

CalSAWS Central Print Services

CalSAWS

California Statewide Automated Welfare System
Request for Proposal No. 2020-01

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1 INTRODUCTION

1.1 PURPOSE

The California Statewide Automated Welfare System (CalSAWS) Consortium, acting for the benefit of the 58 California Counties, requests proposals from qualified vendors for Central Print and Mailing Services supporting the new California Statewide Automated Welfare System (CalSAWS). For brevity purposes, this Request for Proposal (RFP) will refer to this collection of Services as Print Services. This procurement solicits services including Project management, solution Design and Development, Implementation (DD&I) and Maintenance and Operations (M&O).

The Consortium (the term "Consortium" as used in this RFP shall refer exclusively to the CalSAWS Consortium) is committed to partnering with a Contractor that will assist in ensuring the Print Services implementation and ongoing operations is a success. The Contractor will function as an industry leading services provider and participate in transitioning all participating Counties to the new Print Services. The Consortium is seeking a Contractor to apply innovative strategies, approaches, and methods for designing developing, implementing and maintaining central print and mailing services for the CalSAWS environment. This effort includes transitioning from multiple existing print service providers and implementing centralized print operations and mail services to Counties in phases, and then providing ongoing Print Services to 56 of 58 CalSAWS Counties. It is anticipated that 56 Counties will transition to Print Services initially. The Contractor must agree to support the transition of the remaining County in the future at the request of the Consortium.

Specific Services to be provided under this RFP are outlined in Section 3, Scope of Work. The Consortium requests the vendor (also referred to hereinafter as "Contractor") submit a proposal for the implementation and operations of the Print Services.

1.2 CONTRACT TERM

It is anticipated the DD&I and initial M&O Phases of the Print Services contract will begin March 8, 2021, with an expected duration of five (5) years. As an option to be exercised at the discretion of the Consortium, the M&O Phase may be extended for up to five (5) one (1) year options.

1.3 ELIGIBLE CONTRACTORS

The Contractor and its Subcontractors must be free from conflicts resulting from different responsibilities for the Consortium. Without in any way limiting the generality of the foregoing statement, a conflict resulting from different responsibilities to the Consortium would include, but would not be limited to, a Contractor's involvement on other aspects of the CalSAWS Project that would prevent the Contractor from devoting the resources necessary to meet all Deliverables and Services required for this Print Services Project. As an example, Contractors currently engaged to provide Quality

Assurance (QA) or Independent Verification and Validation (IV&V) services would not be eligible to provide Services for this effort.

1.4 MINIMUM BIDDER REQUIREMENTS

Contractors must be recognized high quality service providers in the delivery of high-volume print and mailing services and must have delivered these Services for a minimum of five (5) years.

The required experience must be demonstrated within the proposal submission using **Attachment E – Firm Qualifications**.

1.5 LOCATION OF WORK

Primary facilities proposed by Contractors must be in California within the United States Post Office boundaries (USPS) for overnight delivery to all zip codes in California.

During the implementation period, the CalSAWS North Project site and/or South Project site will provide the necessary accommodations and network access for up to five staff. Contractor will have access to shared conference rooms to meet with Consortium staff as required at the CalSAWS North Project site and at the CalSAWS South Project site.

Meetings may occur in the greater Sacramento area, and greater Los Angeles areas. Meetings and visits to County offices are not anticipated.

The specific locations follow:

- **CalSAWS North:**
11290 Pyrites Way
Suites 150 and 175
Rancho Cordova, California 95670
- **CalSAWS South:**
12440 Imperial Highway
3rd Floor
Norwalk, California 90650

1.6 PROJECT HARDWARE, SOFTWARE AND OFFICE EQUIPMENT

The Print Services Contractor must provide its Staff with appropriate computer hardware and corresponding software and office equipment required to perform all tasks and complete all Deliverables required by the Consortium and as documented in this RFP. This hardware, software and equipment will be utilized to access the CalSAWS Project repositories and other Project communication methods such as SharePoint, if required.

The CalSAWS Project sites will provide internet access that can support corporate VPN/laptop capabilities. For work conducted at the Consortium sites, the Contractor must comply with network and technology access and usage policies.

1.7 RFP/PROPOSAL CONTACT

All correspondence, including questions, are to be submitted to the RFP/Proposal contact:

CalSAWS Central Print Services RFP
Attention: Tom Hartman
11290 Pyrites Way
Suites 150 and 175
Rancho Cordova, California 95670
Tom.Hartman@osi.ca.gov

All questions regarding this RFP must be submitted to the email address provided above and in accordance with Section 1.10 Procurement Timeline. Prospective Contractors must use the Excel template located in the procurement library to document questions or concerns.

Proposals will not be accepted via email. Proposals must be submitted in accordance with the specifications described in Section 5.

1.8 PROCUREMENT LIBRARY

For updates to the RFP, in the form of RFP Addenda, or other RFP communications such as responses to vendor questions, vendors should regularly refer to the procurement library. It is the responsibility of the prospective Bidders to check the procurement library for updates. The procurement repository is located at the following SharePoint site:

<https://osicagov.sharepoint.com/sites/Procurement/CalSAWS/CalSAWS%20Print%20Center%20Procurement%20Library/Forms/AllItems.aspx>

1.9 ASSISTANCE TO BIDDERS WITH A DISABILITY

Bidders with a disability may receive accommodation regarding the means of communicating regarding this RFP or participating in the procurement process. For more information, contact the RFP/Proposal Contact no later than ten (10) days prior to the deadline for receipt of proposals.

1.10 PROCUREMENT TIMELINE

The following table identifies key dates for the Print Services procurement, including the optional Bidder's Conference and the deadline for vendors to respond to this RFP. The Consortium reserves the right to change such dates. Changes to the procurement schedule will be communicated as RFP Addenda. Deadlines for all due date schedule components are no later than 3:00 PM, Pacific Time (PT). Please note both the Bidder's

Conference and the Oral Presentations and Key Staff Interviews will be conducted in the Sacramento area.

Table 1- Print Services Procurement Timeline

	PRINT SERVICES PROCUREMENT EVENT	DUE DATE
1	Release of RFP	July 8, 2020
2	Bidder's Conference	July 16, 2020
3	Deadline for Bidder Submission of Questions	July 24, 2020
4	Consortium Responses to Written Questions on a Flow Basis	July 27 – 31, 2020
5	Letter of Intent to Bid Due Date	August 5, 2020
6	Contractor Proposal Due Date	September 18 ²³ , 2020
7	Oral Presentations and Key Staff Interviews	November 6 and 10 ^{2–3} , 2020
8	Date for Notice of Intent to Award	November 23 ^{December 1} , 2020
9	Agreement Negotiation Period	November 24 ^{– 8} , December 2–8, 2020
10	State, Federal and Consortium JPA Board of Directors Approval of Agreement	December 9, 2 ¹⁰ 2020 – March 10 ⁵ , 2021
11	Tentative Start Date of Print Services	March 11 ¹⁸ , 2021

1.11 BIDDER'S CONFERENCE

The bidder's conference will be held on July 16, 2020 via a webcast. A webcast and conference call number will be made available and will be posted on the CalSAWS website.

Attendance at the bidder's conference is optional. The presentation and any materials reviewed during the conference will also be made available through the procurement repository. All questions asked verbally during the conference must also be submitted in writing as part of the formal question and answer process.

1.12 QUESTIONS REGARDING THE RFP

Questions regarding the contents of this RFP must be submitted via email on or before July 24, 2020, 3:00 PM PT. All questions and comments must be directed to the RFP/Proposal contact listed in Section 1.7. All questions will be answered, and both the questions and answers will be posted online in the procurement library. Prospective Contractors must use the Excel template located in the procurement library to document questions or concerns.

1.13 LETTER OF INTENT TO BID

The Consortium requests that Contractors complete and submit a Letter of Intent to Bid using the structure provided in Attachment K and according to the Procurement Timeline located in Section 1.10 of this RFP. This Attachment is not to be submitted as part of the proposal response. This Letter of Intent should be completed and submitted via email to the RFP/Proposal contact at Tom.Hartman@osi.ca.gov.

2 SAWS BACKGROUND

This section provides background information regarding how the Consortium has planned its migration to the single CalSAWS application.

2.1 STATEWIDE AUTOMATED WELFARE SYSTEM (SAWS)

In California, the Counties are responsible for administering numerous Federal, State, and local assistance programs. The SAWS are the County-administered case management systems that support California's public assistance programs by providing eligibility determination and benefit calculation for program recipients. The SAWS provide support for the administration of programs such as Medi-Cal (California's Medicaid program), California Work Opportunity and Responsibility to Kids (CalWORKs)/Temporary Assistance for Needy Families (TANF), CalFresh/Supplemental Nutrition Assistance Program (SNAP), Cash Assistance Program for Immigrants (CAPI), Foster Care, Refugee Cash Assistance, Kinship Guardianship Assistance Program (KinGAP), California Food Assistance Program (CFAP), Employment Services, General Assistance/General Relief (GA/GR), and Adoption Assistance.

Currently, there are three separate SAWS, each managed by the CalSAWS Consortium on behalf of the 58 California Counties:

- CalWIN system supporting 18 Counties
- LEADER Replacement System (LRS), supporting Los Angeles County
- C-IV system, supporting 39 Counties.

2.2 CALIFORNIA'S SINGLE SYSTEM STRATEGY

In order to receive Federal Financial Participation (FFP) for the SAWS, the Centers for Medicare and Medicaid Services (CMS) and the United States Department of Agriculture (USDA) Food and Nutrition Service (FNS) require that California implement a single statewide system by the end of 2023. To consolidate the number of systems in California, the State enacted California Assembly Bill 1 16 (ABX 1 16, 2011) to codify the mandate for the Migration of the 39 C-IV Counties "to a system jointly designed by the C-IV Counties and the County of Los Angeles, under a specified contract". This effort, managed under the LEADER Replacement System (LRS) contract, resulted in the formation of the 40-County CalACES Consortium and the design and implementation of the LRS; however, the modifications needed to support the Migration of the 39 C-IV Counties were deferred to accommodate additional planning activities requested by FNS and CMS.

The execution of California's strategy to implement a single system began with the completion of the LRS Project for the County of Los Angeles. By leveraging the application software of the SAWS Consortium IV (C-IV) system as its code base, the LRS was designed and developed with new code and code revisions for enhanced automation, modularity and configurability using rules engine technology and task

management functionality for business process flexibility, as well as an advanced, more scalable technical architecture and platform with Service Oriented Architecture (SOA) design and Enterprise Service Bus (ESB) technology. Such efforts created a strong foundation for SAWS consolidation, scalability and extensibility to support statewide capacity. The advancement in SAWS technologies and respective investments made to the LRS solution will be leveraged well into the future for unification, expansion, and longevity of applicable technologies through CalSAWS.

The State of California accelerated its effort to achieve the goal of a single state-wide system by supporting the establishment of the statewide CalSAWS Consortium. The formal CalSAWS Joint Powers Authority (JPA) governance structure was established on June 28, 2019.

The CalSAWS Migration DD&I Project will modify the LRS to support the statewide CalSAWS case management system. The plan for development of the CalSAWS Software leverages releases of CalSAWS-required modifications to the base LRS code into the LRS production instance, thereby, eliminating the need for on-going merges of LRS code changes with a separate set of CalSAWS Software and a Los Angeles County conversion effort. When the CalSAWS Software development and implementation effort has been completed, the 39 C-IV System Counties will be converted to the CalSAWS in a single cutover event, followed by the 18 WCDS CalWIN County conversions in six waves over a 13-month period. The DD&I ends in November 2023 with an additional 5-month stabilization period.

2.2.1 CalSAWS Technical Architecture

Over the next three years, the Consortium will apply an incremental, low risk approach to transforming the current monolithic SAWS to cloud services and modern data architectures to support a statewide view of multi-County operations. This transformation will enable responsive application development and changes resulting in an intuitive and dynamic application.

Guiding Principles:

- Shift from monolithic to modular architecture to enable a faster and cheaper enhancement schedule while reducing defect rates.
- Create a modern data access and analytics platform to provide insight as well as deliver information to partners with higher quality and lower costs.
- Develop a cost effective, scalable, database architecture to allow for scaling into the future while reducing operating costs.

Tactics:

- Establish a new network to replace the various data center infrastructures that will be decommissioned as part of the transition to cloud as well as ensure a high performance and reliable network is available.
- Scale for CalSAWS as a series of optimizations to address the issues identified in the batch process as the data volume increases.
- Initiate decomposition – Specific services will be separated from the main application to isolate their dependencies and remove them from the main database management system.
- New development will be conducted via a highly decoupled Application Programming Interface (API) based design to allow new capabilities to be individually scaled and maintained.
- New development will leverage containerization where appropriate to further increase operational efficiencies.

The following Figure illustrates the CalSAWS strategic target architecture, which is transforming the platform to adhere to a set of architecture principles optimized for speed and cost using cloud native solutions.

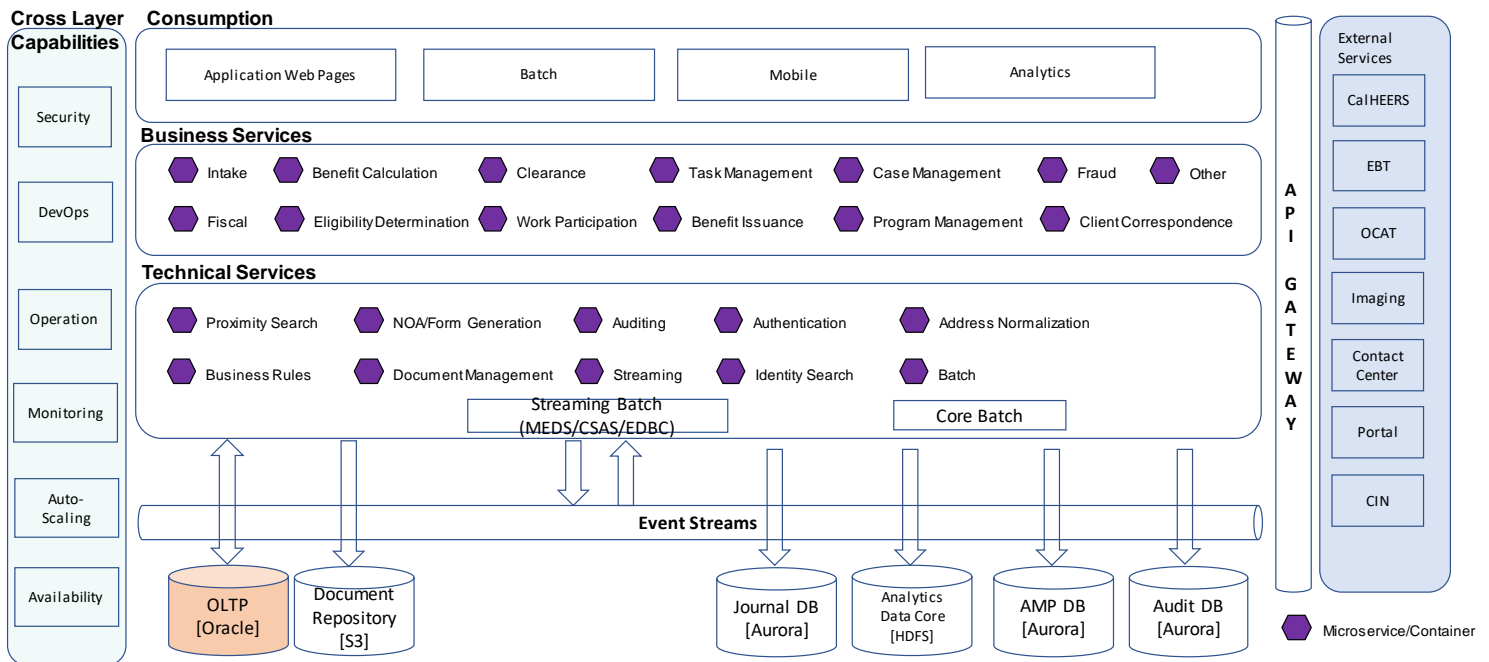


Figure 1 - CalSAWS Strategic Target Architecture

2.3 CALSAWS GOVERNANCE

With the recognition the CalSAWS Migration Project is groundbreaking in its scope and scale, and in accordance with best practices in the HHS systems development arena, California is wholly committed to actively engaging at the highest stakeholder levels as well as assigning appropriate numbers and types of resources to participate on a fulltime basis throughout the DD&I phase. From a cultural perspective, California's governance model will help foster transparency and visibility as well as communication and collaboration. The unified CalSAWS governance model driven by the stakeholder roles and responsibilities is depicted in Figure 2 below.

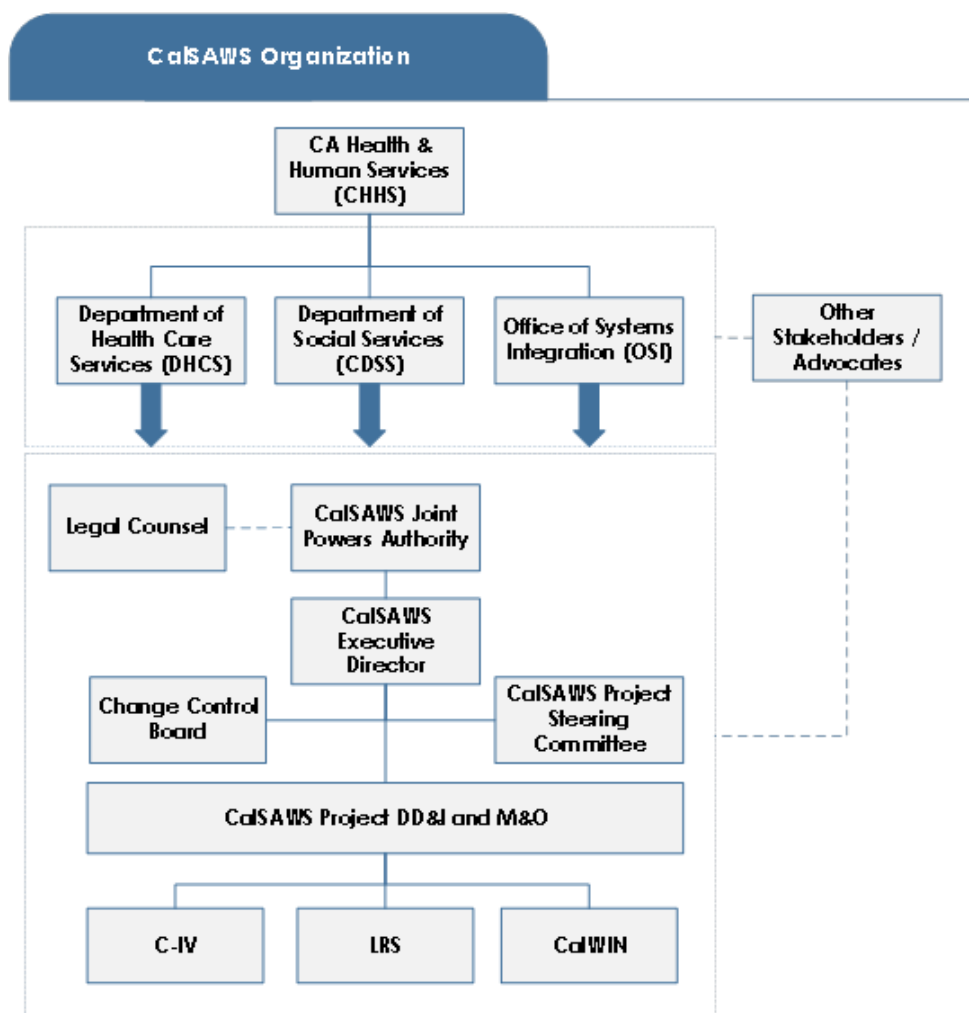


Figure 2 - CalSAWS Governance Model

The CalSAWS JPA now constitutes a single legal entity for purposes of managing the CalSAWS Consortium and the CalSAWS System. The JPA also serves as the contracting vehicle for all procurements. The 58 California Counties are grouped into six regions. The JPA is administered by its 12-member Board of Directors through the regional representation model. The six regions and the Board of Directors are served and supported by 18 Regional Managers (RMs). The regions, member Counties, the number

of votes per region and the number of Regional Managers are reflected in Figure 3 below.

