# Calsaws maintenance and operations rfp

# Attachment A – Infrastructure SERVICES Statement of Work

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# Infrastructure Statement of Work

## Introduction

The Infrastructure Statement of Work (SOW) defines the Infrastructure Services to be performed by the Infrastructure Contractor required to maintain and operate the CalSAWS Infrastructure.

## Responsibilities of the Parties

This section defines the responsibilities of the parties who will participate to carry out the CalSAWS Infrastructure Services including monitoring, upgrading and maintaining the CalSAWS IT infrastructure in the CalSAWS AWS cloud. Along with Network management. It includes responsibilities of the Infrastructure Contractor and the Consortium and addresses the various touchpoints of other CalSAWS contractors. The Consortium operations include a number of existing Contractors as described in RFP Section 3 Current System. ***Attachment A3 - CalSAWS RACI*** depicts high-level roles and responsibilities of the various parties.

### Infrastructure Contractor Responsibilities

The Infrastructure Contractor responsibilities include the following:

* Deliver the services specified in ***Attachment A1- Infrastructure Requirements Matrix.***
* Perform the services required under this Agreement in a manner that will not disrupt the CalSAWS operations.
* Comply with all applicable Consortium policies and procedures, including complying with the Consortium’s Project Control Document (PCD).
* Produce and deliver the Contract Deliverables specified in ***Attachment A2 - Infrastructure Deliverable Inventory***.
* Apply CalSAWS standardized business processes and leverage mandatory tools to manage project activities and satisfy infrastructure reporting requirements.
* Supply Contractor personnel with all hardware and software needed to perform their duties in accordance with the Agreement.
* Coordinate and collaborate with the Consortium and other CalSAWS contractors in application and infrastructure activities and associated issue and risk management activities.

### Consortium Responsibilities

The Consortium will provide Contract management and oversight for this Agreement. Consortium responsibilities include the following:

* Provide timely review and approval of Contractor work products and Deliverables in order for the Contractor to perform its obligations under this Agreement**.**
* Own and manage the CalSAWS Master Work Plan, into which the M&E Contractor and other CalSAWS contractors will provide child work plans.
* Provide appropriate facilities, location to be determined by the Consortium, for approximately xx Contractor personnel, including workspaces consisting of desk space and a chair, and access to shared printers, scanners, copiers and landline phones. Laptops will be provided for xx Contractor personnel. Monitors will be provided for use at the Consortium location.
* Provide conference rooms throughout the building to be utilized by Contractor personnel.
* Provide access to applicable information, including but not limited to technical, program, and policy documentation.
* Provide Consortium personnel in support of Project activities contained in ***Attachment A3 - CalSAWS RACI.***

### CalSAWS RACI

The CalSAWS contains a RACI (Responsible, Accountable, Consulted, and Informed) Matrix which describes responsibilities and touchpoints of the Consortium, the Infrastructure Contractor and other CalSAWS Contractors. The RACI addresses the roles in areas where multiple parties are involved. It does not contain areas where a role is the sole responsibility of a single party.

Note: this section is To Be Developed (TBD).

## Infrastructure Contractor Staffing

### Project Location and Core Hours

The Contractor’s staff will be dedicated to the Project unless otherwise described within the Contractor’s approach and approved by the Executive Director. Project work hours are Monday, 12:00 P.M. Pacific Standard Time (PST) through Friday, 12:00 P.M., PST. Project meetings should be limited to this period.

During the Infrastructure Transition-In period 80% of work performed by Key Staff must be conducted at an approved Project site as defined in this Agreement unless alternate arrangements are approved in writing by the Executive Director. Consortium Key Staff counterparts will also conform to this model.

In all cases, during the Infrastructure Transition-In period and afterwards, the Contractor must provide at least one Key Staff person on-site on Monday mornings, 8:00 A.M through 12:00 P.M. and Friday afternoons, 12:00 P.M. through 5:00 P.M.

After the successful completion of the Transition-In period, Key Staff and other staff are not required to work on-site. The Consortium’s long-term expectation is to support a remote staff model.

