary hot site hosted by AWS shall be activated, and notifications will be sent to all individuals responsible for system administration.

DNS Change

The S3 CTO or Dev Lead shall change the DNS settings to route of all traffic to the domain to the secondary web server address hosted by AWS. This will typically take thirty minutes to an hour to take effect.

3. Resume Operational Status

Once the DNS address has been successfully changed, the S3 project team will test the connection to ensure that the change was successful. If the test is successful, then this is communicated with the Customer Entity, so that business can resume until the primary site is back to a functional state.

RECOVERY PRIORITIES FOR SYSTEM RESOURCES

The table below lists the order of recovery for the S3 resources. The table also identifies the expected time for recovering the resource following a "worst case" (complete rebuild/repair or replacement) disruption. If a system or organizational change impacts the timeframes below, these changes are communicated across all S3 support personnel and the Customer Entity.

Recovery Time Objective (RTO)

RTO defines the maximum amount of time that a system resource can remain unavailable before there is an unacceptable impact on other system resources and supported mission/business processes. This time is communicated and agreed upon between the hosting provider, S3 and the Customer Entity.

Element	System Resource/Component	Recovery Time Objective
Web Server	Two Hex Core Dedicated Server HP DL380	2 hours to rebuild or replace
Database	MSSQL DB Cluster	2 hours to rebuild or replace
Azure DB VM	SQL Server	5 minutes to fail over
Azure app service	Application tier	3 minutes to fail over

Recovery Point Objective (RPO)

RPO defines the interval of time that may pass during disruption before the quantity of data lost during the period exceeds the maximum allowable threshold or tolerance. Log shipping between the primary and secondary hosting sites occurs every 15 (fifteen) minutes. This provides an RPO of 15 minutes.

INCIDENT COMMUNICATION AND REPORTING

INCIDENT NOTIFICATION

Any suspected incident (outage or security related) detected by a S3 or Customer Entity employee shall be reported to the S3 Lead Developer, CTO, PM, and/or Security Officer, as appropriate, no longer than 24 hours after detection. The S3 MSSP provides an automated alerting mechanism that sends an alert to the S3 CTO and Security Officer if a significant security incident is detected by their monitoring service. The S3 PM shall notify the Customer Entity of incidents impacting the system within 48 hours of notification of an incident. The S3 PM shall notify the Customer Entity whenever any single non-scheduled outage or combination of non-scheduled outages lasts, or is anticipated to last, for a period greater than fifteen (15) consecutive minutes. S3 shall provide the Customer Entity an explanation of the problem causing the outages or incident including an estimate of when the system will be live again.

Customer Entity Incident Notification Contact List

Customer Entity Business Hour Contacts

When S3 is alerted of an incident, initial contact with the Customer Entity should be by one email to all the resources listed. If no one from Customer Entity responds within 10 minutes of the email, then S3 will telephone (in order given) the Customer Entity contacts until they exhaust the list or a live person is reached. A voicemail must be left with each attempted call that is not answered alerting the resource to the issue and providing some level of known detail.

Reference the Customer Entity Incident Notification BUSINESS HOUR Contact List at the end of this document

After Hours Contacts

Initial contact should be by one email to the people listed. If no one from the Customer Entity responds within 20 minutes of the email, then S3 will telephone (in order given) the Customer Entity contacts until they exhaust the list or a live person is reached. A voicemail must be left with each attempted call that is not answered alerting the resource to the issue and providing some level of known detail.

Reference the Customer Entity Incident Notification AFTER HOURS Contact List at the end of this document

Customer Entity's Vendors

If the incident is within the Customer Entity's control or one of the Customer Entity's 3rd party vendors, the Customer Entity will be responsible for initial contact / notification to coordinate collaboration efforts with S3 as needed, to bring issue to resolution and will communicate status via email.

S3 Incident Notification Contact List

When the Customer Entity is alerted of an incident, initial contact should be by email to all the resources listed and then immediately by telephone (in order given). If resource is not reached via phone, a voicemail must be left providing details. If response is not received within 10 minutes, continue calling resources in order provided. S3 will be responsible for acknowledging receipt of notification and commence assessment of the reported issue.

Reference S3 Incident Notification ALL HOURS Contact List at the end of this document

Incident Status Updates

TFS Ticket

In all cases, if the incident reported is deemed an issue and is within S3's or any of its sub-contractors' area of responsibility, the S3 Resource will open a ticket in TFS and communicate status updates in the ticket until resolution.