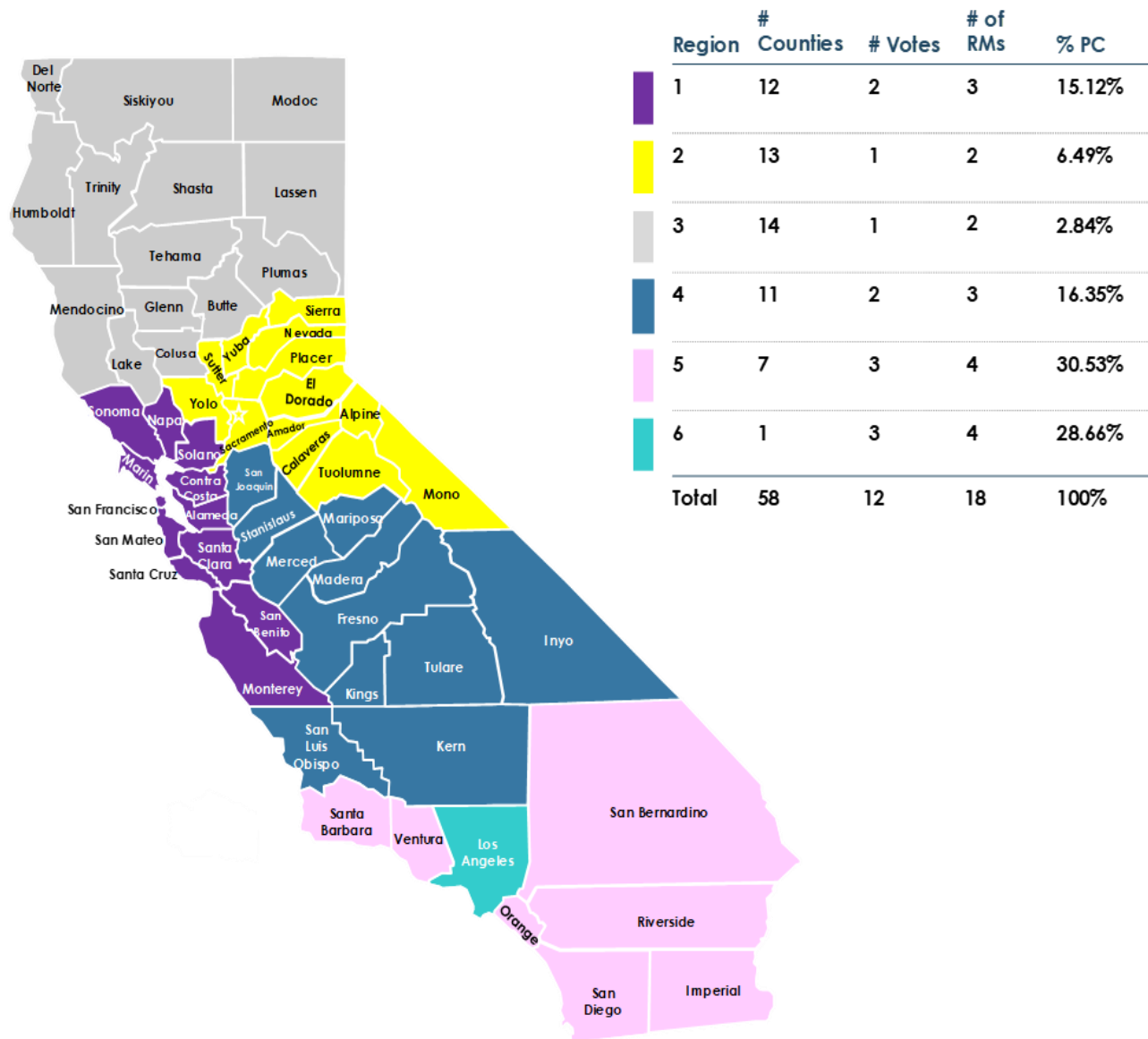


Figure 3 - CalSAWS JPA Regional Model

2.4 CALSAWS OBJECTIVES

The purpose of the CalSAWS Migration Project is to migrate all 58 California Counties to CalSAWS to align with State of California legislation and strategy to achieve a single SAWS. Through consolidation of the existing SAWS, the CalSAWS anticipates achieving the following objectives:

- Enable a consistent client experience across California
- Consolidate systems for cost efficient operations

- Scale infrastructure and architecture to allow for an easy expansion and inclusion of all Counties
- Provide high-performance systems that are highly available with minimal downtimes
- Secure systems for data and workloads that comply with required regulations and policies
- Ensure business continuity
- Maximize reusability of the technology for future initiatives and business needs
- Build sustainable business capability. DD&I Project activities will span time as reflected in the CalSAWS roadmap and will shape the Consortium organizations for many years to come. By focusing on long-term solutions and not short-term fixes, organizational changes resulting from the Project will prepare the Consortium to better assimilate change in the future. In the rapidly changing culture of welfare, flexibility and adaptability are critical business capabilities. The DD&I Project will be managed with this key precept in mind.
- Utilize architecture that allows flexibility and adaptability for changing business needs
- Promote a competitive vendor environment to avoid locking into a specific vendor, and enable ability to transition between vendors

Successful implementation of the strategy will meet California's needs and achieve automation benefits for the entire State's caseload. These benefits include, but are not limited to:

- Reduced systems maintenance and operations costs
- Enhanced data management for policy decisions at a statewide level
- Optimized systems and interfaces design that enable ease of use and support, including improved case management data sharing with CalHEERS, MEDS, and other State and Federal systems
- High-performance systems that are quick to deploy and run workloads
- Minimized integration challenges and maximized interoperability

The participating Federal, State, and County stakeholders are committed to implementation of the single SAWS. Stakeholders, together with strategic technology partners, are positioned to achieve the objectives of developing, implementing, operating, and maintaining an efficient and cost-effective automated welfare system for California.

- Population
- Rural and urban mix
- Generic and specialized staff
- Unique business processes

- Unique ancillary systems.

2.5 NATURE AND SCOPE OF THE CALSAWS MIGRATION PROJECT

To provide additional context regarding the Print Services, a description of the scope and key tasks of the CalSAWS Migration Project is provided in this section. The CalSAWS Migration Project has multiple components spanning the DD&I and M&O phases. These components are further described below:

- Project Management
- Core Application Design and Development
- Ancillaries Design and Development, to include Central Print
- Technical Infrastructure
- Conversion
- Training, Change Management and Implementation Support
- M&O

2.5.1 Project Management

Ongoing Project management will be conducted for the duration of the CalSAWS Migration Project. The Project management tasks include planning, controlling and managing Project scope, tasks, budget and schedule. Additional key tasks are tracking the detailed work activities, identifying and resolving issues, identifying and mitigating risks, defining and confirming Deliverable and milestone acceptance criteria and regularly communicating Project updates to stakeholders.

2.5.2 Core Application Design and Development

CalSAWS application software development will occur in the cloud infrastructure during the design, build and test phase of the Project timeline. The LRS production instance will be moved as-is to the cloud. Changes to LRS to transform it into CalSAWS will then be incorporated into the normal modification and enhancement production deployment releases.

2.5.3 Ancillaries Design and Development

Supplementary capabilities, or ancillaries, are defined as the capabilities that do not exist wholly in the core application (existing outside of the core Java-based codebase). Although these capabilities are not part of the core, they remain key to the business delivery model and County operations.

These ancillary capabilities must be designed and developed either within the core or an interface built to support the business needs of the 58 Counties:

- Appointment Management
- Business Intelligence
- Central Print
- Contact Center
- County Data Extract (CIS / EDR), includes Online API/web services
- County-Developed Notifications
- Imaging
- Helpdesk Services L1/L2 and Helpdesk L3
- Lobby and kiosk Management
- Task Management
- Statewide Portal/Mobile Application
- The scope of work for the ancillaries includes licenses, development labor, change management, and infrastructure.

2.5.4 Maintenance and Operations

The CalSAWS Project also includes M&O, which will begin when the C-IV counties go-live on CalSAWS in September 2021. This includes ensuring the availability, efficiency and performance of the system to meet all contractual requirements. Key activities include maintenance of the infrastructure and operational environments that support the application, monitoring the system for consistent, reliable quality of service and consistent deployment of system changes to internal and external customers.

2.5.5 CalSAWS Schedule

The CalSAWS migration schedule and the various companion efforts are depicted in the CalSAWS Roadmap below. The green arrow points to the Print Services schedule.

CalSAWS Central Print Services

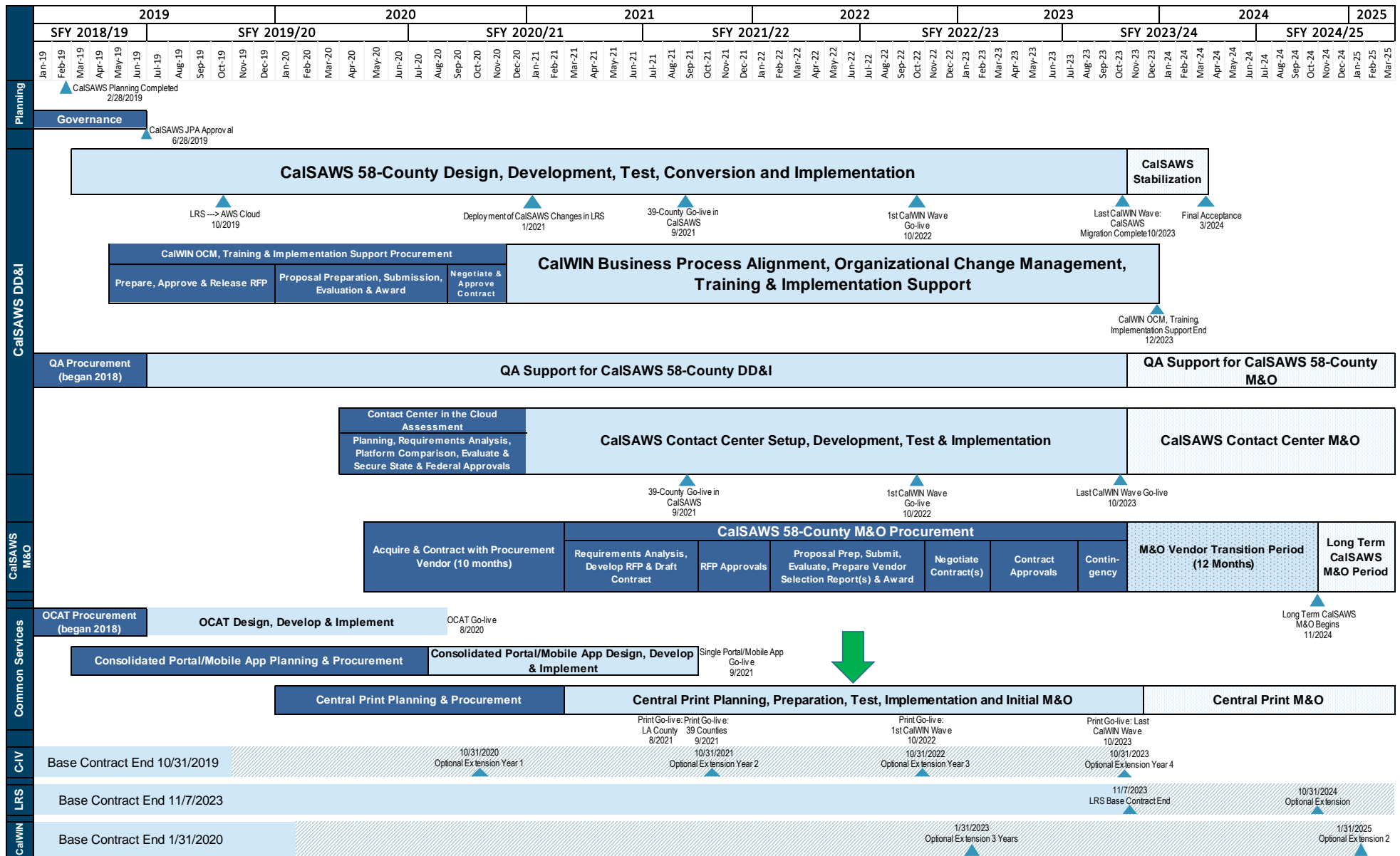


Figure 4 - CalSAWS Roadmap

2.6 PRINT CENTER BACKGROUND

Counties are currently served by multiple print service providers as follows:

- Los Angeles County
- 39 C-IV Counties
- 16 CalWIN Counties
- Contra Costa County
- Tulare County

This RFP envisions that the new Print Services Implementation will be conducted over three (3) phases to coincide with the three-phase CalSAWS Migration effort as indicated in the CalSAWS Roadmap (Figure 4 above). The current CalSAWS implementation dates follow:

- Los Angeles County will begin to operate CalSAWS in January 2021. The estimated Print Center implementation is no later than August 2021.
- The 39 C-IV Counties will cut over to CalSAWS and the new Print Services in September 2021.
- The 18 CalWIN Counties will migrate to CalSAWS over a 13-month period using a wave-based approach beginning in October 2022 and continuing through October 2023. The Print Center implementation will commence with each implementation wave.

Print Services implementation will be coordinated with the CalSAWS migration DD&I effort discussed further in Section 3, Scope of Work.

The following table provides recent annual print volumes. For estimating purposes, Bidders should use these volumes and assume a 5% annual growth rate. Please note: the Los Angeles County impressions and envelope volumes do not include the Medi-Cal Renewal, Recertification and Redetermination of Eligibility (commonly referred to as RRR or RE) packets; those are handled through a separate process in Los Angeles County.

CalSAWS Central Print Services

Table 2 - Print Volumes

Category	Los Angeles County	39 CIV Counties	16 CalWIN Counties	Contra Costa County	Tulare County	Totals
Impressions						
Impressions	55,113,914	92,578,434	148,633,480	5,026,366	5,930,448	307,282,642
Color Impressions	N/A	N/A	654,569	N/A	N/A	654,569
Inserts/Enclosures - Pre-folded	14,801,650	N/A	2,989,278	N/A	N/A	17,790,928
Inserts/Enclosures - Not folded	N/A	1,274,360	20,114,102	2,766,286	2,550,000	26,704,748
Other	N/A	N/A	1,595,589	1,106,440	N/A	2,702,029
Subtotal Impressions	69,915,564	93,852,794	173,987,018	8,899,092	8,480,448	355,134,916
Envelopes						
#9 Double Crease BRM Envelopes	N/A	N/A	1,232,487	24,384	295,381	1,552,252
#9 Inbound Envelopes	991,200	3,189,551	1,524,588	N/A	N/A	5,705,339
#10 Outbound Envelopes	14,801,650	11,984,446	8,389,509	990,462	668,183	36,834,250
6"x10" Double Score Flat Mail	N/A	N/A	458,288	N/A	N/A	458,288
Flat Manilla Envelopes	N/A	N/A	200,894	54,524	N/A	255,418
9"x12" Windowed Envelopes	1,145,522	N/A	1,081,467	54,524	54,743	2,336,256
Other	N/A	N/A	6,540,052	N/A	N/A	6,540,052
Subtotal Envelopes	16,938,372	15,173,997	19,427,285	1,123,894	1,018,307	53,681,855

3 SCOPE OF WORK

3.1 GENERAL

The Contractor shall deliver Central Print Services to include Central Print Facilities and Backup Print Facilities capable of printing, sorting, and mailing all correspondence generated by CalSAWS including, but not limited to Notices of Action (NOAs), forms, letters, stuffers, and flyers, examples of which are included in the Procurement Library. In addition, the Contractor must support manual processing and stuffing of inserts supplied by the Consortium or the Counties and the storage of standard materials (e.g. paper, mailers, stuffers, packets, voter registration forms, and flyers) at the Primary and Backup facilities. Throughout this document, the term “mailers” includes envelopes, boxes and specialty packaging that meets USPS standards. All correspondence must be printed, sorted and assembled according to USPS standards to leverage the lowest available USPS postal rates.

The objectives for Centralized Print Services include:

- Consolidate multiple print facilities and systems for cost efficient operations.
- Strive for maximum standardization across all participating Counties.
- Allow for county flexibility where needed.
- Document mandatory options for future decision-making. Mandatory options include, for example, Braille printing, Large-type printing, and future County inclusions.
- Prepare for and support the successful transition from existing print service providers to a centralized print service supporting the CalSAWS System.

3.2 MANDATORY STATEMENT OF WORK COMPONENTS

The proposed elements to deliver Print Services in compliance with the Consortiums requirements are:

- Project Management
- Facilities Planning, Preparation and Management
- Design, Development and Implementation
- Performance Verification and Validation
- Final Acceptance
- Maintenance & Operations

3.2.1 Project Management

The Contractor shall conform to industry best practices in Project Management. Project Management responsibilities shall be performed in accordance with existing CalSAWS project management processes and standards, as documented in the approved CalSAWS Project Control Document (PCD) contained in the Procurement Library.

The Contractor shall provide general project management activities including, but not limited to:

- Provide a Monthly Status Report.
- Establish and maintain the Print Services Work Plan inclusive of tasks, milestones, and deliverables required to plan and execute the required scope of work to accomplish the DD&I phase.
- Perform issue and risk management.
- Document decisions made during planning and execution.
- Prepare and submit Deliverable Expectations Documents (DEDs) for all required Deliverables.
- Prepare and submit all required Deliverables.
- Establish and maintain an open communication process at all levels of the project including the Consortium Project Team, Regions/Counties and other Contractors.
- Participate in standing management and committee meetings as directed by the Consortium, to include but not limited to, JPA Board of Directors, Project Steering Committee (PSC) and Weekly Management meetings.
- Report to the Executive Director significant risks or issues regarding the Print Services.

3.2.2 Facilities Planning, Preparation and Management

The Contractor shall plan, design, execute, manage and operate the Primary and Backup Print Facility sites (Print Facilities). Print Facilities planning and preparation includes all tasks, equipment, documentation and resources necessary to prepare the Contractor facilities to meet the Consortium requirements fully and securely. Services shall include installation, configuration, maintenance and operations of Print Facility Hardware and Print Facility Software required for Print Services including:

- Printing operations.
- Monitoring of facility activity.
- Performing backups and restoration.
- Business continuity/disaster recovery.
- Security and network monitoring, management, and corresponding alerts to the Consortium regarding incidents.

- Processing and managing mailing and distribution of all Consortium generated material (e.g., reports, Notices of Action); and
- Managing materials inventory.

3.2.3 Design, Development, and Implementation

The DD&I project phase includes all planning, design, development, and implementation activities required to replace existing print services and facilities with the new Print Services and facilities.

3.2.3.1 Design and Development

The Contractor shall review and confirm Print Service requirements with Consortium and County users during the design phase. The Contractor shall monitor and control the evolution of the services that will fulfill each requirement and report progress as part of the Monthly Status Report. Design elements will include, but not be limited to:

- Workflow Processes - The workflow processes will be either automated or manual. Workflows will be designed to be able to receive and process print instructions from CalSAWS and to perform Contractor Print Services. Workflows and operational processes shall be designed and developed by the Contractor in collaboration with the Consortium, CalSAWS DD&I Vendor, and Counties.
- Security Design – This design outlines how security is implemented both physically and logically within the facilities.
- Performance – Design considerations that may impact performance, to include availability, response time, throughput, transaction volumes, problem complexity, and peak load.
- Additional Considerations – A description of any other characteristics of the design.

The Contractor shall develop and document all necessary workflows, processes and procedures to accomplish Print Services during implementation. The workflows, processes and procedures shall be comprehensively documented in a standard format in the Print Services Maintenance and Operations Plan.

The Design and Development activities will continue until the new Print Services are operational for all designated Counties.

3.2.3.2 Test

The Contractor shall plan and execute a comprehensive suite of tests required for all phases of testing. The Contractor shall provide, maintain and support Test Environments for use in performing all print testing.

All aspects of the Contractor's infrastructure need to be executed, must meet production specifications and deficiencies must be resolved in a timely manner. The Contractor shall perform the following activities:

- Conduct functional and non-functional testing activities as required by Consortium including:
 - Testing of different print bundle types, envelope types, and insertions.
 - Performance and Load Testing to demonstrate that the Print Services successfully meet the specified performance requirements under full load conditions; these tests must be conducted multiple times, including prior to the LA County cutover, C-IV Counties cutover, and CalWIN cutover.
 - Security Testing to demonstrate that the Print Services successfully meet Consortium security requirements.
 - Disaster Recovery Testing to demonstrate that the Contractor can successfully continue to provide Services while executing Disaster Recovery, at the specified capability and capacity.
 - Management of deficiencies in accordance with the CalSAWS deficiency processes, working collaboratively with the Consortium to identify and resolve identified deficiencies in accordance with the Consortium's processes; and
 - Report test status weekly during test planning and execution phases.