### Staff Responsibilities

The Contractor is responsible for providing all Staff necessary to fulfill the Services and requirements defined in this RFP and SOW. The Contractor is responsible for employing an approach for Staff management that facilitates a productive working relationship with Consortium staff, county staff, other Consortium contractor staff, and State staff/Project Sponsors. The Contractor’s staff will proactively coordinate and work collaboratively with the Consortium.

The Contractor is responsible for ensuring all Contractor staff clearly understand both initial and ongoing roles and responsibilities, how the team and assignments relate to the Project and the overall CalSAWS status and plans. The Consortium operates in a multi-vendor environment. Different vendors have responsibilities for different aspects of CalSAWS. It is the Consortium’s expectation that all Contractor staff work together cooperatively and collaboratively to achieve the best interests of the Consortium.

All proposed Contractor staff must have good oral and written communication skills. One aspect of good oral communication skills includes the ability to communicate with diverse groups of users and to convey information technology terms and concepts to non-technical audiences.

All Contractor staff must to prepare for and actively participate in designated Project meetings and represent the best interests of the Consortium, identify and escalate issues as appropriate, and contribute to required status reports.

To facilitate Project progress, it is important to the Consortium that the Infrastructure Contractor minimizes staff turnover to the extent possible, particularly for Key Staff as detailed below.

### Contractor Staff Changes

For any expected Infrastructure Key Staff changes, the Contractor will provide a 30-calendar day notice to the Executive Director regarding the change and plans for transition. The Infrastructure Contractor will provide the Consortium a resume with proof of experience that meets or exceeds the mandatory qualifications and three references for any recommended replacement Key Staff. The Consortium reserves the right to require face-to-face or phone interviews of all proposed replacement Key Staff. The Consortium reserves the right to accept or reject any proposed Key Staff.

For any unexpected Key Staff changes, the Contractor will provide the Consortium Executive Director a written notification within three business days of knowledge and required Key Staff action. Within seven (7) calendar days of providing such written notice, the Contractor will provide the Consortium Executive Director with plans for transition. All provisions in the preceding paragraph apply to unexpected Key staff changes

### Staff Performance

The Contractor staff will possess the skills and experience necessary to fulfil the responsibilities of this RFP. The Contractor will 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 appropriate Project Manager as soon as is reasonably possible. If the Executive Director requests removal of any Infrastructure staff person, the Contractor will immediately remove such staff from the Project.

### Approval of Staff

During the Agreement term, the Consortium reserves the right to approve or disapprove the Contractor’s Staff, including, but not limited to, any Subcontractor Staff assigned to this Agreement, or to approve or disapprove any proposed changes in Staff or staffing levels. The Consortium may request, and the Contractor will remove from work on the Project, the Contractor employees or Subcontractors who the Consortium identifies as not possessing the appropriate skill sets for the position, being incompetent, careless, insubordinate, unsuitable, or otherwise unacceptable, or whose continued engagement on the Project is deemed not in the best interest of the Consortium, provided that such request will be based solely on nondiscriminatory reasons and the Contractor will have the right to request the withdrawal of any such request upon the Contractor demonstrating that the concern is unfounded. Upon request of the Executive Director or designee, the Contractor will provide the Consortium with the required documentation (e.g., resume with proof of experience that meets or exceeds the mandatory qualifications) of any member of its Staff or a Subcontractor’s Staff assigned to or proposed to be assigned to any aspect of the performance of this Agreement.

### Infrastructure Key Staff

Bidders submitting an Infrastructure Proposal will include the following Key Staff. This Section defines the Infrastructure Key Staff Mandatory Qualification (MQ) requirements for the Contractor’s leadership team that will work alongside the Consortium’s leadership team for the duration of the Agreement, with the exception of the Infrastructure Transition Manager. The Infrastructure Transition Manager Position will be time-limited for the duration of the Transition-In period.

Infrastructure Key Staff include the following:

* Infrastructure Project Manager
* Infrastructure Project Management Office (PMO) Lead
* Infrastructure Transition Manager
* Infrastructure Operations Manager
* Infrastructure Security Manager
* Infrastructure Operations Service Desk Lead
* AWS Cloud Manager

Infrastructure Key Staff role descriptions and MQs follow.

Please note: Many of the MQs reference experience required in a large and complex IT health and human services or health care system. For purposes of this SOW, the following definition is provided.