Email Notification

If the issue occurs after business hours and/or is not resolved before close of business, in addition to adding / updating TFS ticket, S3 PM will notify the Customer Entity via email with all updates.

Incident Notification for S3 Help Desk (Data Blue)

For all incidents, S3's Field Operations Manager will be responsible for contacting and sending written communication and updates to all impacted 3rd party vendors including Help Desk (Data Blue) etc.

When S3 is alerted of an incident, initial contact should be by email to all the resources listed below and then immediately followed by telephone (in order given). If resource is not reached via phone, a voicemail must be left providing details.

Reference Data Blue Incident Notification ALL HOURS Contact List To Report Issues to S3, at the end of this document

INCIDENT REPORT

Post Incident - Reporting

Once an incident has been identified, analyzed and corrected, S3 will release an incident report to the Customer Entity within three (3) business days of resolution of the incident. S3's CTO will have the responsibility to ensure the Incident Report is completed and distributed for any major incident/outage that occurs. The incident report form outline is as follows:

S3 Incident Report Template

S3 Incident Report Template

S3 Outage Incident
Report TEMPLATE.do

The Customer Entity Incident Report Distribution List

All Incident reports shall be submitted in one email to all resources on the Incident Report Distribution List.

Reference The Customer Entity Incident Report Distribution List and S3 Incident Report Distribution List at the end of this document.

INCIDENT MANAGEMENT CONTACTS

Incident Response Distribution Lists

Name	Email
Client Incident Response Email	
S3 Incident Response Email	

Customer Entity Incident Notification BUSINESS HOURS Contact List

Name	Email	Office Phone	Cell Phone

Customer Entity Incident Notification AFTER HOURS Contact List

Name	Email	Cell Phone	Personal Cell Phone

S3 Incident Notification ALL HOURS Contact List

Name / Role	Contact Nbr.	Email
S3 Sr. Project Manager (John Mozurkewich)	989.506.4418	JMozurkewich@s3gov.com
S3 Sr. Project Manager (Tonya Cooke)	615.430.7723	tcooke@s3gov.com
S3 CTO (Richard Bonazzoli)	615.610.3764	rbonazzoli@s3gov.com
S3 Lead Developer (James Haslam)	615.775.0044	jhaslam@s3gov.com
S3 COO (Rob Walker)	615.610.3762	rwalker@s3gov.com

S3 Manager, Field Operations (Jonathan Terry)	615.403.1895	jterry@s3gov.com
S3 IT Security Officer (AJ Cowan)	517.499.0930	acowan@s3gov.com
S3 Sr. Systems Engineer (Jason Boshears)	615.403.4308	jboshears@s3gov.com

Data Blue Incident Notification ALL HOURS Contact List To Report Issues to S3

Role / Name	Contact Nbr.	Email
S3 Manager, Field Operations (Jonathan Terry)	615.403.1895	jterry@s3gov.com
S3 Sr. Project Manager (John Mozurkewich)	989.506.4418	JMozurkewich@s3gov.com
S3 Sr. Project Manager (Tonya Cooke)	615.430.7723	tcooke@s3gov.com
S3 COO (Rob Walker)	615.610.3762	rwalker@s3gov.com
S3 CTO (Richard Bonazzoli)	615.610.3764	rbonazzoli@s3gov.com

INCIDENT REPORTING

The Customer Entity Incident Report Distribution List

Name	Email

S3 Incident Report Distribution List

Name / Role	Email
S3 Sr. Project Manager (John Mozurkewich)	JMozurkewich@s3gov.com
S3 Sr. Project Manager (Tonya Cooke)	tcooke@s3gov.com
S3 CTO (Richard Bonazzoli)	rbonazzoli@s3gov.com
S3 Lead Developer (James Haslam)	jhaslam@s3gov.com
S3 COO (Rob Walker)	rwalker@s3gov.com
S3 Manager, Field Operations (Jonathan Terry)	jterry@s3gov.com
S3 IT Security Officer (AJ Cowan)	acowan@s3gov.com
S3 Sr. Systems Engineer (Jason Boshears)	jboshears@s3gov.com