3.2.3.3 Implementation

The Contractor shall perform all activities required for the successful completion of the Print Services Implementation, as documented in the Master Implementation Plan. Print Services will be implemented in three (3) phases in coordination with the CalSAWS Migration. The phase dates will be finalized as part of the Print Services Work Plan. The current implementation dates follow:

- Phase 1 Los Angeles County - Los Angeles County will begin to operate CalSAWS in January 2021. It is expected that Los Angeles County will transition to the Print Services no later than August of 2021. This signifies the start of initial Print Services operations even while implementation activities continue.
- Phase 2 C-IV Counties - The 39 C-IV Counties will implement to the new Print Services in September 2021 at the same time as its CalSAWS cut-over.
- Phase 3 CalWIN Counties - The 18 CalWIN Counties will migrate to CalSAWS over a 13-month period using a wave-based approach. It is expected that the Print Services implementation will occur in parallel with the transition to CalSAWS.

Table 3 - CalWIN Counties Implementation Waves

CALWIN COUNTIES IMPLEMENTATION WAVES							
County	Active & Pending Cases as of 5/2019	Wave 1 10/2022 – 12/2022	Wave 2 1/2023 – 2/2023	Wave 3 3/2/2023 – 4/2023	Wave 4 5/2023 – 6/2023	Wave 5 7/2023 – 8/2023	Wave 6 9/2023 – 10/2023
Placer	32,908	32,908					
Yolo	30,655	30,655					
Santa Clara	207,975		207,975				
Tulare	102,602		102,602				
Orange	427,808			427,808			
Santa Barbara	68,657			68,657			
Ventura	110,914			110,914			
San Diego	411,771				411,771		
San Mateo	75,023				75,023		
Santa Cruz	41,311				41,311		
Solano	58,985				58,985		
Alameda	217,519					217,519	
Contra Costa	138,802					138,802	
Fresno	203,576					203,576	
Sonoma	63,917					63,917	
Sacramento	250,568						250,568
San Luis Obispo	31,458						31,458
San Francisco	250,575						250,575
Total Counties		2	2	3	4	4	3
Total Cases		63,563	310,577	607,379	587,090	623,814	532,601

The Contractor shall coordinate closely with the Consortium and the existing Print Services Contractors participating in the CalSAWS Migration project to conduct knowledge transfer, ensure close communication, synchronization of implementation plans and schedules and a smooth transition to the new Print Services. As each County

or group of Counties completes the cutover to CalSAWS and Print Services, existing print services will cease, and the new Print Services will begin.

The Contractor shall define entrance criteria for each implementation phase to include, but not be limited to, a Readiness Checklist.

3.2.4 Performance Verification and Validation

Performance Verification and Validation (PV&V) follows the successful completion of each implementation phase. At the conclusion of each implementation phase, the Contractor shall verify that Print Services performance meets all requirements under full production load associated with the operational counties while required Print Services are performed. As the Print Services Implementation schedule is dependent upon and tied to the CalSAWS Migration schedule, performance monitoring through full seasonal business cycle variations may not be possible until the final implementation phase. At a minimum, the PV&V for each phase must be conducted for one full monthly business cycle.

During Phase 2 and Phase 3 PV&V, all business functions not used by previously implemented Counties will be identified, thoroughly exercised and verified along with the capacity and infrastructure performance validation.

To exit each implementation and corresponding PV&V phase, the Contractor must resolve all identified deficiencies and provide a certification of completion for each phase prior to proceeding to the next.

Cumulative PV&V metrics following the final CalWIN implementation wave must verify successful operations of all requirements and validate the ability to maintain Service Level Agreements (SLAs), as defined in Attachment I, at the full surge capacity over the entire yearly business cycle.

3.2.5 Final Acceptance

Following successful cutover of the final implementation phase into production, the Contractor shall prepare the Final Acceptance Report by documenting the achievement of full operational capabilities, including:

- Completed operational readiness checklists for each phase.
- Summary of all implementation phases with metrics verifying successful completion of all implementation tasks to include summary print reports and postage reports.
- Certification that all requirements have been met and all known Deficiencies have been corrected.
- Summary of lessons learned and best practices.
- Recommendations for any improvements to the Print Services.
- Updates to the Print Services M&O Plan, and other documents as required by the Consortium.

The Print Services shall achieve Final Acceptance when the Print Services Final Acceptance Report is approved by the Consortium.

3.2.6 Maintenance and Operations

Maintenance and Operations begins immediately following implementation for all participating Counties. The Contractor shall develop, deliver and execute the Print Services M&O Plan to include, but not limited to, the following sections:

- Operations Support Processes and Procedures
- Customer Support
- Infrastructure Hosting and Management
- Disaster Recovery
- Security
- Transition-out Support
- Annual review and update of the Print Services M&O Plan

Each area is described in the subsections below. All M&O Service delivery and operational processes and procedures must reflect best practices and shall be documented in the Print Services M&O Plan.

3.2.6.1 Operations Support Processes and Procedures

The Operations Support Processes and Procedures shall be developed as a section within the Print Services M&O Plan. The Contractor shall perform on-going management, production print operations, maintenance and operations of the Print Services workflows, processes, procedures, scheduling, inventory management and resource management. This Plan also includes an overview of the postage process, including how counties will setup their postage accounts with the presort vendor and monitor and fill their postage accounts. This Plan also includes the approach to envelope fulfillment and management.

The Contractor shall define an approach for operations and performance management to include, but not be limited to:

- Monitoring, analyzing, managing and meeting performance requirements.
- Meeting required SLA availability and response times.
- Providing, managing, controlling and reporting on inventory of paper, envelopes, and other supplies required to perform the Print Services.
- Daily and monthly reporting including the print schedule (based on the CalSAWS batch schedule), print operations (audit of print impressions from print bundle to impressions printed, stuffed and envelopes mailed), monthly report of planned and actual print impressions, and actual postage used and remaining postage balances by county;
- Creating and managing on-going performance verification methods.

- Working with the CalSAWS DD&I/M&O vendor to address applicable print-related enhancement requests that are documented through the standard Consortium System Change Request (SCR) process.
- Analyzing, correcting and reporting deficiencies; and
- Reporting SLA adherence and performance monthly.

The Contractor shall work with the Consortium to develop a Monthly Performance Report that includes the status of all SLA measurements and metrics as contained in Attachment I, and any additional operational performance metrics required by the Consortium. This report will be delivered to the Consortium beginning with the initial operations and continuing for the duration of the Contract.

Operational Support shall include an approach to communications, including Contractor communication trees, communications protocols for incident management, service request management, schedule management and deficiency management.

The Contractor's Change Management Process shall accommodate, planning, development, testing and implementation of any changes in collaboration with the Consortium. The CalSAWS Change Management Process includes a step to identify CalSAWS application changes with an impact upon Print Services. The Contractor shall participate in the Consortium Change Management process once notified, by the Consortium, that a change has been approved that will impact Print Services. The Consortium will work collaboratively with the Contractor to implement of the change.

3.2.6.2 Customer Support

The Customer Support plan and processes shall be developed as a section within the Print Services M&O Plan. The Contractor shall staff and maintain Customer Support services to proactively support and communicate with the Consortium during the M&O phase. These services include, but are not limited to, providing points of contacts (e.g. phone, web-based, chat) for the Consortium to report incidents, errors or issues, submit service requests and ask service-related questions.

The Customer Support process shall be developed in collaboration with the Consortium and must take into consideration dependencies on existing Consortium processes.

3.2.6.3 Infrastructure Hosting and Management

The Infrastructure Hosting and Management plan and processes shall be developed as a section within the Print Services M&O Plan. The Contractor shall operate, manage and maintain primary and backup facilities including all equipment, resources, processes and procedures required to deliver Print Services. The facilities and infrastructure will be managed in compliance with industry standards and best practices.

All facilities and infrastructure management procedures, and standards compliance reports shall be available for review and by the request of the Consortium. The Consortium will be permitted to visit all facilities on request.

3.2.6.4 Disaster Recovery

The Contractor shall plan, manage, maintain and execute the Print Services Disaster Recovery processes and procedures. The Disaster Recovery plan and processes shall be developed as a section within the Print Services M&O Plan and must be consistent with the broader CalSAWS Business Continuity/Disaster Recovery Plan.

The Disaster Recovery plan shall describe each type of system disruption event, document the results of business impact analyses, and determine the appropriate actions to be taken to confirm restoration and/or continuity of services. The plan shall define and describe the procedures required to confirm that the Primary and Backup Print Facilities can recover from any disruption in service regardless of the level of severity. The plan shall describe the monitoring, testing, and plan revision processes used to verify that the Primary and Backup Print Facilities comply with the Disaster Recovery requirements.

The Disaster Recovery plan shall include processes for responding to critical system outages, confirming continuity of business operations, and recovery from a disaster. The procedures for performing disaster recovery testing shall be executed during the DD&I phase and yearly during on-going M&O.

Disaster recovery processes depend on the capability to backup and restore all information related to the Contractors delivery of Services as documented in the Print Services M&O Plan.

Disaster recovery services cover the spectrum from partial loss of functionality or data for brief amounts of time to “worst-case” scenarios in which a man-made or natural disaster or information technology failure may result in the loss of an entire facility and/or all Print Services. The Contractor shall categorize system disruptions by the severity of the event, in collaboration with the Consortium and consistent with existing Consortium categorizations. The parameters of these events (vulnerabilities), identified in advance by the Contractor shall require approval of Consortium and may be changed from time-to-time as required by the Consortium.

3.2.6.5 Security

The Contractor shall manage, maintain and execute all security processes and procedures regarding information security. The Security Management plan and processes will be documented as a section within the overall Print Services M&O Plan. This includes the physical security of the Primary and Backup Facilities and any relevant storage facilities, the physical security of the Contractor's infrastructure, information security and confidentiality processes.

The Contractor Project Manager shall ensure the Consortium is formally notified of all identified security related incidents, vulnerabilities and significant updates.

If Contractor actions lead to a confidentiality breach, the Contractor shall report the breach according to the CalSAWS Print Services Agreement, notify the Consortium of the nature of the breach, actions taken to report, and prevent breaches in the future. The processes for addressing and reporting confidentiality breaches shall be documented as part of the plan.

3.2.6.6 Transition-Out Support

The Contractor shall provide expertise and support to define and develop a Transition-Out plan to be included as part of the Print Services M&O Plan and executed at the end of the CalSAWS Print Services Agreement. The plan shall include all workflows, operational processes, staffing, and resources required for a smooth transition or transfer of the Print Services to either the Consortium, or a different Print Services Contractor.

3.2.7 Print Service Deliverables

This section defines the Print Services Deliverables as outputs of required SOW tasks. The following table includes the list of required Deliverables. Some Deliverables specify a due date. For all others, the Contractor shall specify due dates for DEDs and Deliverables in the Work Plan. All deliverables defined below must be developed to meet Consortium requirements. General deliverables, plans, or multi-customer plans are not acceptable.

Table 4 - Deliverable 1 Print Services Monthly Status Report

DELIVERABLE 1 – PRINT SERVICES MONTHLY STATUS REPORT	
THE PRINT SERVICES CONTRACTOR SHALL PROVIDE A MONTHLY STATUS REPORT THAT PROVIDES DETAILS REGARDING PARTICIPATION BY THE PRINT SERVICES CONTRACTOR TEAM. AT A MINIMUM, THE MONTHLY STATUS MUST INCLUDE THE FOLLOWING:	
A.	An Executive Summary (Both MS Word and MS PowerPoint formats);
B.	Implementation Work Plan; <ol style="list-style-type: none"> 1. Establish and maintain the Print Services DD&I Phase Work Plan inclusive of tasks, milestones, and deliverables required to plan and execute the required scope of work to accomplish the DD&I phase. 2. Gantt charts showing planned start and end dates (durations) of all tasks, subtasks, and major milestones and Deliverables, including time frames for the Consortium's review and approval of all resulting Deliverables. 3. This segment of the Monthly Status Report will sunset with completion of the DD&I phase.
C.	Progress, key performance indicators and other metrics;
D.	An updated list of DEDs and Deliverables drafted, in process, submitted and approved during the period;
E.	Status of Issues identified by or assigned to the Contractor;
F.	Status of Risks identified by or assigned to the Contractor and any mitigation steps;
G.	At critical points throughout the Print Services Implementation phase, the Monthly Status Report will also include assessments and recommendations regarding the completion of major activities and readiness to proceed with Implementation; and
H.	On a quarterly basis, include the status of requirements completion.

- I. The Monthly Status Report must be submitted within five (5) business days after the completion of a month.

Table 5 - Deliverable 2 Print Services Master Implementation Plan

DELIVERABLE 2 – PRINT SERVICES MASTER IMPLEMENTATION PLAN	
THE CONTRACTOR SHALL DEVELOP AND EXECUTE A COMPREHENSIVE MASTER IMPLEMENTATION PLAN THAT INCLUDE ACTIVITIES REQUIRED TO PERFORM THE DD&I PHASE. THE PLAN SHALL INCLUDE, BUT IS NOT LIMITED TO:	
A.	Overall approach for the DD&I Phase, including purpose, scope, objectives, methodology and proven practices;
B.	Roles and Responsibilities of Contractor, Consortium and County staff;
C.	Approach to installation, configuration, of the Print Services processing environments, including the Central Print and Backup Print Facilities;
D.	Approach and processes for all stages of testing, ensuring that all requirements and specifications are fully tested and verified, including, at a minimum, the following: <ol style="list-style-type: none"> 1. A description of tools, environments and controls to be used during each stage of testing; 2. Standards for scenario and script development, execution and sign-off; 3. Plan and processes for identifying, documenting and tracking Deficiencies, corrections to Deficiencies and re-tests once automated workflow code is promulgated to the test environments; and 4. Entrance and exit criteria for workflow testing phase.
E.	Plan for collaboration and communication with CalSAWS Contractors to coordinate transition schedules, status, issues and task completion;
F.	Entry and exit criteria for each Implementation to include at a minimum a Phase Readiness Checklist for operational transition (cutover procedures) to the Contractor's new Central Print Facility from existing Print Facilities;
G.	A Performance Verification and Validation plan ensuring all requirements are exercised and perform as required. Plan must include performance metrics and take into consideration the impact of the Consortium Monthly and Yearly Business Cycles on Print Services performance.
H.	Tools and techniques to support the Implementation effort;
I.	How results and proven practices will be applied to future Implementation Phases;
J.	Contingency plans; and
K.	Assumptions

Table 6 - Deliverable 3 - Print Services Maintenance and Operations Plan

DELIVERABLE 3 – PRINT SERVICES MAINTENANCE AND OPERATIONS PLAN	
THE CONTRACTOR SHALL DEVELOP AND UPDATE A PRINT SERVICES M&O PLAN THAT SUPPORTS ALL SERVICES NECESSARY TO MANAGE, OPERATE, ENHANCE AND SUPPORT THE PRINTING AND MAILING SERVICES, INCLUDING BUT NOT LIMITED TO THE FOLLOWING SECTIONS:	
A. Operations Support Processes and Procedures	<ol style="list-style-type: none"> 1. Approach to performing on-going management, maintenance and operations of the Print Services workflows, processes, procedures, scheduling, inventory management and resource management; 2. Approach to operations and performance management, including daily and monthly reporting, and capacity planning; 3. Comprehensive documentation of workflows, processes and procedures; 4. Communication protocols for incident management, service request management, schedule management and deficiency management trees; and 5. Change Management Process to accommodate, planning, development, testing and implementation of any changes in collaboration with the Consortium.
B. Customer Support	<ol style="list-style-type: none"> 1. An approach to Customer Services, including providing communication processes between the Print Center and Consortium and Counties.
C. Infrastructure Hosting and Maintenance	<ol style="list-style-type: none"> 1. Operations, management and maintenance of primary and backup facilities including all equipment, resources, processes and procedures; 2. Facilities management, processes and schedules, including but not limited to backups, routine maintenance, facility monitoring; and 3. Facilities and infrastructure will be managed in compliance with industry standards and best practices.
D. Disaster Recovery	<ol style="list-style-type: none"> 1. Service priorities, requirements and triggers as defined in the Consortium Business Continuity Plan to include identification of critical Print Center functions, applications and infrastructure; 2. Types of system disruption events and actions to be taken to confirm restoration and/or continuity of services; 3. Fail over and fall back processes and procedures including roles and responsibilities, resources required, and communications protocols; 4. Management of stored materials inventory to ensure availability at backup facilities; 5. Periodic testing scope, objectives, methodology and proven practices; 6. Risk/Vulnerability assessment specific to each site location and including pandemic response; 7. Process improvements identified during periodic tests; 8. Contingency plans; and 9. Assumptions.
E. Security	<ol style="list-style-type: none"> 1. Approach to manage, maintain and execute all security processes and procedures regarding information and physical security; 2. Security of the Primary and Backup facilities; and 3. Security of all storage facilities for printed and ready for mailing correspondence.
F. Transition-out Support	

DELIVERABLE 3 – PRINT SERVICES MAINTENANCE AND OPERATIONS PLAN

1. Procedures and processes which shall provide for a smooth transition or transfer of the Contractor's Print Facility Sites to new Consortium or Consortium-selected vendor print facility sites and services;
2. Identification of transition team roles and responsibilities;
3. Proposed timeline for completion of transition activities;
4. Contingency plans; and
5. Assumptions.

Table 7 - Deliverable 4 Final Acceptance Report

DELIVERABLE 4 – FINAL ACCEPTANCE REPORT

THE CONTRACTOR PREPARE THE FINAL ACCEPTANCE REPORT BY DOCUMENTING THE ACHIEVEMENT OF FULL OPERATIONAL CAPABILITIES, INCLUDING:

- A. Completed operational readiness checklists for each phase;
- B. Summary of all implementation phases with metrics verifying successful completion of all implementation tasks;
- C. Certification that all requirements have been met and all known Deficiencies have been corrected;
- D. Summary of lessons learned and best practices;
- E. Recommendations for any improvements to the Print Services;
- F. Updates to the Print Services M&O Plan, and other documents as required by the Consortium;

3.2.8 Staffing Requirements

The Contractor is responsible for providing all Staff necessary to fulfill the requirements outlined in this RFP. The Contractor shall ensure availability of skilled Print Center staff necessary to maintain on-going operations at the required level of performance. The Contractor is responsible for employing an approach for Staff management that facilitates a productive working relationship with Consortium staff as well as other Contractor staff. To facilitate Project progress, it is important to the Consortium that the Contractor minimizes Staff turnover to the extent possible, particularly for the Key Staff identified below.

The Contractor shall ensure all Contractor Staff clearly understand both initial and ongoing roles and responsibilities, and how the Print Services Support team and assignments relate to the overall CalSAWS Migration Project plan.

The Contractor's Staffing Approach must support and demonstrate the following requirements:

- All proposed Support Staff must have good oral and written communication skills;

- All Print Services Contractor Project Staff must be eligible to work in the State of California;
- All Print Services Contractor Staff must be qualified to perform their assigned role and corresponding tasks and responsibilities; and
- Print Services Key Staff are expected to actively participate in designated Project meetings and represent the best interests of the Consortium, identify and escalate issues as appropriate, and contribute to required monthly status reports.

All Staff positions, including minimum qualifications, are described in the subsections below. Bidders must complete **Attachment G Staff Resumes/Staff Qualifications** for each proposed Staff.

The Contractor's Key Staff shall be dedicated to the Print Services Project unless otherwise described within the Contractor's approach and approved by the Executive Director.

All staff assigned to the Print Services Project must be at an approved appropriate location, for the duration of the Print Services contract, appropriate for their position. The Consortium Project hours are based on a 5-day, 40-hour work week, beginning 12 PM PT on Monday and ending 12 PM PT on Friday, with 10-hour workdays Tuesday through Thursday.

3.2.8.1 Print Services Staff

The Print Services Key Staff positions include:

- Print Services Project Manager
- Print Center Operations Manager

The Print Services Non-Key staff positions include:

- Two (2) Print Services On-site Customer Support Liaisons

3.2.8.2 Print Services Project Manager

The Print Services Project Manager is responsible for managing the overall scope of Services and the team during the Implementation Phase. The Project Manager ensures the Print Services Project receives company support, commitment, and oversight to meet or exceed the contractual requirements. The Project Manager must have the decision-making authority to bind the Contractor to all terms and conditions in the Print Services Agreement.

In addition to the above, the Project Manager responsibilities shall include, but not be limited to, the following:

- Ensuring the Contractor team understands the scope of the print services and their role in the "big picture" of the Migration Project, including how to work in concert with the Consortium, the Counties and the other Contractors.
- Managing and leading the overall team.