**Large and Complex IT System Definition:** An IT system that meets all of the following criteria. 1) A solution that integrates at least two applications, one of which is a COTS. 2) A solution that interfaces with at least five external systems, at least one (1) of which is real-time. 3) A solution that is accessed by at least one thousand (1,000) users at multiple locations. 4) A solution that has a dollar value of at least ten million ($10,000,000) dollars 5) A solution that includes multi-tiered processing, including a consumer or user facing front-end optimized for multiple user interface platforms.

#### Infrastructure Project Manager

The Infrastructure Project Manager is responsible for providing day-to-day management of Contractor resources and activities, including overall performance and Agreement compliance. The Infrastructure Project Manager will act as the primary interface with the Executive Director and Consortium Management Team. The Infrastructure Project Manager will ensure that Contractor resources possess the appropriate skills and experience necessary to fulfil the responsibilities of the agreement and are available throughout the life of the Agreement. The duties and responsibilities of the Infrastructure Project Manager include:

* Responsible for the execution and overall management of the agreement and the Contractor’s Team.
* Proactively collaborate and coordinate with other CalSAWS contractors.
* Possess signature authority to commit the Contractor to CalSAWS Contracts, Amendments and Change Notices with the Consortium.
* Communicate and report on project matters on an ongoing basis.
* Ensure the Consortium receives timely responses specified for applicable requirements and Service Level Agreements (SLAs).
* Provide executive level reporting and communications to Consortium Management, the Executive Director, Joint Powers Authority (JPA) Board of Directors, Project Steering Committee, State program sponsors and other stakeholders.
* Prepare special reports and presentations related to the Project.
* Work cooperatively with the Consortium PMO to resolve escalated issues including, but not limited to, contractual requirements, risk mitigation, system enhancements, and any other issue that requires executive management attention.
* Identify and bring forward technology options and innovation recommendations that will provide the highest value to the Consortium and county business operations.

Table - Infrastructure Project Manager Mandatory Qualifications

| Infrastructure Project Manager Mandatory Qualifications | |
| --- | --- |
| **Req#** | **Mandatory Qualification** |
| I-S1 | A minimum of three (3) years of experience within the past ten (10) years on a large and complex IT health and human services or health care system that is in production. |
| I-S2 | A minimum of five (5) years of experience as a Project Manager or Project Director within the past ten (10) years being directly responsible for activities in the following Project Management knowledge areas: scope, time, cost, human resource, risk, quality, integration and communication. |
| I-S3 | A minimum of five (5) years of experience within the past ten (10) years, supervising teams of 50 people or greater on projects that involved large and complex IT systems. |
| I-S4 | A minimum of five (5) years of experience within the past ten (10) years building and maintaining strong working relationships with clients and key internal and external stakeholders; conveying relevant information to an executive-level audience, ensuring client is aware of progress/service status; and building credibility and fostering business-partnering relationships. |
| I-S5 | Possess and maintain a valid Project Management Institute (PMI) Project Management Professional (PMP) certification throughout the term of this Agreement. |

#### Infrastructure Project Management Office Lead

The Infrastructure PMO Lead is responsible for the administration of the Project Management Office support and overall reporting efforts for the Infrastructure Contractor. The Infrastructure PMO Lead responsibilities will include the following:

* Work closely with the Infrastructure Project Manager and provide PMO support in the execution of the Infrastructure Contractor’s Agreement responsibilities.
* Adhere to the Consortium’s PCD and other Consortium required processes and procedures.
* Manage and monitor the Infrastructure work plan developed by the Infrastructure Project Scheduler that will be incorporated into the Consortium’s Master Work Plan.
* Ensure the Infrastructure Contractor’s Team’s understanding of and adherence to work plan activities, Deliverable responsibilities and project processes and procedures.
* Lead and support the development and delivery of all Infrastructure Deliverables and work products, ensuring they are of the highest quality and are delivered in accordance with the approved Infrastructure work plan.
* Provide financial reporting regarding planned and actual expenditures on a monthly basis using agreed upon formats
* Establish and manage Infrastructure related issue resolution and risk mitigation strategies.