DOCUMENT HISTORY

Version	Date	Revised By	Description
1.0	10/14/2019	AJ Cowan (IT Security Officer)	Original Draft
1.1	11/12/2019	AJ Cowan (IT Security Officer)	Ratified
1.2	03/09/2020	AJ Cowan (IT Security Officer)	Updated formatting and document history information
1.3	03/10/2020	AJ Cowan (IT Security Officer)	Updated incident and customer entity definitions, and web server details.
1.4	5/6/2020	AJ Cowan (IT Security Officer)	Updated Incident response team and contacts to include Jason Boshears, Sr. Systems Engineer
1.5	4/26/2021	Richard Bonazzoli (CTO)	Updated RTO with Azure timelines

Designated document review cycle	Annually
Next Document Review Date	4/4/2022

DISTRIBUTION AND DOCUMENT INTEGRITY

This plan shall be distributed to only individuals with an incident response responsibility. A copy of this document shall be provided to a Customer Entity upon request, after proper agreements have been signed to help prevent unauthorized disclosure. A master copy of this plan shall be stored on an internal S3 site.

MODIFICATIONS

Modifications to this plan shall only be made by authorized individuals, such as the S3 CTO, COO, Operations Manager, or Security Officer. Changes to this plan shall be made to address system/organizational changes or problems encountered during plan implementation, execution, or testing. Any modifications must be approved by the S3 CTO prior to implementation. If a modification to this plan is made and approved, the plan shall be re-communicated with all individuals who may have incident response responsibilities.

Scan Results

Company: **4776958-S3Gov.com**	Generated: **Jun 4 2021 4:01pm CDT (GMT-5)**
User: **rbonazzoli@s3gov.com**	

Monthly External - Web Servers

Scanned Date	Duration	Results	Status
May 12 2021 11:59pm CDT (GMT-5)	25 mins	2 hosts (4 vulnerabilities)	Completed

Scan Summary

This report displays scan results for hosts scanned, with totals provided for scanned, skipped, found, and partial scans.
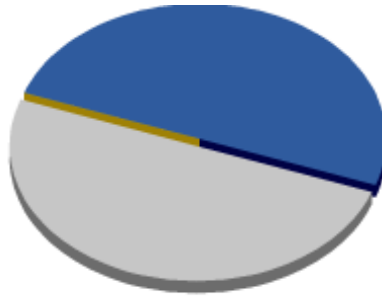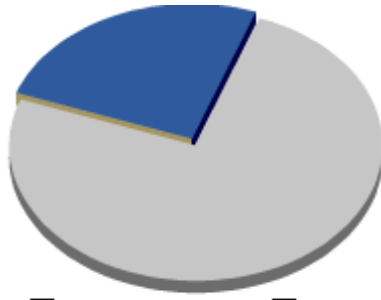

Hosts Found   Hosts Scanned
Hosts Skipped   Partial Scans

Title	Count
Hosts Found	2
Hosts Scanned	2
Hosts Skipped	0
Partial Scans	0

Vulnerability Summary

This report displays a summary of the severity of vulnerabilities found. Severity totals are provided for low, medium, high, critical, and urgent.

Title	Count
Level Low	3
Level Medium	1
Level High	0
Level Critical	0
Level Urgent	0

IP Address	Host
173.203.150.58	N/A

	Vulnerability	Administrative Notes	Service	Risk Level	
	3DES Detected		TCP 443		Medium
	TCP Timestamp		N/A		Low
	Web Service is Running		TCP 80		Low

IP Address	Host
173.203.150.59	N/A

	Vulnerability	Administrative Notes	Service	Risk Level	
	Web Service is Running		TCP 80		Low

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Scan Results

Monthly External - FW and LB

Scanned Date	Duration	Results	Status
May 12 2021 8:00pm CDT (GMT-5)	39 mins	2 hosts (3 vulnerabilities)	Completed

Scan Summary

This report displays scan results for hosts scanned, with totals provided for scanned, skipped, found, and partial scans.

Title	Count
Hosts Found	2
Hosts Scanned	2
Hosts Skipped	0
Partial Scans	0

Vulnerability Summary

This report displays a summary of the severity of vulnerabilities found. Severity totals are provided for low, medium, high, critical, and urgent.

Title	Count
Level Low	3
Level Medium	0
Level High	0
Level Critical	0
Level Urgent	0

IP Address	Host
173.203.150.62	s3licensing.com

	Vulnerability	Administrative Notes	Service	Risk Level
	No vulnerabilities found.			

IP Address	Host
173.203.150.63	N/A

	Vulnerability	Administrative Notes	Service	Risk Level
	Microsoft - Windows Server - End-of-Life		N/A	Low
	TCP Timestamp		N/A	Low
	Web Service is Running		TCP 80	Low