- Overseeing the development and delivery of all Print Services Deliverables, work products, tasks and Services and ensuring they are of the highest quality and are delivered in accordance with the approved Work Plan.
- Recommending issue resolution and risk mitigation strategies.
- Leading the Contractor's Disaster Recovery and critical incident responses including required periodic testing.
- Serve as the Print Center Liaison with Consortium critical incident response and Disaster Recovery teams.
- Providing as-needed support to the Consortium management team in the form of development and delivery of presentation materials, general advice and recommendations and assistance in addressing concerns and solving problems.
- Participating in ongoing communications and status updates to the CalSAWS JPA Board of Directors, Project Steering Committee (PSC), State and Federal Stakeholders as directed by the Consortium.
- The Consortium anticipates that the Project Manager will continue as a key staff member throughout the Implementation Phase. At the conclusion of the Implementation Phase, the Contractor will work with the Consortium to determine if any Project Management responsibilities will be transitioned to the Customer Support Liaisons. Unless otherwise agreed with the Consortium, the Project Manager is dedicated to the CalSAWS project on a full-time basis.
- The Project Manager shall have at least the Minimum Qualifications defined in the following table.

Table 8 - Print Services Project Manager Minimum Qualifications

PRINT SERVICES PROJECT MANAGER MINIMUM QUALIFICATIONS	
Experience	Minimum
Experience with large-scale (contract value of (\$10 million) Print Services of similar scope and complexity as contained in this RFP.	5 Years
Project Management experience and experience in a leadership position.	3 Years

3.2.8.3 Print Center Operations Manager

The Print Center Operations Manager is responsible for managing the day to day operations for all Print Services at the Contractor's Primary and Back-up Facilities. Responsibilities will include, but not be limited to, the following:

- Oversight of operations for all Consortium Print Services, including supervision of Print facility staff involved in delivering Consortium Print Services.
 - Single Point of Contact for all day to day operational communications to and from the Project Manager, Consortium and Counties.
 - Service Level Agreement management monitoring and reporting.

- Print Schedule management and communication.
- Incident management oversight, monitoring and communication.
- Escalation to Project Manager for issue resolution.
- Inventory management for pre-printed and other necessary materials stored at the Primary and Backup Facilities.
- Manage the response to identified critical incidents identified by the Consortium and/or Contractor and will act as the liaison between the Consortium and Print Center staff on all recovery activities, including but not limited to annual tests and/or simulations.
- The Consortium anticipates that the Operations Manager will continue as a key staff member throughout the contract. Unless otherwise agreed with the Consortium, the Operations Manager will be dedicated to the CalSAWS project on a full-time basis.

The Operations Manager shall have the minimum qualifications defined in the following table:

Table 9 - Print Center Manager Minimum Qualifications

PRINT CENTER OPERATIONS MANAGER MINIMUM QUALIFICATIONS	
Experience	Minimum
Experience leading Print Services operations support.	3 years
Experience in supporting print center customers, with Print Services of a similar scope as contained in this RFP.	3 Years

3.2.8.4 Print Services On-site Customer Liaison

The Print Services On-Site Customer Liaison staff will be responsible for providing support to all counties. It is envisioned that two liaisons will be required to support the counties. The Customer Liaisons will ensure all customer support processes and procedures are consistently delivered. Responsibilities will include, but not be limited to, the following:

- Single Point of Contract for all day to day operational communications from the Consortium and Counties.
- Liaison between CalSAWS Users, Consortium staff and Print Services Print Center Staff for Print Services related issues, incidents, questions and concerns.
- Submission of Ad Hoc Service Requests.
- Submission of Service Change Requests.
- Damaged item resolution.
- The Consortium anticipates that the Customer Services Liaisons will continue throughout the contract. Unless otherwise agreed with the Consortium, the Customer Services Liaisons will be dedicated to the CalSAWS project on a full-time basis.

The Customer Services Liaisons shall have the minimum qualifications defined in the following table:

Table 10 - Print Services On-Site Customer Liaison Minimum Qualifications

PRINT SERVICES ON-SITE CUSTOMER LIAISON MINIMUM QUALIFICATIONS	
Experience	Minimum
Experience supporting Print Services customers in a similar capacity.	2 years

3.2.9 Print Services Key Staff Changes

For any expected Print Services Key Staff changes, the Contractor shall provide a 30-calendar day notice to the Executive Director regarding the change and plans for transition. The Print Services Contractor shall provide the Consortium a resume and three references for any recommended replacement Staff. The Consortium reserves the right to require face-to-face or phone interviews of all proposed replacement Staff. The Consortium reserves the right to accept or reject any proposed Staff.

For any unexpected Print Services Support Key Staff changes, the Contractor shall provide the Consortium Executive Director a written notification within three (3) business days of knowledge and staff action. Within seven (7) days of providing such written notice, the Contractor shall provide the Consortium Executive Director with plans for transition.

3.2.10 Staff Performance

The Print Services Contractor shall be responsible for identifying and correcting performance issues for its entire Staff (i.e. employees and Subcontractors). Should the Consortium discover performance problems with any Contractor Staff, the Executive Director will notify the Print Services Project Manager as soon as is reasonably possible. If the Executive Director requests removal of any Contractor Staff person, the Contractor shall immediately remove such Staff.

4 PROPOSAL CONDITIONS AND CERTIFICATIONS

4.1 AUTHORIZED SIGNATURES

All proposals must be signed by an individual authorized to bind the Bidder to the provisions of the RFP.

4.2 TERM OF OFFER

Proposals shall remain open, valid and subject to acceptance anytime within nine (9) months after the proposal opening.

4.3 REQUIRED REVIEW

Bidders should carefully review this solicitation for defects and questionable or objectionable material. Comments concerning defects and/or objectionable material must be made in writing and received by the RFP/Proposal contact via email on or before July 24, 2020, 3:00 PM PT. This will facilitate timely issuance of any necessary amendments.

4.4 INCURRED COSTS

The Consortium is not obligated to pay any costs incurred by Bidder in the preparation of a proposal in response to this RFP. Bidders agree that all costs incurred in developing a proposal are the Bidder's responsibility.

4.5 AMENDMENTS/ADDENDA TO RFP

The Consortium reserves the right to issue addenda or amendments to this RFP if the Consortium determines that changes are necessary and/or additional information is needed.

4.6 BEST VALUE EVALUATION

As established in this solicitation, the Consortium realizes that criteria other than price are important and will award a contract based on the proposal that best meets the needs of the Consortium. The optimal combination of quality, price, and various qualitative elements of required Services will provide the Consortium the greatest or best value. Proposals must clearly demonstrate and provide evidence of the following:

- Proven experience in providing similar services for Projects of similar scope and complexity with a distributed customer base (i.e. multiple customer locations).
- An approach that offers guidance and innovative solutions to lead the CalSAWS Consortium in effectively managing and completing the transition to Centralized Print Services and in identifying, understanding and addressing issues and risks.

- A proactive Project management methodology that combines structured management processes, proven techniques, best practices and appropriate tools.
- Realistic and well-considered prices, reflective of the proposed Print Services tasks, Deliverables and requirements.

4.7 RIGHT OF REJECTION

Offers must comply with all the terms of the RFP, and all applicable local, State, and Federal laws, codes, and regulations. The Consortium may reject as non-responsive any proposal that does not comply with all the material and substantial terms, conditions, and performance requirements of the RFP.

Bidders may not qualify the proposal nor restrict the rights of the Consortium. If Bidder does so, the proposal may be determined to be a non-responsive offer and the proposal may be rejected.

If the proposal contains a minor irregularity, defect or variation and if the irregularity, defect or variation is considered by the Consortium to be immaterial or inconsequential, the Consortium may choose to accept the proposal.

This RFP does not commit the Consortium to award a contract. The Consortium reserves the right to reject any or all proposals if it is in the best interest of the Consortium to do so. The Consortium also reserves the right to terminate this RFP process at any time.

4.8 PUBLIC RECORDS ACT

All Proposals and other material submitted become the property of the Consortium and are subject to release according to the California Public Records Act (Government Code 6250). All Proposal information, including price information, will be held in confidence during the evaluation process. Thereafter, Proposals are subject to becoming public information.

If a Bidder believes that any portion of its Proposal is exempt from public disclosure, it may clearly mark that portion "Confidential" or "Proprietary" and enclose that information in a separate envelope clearly marked "Confidential or Proprietary." The Bidder also must include a brief description that sets out the reasons for exemption from disclosure. The Consortium will use reasonable means to ensure that such information is safeguarded but will not be held liable for inadvertent disclosure of the information. Proposals marked "Confidential" in their entirety will not be honored, and the Consortium might not deny public disclosure of any portion of proposals so marked.

By submitting a Proposal with portions marked "Confidential" or "Proprietary," a Bidder represents that it has a good faith belief that such portions are exempt from disclosure under the California Public Records Act and agrees to reimburse the Consortium for, and to indemnify, defend and hold harmless the Consortium, its board member, officers, employees and agents, from and against any and all claims, damages, losses, liabilities, suits, judgments, fines, penalties, costs and expenses, including without limitation, attorneys' fees, expenses and court costs of any nature arising from or

relating to the Consortium's non-disclosure of any such designated portions of a Proposal.

4.9 IRAN CONTRACTING ACT OF 2010

In accordance with Public Contract Code section 2204(a), the Bidder certifies that at the time the proposal is submitted, the Bidder signing the proposal is not identified on a list created pursuant to subdivision (b) of Public Contract Code section 2203 (<http://www.dgs.ca.gov/pd/Resources/PDLegislation.aspx>) as a person (as defined in Public Contract Code section 2202(e)) engaging in investment activities in Iran described in subdivision (a) of Public Contract Code section 2202.5, or as a person described in subdivision (b) of Public Contract Code section 2202.5, as applicable.

Bidders are cautioned that making a false certification may subject the Bidder to civil penalties, termination of existing contract, and ineligibility to bid on a contract for a period of three (3) years in accordance with Public Contract Code section 2205. Bidder agrees that signing the Proposal shall constitute signature of this Certification.

4.10 DISCLOSURE OF CRIMINAL AND CIVIL PROCEEDINGS

The Consortium reserves the right to request the information described herein from the Bidder selected for contract award. Failure to provide the information may result in a disqualification from the selection process and no award of contract to the Bidder. The Consortium also reserves the right to obtain the requested information by way of a background check performed by an investigative firm, in a manner consistent with Federal and California State law. The selected Bidder also may be requested to provide information to clarify initial responses. Negative information provided or discovered may result in disqualification from the selection process and no award of contract.

The selected Bidder may be asked to disclose whether the firm, or any of its partners, principals, members, associates or key employees (as that term is defined herein), within the last ten (10) years, have been indicted on or had charges brought against it or them (if still pending) or convicted of any crime or offense arising directly or indirectly from the conduct of the firm's business, or whether the firm, or any of its partners, principals, members, associates or key employees, have within the last ten years, been indicted on or had charges brought against it or them (if still pending) or convicted of any crime or offense involving financial misconduct or fraud. If the response is affirmative, the Bidder will be asked to describe any such indictments or charges (and the status thereof), convictions and the surrounding circumstances in detail.

For purposes of this provision "key employees" includes any individuals providing direct service to the Consortium. "Key employees" do not include clerical personnel providing service at the firm's offices or locations.

4.11 DEBARMENT AND SUSPENSION

Bidder certifies in Attachment D that neither it nor its principals or Subcontractors are presently debarred, suspended, proposed for debarment, declared ineligible, or

voluntarily excluded from participation in this transaction by any Federal department or agency as required by Executive Order 12549.

Further, Bidder affirms that it has no record of unsatisfactory performance with CalSAWS, LRS, C-IV, or CalWIN in the twenty-four (24) month period immediately preceding the date of issuance of this RFP.

4.12 SUBCONTRACTORS

~~All requirements as set forth in this RFP shall apply to proposed Subcontractors in the same manner as to the primary (prime) Print Services Bidder unless otherwise indicated. Contractors may, as part of their Proposal, propose the use of Subcontractors to meet specifically identified requirements of the Project. However, Contractor will at all times be responsible and liable for the proper performance of, and the quality of any work performed by, any and all of its Subcontractors. In addition, Contractor's use of any Subcontractor shall not affect Contractor's responsibility to meet all requirements of the Project. In no event shall the existence of a subcontract operate to release or reduce Contractor responsibility to meet all requirements of the Project.~~ Copies of any such subcontract(s) must be provided to the Consortium within ten (10) business days of their execution.

4.13 FINAL AUTHORITY

The final authority to award contracts as a result of this RFP rests solely with the Consortium.

5 PROPOSAL STRUCTURE AND SUBMISSION

5.1 GENERAL

Responding to this RFP requires the ability to recognize and understand the details which go into performing the required work, personnel and prices for providing the Print Services which are the subject of this solicitation. When responding, Contractors must address all requirements of the RFP. Inadequate, incomplete or otherwise non-responsive proposals may result in elimination from further consideration, as determined solely by the Consortium.

The RFP should be read carefully, considering all the requirements needed to perform the work. All documents required as part of the Proposal, such as references and specified forms, must be provided by the Contractor in accordance with RFP instructions.

The proposals must sufficiently assure the Consortium that the Contractor can do the job within the proposed price and Schedule while meeting all requirements. Proposals shall reflect a realistic job to be performed at a reasonable price.

If, in the course of this Procurement or in the administration of a resulting Agreement, the Consortium determines that a proposing Contractor has made a material misstatement or misrepresentation, or that materially inaccurate information has been provided to the Consortium, the proposing Contractor may be terminated from the Procurement process or in the event an Agreement has been awarded, the Agreement may be immediately terminated.

Bids which contain false or misleading statements, or which provide references which do not support an attribute or condition claimed by the Contractor, may be rejected. If, in the opinion of the Consortium, such information was intended to mislead the Consortium in their evaluation of the bid, and the attribute, condition, or capability is a requirement of this RFP, it will be the basis for rejection of the bid.

5.2 PROPOSAL SUBMISSION

Proposals must be received by the designated date and time. Late or incomplete proposals will not be accepted. The Bidder must submit the Proposal in two separate volumes, separately packaged and clearly labeled according to the following categories:

- Volume 1 – Transmittal Letter and Business Proposal
- Volume 2 – Price Proposal

Electronic copies must be prepared using the Microsoft Office Suite. PDF format is acceptable for financial statements and other firm-related financial information. Volume 1 must be submitted on ten separate flash drives.

Volume 2 must be submitted on five flash drives, separate from Volume 1 and in clearly labeled packages.

The electronic proposals shall not be password protected.

Proposal delivery shall be accomplished according to the following instructions.

1. Bidders must request a designated SharePoint location by submitting an email to the RFP/Proposal contact in Section 1.7. Each requesting bidder will be supplied with individual SharePoint instructions.

2. Bidders must upload their proposals to the designated SharePoint site and must be received by the proposal due date and time designated in Section 1.10 Procurement Timeline.

3. Bidders must also submit USB flash drives according to Table 11 – Proposal Submission Formats. USBs must be sent on the proposal due date and time designated in Section 1.10 Procurement Timeline via expedited delivery such as Federal Express.

Table 11 - Proposal Submission Formats

VOLUME 1	VOLUME 2
Transmittal Letter & Business Proposal	Price Proposal
One Signed Electronic submission to SharePoint	One Signed Electronic submission to SharePoint
<p>Ten Electronic copy flash drives sent to:</p> <ul style="list-style-type: none"> 1 USB to: Betty Uzupis 280 Ridge Road Unityville, PA 17774 9 USBs to: Quantum Consulting Services 12791 Furlong Drive Wilton, CA 95693 	<p>Five Electronic copy flash drives to:</p> <ul style="list-style-type: none"> 1 USB to: Betty Uzupis 280 Ridge Road Unityville, PA 17774 4 USBs to: Quantum Consulting Services 12791 Furlong Drive Wilton, CA 95693

5.3 PROPOSAL FORMAT AND ORGANIZATION

The Bidder must submit the Proposal in two separate volumes, separately packaged and clearly labeled according to the following categories:

- Volume 1 – Transmittal Letter and Business Proposal; and
- Volume 2 – Price Proposal.

5.3.1 Proposal Format

The Contractor shall submit the proposal as follows:

- Proposals shall be on 8½ x 11-inch pages, except for charts, diagrams, and Microsoft Excel spreadsheets, which may be on an 8½ x 14-inch pages. The text font must be 11-point Century Gothic. In tables, 10-point or 11-point font size may be used.
- The Proposal shall be organized into numbered sections and subsections using a decimal numbering system. The pages within each section shall be sequentially numbered.
- Figures and tables should be assigned index numbers and should be referenced by these numbers in the proposal text and in the proposal Table of Contents. Figures and tables should be placed as close to text references as possible.
- Proposals shall be clearly written in the English language.

5.3.2 Proposal Organization

The appropriate Proposal volumes shall contain the following:

Table 12 - Proposal Volumes Contents

PROPOSAL VOLUMES CONTENTS
VOLUME 1 – TRANSMITTAL LETTER & BUSINESS PROPOSAL
<ul style="list-style-type: none"> ▪ Cover Page ▪ Transmittal Letter ▪ Table of Contents ▪ Executive Summary ▪ Firm Qualifications ▪ Approach to Print Services Design, Development and Implementation <ul style="list-style-type: none"> ○ Project Management ○ Facilities Planning, Preparation and Management ○ Design, Development and Implementation ○ Performance Verification and Validation ○ Final Acceptance ○ Print Services Deliverables ▪ Approach to Print Services Maintenance and Operations ▪ Staffing Qualifications ▪ Required Attachments
VOLUME 2 – PRICE PROPOSAL
<ul style="list-style-type: none"> ▪ Cover Page ▪ Table of Contents

PROPOSAL VOLUMES CONTENTS

- Price Schedules (Attachment A – Price Proposal Schedules)

5.3.3 Volume 1 – Transmittal Letter and Business Proposal

5.3.3.1 Transmittal Letter

The Proposal shall contain a transmittal letter to the Consortium. The Transmittal Letter shall include the following:

- The Contractor's business name and address;
- The nature of the Contractor's business organization, such as: corporation, partnership or other entity;
- The Contractor's Primary Business Contact including name, title, phone number and email;
- A statement certifying that neither the organization, proposed Subcontractor organizations, nor any of their principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal, State or County department or agency;
- A reference to all RFP amendments received by the Contractor; if none have been received, a statement to that effect must be included;
- A statement indicating whether the Contractor has had any contracts terminated within the last five (5) years. If any such terminations exist, the Contractor must include details regarding the contract, the reason for termination, date of termination, and client contact information;
- A statement indicating whether the Contractor is or has been involved in litigation regarding any contracts to which the Contractor is a party, within the previous five (5) years. If any such litigation exists, the Contractor must include details regarding the contract, the reason for litigation, date of litigation, and client contact information;
- A description of any formal relationships with the Consortium or Counties over the last twenty-four (24) months;
- A description and associated contract number(s) of any existing contracts between the Contractor's organization, or any party named in the Contractor's response to this RFP, with the Consortium or Counties. If no such contracts exist, so declare;
- A description of how the Contractor will address any potential conflicts between the work underway on current contracts and the Print Services Project;
- A statement certifying that the Contractor's Proposal as submitted will remain in full force and effect for a specified period of time, which must be at least nine (9)

months from the Proposal due date specified in Section 1 or through the end of contract negotiations whichever is later; ~~and~~

- A description of Contractor's corporate commitment to diversity, equity, and inclusion in hiring and contracting, including a description of Contractor's efforts to enter into subcontracts on the Project with qualified Minority and Women Business Enterprises ("MWBEs") and/or Disabled Veteran Business Enterprises ("DVBES"); and
- The letter shall be signed by an officer or agent of the Contractor's organization who is authorized to negotiate on behalf of the Contractor and commit the organization to the terms and conditions of the Agreement resulting from this procurement. The Contractor shall include the job title of the individual who signs the letter.

Price information must not be included in the transmittal letter.

5.3.3.2 Table of Contents

The Proposal must contain a table of contents which shows how the entire Business Proposal is organized and presented using a numeric outline format to the fourth level.

5.3.3.3 Executive Summary

The Executive Summary shall condense and highlight the contents of the Business Proposal in such a way as to provide a broad understanding of the Business Proposal. The primary objective of this summary is to provide an overview of the key points in the Proposal. While no specific format need be followed, it should include salient and significant points and minimize highly technical terms. It should be brief and concise, not to exceed ten (10) pages.

The Executive Summary must not contain price information.

5.3.3.4 Firm Qualifications

The Firm Qualifications sub-section shall include the **Attachment E – Firm Qualifications** and additional information that provides the Consortium with a basis for determining Contractor and Subcontractor financial, Project management and overall capabilities to undertake a Project of this size and complexity. With respect to Subcontractors, the Firm Qualifications information need only demonstrate an ability to undertake that part of the Project, which is the subject of the relevant subcontract. A concise but thorough description of relevant experience is desired.

The Contractor and Subcontractor(s) information shall be shown separately. The Contractor and each Subcontractor shall provide the requested firm/Project details within **Attachment E – Firm Qualifications**. In the information provided for each Subcontractor, the Contractor shall state the business relationship of the Subcontractor to the Contractor.

The Contractor and Subcontractor(s) shall each provide two references within **Attachment F – Firm References** format. References for proposed Subcontractors may

include personnel of the Contractor submitting the proposal to this RFP. Each reference must clearly indicate the reference entity.

5.3.3.4.1 Details of Firm Qualifications and Financial Resources

The details associated with the prime Contractor and Subcontractor organizations, size, and resources shall include the following:

- The Contractor shall provide a firm organization chart. If the firm is a subsidiary of a parent company, the organization chart must be that of the subsidiary firm. The chart must display the firm's structure and the organizational placement of the oversight for the CalSAWS Print Services Project. The organization chart must include names and be dated.
- Financial statements for the past two (2) fiscal years shall be provided for the Contractor and each Subcontractor. These must be audited financial statements unless audited statements are not a part of the routine business practices of the firm. The Consortium will accept financial statements audited according to either Generally Accepted Accounting Principles (GAAP), Statutory Accounting Principles (SAP) of the National Association of Insurance Commissioners (NAIC) or the International Financial Reporting Standards (IFRS).
- If the Contractor does not produce audited financial statements or file corporate financial information such as a 10-K as part of its routine business practices, Contractors may provide unaudited financial information that includes information relating to liquidity, assets, liabilities, equity, working capital, current ratio and net revenue. Contractors must also provide a privately placed debt rating from the NAIC, or an equivalent nationally recognized credit rating agency.
- The Contractor must also provide a copy of its Dun & Bradstreet (D&B) D-U-N-S number and Business Information Report, inclusive of its D&B viability and credit ratings.
- These financial statements must be accompanied by a signed statement from the Contractor's or its Parent Company's Chief Executive Officer, Chief Financial Officer and/or Designee(s), certifying the financial information is accurate and complete. Alternatively, Audit financial statements that include a signed statement by the CEO and CFO, as well as the independent auditors, made a part of the audited financial statement will suffice for the certification letter.

For any proposed Subcontractors, items contained in this section **5.3.3.4.1** must also be completed to the extent available.

5.3.3.4.2 Firm Experience Details

Details of firm experience for both the Prime Print Services Contractor and all Subcontractors relevant to the proposed Print Services within at least the last 10³ years.

If any proposed Subcontractor has not been in business for at least 10 years, the Subcontractor shall provide details of relevant experience for whatever time period it has been doing business. A list of all Print Services Projects for both the Prime Contractor

and all Subcontractors within the last 10~~3~~ years (or a shorter period for Subcontractors that have not been doing business for at least 10 years) shall be provided within the form in **Attachment E – Firm Qualifications**.

The Contractor shall also provide a general narrative description highlighting the Contractor's Print Services experience and capabilities as prime Contractor, Subcontractor or other role including the following areas:

- Proven experience and overall length of time performing Print and Mailing services similar in scope to that required by the Consortium as defined in this RFP

The Contractor shall supply any additional information not already presented under Section 5.3.3.4.1, Details of Firm Qualifications and Financial Resources, which the Contractor believes to be relevant to the Consortium's assessment of the Contractor and Subcontractor experience with regard to the specifics of this RFP.

5.3.3.4.3 Subcontractor Additional Details

The Contractor shall provide a detailed description of all work to be performed by the Subcontractor(s) including:

- Any tasks, or portions thereof, that will be subcontracted must be identified and defined;
- Each Subcontractor(s) responsible shall be identified by name;
- The rationale for selection of the Subcontractor(s) must be stated; and
- The exact type and amount of work to be done by each Subcontractor must be identified and defined.

The Contractor shall delineate the percentage of the total Print Services Project work ~~the each~~ Subcontractor will perform by State Fiscal Year. The percentage of work shall be calculated using the subcontractor's portion of the total number of work hours or by using another method such as the Subcontractor's portion of the prime contractor's total price. The Contractor shall separately delineate the percentage of the total Print Services Project work any Minority or Women Owned Business Enterprises or Disabled Veteran Owned Business Enterprises will perform by State Fiscal Year.

5.3.3.5 Approach to Print Services Design, Development and Implementation

The Contractor shall provide a detailed description of all work to be performed in the following areas to satisfy or exceed the RFP requirements as described in Section 3 Scope of Work and Attachment J.

- Project Management
- Facilities Planning, Preparation and Management
- Design, Development and Implementation
- Performance Verification and Validation
- Final Acceptance

Each element of the Print Services Approach must include concise and informative descriptions of the required activities, related Deliverables, staffing, and key interaction with Consortium, County and/or Contractor Staff.

5.3.3.6 Approach to Print Services Maintenance and Operations

The Contractor shall provide a detailed description of all work to be performed in Print Services M&O to satisfy or exceed the RFP requirements as described in Section 3 Scope of Work and Attachment J.

The Print Services M&O Approach must include concise and informative descriptions of the required activities, related Deliverables, staffing, and key interaction with Consortium, County and/or Contractor Staff.

5.3.3.7 Staffing Approach

The Contractor shall describe the overall staffing approach to the Print Services Project team including location of Staff. The Contractor must include an organization chart displaying the relationships of the Print Services team and include the relationships of the Print Services team to the CalSAWS Migration Project, Consortium and other Contractors.

The Contractor shall provide Staff résumés and qualifications for all Staff in accordance with the format prescribed in **Attachment G – Staff Resumes/Staff Qualifications**.

The Contractor shall provide two (2) Individual Reference Checks for all Staff in accordance with the format prescribed in **Attachment H – Individual References**.

The Contractor shall describe the criteria used to fill the Print Services Key Staff positions and should discuss the planned interaction between these individuals and Consortium's Project Staff in similar roles.

5.3.3.8 Proposal Attachments

The proposing Contractor shall complete and include in this section the completed forms from the list below:

- Attachment C - Exceptions to the Agreement
- Attachment D - Bidder Certification Checklist / Statement of Certification
- Attachment E - Firm Qualifications
- Attachment F - Firm References
- Attachment G – Staff Resumes/Staff Qualifications
- Attachment H – Individual References
- Attachment J - Print Services Requirements Cross-Reference Matrix *
- Attachment L – Certificate of Status **

**Print Services Requirements Cross-Reference Matrix (Attachment J) – Contractors are instructed to indicate whether the requirement was met in column E, provide a comment to describe the extent to which the requirement was met and how it was met, and finally to indicate the relevant page and section numbers in the proposal that demonstrate the requirement was met. This attachment is intended to direct the evaluators to the appropriate location in the response. Contractors should not provide the requirement response within the matrix.*

***The Contractor shall attach either a copy of the Certificate of Status issued by California's Office of the Secretary of State or a copy of the firm's active on-line status information downloaded from the California Business Portal Website. Provide an explanation if the required documentation cannot be supplied.*

Contractors are instructed to include the completed attachments only once as part of the Proposal Attachments section of the proposal.

5.3.4 Volume 2 – Price Proposal

This section describes the requirements to be addressed in the preparation of the Price Proposal Schedules for the Print Services Project. Each Price Proposal for the Print Services Project shall include Schedules 1 through 10, the form, content and format for which are included as **Attachment A – Price Proposal Schedules**. Attachment A consists of a Microsoft Excel workbook that contains multiple worksheets. Contractor completion of all Price Proposal Schedules is mandatory. In Schedule 1 – Summary, formulas have been inserted in the appropriate cells so that summary numbers automatically calculate. Contractors must document any changes to formulas or links for reasons other than to accommodate additional rows in sums and indicate any such changes as comments in the affected cells. It is solely the responsibility of the proposing Contractor to ensure that all mathematical calculations are correct in their Proposal.

Each of the Price Proposal Schedule worksheets include an area in which to document related assumptions. These are to be used by the Contractor to list and describe any special cost assumptions, conditions, and/or constraints relative to, or which impact, the prices presented on the detailed schedules.

For pricing purposes, Vendors should assume a 5% annual increase in the number of impressions based on the current volumes provided in RFP Section 2.6. For invoicing purposes, vendors should assume that envelopes and any other supplies may be invoiced upon purchase rather than on actual use (even though Price Schedules 3 through 9 and 11 also request monthly and annual volumes). Price proposals must reflect the existing terms and conditions within the draft Agreement.

5.3.4.1 Print Services Summary (Schedule 1)

Schedule 1 – Summary, shall present the Contractor's total firm fixed maximum price to perform all requirements of the RFP for the 5-Year Base Agreement Term, the five additional Optional Yearly Extensions and the Total Maximum Price inclusive of the optional extensions. Schedule 1 summarizes the price details provided in other

schedules contained in the workbook. This schedule contains formulas that automatically populate the summary price information.

5.3.4.2 Print Services Implementation Deliverables (Schedule 2)

Schedule 2 – Implementation Deliverables, shall present the Contractor's total firm fixed maximum price by Deliverable to perform all project management, facilities planning and preparation, and design, development, test and implementation-related requirements of the RFP. Schedule 2 defines the Deliverable price by State Fiscal Year (SFY). The Proposer must indicate the proposed Deliverable Due Dates, Review Periods and Target Invoice Dates based upon RFP requirements. Contractors are required to manually enter information for Columns D through J. Recurring Deliverables shall be reflected as separate Deliverables on separate rows, such as Monthly Status Report 1, Monthly Status Report 2, etc.

5.3.4.3 Initial M&O Through November 2023 (Schedule 3)

Schedule 3 – Initial M&O Through November 2023, shall present the Contractor's total firm fixed maximum price for impressions, envelopes and Print Center Services for the period September 2021 through November 2023. Schedule 3 defines price by State Fiscal Year (SFY). All indirect costs associated with facilities, hardware, software, equipment, capital expenditures, operational expenditures and all services must be encompassed within this set of line items.

5.3.4.4 M&O Through February 2026 (Schedule 4)

Schedule 4 – M&O Through February 2026, shall present the Contractor's total firm fixed maximum price for impressions, envelopes and Print Center Services for the period December 2023 through February 2026. Schedule 3 defines price by State Fiscal Year (SFY). All indirect costs associated with facilities, hardware, software, equipment, capital expenditures, operational expenditures and all services must be encompassed within this set of line items.

5.3.4.5 M&O Optional Extensions Years 1 – 5 (Schedules 5 – 9)

Schedules 5 – 9 Optional Extensions, Years 1 – 5, shall each present the Contractor's total firm fixed maximum price for impressions, envelopes and Print Center Services for a period of one year. Schedules 5 – 9 define price by State Fiscal Year (SFY). All indirect costs associated with facilities, hardware, software, equipment, capital expenditures, operational expenditures and all services must be encompassed within this set of line items.

5.3.4.6 Print Services Change Order Rate Card (Schedule 10)

Schedule 10 – Change Order Rate Card shall present the Contractor's hourly rates for each role for any future potential Agreement Change Orders. Schedule 10 must include hourly rates for all Key Staff roles and non-Key Staff roles. The Contractor hourly rates must include all direct and indirect charges for each role.

5.3.4.7 Optional Printing/Mailing Through November 2023 (Schedule 11)

Schedule 11 – Optional Printing/Mailing Through November 2023, shall present the Contractor's total firm fixed maximum price for impressions, envelopes and mailing associated with Large Print, Braille and CDs/DVDs for the period September 2021 through November 2023. Schedule 11 defines price by State Fiscal Year (SFY). All indirect costs associated with facilities, hardware, software, equipment, capital expenditures, operational expenditures and all services must be encompassed within this set of line items.

6 EVALUATION

6.1 INTRODUCTION

This section describes the approach the Consortium will use to evaluate proposals submitted in response to this RFP. It identifies in detail the evaluation process, methodology, and criteria, and describes the selection and award process.

The Consortium will conduct a comprehensive, fair, and impartial evaluation of proposals received in response to this RFP. The Consortium will select the successful Contractor through a formal evaluation process, established prior to the opening and evaluation of proposals, and which will remain fixed throughout the procurement cycle. Consideration will be given to capabilities or advantages which are clearly described in the Proposal confirmed by interviews and verified by information from reference sources contacted by the Consortium.

The Consortium reserves the right to contact individuals, entities, or organizations who have had contracts or relationships with the firm or Staff proposed for this effort, whether or not they are identified as references, to verify that the Contractor has successfully performed its contractual obligations in other similar efforts.

All Proposals submitted will become the property of the Consortium and will be considered a matter of public record after Agreement negotiations are complete.

6.2 EVALUATION ORGANIZATION

The Consortium will establish formal Evaluation Teams to assist in completing all steps of the evaluation process, and in making a final recommendation for selection to the CalSAWS JPA Board of Directors. The Evaluation Teams will be responsible for evaluating the Business and Price Proposals, including the final scoring of all Proposals, resolving compliance issues, and preparing the final Print Services Vendor Selection Report which consolidates the results of the evaluation process and recommends a Contractor for selection. In order to bring the appropriate expertise to the selection process, the Evaluation Team will consist of Consortium and County staff with appropriate business, management and financial experience. Please note that the team evaluating the Price Proposals will be separate and apart from the team evaluating the Business Proposals. The Consortium reserves the right to designate other appropriate experts to assist in the evaluation process or to alter the composition of the Evaluation Team, as deemed necessary.

6.3 EVALUATION METHODOLOGY

The following table reflects the percentage weights for the major sections of the Print Services Contractor Proposals:

Table 13 - Evaluation Weights Distribution

CATEGORY/SUBCATEGORY	SUBCATEGORY WEIGHT	OVERALL WEIGHT	MAXIMUM POINTS
Business Proposal		50%	50
1. Firm Qualifications	15%		
2. DD&I Approach	15%		
3. M&O Approach	15%		
4. Staff Qualifications, Oral Presentations and Key Staff Interviews	5%		
Price Proposal		50%	50
1. 5-Year Period: DD&I + Initial M&O	50%		
Total		100%	100

6.4 BUSINESS PROPOSAL EVALUATION

Each Proposal will first be reviewed for adherence to the mandatory form and content requirements, and to verify that all required forms are provided and signed by a representative of the Contractor's organization with the authority to bind the firm. If a proposal does not meet all the mandatory form and content requirements, it may be eliminated from further consideration. The Contractor will be notified as soon as is reasonably possible if their proposal has been eliminated due to failure to meet mandatory form and content requirements.

- 1) The Evaluation Team members will evaluate each proposal based on the extent to which RFP requirements are met or not met and will be evaluated using the following process:
 - a) An ordinal ranking of first, second, third, or fourth will be applied to the following subsections:
 - i) Firm Qualifications
 - ii) Approach to DD&I
 - iii) Approach to M&O
 - iv) Staff Qualifications
 - b) Each ordinal ranking will have the following point values:
 - i) First = 10 points
 - ii) Second = 7.5 points

- iii) Third = 5 points
 - iv) Fourth = 2.5 points
 - v) If there are more than four submissions, all remaining submissions will receive a point value of 0 points
- 2) Once the individual reviews of the Business Proposals are completed, the Evaluation Teams will meet to review and discuss the rationale for scores. The Evaluation Team will discuss the Proposals and reach consensus on the scoring of each Proposal subsection.
 - 3) The Oral Presentations and Key Staff Interviews will be rated on a 1-10 scale. The average scores of the Oral Presentations and Key Staff Interviews will be used for this subcategory.
 - 4) The resultant points for each subsection will be multiplied by the subcategory weight and totaled to create a weighted Business Proposal score.
 - 5) The bidder with the highest Business Proposal score will receive the maximum allowable score (50 points).
 - 6) The scores of the other bidders will be normalized as follows:
 - a) $(\text{Weighted Business Proposal score} / \text{highest Business Proposal score}) * 50 = \text{Business Proposal score}$

6.5 BUSINESS PROPOSAL EVALUATION CRITERIA

The criteria outlined in the following sections will provide the basis for evaluation of Business Proposals and is based on the RFP requirements. Please note all RFP requirements will be evaluated.

6.5.1 Firm Qualifications

In this section, the Contractor's proposal and related Attachments will be evaluated for the following and all related RFP requirements:

- Firm experience, resources and qualifications as well as customer references and information received through other sources;
- Financial viability and stability;
- Years of experience with public sector agencies of the size and complexity of the Consortium; and
- Years of experience successfully managing large-scale Print Services Projects to include printing and mailing services.

6.5.2 Staffing Qualifications

In this section, the Contractor's proposal and related Attachments will be evaluated in the following areas and in accordance with RFP requirements:

- The approach to Project Organization and Staffing;
- The adequate justification of Staff types and levels proposed including the extent to which the minimum Staff qualifications were met or exceeded;
- Experience of proposed Staff providing Print Services; and
- Performance in Print Services Key Staff interviews.
- All Contractors are required to participate in an oral presentation. The intent of the oral presentation is to validate the information provided by the Contractor in its proposal. Interviews of Print Services Key Staff will be used to confirm Staff experience and qualifications. The oral presentation will be designed to address specific areas of the Contractors proposals; the Consortium will provide the topic areas and/or questions to all Contractors invited to participate in oral presentations. The topic areas and/or questions will be identical for all Contractors. The oral presentations will be scheduled for a 45 to 60-minute period.

Immediately following the oral presentation, all proposed Print Services Key Staff will be interviewed by one or more panels of Consortium representatives. The interviews will seek information regarding the understanding of the role and relevant experience. The interview questions for each Print Services Key Staff position will be identical for all Contractors. Each interview will be scheduled for 20-30 minutes.

Print Services Key Staff interviews will be scored using a standard scale of 1 to 10. For each Contractor, an average interview score will be calculated across the six required Print Services Key Staff positions. The average interview score for each Contractor will be factored into the overall score for the Staff-related subcategory shown in the evaluation percentage weight table in Section 6.3 above.

6.5.3 Approach to Print Services Design, Development and Implementation

In this section, the Contractor's proposal and related Attachments will be evaluated in the following areas and in accordance with this RFP and requirements:

- Project Management
- Facilities Planning, Preparation and Management
- Design, Development and Implementation
- Performance Verification and Validation
- Final Acceptance
- Print Services Deliverables

6.5.4 Approach to Print Services Maintenance and Operations

Include in this section, the Contractor's proposal and related attachments for evaluation purposes the approach to Maintenance and Operations in accordance with this RFP and M&O Attachment J Requirements.

6.6 PRICE PROPOSAL EVALUATION

Price Proposals will be evaluated for adherence to the mandatory form and content requirements, and to ensure that all required forms and schedules are provided and signed by a representative of the Contractor's organization with the authority to bind the firm. **If a Price Proposal does not meet all the mandatory form and content requirements, it may be rejected as unresponsive to the RFP.**

Each Contractor's Prices will be evaluated based on the total price of the Base Period. Only the Print Services Contractor total price will be considered, not individual cost elements. All Price Proposals will then be ranked from lowest price to highest price. Each Contractor will receive a score for the BP based on a proration of 50 points, with the lowest-priced Contractor Price Proposal receiving the full 50 points and each higher-priced Contractor Price Proposal receiving a normalized (reduced) score based on the lowest Contractor Price Proposal divided by that Contractor's BP Price Proposal (Price Factor).

To simplify, the Price Proposal evaluation formula is:

*Contractor Price Score = (Lowest Price / Contractor Price) * 50.*

Example for the Price Scoring. The Contractor Price Proposals will be evaluated as follows.

Table 14 – Example Total Prices

CONTRACTOR	TOTAL PRICE
A	\$35.0
B	\$27.0
C	\$30.0
D	\$37.0

In this example, Contractor B has the lowest Total Price (\$27.0), so Contractor B will receive the full 50 points available. The other Contractors will receive a prorated score based on their own Total Price in relation to the lowest Total Price, as shown below:

Table 15 - Contractor Price Proposal Scoring

CONTRACTOR	CONTRACTOR TOTAL PRICE (A)	LOWEST CONTRACTOR TOTAL PRICE (B)	PRICE FACTOR	CONTRACTOR TOTAL PRICE (A)	LOWEST CONTRACTOR TOTAL PRICE (B)
B	\$27.0	\$27.0	1.00	50	50.0
C	\$30.0	\$27.0	0.90	50	45.0
A	\$35.0	\$27.0	0.77	50	38.6
D	\$37.0	\$27.0	0.73	50	36.5

6.7 PRICE PROPOSAL EVALUATION CRITERIA

Price Proposals will be evaluated for adherence to the mandatory form and content requirements and normalized in accordance with the formula provided. If a Final Price Proposal does not meet all the mandatory form and content requirements, the whole proposal may be eliminated from further consideration. No deviations, qualifications, or counteroffers will be accepted in the Proposal. The Consortium reserves the right to review the price details for reasonableness and reject any Proposal where the price details show significant and unsupported deviation from normal expectations. The Price Proposals will be scored in accordance with the methodology described in Section 6.3 - Evaluation Methodology.

6.8 EVALUATION OF FINAL PROPOSALS

The Evaluation Team will rank and score each Business Proposal using the evaluation criteria as established in Section 6.4 Business Proposal Evaluation Criteria. A second Evaluation Team will rank and score Price Proposals using the evaluation criteria as established in Section 6.7.

6.9 BEST AND FINAL OFFER

The Consortium reserves the right to require one or more Best and Final Offers from one or more Contractors, requesting a final adjustment, confirmation, or resubmission of pricing and other terms.

6.10 FINAL PROPOSAL SCORING

The Contractor's final total score will be the sum of the normalized scores for the Business Proposal plus the Price Proposal. Final selection will be based on proposal rank (as derived from total score) which reflects best value to the Consortium.

6.11 FINAL AUTHORITY

The final authority to award an Agreement resulting from this RFP rests solely with the Consortium.

7 NOTICE OF INTENT TO AWARD AND NEGOTIATIONS

7.1 NOTICE OF INTENT TO AWARD

After the completion of the proposal evaluations an electronic Notice of Intent to Award (NOIA) will be issued to all Bidders. The date of NOIA issuance also triggers the beginning of the appeal period.

The contract will be awarded based on application of the evaluation criteria set forth in Section 6 above.

The contents of the proposal of the successful Bidder will become contractual obligations and failure to accept these obligations in a contractual Agreement may result in cancellation of the award.

7.2 CONTRACT NEGOTIATIONS

Negotiations may be conducted with the Bidder of the highest-ranked proposal beginning immediately after the NOIA. Contract negotiations may commence in parallel with the appeal period.

Contract negotiations may be conducted on-site in the Sacramento area. During this period, the Bidder will be responsible for its travel and per diem expenses.

If the selected Bidder:

- Fails to provide the information required to begin negotiations in a timely manner; or
- Fails to negotiate in good faith; or
- Indicates it cannot perform the contract within the budgeted funds available for the Project; or
- If the Bidder and Consortium, after a good faith effort, simply cannot come to terms.

Then the Consortium may terminate negotiations with the Bidder initially selected and commence negotiations with the next highest rated Bidder.

7.3 APPEAL

The objective of the Consortium procurement process is to award a contract to the selected Bidder for the Services or materials described in this RFP that is determined to be most advantageous to the Consortium, with price and other factors considered.

The process that will be followed in the event a Bidder protests a proposed contract award resulting from this Consortium Print Services Procurement competitive solicitation is explained below.

7.3.1 Grounds for Appeal

Appeals are limited strictly to the following grounds:

- The Consortium failed to follow its evaluation and selection procedures and to adhere to requirements specified in the RFP or any addenda or amendments thereto;
- The Consortium violated California Government Code 87100 et. seq.; or
- The Consortium violated any State or Federal law.

Appeals will not be accepted for any other reason.

7.3.2 Appeal Method

Any appeal ("Appeal") must be submitted in writing (by e-mail, or first-class mail) and received by the Executive Director within five (5) business days of the date on the NOIA Letter. The Appeal must contain the following information:

- The name, address, electronic mail address, telephone and facsimile numbers of the Appealing Bidder;
- The title of the procurement being appealed;
- Ground(s) for the appeal with supporting facts and documentation; and
- Form of relief requested.

The Executive Director is John Boule.

Address: 11290 Pyrites Way, Suite 150
Rancho Cordova, CA 95670

Email: BouleJ@CalSAWS.org

7.3.3 Appeal Review Panel and Its Responsibilities

The Executive Director will work with the Consortium Board of Directors to designate an Appeal Review Panel composed of three Board members to handle any appeal. The Appeal Review Panel will not include members of the Procurement Proposal Evaluation Team or Consortium staff.

The Appeal Review Panel will review the Appeal Packet as defined in Section 7.3.5 Appeal Packet and hear presentations relevant to the Appeal. The Appeal Review Panel will deliberate and document its findings in writing.

The Appeal Review Panel will issue the Appeal Findings Report to the Executive Director and the Appealing Bidder within fifteen (15) business days after the oral presentation.

The Appeal Review Panel's Appeal Findings Report will be the final administrative decision.

7.3.4 Appeal Process

The steps within the appeal process are summarized below:

- Within five (5) business days of receipt of an Appeal, the Executive Director will initiate steps to obtain a panel composed of three (3) members of the Consortium Board of Directors. The panel members will be contacted as to the date, time and location for the oral presentation.
- Within five (5) business days after the receipt of an Appeal, the Executive Director will send the Appealing Bidder notification acknowledging receipt of the Appeal.
- If the Appealing Bidder requests any information from the Consortium within the five (5) business day appeal filing time period, the Acknowledgment Letter may indicate that the request has been received and the documents will be produced within a reasonable period.
- If additional information has been requested, the Appealing Bidder will also be notified that it will have five (5) business days after receipt of the documents in which it may provide supplemental information in a Detailed Claim supporting the grounds stated in its original appeal document. The Detailed Claim may not include additional grounds for the appeal than those stated in the original Appeal document, unless the Appealing Bidder provides evidence supporting the contention that it could not reasonably have ascertained upon the exercise of due diligence those grounds within the Appeal Filing Period. The Executive Director will determine the reasonableness of the Appealing Bidder's failure to include the additional grounds in the original Appeal, and, in his/her sole discretion, may exclude the additional grounds from the Detailed Claim.
- The Appeal Review Panel will set a hearing at which both the Appealing Bidder and the Executive Director will make oral presentations. The Appeal Panel shall thereafter provide its written decision in the Appeal Findings Report within fifteen (15) business days of the date the hearing.
- Upon receipt of the Appeal Findings Report, the Executive Director will have five (5) business days in which to respond in writing to the Appealing Bidder with the decision of the Appeal Review Panel and provide notice, if appropriate, of any remedy. The Executive Director's Response will be distributed to the Appealing Bidder and the Chair of the Consortium Board of Directors.

7.3.5 Appeal Packet

An Appeal Packet will be compiled by the Executive Director and delivered to each member of the Appeal Review Panel.

The Appeal Packet will contain the Appeal, the Acknowledgment notification, the Detailed Claim (if any), and any other document(s) deemed relevant to the Appeal.

The Appeal Packet will be provided to the Appeal Review Panel at least five (5) business days prior to the oral presentation.

7.3.6 Appeal Oral Presentations

A hearing will be scheduled by the Appeal Review Panel to hear presentations relevant to the Appeal by the Appealing Bidder and the Executive Director. The Appealing Bidder will be notified in writing of the date, time and location for the presentation. At the presentation, the Appealing Bidder and the Executive Director or authorized representative will each have forty-five (45) minutes to make an oral presentation to the Appeal Review Panel, in that order, and the presentations shall be limited to grounds identified in the Appeal and/or properly raised in the Detailed Claim.

The oral presentation is informal in nature and shall be made by the Appealing Bidder or its authorized representative. The Appeal Review Panel will allow Appealing Bidder to argue its position. Witnesses shall not be called, and technical rules of evidence shall not apply. The Panel may question the Appealing Bidder or documentation submitted. Within fifteen (15) business days following the presentation, the Panel will issue a written Appeal Findings Report with its decision and submit to the Executive Director. The decision will be final with no provision for reconsideration.

7.3.7 Summary Dismissal of Appeal

The Appeal Review Panel may summarily dismiss an appeal at any time that the panel determines that the protest raises issues beyond those as set forth in Section 7.3.1 Grounds for Appeal of this RFP; is untimely; frivolous or without merit; or is not submitted in the required form. If a decision is made to dismiss the appeal, written notification will be sent to the Appealing Bidder stating the decision and reasons for dismissal.

7.3.8 Appeal Remedies

If the Appeal Review Panel sustains an appeal in whole or in part, the Executive Director has the sole discretion to determine an appropriate remedy. In determining the appropriate remedy, the Director may consider the integrity of the competitive procurement process, the good faith of the parties, the cost to the Executive Director, and the urgency of the procurement.

7.3.9 Appeal Schedule

Table 16 - Appeal Schedule

#	Activity	Date
1.	Filing Period Deadline	Five (5) business days after Notice of Intent to Award
2.	(If applicable) Detailed Claim received by the Executive Director	Five (5) business days after receipt of the supplemental documents (if applicable)
3.	Oral Presentations	On a date to be determined
4.	Appeal Review Panel Issues Appeal Findings Report	Within fifteen (15) business days after the Oral Presentation

#	Activity	Date
5.	The Executive Director issues final decision on Appeal.	Within five (5) business days of receipt of Appeal Findings Report

8 GENERAL TERMS AND CONDITIONS

Bidder will be required to enter into a formal agreement with the Consortium as provided in Attachment C.

8.1 PURPOSE OF THE AGREEMENT

The purpose of this section is to describe the type of Agreement that the selected Bidder shall be required to execute. This section is not a substitute for any requirement or provision in the Agreement. The Agreement is included as Attachment B of this RFP and sets forth the Consortium's draft terms and conditions. The Consortium expects the selected Bidder to enter into an Agreement essentially the same as the Agreement provided in Attachment B.

8.2 GENERAL AGREEMENT INFORMATION

The Agreement shall include 1) the Agreement itself and any Agreement amendments; 2) the RFP, RFP Addenda, and/or any RFP Amendments; 3) the Bidder's Proposal submitted in response to the RFP and accepted by the Consortium; and 4) all Specifications as defined in the Agreement.

8.3 AGREEMENT TYPE

The Agreement resulting from this competitive procurement process shall be a firm fixed Price Agreement for Deliverables and based on impressions, envelopes and processing for ongoing Print Services operations and shall be executed by authorized official(s). All costs, including, but not limited to, indirect costs and out-of-pocket expenses, shall be factored into the Pricing.

8.4 AGREEMENT TERM

The Agreement will be for a maximum period in accordance with Section 1 of the Agreement, unless extended by the Consortium as provided in the Agreement.

8.5 PAYMENTS

Payment of all Services provided in accordance with the provisions of this Agreement is contingent upon the continued availability of County, State, and Federal funds.

8.6 ELECTRONIC FUNDS TRANSFER

The Bidder shall accept all payments from the Consortium via electronic funds transfers (EFT) directly deposited in the Bidder's designated bank account. The Bidder shall promptly comply with directions and accurately complete all forms required to process EFT payments.

LIST OF ATTACHMENTS

Attachment A – Price Proposal Schedules

Attachment B – Draft Agreement

Attachment C – Exceptions to the Agreement

Attachment D – Contractor Certification Checklist / Statement of Certification

Attachment E – Firm Qualifications

Attachment F – Firm References

Attachment G – Staff Resumes/Staff Qualifications

Attachment H – Individual References

Attachment I – Service Level Agreements

Attachment J – Print Services Requirements Cross-Reference Matrix

Attachment K – Letter of Intent to Respond

Attachment L – Certificate of Status

ATTACHMENT A – PRICE PROPOSAL SCHEDULES

Contractors are required to provide the Price Proposal Schedules as defined within Section 5.3.4.

See attachment.

ATTACHMENT B - DRAFT AGREEMENT

Attachment B can be referenced under separate cover.

ATTACHMENT C - EXCEPTIONS TO THE AGREEMENT

CONTRACTOR NAME _____

ADDRESS _____

TELEPHONE# () _____ Email _____

I have reviewed the **RFP Attachment B – Draft Agreement** in its entirety and have the following exceptions: Please identify and list your exceptions by indicating the Section or Paragraph number, and Page number, as applicable. Be specific about your objections to content, language, or omissions. Add as many pages as required.

#	Section	Page #	Original Language	Proposed Language	Anticipated Impact to Staffing and Cost, as applicable

Name of Authorized Representative _____

Signature of Authorized Representative _____

Date _____

ATTACHMENT D – BIDDER CERTIFICATION CHECKLIST / STATEMENT OF CERTIFICATION

AUTHORIZATION TO NEGOTIATE		
The following individuals are authorized to negotiate and execute an Agreement with the Consortium on behalf of our organization.		
<input type="checkbox"/> Mr. <input type="checkbox"/> Ms. <input type="checkbox"/> Mrs.	NAME	
	TITLE	
	PHONE	
	EMAIL	
<input type="checkbox"/> Mr. <input type="checkbox"/> Ms. <input type="checkbox"/> Mrs.	NAME	
	TITLE	
	PHONE	
	EMAIL	
<input type="checkbox"/> Mr. <input type="checkbox"/> Ms. <input type="checkbox"/> Mrs.	NAME	
	TITLE	
	PHONE	
	EMAIL	
QUALIFICATION CERTIFICATION		
I certify that my firm meets the following requirements.		Contractor Response
1.	My firm has read and is willing to comply with the terms, conditions and the pro forma contract addressed in the RFP, apart from specific items identified as exceptions in Attachment C – Exceptions to the Agreement.	<input type="checkbox"/> Yes <input type="checkbox"/> No

2.	My firm is in good standing and qualified to conduct business in California.	<input type="checkbox"/> Yes <input type="checkbox"/> No
3.	My firm, if selected, will comply with all County, Federal and State laws, regulations, rules, and policies.	<input type="checkbox"/> Yes <input type="checkbox"/> No
4.	My firm has a past record of sound business integrity and a history of being responsive to past contractual obligations. My firm authorizes the Consortium to confirm this claim.	<input type="checkbox"/> Yes <input type="checkbox"/> No
5.	My firm is financially stable and solvent and has adequate cash reserves to meet all financial obligations while awaiting reimbursement from the Consortium.	<input type="checkbox"/> Yes <input type="checkbox"/> No
6.	Neither my firm, nor any of its principals, and/or Sub-contractors, is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal, State or County department or agency,	<input type="checkbox"/> Yes <input type="checkbox"/> No
7.	No relationship exists between my firm and the Consortium, or one or more of the individual Counties, that interferes with open and free competition or constitutes a conflict of interest.	<input type="checkbox"/> Yes <input type="checkbox"/> No
8.	No relationship exists between my firm or its proposed Sub-contractors and another person or organization that constitutes a conflict of interest with respect to an existing County or Consortium contract.	<input type="checkbox"/> Yes <input type="checkbox"/> No
9.	My firm will take all steps necessary to safeguard confidential information against unauthorized disclosure or use, and to satisfy its obligations under this Contract.	<input type="checkbox"/> Yes <input type="checkbox"/> No
10.	My firm has all requisite legal authority to submit the Proposal and enter into a resultant contract.	<input type="checkbox"/> Yes <input type="checkbox"/> No
11.	My firm is in compliance with Equal Employment Opportunity regulations and laws.	<input type="checkbox"/> Yes <input type="checkbox"/> No
12.	<p>My firm acknowledges in accordance with Public Contract Code 7110 that:</p> <p>The firm recognizes the importance of child and family support obligations and shall fully comply with all applicable State and Federal laws relating to child and family support enforcement, including, but not limited to, disclosure of information and compliance with earnings assignment orders as provided in Chapter 8 (commencing with Section 5200) of Part 5 of Division 9 of the Family Code; and</p> <p>The firm to the best of its knowledge is fully complying with the earnings assignment order of all employees and is providing the names of all new employees to the New Hire Registry maintained by the California Employment Development Department.</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No

13.	My firm certifies that it complies with the requirements of the Electronic Waste Recycling Act of 2003, Chapter 8.5, Part 3 of Division 30, commencing with Section 42460 of the Public Resources Code, relating to hazardous and solid waste. My firm maintains documentation and will provide reasonable access to its records and documents that evidence compliance.	<input type="checkbox"/> Yes <input type="checkbox"/> No
14.	My firm declares that it is not an expatriate corporation or subsidiary of an expatriate corporation within the meaning of Public Contract Code Section 10826 and 10826.1 and is eligible to contract with the Consortium.	<input type="checkbox"/> Yes <input type="checkbox"/> No
15.	My firm declares that no Equipment, materials, or supplies furnished to the Consortium pursuant to this Contract have been produced in whole or in part by sweatshop labor, forced labor, convict labor, indentured labor under penal sanction, abusive forms of child labor, or exploitation of children in sweatshop labor, or with the benefit of sweatshop labor, forced labor, convict labor, indentured labor under penal sanction, abusive forms of child labor, or exploitation of children in sweatshop labor. My firm further declares under penalty of perjury that it adheres to the Sweat-free Code of Conduct as set forth on the California Industrial Relations Website located at www.dir.ca.gov and Public Contract Code Section 6108.	<input type="checkbox"/> Yes <input type="checkbox"/> No
16.	My firm agrees that all aspects of the RFP and the Proposal submitted shall be binding if the Proposal is selected and an Agreement awarded.	<input type="checkbox"/> Yes <input type="checkbox"/> No
17.	The offer made in my firm's Proposal is firm and binding for 270 days from the date the Final Proposal submission date as indicated in Section 1.10, Procurement Timeline.	<input type="checkbox"/> Yes <input type="checkbox"/> No
18.	All aspects of my firm's Proposal, including cost, have been arrived at independently, without consultation, communication, or agreement, for the purposes of restricting competition, as to any manner relating to such prices with any other Print Services Contractor.	<input type="checkbox"/> Yes <input type="checkbox"/> No
19.	The prices quoted within my firm's Proposal have not been knowingly disclosed by the Print Services Contractor and will not knowingly be disclosed, prior to the Proposal due date, directly or indirectly to any other Print Services Contractor.	<input type="checkbox"/> Yes <input type="checkbox"/> No
20.	No attempt has been made or will be made by my firm to induce any other person or firm to submit or not to submit a Proposal for the purpose of restricting competition.	<input type="checkbox"/> Yes <input type="checkbox"/> No
21.	My firm will bear sole and complete responsibility for the production and completion of all tasks and associated Deliverables as defined in the RFP, except for those items specifically defined as the Consortium's responsibility.	<input type="checkbox"/> Yes <input type="checkbox"/> No
22.	All Key Personnel and individuals proposed for the Print Services by my firm will be those actually assigned to the Print Services.	<input type="checkbox"/> Yes <input type="checkbox"/> No

23.	All proposed Sub-contractors have been identified along with a description of the exact type and amount of work each proposed sub-contract will perform has been included in my firm's Proposal.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
24.	My firm and any Sub-contractor proposed by my firm will fully cooperate with the incumbent Print Services Contractor(s).	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
25.	My firm and any Sub-contractor proposed by my firm will fully cooperate with all oversight entities.	<input type="checkbox"/> Yes <input type="checkbox"/> No
26.	All declarations in the Proposal and supporting documents are true and this shall be a warranty, the falsity of which shall entitle the Consortium to pursue any remedy by law.	<input type="checkbox"/> Yes <input type="checkbox"/> No

Certification

I, the official named below, am duly authorized to legally bind the bidding firm to the claims made herein. I certify under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

Name of Bidding Firm	
Signature	Date Signed
Printed/Typed Name	Title

Darfur Contracting Act Certification

Pursuant to Public Contract Code section 10478, if a bidder or Contractor currently or within the previous three years has had business activities or other operations outside of the United States, it must certify that it is not a “scrutinized” company as defined in Public Contract Code section 10476.

Therefore, to be eligible to submit a bid or Proposal, please complete only one of the following three paragraphs (via initials for Paragraph # 1 or Paragraph # 2, or via initials and certification for Paragraph # 3):

Initial	Attestation
	We do not currently have, or we have not had within the previous three years, business activities or other operations outside of the United States.
	We are a scrutinized company as defined in Public Contract Code section 10476, but we have received written permission from the Department of General Services (DGS) to submit a bid or proposal pursuant to Public Contract Code section 10477(b). A copy of the written permission from DGS is included with our bid.
	We currently have, or we have had within the previous three years, business activities or other operations outside of the United States, but we certify below that we are not a scrutinized company as defined in Public Contract Code section 10476.

CERTIFICATION For # 3

I, the official named below, CERTIFY UNDER PENALTY OF PERJURY that I am duly authorized to legally bind the prospective Contractor/bidder to the clause listed above in # 3. This certification is made under the laws of the State of California.

Contractor/ Firm Name			
By (Authorized Signature)			
Printed Name and Title of Person Signing			
Date Executed		Executed in County of	

ATTACHMENT E – FIRM QUALIFICATIONS

Minimum Contractor Requirement - Five (5) years of Operating Print Services facilities existing facilities capable of processing the maximum capacity requirements.

The Contractor should complete a separate Table 1 – Minimum Experience for each Project required to demonstrate the required experience. Only the prime Contractor must submit Table 1 – Minimum Experience. Table 1 should not be submitted for subcontractors.

TABLE 1 - MINIMUM EXPERIENCE	
Agency:	
Project Name:	
Contact Person/Title:	Phone:
Address:	Email:
Contract Date(s):	Contract Amount:
Contract Duration (months):	Project type (check all that apply)
	<input type="checkbox"/> HHS Systems
	<input type="checkbox"/> Other
Describe the Services provided:	

Firm Experience Details Requirement – Provide the details of firm experience for both the Print Services Contractor and all Subcontractors relevant to the proposed Print Services within at least the last 10 years shall be provided within Attachment E – Firm Qualifications.

The Contractor should complete a separate *Attachment Table 2 –Minimum Experience Table* submission for each entity (Prime and Subcontractors). Each table submission must be clearly labeled indicating the name of the company.

Table 2 – Print Services Contractor/Subcontractor Experience Table					
Experience Category		Prime Contractor	Subcontractor	Contract Duration (months)	Contract Amount
Project Name	State				
A Minimum of five (5) years Print Services experience					
Total Experience in Months					

ATTACHMENT F – FIRM REFERENCES

Directions:

Provide two (2) Firm References for the Prime Contractor and all Subcontractors where the same or similar scope of Services was provided (completed within the last 10 years or still ongoing). Each Firm Reference must clearly identify the firm (prime vendor or Subcontractor).

The Firm references must be submitted within the Business Proposal as defined within RFP Section 5.3.3.

Attachment F – Firm Reference

FIRM REFERENCE: FIRM NAME, PRIME OR SUBCONTRACTOR	
Reference Agency Name:	
Project Name:	
Contact Person/Title:	Phone:
Address:	Email:
Describe the services provided:	

For each question below, please provide a comment.

Reference Questions:

1. Did the Contractor produce high quality print services? Please describe briefly.
2. Was the Contractor flexible and willing to work through issues during all stages of the Project?
3. Was communication between the Contractor and your organization's staff open, timely, complete and effective? Please briefly summarize.
4. Was the Project a success?

5. Would you rehire/recommend this Contractor? If not, why not?

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6. On a scale of 1-10, with 1 being the lowest and 10 being the highest, how would you rate this Contractor's overall performance?

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Other Comments:

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REFERENCE AFFIRMATION AND SIGNATURES

The undersigned hereby certifies that the foregoing statements are true and correct.

Print Name	
Title	
Date	
Signature	

ATTACHMENT G –STAFF RESUMES/STAFF QUALIFICATIONS

Attachment G is comprised of three (3) parts that must be completed for each proposed Staff candidate:

- Part 1 - A Staff résumé with a three (3) page limit
- Part 2 – Staff Mandatory Qualification Table, which contains staffing requirements for each position defined in this RFP
- Part 3 - Staff Mandatory Qualifications Summary Table summarizing and totaling time for each candidate's mandatory qualifications

Part 1 - Résumé

Résumé Instructions: Include a Résumé for all proposed CalSAWS Print Services Staff.

This template prescribes the required content and page limitation for résumés that must be submitted with Proposals in response to the RFP. This format should also be used by the successful Contractor for the duration of the CalSAWS Print Services Agreement.

Education: Provide education and any relevant certifications. Start with the most recent.

Relevant Experience: Start with the most recent experience and repeat the table as many times as necessary to fully document the claimed experience.

Key Skills: Enter all relevant skills

Staff Résumé (three (3) page limit)

Contractor			
Candidate Name			
Position in The Company		Length of time in position	
Project Position & Responsibilities			
Skills & Qualifications for Project Position			

Relevant Experience (Add additional tables as needed)

Project Title					
Position Title					
Begin Date	MM/YYYY	End Date	MM/YYYY	# of Months	
Scope and Description of Responsibility					
Skills Utilized and Experience Attained					

Education (add rows as needed)

Years	Course of Study	School
MM/YYYY		

Professional Certifications or Designations (add rows as needed)

Certification or Designation	Organization	Dates

Part 2 – Staff Minimum Qualifications Table

Instructions: Complete a staff qualifications table for each proposed staff. All fields on the form must be completed, providing sufficient information to allow the Consortium to validate that the proposed staff meet the Minimum Qualifications (MQs). The Consortium reserves the right to contact the references listed to validate the staff experience. Each Project Description, Relevant Experience Description, and Reference Contact shall be tied together with a number, as it appears in the example (add "Project #2", "Reference #2", etc. as necessary). Proposed staff may not cite full time experience gained working simultaneously on multiple Projects.

Table 17 - Print Services Project Manager Minimum Qualifications

Contractor Name: Type Firm Name Here		Proposed Staff Name: Type Staff Name Here	
Minimum Qualification # 1			
Minimum five (5) years of experience with large-scale (contract value of (\$10 million) Print Services of similar scope and complexity as contained in this RFP.			
Project #1		Reference #1	
Company Name:		Contact Name:	
Project Name:		Company Name:	
Time Period: (Month, Day, Year – Month, Day, Year)		Phone Number:	
Percentage of Time:		Email:	
Experience			
Staff Role:			
Description of relevant experience:			
Project #2		Reference #2	
Company Name:		Contact Name:	
Project Name:		Company Name:	
Time Period:		Phone Number:	
Percentage of Time:		Email:	
Experience			
Staff Role:			
Description of relevant experience:			
Total Duration of all Projects cited to meet the MQ:			

Contractor Name: Type Firm Name Here		Proposed Staff Name: Type Staff Name Here	
Minimum Qualification # 2			
Minimum three (3) years of experience Project Management experience and experience in a leadership position.			
Project #1		Reference #1	
Company Name:		Contact Name:	
Project Name:		Company Name:	
Time Period (Month, Day, Year – Month, Day, Year):		Phone Number:	
Percentage of Time:		Email:	
Experience			
Staff Role:			
Description of relevant experience:			
Project #2		Reference #2	
Company Name:		Contact Name:	
Project Name:		Company Name:	
Time Period:		Phone Number:	
Percentage of Time:		Email:	
Experience			
Staff Role:			
Description of relevant experience:			
Total Duration of all Projects cited to meet the MQ:			

Table 18 - Print Services Print Center Operations Manager Minimum Qualifications

Contractor Name: Type Firm Name Here		Proposed Staff Name: Type Staff Name Here	
Minimum Qualification # 1			
A minimum of three (3) years of experience in a leadership role at a Print Services Contractor facility.			
Project #1		Reference #1	
Company Name:		Contact Name:	
Project Name:		Company Name:	
Time Period: (Month, Day, Year – Month, Day, Year)		Phone Number:	
Percentage of Time:		Email:	
Experience			
Staff Role:			
Description of relevant experience:			
Project #2		Reference #2	
Company Name:		Contact Name:	
Project Name:		Company Name:	
Time Period:		Phone Number:	
Percentage of Time:		Email:	
Experience			
Staff Role:			
Description of relevant experience:			
Total Duration of all Projects cited to meet the MQ:			

Contractor Name: Type Firm Name Here		Proposed Staff Name: Type Staff Name Here	
Minimum Qualification # 2			
Minimum three (3) years of experience supporting print center customers, with Print Services of a similar in size and scope as contained in this RFP.			
Project #1		Reference #1	
Company Name:		Contact Name:	
Project Name:		Company Name:	

Time Period (Month, Day, Year – Month, Day, Year):	Phone Number:
Percentage of Time:	Email:
Experience	
Staff Role:	
Description of relevant experience:	
Project #2	Reference #2
Company Name:	Contact Name:
Project Name:	Company Name:
Time Period:	Phone Number:
Percentage of Time:	Email:
Experience	
Staff Role:	
Description of relevant experience:	
Total Duration of all Projects cited to meet the MQ:	

Table 19 – Print Services Print Center On-Site Customer Service Liaison(s) – Must be submitted for both positions.

Contractor Name: Type Firm Name Here		Proposed Staff Name: Type Staff Name Here	
Minimum Qualification # 1			
Minimum two (2) years of experience leading Print Services operations support in a similar capacity.			
Project #1		Reference #1	
Company Name:		Contact Name:	
Project Name:		Company Name:	
Time Period: (Month, Day, Year – Month, Day, Year)		Phone Number:	
Percentage of Time:		Email:	
Experience			
Staff Role:			
Description of relevant experience:			
Project #2		Reference #2	
Company Name:		Contact Name:	
Project Name:		Company Name:	

Time Period:	Phone Number:
Percentage of Time:	Email:
Experience	
Staff Role:	
Description of relevant experience:	
Total Duration of all Projects cited to meet the MQ:	

Part 3 – Staff Minimum Qualifications Summary Table

Instructions: For every mandatory qualification identify the proposed staff, name of the Project that meets the MQ, start and end dates, percentage of time on the Project (100%, 50%, etc.) and the total duration in months based on the percentage of time. The information contained in this table should summarize the details provided in Part 2 – Staff Minimum Qualifications Table. Proposed staff may not cite full time experience gained working simultaneously on multiple Projects. Do not enter any data into the score column.

	PRINT SERVICES PROJECT MANAGER					
Minimum Qualification 1	Minimum five (5) years of experience with large-scale (contract value of \$10 million) Print Services of similar scope and complexity as contained in this RFP.					
Staff	Project	Start Date	End Date	Percentage of Time	Duration in Months	Score
Minimum Qualification 2	Minimum five (5) years of Project Management experience and experience in a leadership position.					
Staff	Project	Start Date	End Date	Percentage of Time	Duration in Months	Score

	PRINT SERVICES PRINT CENTER OPERATIONS MANAGER					
Minimum Qualification 1	Minimum of three (3) years of operations support experience in a leading role at a Print Services Contractor facility					
Staff	Project	Start Date	End Date	Percentage of Time	Duration in Months	Score
Minimum Qualification 2	Minimum of three (3) years of experience in supporting print center customers, with Print Services of a similar scope as contained in this RFP.					
Staff	Project	Start Date	End Date	Percentage of Time	Duration in Months	Score

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	PRINT SERVICES ON-SITE CUSTOMER LIAISON					
Minimum Qualification 1	Minimum of two (2) years of experience leading Print Services operations support in a similar capacity.					
Staff	Project	Start Date	End Date	Percentage of Time	Duration in Months	Score

ATTACHMENT H –STAFF INDIVIDUAL REFERENCE CHECK FORM

Instructions:

For each Staff role, provide two (2) Individual References from two different Projects cited in the Staff Minimum Qualifications Summary that meet the MQs identified in this RFP. Each Individual Reference must clearly identify the firm (prime vendor or Subcontractor) and the Individual.

The Individual references must be submitted within the Business Proposal as defined within RFP Section 5.3.3 including signature of the customer/client reference.

References:

Provide two customer/client references from customers/clients who have first-hand knowledge of the job skills, experience, and abilities sited in the résumé. At least one reference must be outside their current position.

INDIVIDUAL REFERENCE FORM**VENDOR'S NAME: xxx****VENDOR'S STAFF NAME: xxx**

Instruction: For each proposed Staff, the Contractor shall provide two (2) staff reference forms.

TABLE 1 – Reference's Information

This information should match the information provided in Attachment G, Staff Minimum Qualifications Summary.

Customer/Client Reference Name:	
Customer/Client Reference Title	
Agency, Department, Organization or Company where staff member performed:	
Project Title on which staff member performed	
Reference Phone Number:	
Reference E-mail Address:	

Instruction for References: The Contractor staff above has listed you as a reference and is requesting for you to complete this Staff Reference Form. Please check the appropriate rating based on your experience with the proposed staff.

Step 1: Complete Columns 1-2 in Table 2 by marking "yes" or "no" and providing an explanation if needed.

Step 2: Complete Column 2 of Table 3, by utilizing the description of ratings provided in Table 4.

Step 3: At the bottom of the page, **print your name, your company's name, then sign and date.**

Step 4: Return the completed Staff Reference Form to Contractor.

TABLE 2 – The Reference Must Complete This Table.

COLUMN 1	COLUMN 2
Did the Contractor provide you with a copy of the completed Attachment G, Staff Resume Table, for the Contractor's staff named at the top of this page prior to your completion of this form?	Did the Contractor's staff named at the top of this page perform the services described in Attachment G, Staff Minimum Qualifications Table (including the functions as described and the time period provided)?
<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No (If "No" is checked, explain here.)

TABLE 3 – The Reference Must Complete This Table.

The Reference shall rate the Contractor's staff performance and abilities by entering a rating value (in Column 2) for each corresponding Performance and Ability Statement (listed in Column 1). Use the rating values contained in Table 4 – Description of Rating Values.

COLUMN 1	COLUMN 2
Performance and Ability Statements	Enter Rating from Table 4
Rate the performance of the Contractor's staff during this engagement.	xx
Rate the ability of the Contractor's staff to perform the contractually, required work in a timely manner.	xx
Rate the verbal and written communication skills of the Contractor's staff.	xx
Rate the ability of the Contractor's staff to engage in positive working relationships with other coworkers.	xx
Rate the knowledge of the Contractor's staff in the required areas of expertise.	xx
Rate how well the vendor handled engagement with end users and user input.	xx
Would you rehire this staff?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Optional Comments:	

TABLE 4 – Descriptions of Rating Values

Rating Value	Description
10 points	Excellent: The performance and abilities of the Contractor's staff were exceptional during this engagement.
8 points	Good: The performance and abilities of the Contractor's staff were above average during this engagement.
5 points	Fair: The performance and abilities of the Contractor's staff were average during this engagement.
2 points	Poor: The performance and abilities of the Contractor's staff were below-average during this engagement.
0 points	No Value: The performance and abilities of the Contractor's staff were unsatisfactory during this engagement.

By signing this form, the Reference is certifying that all information provided on this form is correct.

Name of Reference (print)

Name of Company Reference (print)

Signature of Reference

Date

ATTACHMENT I – PRINT SERVICES SERVICE LEVEL AGREEMENTS (SLAS)

The definition of each area of an SLA used in the creation of this Attachment is shown on the following table:

Table 20 - SLA Definition Chart

Service Area	Contains the number, title and of topic of the SLA.
Effective Date	The date the SLA becomes effective.
Roles & Responsibilities	Provides an overview of the Contractor and Consortium responsibilities necessary to support the Service Level Agreement.
Escalation	Process by which Consortium and Contractor can focus resources on a problem considered outside of the normal operating range.
Performance Measures	Detailed methodology used to determine if the Service Level Agreement has been achieved.
Failures & Nonexclusive Remedies	The failure of the CALSAWS System or the Contractor, as applicable, to perform specific Service Level that are defined in the Failures section of the SLA and that may result in the application of remedies, including but not limited to the Nonexclusive Remedies. Possible remedies in the Agreement as a result of Failures. Specific examples of Nonexclusive Remedies for specific Failures are described in each Service Level Agreement.
Exceptions	Listing of exceptions that will be applied to the Failures & Nonexclusive Remedies.
Monitoring	Definition of the tools and processes that will be utilized to track and generate the necessary supporting data to compare against the Service Level Agreement.
Reporting	Listing of the reports and / or information that will be generated from the Monitoring tools and processes.
LIQUIDATED DAMAGES	Prime Liquidated Damages associated with the SLA. Not all SLAs have Liquidated Damages.

Table 21 Service Level Agreement #1: Security Incident Notification and Corrective Action

Service Area	Security Management Performance Requirements
SLA #1 – Security Incident Notification and Corrective Action	Contractor shall notify the Consortium within one (1) hour following the identification of any potential or actual security incident, including any breach, any attack, or the introduction of any Disabling Device, related to the CALSAWS. Furthermore, Contractor shall take corrective action within two (2) hours following the identification of each potential or actual security incident.
Effective Date	When the Consortium determines that M&O is online and operational, immediately following Phase 1 Los Angeles County Implementation.
Roles & Responsibilities	<u>Consortium</u> <ul style="list-style-type: none"> Review service level reports provided by Contractor Monitoring and management of the CalSAWS network for potential security related issues CALSAWS Application system support and maintenance Project Office support Batch Processing On-line availability of batch processing output <u>Contractor</u> <ul style="list-style-type: none"> Infrastructure maintenance and support for all the Primary and Backup Print Facilities Print Facility Site Services delivery Delivery of printed output not designated for mailing
Escalation	Monitoring and management of the Host Intrusion Detection HID and/or other security management process or procedures as defined in the Print Services M&O Plan to the appropriate personnel.
Performance Measures	<ul style="list-style-type: none"> Notification to the Consortium within one (1) hour following the identification of any potential or actual security incident including any breach, any attack, or the introduction of any Disabling Device, related to the Contractor's facilities and services. Take corrective action within two (2) hours following the identification of each potential or actual security incident.
Failures & Nonexclusive Remedies	Failure to notify Consortium of Intrusions and threats within 1 hour and failure to submit a corrective action plan within 2 hours.
Exceptions	N/A
Monitoring	<ul style="list-style-type: none"> HIDs, network/server, firewall and other logs generated by the Contractor's infrastructure and/or application software. Contractor's Helpdesk tickets that indicate any security related incidents or denial of service. Facility security related incidents reported by Contractor's Security Monitoring Systems

Reporting	<p>A monthly performance report with input from Contractor will provide the daily statistics for a given calendar month. The following fields, at a minimum, will be reported on:</p> <ul style="list-style-type: none"> • Number of potential or actual security incidents detected per month • Notifications • Security log auditing via log monitoring tools • Performance against SLA
Liquidated Damages	\$5,000 per incident.

Table 22 - Service Level Agreement #2: Security Incident Report – Major Incident

Service Area	Security Management Performance Requirements
SLA #2 Security Incident Report – Major Incident	<p>The Contractor shall provide a written Security Incident Report including assessment of all actions taken concerning each identified security incident, breach, attack, or the introduction of any Disabling Device, to the Consortium. A major incident, defined as one which causes serious or catastrophic loss of confidentiality, integrity, protection, and/or availability of the Print Services, organizational operations, organizational assets, or individuals. This report and assessment shall be provided within two (2) hours following the identification of the major security incident. The Consortium may require Contractor to update this report and assessment on an hourly or daily basis depending on criticality, status, and possible impact to the Consortium.</p>
Effective Date	When Print Services is determined to be online and operational, immediately following the Phase 1 Los Angeles County Implementation.
Roles & Responsibilities	<p><u>Consortium</u></p> <ul style="list-style-type: none"> • Review service level reports provided by Contractor • Monitoring and management of the CalSAWS network for potential security related issues • CalSAWS Application system support and maintenance • Project Office support • Batch Processing • On-line availability of batch processing output <p><u>Contractor</u></p> <ul style="list-style-type: none"> • Infrastructure maintenance and support for all the Primary and Backup Print Facilities • Print Facility Site Services delivery • Delivery of printed output not designated for mailing
Escalation	Monitoring and management of the Host Intrusion Detection HID and/or other security management process or procedures as define in the Print Services Facility Security Plan deliverable to the appropriate personnel.
Performance Measures	Delivery of a Security Report to the Consortium within two (2) hours of the identification of the event.

Failures & Nonexclusive Remedies	Failures <ul style="list-style-type: none"> • For major incidents, any written communication that is delivered beyond the 2-hour timeframe
Exceptions	N/A
Monitoring	<ul style="list-style-type: none"> • HIDs, network/server, firewall and other logs generated by the Contractor's infrastructure and/or application software. • Contractor's Helpdesk tickets that indicate any security related incidents or denial of service. • Facility security related incidents reported by Contractor's Security Monitoring Systems
Reporting	<ul style="list-style-type: none"> • For major incidents, a written communication will be produced within the 2-hour timeframe to avoid Liquidated Damages as outlined below. • Contractor's monthly performance report to capture the performance against this SLA.
Liquidated Damages	\$500/hour and fraction of an hour

Table 23 -Service Level Agreement #3: Security Incident Report – Minor Incident

Service Area	Security Management Performance Requirements
SLA #3 Security Incident Report – Minor Incident	The Contractor shall provide a written Security Incident Report including assessment of all actions taken concerning each identified security incident, breach, attack, or the introduction of any Disabling Device to the Consortium Director or designee for a minor security incident within twelve (12) hours of the identification of the security event. A minor event is one that causes loss of confidentiality, integrity, protection, and/or availability of CalSAWS to organizational operations, organizational assets, or individuals. This report shall include, at a minimum, the current status, and potential impact(s) to Consortium of the security incident.
Effective Date	When the Consortium determines that M&O is online and operational, immediately following Phase 1 Los Angeles County Implementation
Roles & Responsibilities	<u>Consortium</u> <ul style="list-style-type: none"> • Review service level reports provided by Contractor • Monitoring and management of the CalSAWS network for potential security related issues • CALSAWS Application system support and maintenance • Project Office support • Batch Processing • On-line availability of batch processing output <u>Contractor</u> <ul style="list-style-type: none"> • Infrastructure maintenance and support for all the Primary and Backup Print Facilities. • Print Facility Site Services delivery • Delivery of printed output not designated for mailing

Escalation	Monitoring and management of the Host Intrusion Detection HID and/or other security management process or procedures as define in the Print Services Facility Security Plan deliverable to the appropriate personnel.
Performance Measures	Delivery of a Security Report to the Consortium within twelve (12) hours of the identification of the event.
Failures & Nonexclusive Remedies	Failures <ul style="list-style-type: none"> • For minor incidents, any written communication that is delivered beyond the 12-hour timeframe
Exceptions	N/A
Monitoring	<ul style="list-style-type: none"> • HIDs, network/server, firewall and other logs generated by the Contractor's infrastructure and/or application software. • Contractor's Helpdesk tickets that indicate any security related incidents or denial of service. • Facility security related incidents reported by Contractor's Security Monitoring Systems
Reporting	<ul style="list-style-type: none"> • For minor incidents, a written communication will be produced within the 12-hour timeframe to avoid Liquidated Damages as outlined below. • Contractor's monthly performance report to capture the performance against this SLA.
Liquidated Damages	To be determined.

Table 24 - Service Level Agreement #4: Batch Processing Delivered to USPS

Service Area	General Performance
SLA #4 Batch Processing Delivered to USPS	The Contractor shall ensure that CalSAWS batch processing output designated for mailing, as specified by Consortium is delivered to the appropriate local United States Postal Service in time to be post-marked by midnight the same day (e.g., Notices of Actions, letters, forms, redetermination packets).
Effective Date	When the Consortium determines that M&O is online and operational, immediately following Phase 1 Los Angeles County Implementation.
Roles & Responsibilities	<u>Consortium</u> <ul style="list-style-type: none"> • Review service level reports provided by Contractor • CalSAWS Application system support and maintenance • Project Office support • Batch Processing <u>Contractor</u> <ul style="list-style-type: none"> • Infrastructure maintenance and support for Primary and Backup Print Facilities • Print Facility Site Services delivery • Delivery of output designated for mailing
Escalation	<ul style="list-style-type: none"> • A Downtime incident occurs

	<ul style="list-style-type: none"> Escalate to the appropriate CalSAWS Helpdesk support personnel for research if any batch process CalSAWS Print files are not delivered to the Print Facilities by the expected delivery time. CalSAWS batch processing output that is designated for mailing, as specified by COUNTY, is NOT delivered to the appropriate local United States Postal Service in time to be post-marked by midnight the same day.
Performance Measures	CalSAWS batch processing output that is designated for mailing, as specified by the Consortium is delivered to the appropriate local United States Postal Service in time to be post-marked by midnight the same day.
Failures & Nonexclusive Remedies	CalSAWS batch processing output that is designated for mailing, as specified by Consortium, is NOT delivered to the appropriate local United States Postal Service in time to be post-marked by midnight the same day.
Exceptions	<ul style="list-style-type: none"> Scheduled downtime or maintenance A telecommunications outage or delay caused by the service provider County Holidays A Disaster is declared by the Consortium Print Volume exceeds daily Print Facilities capacity
Monitoring	<p>CalSAWS batch software will store the completion dates and start and end times for the CalSAWS batch processing of print files designated for mailing, as specified by the Consortium. CalSAWS batch software will store the date and start and end times for the print jobs.</p> <p>Date and time the batch processing output that is designated for mailing as specified by the Consortium, is delivered to the appropriate local United States Postal Service.</p>
Reporting	<p>Monthly performance report will provide the daily statistics for a given calendar month. The following fields, at a minimum, will be reported on:</p> <ul style="list-style-type: none"> The number of daily processing outputs that are designated for mailing by the Consortium, that are delivered to the appropriate local United States Postal Service in time to be post-marked by midnight the same day. The number of daily processing outputs that are designated for mailing by Consortium, that are NOT delivered to the appropriate local United States Postal Service in time to be post-marked by midnight the same day. Performance against SLA
Liquidated Damages	To be determined.

Table 25 -Service Level Agreement #5: Performance Monitoring Reports

Service Area	General Performance
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SLA #5 Performance Monitoring Reports	<p>The Contractor shall provide the required Consortium-approved performance monitoring reports for each performance requirement defined in the SLAs and set forth in Subsection (nnn) (Performance Requirement Measurements). These reports shall be available online and in hard copy and electronic formats, as specified by Consortium. In addition, for each report, a text file in a standard format and layout specified by the Consortium shall be placed in a repository specified by the Consortium for the purpose of ingesting into an automated system. These reports shall include:</p> <ul style="list-style-type: none"> • Daily detail and summary submitted by the end of business on the business day following the day of the report data. • Monthly detail and summary – ON or before the 5th business day of the month following the month of the report data.
Effective Date	When the Consortium determines that M&O is online and operational, immediately following Phase 1 Los Angeles County Implementation
Roles & Responsibilities	<p><u>Consortium</u></p> <ul style="list-style-type: none"> • Review and provide feedback on the report <p><u>Contractor</u></p> <ul style="list-style-type: none"> • Provide Automated tools to maintain accurate data for all Print Services • Submit the Report • Update Report as following Consortium review as required
Escalation	<ul style="list-style-type: none"> • A Service Delivery Incident Occurs • Contractor submits corrective action plan to the Consortium
Performance Measures	<ul style="list-style-type: none"> • Daily report submitted before end of business on the business day following the day of report data • Monthly report submitted before end of business on the 5th business day of the month following the month of the report data
Failures & Nonexclusive Remedies	<ul style="list-style-type: none"> • Daily Report submitted after the end of business on the business day following the day of the report data. • Monthly Report submitted after the end of business on the 5th business day of the month following the month of the report data. • Any report missing data or containing erroneous or outdated data according to the reporting format agreed with the Consortium
Exceptions	Any days for which SLA exceptions have been defined following implementation of the Disaster Recovery Plan.
Monitoring	<ul style="list-style-type: none"> • HIDs, network/server, firewall and other logs generated by the Contractor's infrastructure and/or application software. • Any manual logs required to track Print Services.

	<ul style="list-style-type: none"> Contractor's Helpdesk tickets that indicate any related incidents, or deficiencies. Facility security related incidents reported by Contractor's Security Monitoring Systems
Reporting	N/A
Liquidated Damages	To be determined.

Table 26 - Service Level Agreement #6: Manual Processing Delivered to USPS

Service Area	Performance Requirement Measurements
SLA #6 Manual Processing Delivered to USPS	The Contractor shall ensure that CalSAWS manual processing output designated for mailing, as specified by Consortium is delivered to the appropriate local United States Postal Service in time to be post-marked by midnight the same day (e.g., Notices of Actions, letters, forms, redetermination packets).
Effective Date	When the Consortium determines that M&O is online and operational, immediately following Phase 1 Los Angeles County Implementation
Roles & Responsibilities	<u>Consortium</u> <ul style="list-style-type: none"> Submits processing request by pre-defined deadline Provides/defines required materials Review service level reports provided by Contractor Project Office support <u>Contractor</u> <ul style="list-style-type: none"> Provides and Manages skilled staffing required to complete the request Manages materials inventory and advises Consortium of inventory status Infrastructure maintenance and support for Primary and Backup Print Facilities Print Facility Site Services delivery Delivery of output designated for mailing
Escalation	Proactive logistics monitoring for staff, facility space and inventory
Performance Measures	Manual processing output that is designated for mailing, as specified by the Consortium is delivered to the appropriate local United States Postal Service in time to be post-marked by midnight the same day
Failures & Nonexclusive Remedies	Manual processing output that is designated for mailing, as specified by Consortium, is NOT delivered to the appropriate local United States Postal Service in time to be post-marked by midnight the same day.
Exceptions	<ul style="list-style-type: none"> County Holidays A Disaster is declared by the Consortium Manual processing volume exceeds maximum capacity demand defined by the Consortium
Monitoring	Contractor will record the start and end date and time for the

	<p>Manual processing designated for mailing, as specified by the Consortium.</p> <p>Date and time the manual processing output that is designated for mailing as specified by the Consortium, is delivered to the appropriate local United States Postal Service</p>
Reporting	<p>Monthly performance report will provide the daily statistics for a given calendar month. The following fields, at a minimum, will be reported on:</p> <ul style="list-style-type: none"> • The number of manual processing outputs that are designated for mailing by the Consortium, that are delivered to the appropriate local United States Postal Service in time to be post-marked by midnight the same day. • The number of manual processing outputs that are designated for mailing by Consortium, that are NOT delivered to the appropriate local United States Postal Service in time to be post-marked by midnight the same day. • Performance against SLA
Liquidated Damages	To be determined.

Table 27 - Service Level Agreement #7: Disaster Recovery - Minor Event

Service Area	Performance Requirement Measurements
SLA #7 Disaster Recovery - Minor Event	The Contractor shall restore, as defined in the Print Services Disaster Recovery Plan, all required services following a minor event (Includes a minor or partial loss of functionality) in ninety (90) minutes or less.
Effective Date	When the Consortium determines that M&O is online and operational, immediately following Phase 1 Los Angeles County Implementation
Roles & Responsibilities	<p><u>Consortium</u></p> <ul style="list-style-type: none"> • Validate disaster recovery procedures and tests • Review weekly status report in which an event occurs and/or the semi-annual DR report provided by Contractor. • Provide reasonable participation in disaster recovery tests • Work with Contractor to declare disaster and type of event <p><u>Contractor</u></p> <ul style="list-style-type: none"> • Infrastructure maintenance and support for Primary and Backup Print Facilities • Create the disaster recovery procedures and tests • Print Services delivery • Delivery of printed output not designated for mailing • Security for Backup Print Facility when in use as defined in

	the requirements
Escalation	Same as failure criteria
Performance Measures	Semi-annual testing for the Disaster Recovery (DR) plan is outlined in the requirements and will be executed and documented as executed.
Failures & Nonexclusive Remedies	Failures Failure of periodic tests to demonstrate the System can be recovered within the specific time frame based on the type of event
Exceptions	N/A
Monitoring	The performance of disaster recovery tests and the results of those tests will serve as the monitoring tools for this Service Level Agreement.
Reporting	The Weekly Project Status Report will document each incident. In addition, the semi-annual DR testing will be conducted and documented in a semi-annual report.
Liquidated Damages	To be determined.

Table 28 - Service Level Agreement #8: Disaster Recovery - Significant Event

Service Area	Performance Requirement Measurements
SLA #8 Disaster Recovery - Significant Event	The Contractor shall restore, as defined in the Print Services Disaster Recovery Plan, all required services within four (4) hours or less following a Significant event. A Significant event is defined as loss of Print Services not associated with a major disaster (e.g., earthquakes, fires, floods, hurricanes, and terrorist attacks).
Effective Date	When the Consortium determines that M&O is online and operational, immediately following Phase 1 Los Angeles County Implementation
Roles & Responsibilities	<u>Consortium</u> <ul style="list-style-type: none"> • Validate disaster recovery procedures and tests • Review weekly status report in which an event occurs and/or the semi-annual DR report provided by Contractor. • Provide reasonable participation in disaster recovery tests • Work with Contractor to declare disaster and type of event <u>Contractor</u> <ul style="list-style-type: none"> • Infrastructure maintenance and support for Primary and Backup Print Facilities • Create the disaster recovery procedures and tests • Print Services delivery • Delivery of printed output not designated for mailing Security for Backup Print Facility when in use as defined in the requirements
Escalation	Same as failure criteria

Performance Measures	Semi-annual testing for the Disaster Recovery (DR) plan is outlined in the requirements and will be executed and documented as executed.
Failures & Nonexclusive Remedies	Failures Failure of periodic tests to demonstrate the System can be recovered within the specific time frame based on the type of event
Exceptions	N/A
Monitoring	The performance of disaster recovery tests and the results of those tests will serve as the monitoring tools for this Service Level Agreement.
Reporting	The Weekly Project Status Report will document each incident. In addition, the semi-annual DR testing will be conducted and documented in a semi-annual report.
Liquidated Damages	To be determined.

Table 29 - Service Level Agreement #9: Disaster Recovery - Serious Event

Service Area	Performance Requirement Measurements
SLA #9 Disaster Recovery - Serious Event	The Contractor shall restore, as defined in the Central Print Services Disaster Recovery Plan, all required services within Twenty-four (24) hours or less following a Serious event. A Serious event is an extended disruption of Central Print Services due to a major disaster (e.g. earthquakes, fires, floods, hurricanes, and terrorist attacks).
Effective Date	When the Consortium determines that M&O is online and operational, immediately following Phase 1 Los Angeles County Implementation
Roles & Responsibilities	<u>Consortium</u> <ul style="list-style-type: none"> • Validate disaster recovery procedures and tests • Review weekly status report in which an event occurs and/or the semi-annual DR report provided by Contractor. • Provide reasonable participation in disaster recovery tests • Work with Contractor to declare disaster and type of event <u>Contractor</u> <ul style="list-style-type: none"> • Infrastructure maintenance and support for Primary and Backup Print Facilities • Create the disaster recovery procedures and tests • Print Services delivery • Delivery of printed output not designated for mailing Security for Backup Print Facility when in use as defined in the requirements
Escalation	Same as failure criteria
Performance Measures	Semi-annual testing for the Disaster Recovery (DR) plan is outlined in the requirements and will be executed and documented as executed.

Failures & Nonexclusive Remedies	Failures Failure of periodic tests to demonstrate the System can be recovered within the specific time frame based on the type of event
Exceptions	N/A
Monitoring	The performance of disaster recovery tests and the results of those tests will serve as the monitoring tools for this Service Level Agreement.
Reporting	The Weekly Project Status Report will document each incident. In addition, the semi-annual DR testing will be conducted and documented in a semi-annual report.
Liquidated Damages	To be determined.

Table 30 - Service Level Agreement #10: Notification of Deficiency or Incident

Service Area	Performance Requirement Measurements
SLA #10 Notification of Deficiency or Incident	The contractor shall notify Consortium within one (1) hour of discovery of any Deficiency or Incident that may have an adverse effect on the operation or performance of Print Service's ability to meet SLA objectives.
Effective Date	When the Consortium determines that M&O is online and operational, immediately following Phase 1 Los Angeles County Implementation
Roles & Responsibilities	<u>Consortium</u> <ul style="list-style-type: none"> Review service level reports provided by Contractor CalSAWS Application system support and maintenance Project Office support Batch Processing On-line availability of batch processing output <u>Contractor</u> <ul style="list-style-type: none"> Create a help desk ticket and follow through to resolution Infrastructure maintenance and support for Central Print Facility and Backup Central Print Facility Print Facility Site Services delivery
Escalation	<ul style="list-style-type: none"> Monitor Contractor's Helpdesk tickets for response times and resolution progress.
Performance Measures	Contractor's Helpdesk tickets that indicate progress on resolution and any related incidents, or deficiencies
Failures & Nonexclusive Remedies	Failure to notify Consortium within 1 hour
Exceptions	SLAs may differ during execution of the Disaster Recovery procedures
Monitoring	Contractor's Help Desk Tickets
Reporting	<ul style="list-style-type: none"> Weekly Status report will document SLA breaches. Monthly performance report will provide the daily statistics

	<p>for a given calendar month. The following fields, at a minimum, will be reported on:</p> <ul style="list-style-type: none"> • The number of deficiencies and incidents reported to the Consortium within the SLA • The number of deficiencies and incidents NOT reported to the Consortium within the SLA • Performance against SLA
Liquidated Damages	To be determined.

Table 31 - Service Level Agreement #11: Service Request Response

Service Area	Performance Requirement Measurements
SLA #11 Service Request Response	The Contractor shall provide a written response to an M&O Service Request, including all services and transaction-based costs, within ten (10) working days of Contractor's receipt of the M&O Service Request from Consortium.
Effective Date	When the Consortium determines that M&O is online and operational, immediately following Phase 1 Los Angeles County Implementation
Roles & Responsibilities	<p><u>Consortium</u></p> <ul style="list-style-type: none"> • Review service level reports provided by Contractor • Identify Print Related changes arising from CalSAWS Change Management Process • Review and approve County generated Ad Hoc Service Requests • Review and approve Service Request resolution from Contractor • Project Office support • Submit Service Requests to Contractor <p><u>Contractor</u></p> <ul style="list-style-type: none"> • Create Service Request Tickets • Design, develop and Implement Print Service solutions • Submit Service Requests to Consortium for approval • Print Facility Site Services delivery.
Escalation	Monitor Help Desk tickets for progress of requests and for impact on other requests and general Print Services
Performance Measures	Contractor's Helpdesk tickets that indicate progress on resolution and any related incidents, or deficiencies
Failures & Nonexclusive Remedies	<ul style="list-style-type: none"> • Failure to submit a response to a Service Request within ten (10) working days. • Submission of a Service Request that is rejected by the Consortium
Exceptions	SLAs for Service Requests may be altered during a Disaster Recovery Scenario
Monitoring	Contractor's Help Desk tickets for compliance progress of response
Reporting	<ul style="list-style-type: none"> • Monthly performance report will provide the daily statistics

	<p>for a given calendar month. The following fields, at a minimum, will be reported on:</p> <ul style="list-style-type: none"> • The number of Service Request responses submitted to consortium within the SLA • The number of Service Request responses NOT submitted to Consortium within the SLA • Performance against SLA
Liquidated Damages	To be determined.

Table 32 - Service Level Agreement #12: Print Error Rate

Service Area	Performance Requirement Measurements
SLA #12 Print Error Rate	Contractor shall maintain an error rate (duplicated, missing and misprinted documents and inserts etc.) of less than xx% of total pieces from a single mailing. This includes client correspondence mailed after the target mailing date
Effective Date	When the Consortium determines that M&O is online and operational, immediately following Phase 1 Los Angeles County Implementation
Roles & Responsibilities	<p><u>Consortium</u></p> <ul style="list-style-type: none"> • Review service level reports provided by Contractor • Review errors and assist in resolution • Project Office support <p><u>Contractor</u></p> <ul style="list-style-type: none"> • Maintain a log of errors to be used in problem resolution • Notify Consortium of errors, as required, to collaborate on resolution • Re-print and/or re-process correspondence to meet SLA requirements • Print Facility Site Services delivery.
Escalation	N/A
Performance Measures	Detailed methodology used to determine if the Service Level Agreement has been achieved.
Failures & Nonexclusive Remedies	Number of print errors in a day exceed the SLA
Exceptions	SLAs may be altered during a Disaster Recovery Scenario
Monitoring	Review of Print error log to determine number of error's per type for problem resolution
Reporting	<ul style="list-style-type: none"> • Monthly performance report will provide the daily statistics for a given calendar month. The following fields, at a minimum, will be reported on: <ul style="list-style-type: none"> • The number of Print Errors resolved within the SLA. • The number of Print Errors NOT resolved within the SLA • Performance against SLA
Liquidated Damages	To be determined.

ATTACHMENT J – CENTRAL PRINT SERVICES REQUIREMENTS CROSS-REFERENCE MATRIX

See attachment.

ATTACHMENT K - LETTER OF INTENT TO RESPOND

Instructions: Please see RFP Section 1.13.

Date:

Mr. Tom Hartman
11290 Pyrites Way
Suites 150 and 175
Rancho Cordova, CA 95670

Re: Notice of Intent to Respond on CalSAWS Central Print Services

Dear Mr. Hartman

Company Name has reviewed the CalSAWS Central Print Services RFP and:

- ☐ Intends to submit a response to the CalSAWS Central Print Services RFP and has no problems with the requirements.
- ☐ Intends to submit a response to CalSAWS Central Print Services RFP and has the following problems with the requirements:
- ☐ Does not intend to submit a response and has the no problems with the RFP requirements.
- ☐ Does not intend to submit a response because of one or more problems with the RFP requirements as stated below:

If you have any questions please contact **Single point of contact's Name, Phone Number, and e-mail.**

Sincerely,

Name
Company
Title

ATTACHMENT L - CERTIFICATE OF STATUS

The Contractor shall attach either a copy of the Certificate of Status issued by California's Office of the Secretary of State or a copy of the firm's active on-line status information downloaded from the California Business Portal Website. If the required documentation cannot be supplied, the Contractor must document an explanation.