Table - Infrastructure PMO Lead Mandatory Qualifications

| Infrastructure PMO Mandatory Qualifications | | |
| --- | --- | --- |
| **Req#** | **Mandatory Qualification** |
| I-S6 | A minimum of three (3) years of experience within the past five (5) year leading a PMO in a corporate systems integration organization, State, County, or Consortium organization. |
| I-S7 | A minimum of three (3) years of experience directly responsible for supporting activities in the following Project Management knowledge areas: scope, time, cost, human resource, risk, quality, integration and communication. |
| I-S8 | Possess and maintain a valid Project Management Institute (PMI) Project Management Professional (PMP) certification throughout the term of this Agreement. |

#### Infrastructure Transition Manager

The Infrastructure Transition Manager’s role will span the Transition-In period. This position is responsible to plan, coordinate and successfully complete the transition of all infrastructure responsibilities and functions from the existing contractor to the new Infrastructure contract. Duties and responsibilities of the Infrastructure Transition Manager include:

* Manage all CalSAWS Infrastructure Transition-In activities and ensure a successful transition.
* Develop, maintain, and deliver a CalSAWS Infrastructure Transition-In Plan (ITIP).
* Work collaboratively with the incumbent contractor(s) to ensure a smooth transition of all Infrastructure components of CalSAWS.
* Work closely with the M&E Transition Manager to plan, manage and execute transition activities to support alignment across transition teams.
* Ensure minimal impact to CalSAWS end users and county business operations during transition.
* Assist Consortium, Counties, Project Sponsors, and Program Partners in understanding transition-in activities, timelines and impacts to other Consortium initiatives, system releases and tasks.
* Identify and communicate with internal and external stakeholders on transition activities as needed.
* Work with the Infrastructure Project Manager in closing out Transition activities.

Table - Infrastructure Transition Manager Mandatory Qualifications

| Infrastructure Transition Manager Mandatory Qualifications | | |
| --- | --- | --- |
| **Req #** | **Mandatory Qualification** |
| I-S9 | A minimum of three (3) years of experience within the past ten (10) years, performing operational transition activities on projects involving large and complex IT systems in an AWS cloud hosted environment. |
| I-S10 | Experience within the past ten (10) years, managing the successful transition of large and complex IT systems from one (1) company or contract to another on at least two (2) separate projects. The Transition Manager’s experience will have been for a minimum duration of three (3) months for each project. |

#### Infrastructure Operations Manager

The Infrastructure Operations Manager is responsible for demand/capacity management, and for monitoring overall system performance to ensure service level targets are maintained. The duties and responsibilities of the Infrastructure Operations Manager include:

* Manage the day-to-day activities of the Contractor Operations Staff.
* Manage all ongoing CalSAWS infrastructure operations including, but not limited to, planning, reporting, performance monitoring, and capacity planning/sizing.
* Manage and maintain all CalSAWS environments and design, implement and monitor event management, monitor performance metrics for continuous improvement opportunities, and proactive problem management.
* Ensure the system operates in compliance with SLA.
* Work with the Consortium to resolve all CalSAWS issues related to ongoing systems operations and outages.
* Work with the Consortium to ensure the timely request and implementation for infrastructure (hardware/software) upgrades.
* Work with Consortium to ensure the continuity of computer services including the wide area network.
* Collaborate with the M&E Technical Manager and Application Manager to provide seamless service delivery
* Ensure the timely development and delivery of operations Deliverables.

Table - Infrastructure Operations Manager Mandatory Qualifications

| Infrastructure Operations Manager Mandatory Qualifications | |
| --- | --- |
| **Req#** | **Mandatory Qualification** |
| I-S11 | A minimum of five (5) years of experience as an Operations Manager within the past (10) years directly responsible for management of operations for a large and complex IT system in an AWS cloud environment. |
| I-S12 | A minimum of five (5) years of experience within the past ten (10) years supervising teams of 15 people or greater on projects that involved large and complex IT systems. |
| I-S13 | Hold current certification for and maintain during for the duration of the contract: AWS Certified Solutions Architect. |

#### Infrastructure Security Manager

The Infrastructure Security Manger serves as the focal point for cybersecurity solutions, privacy and protection of digital information, and security compliance related activities and responsibilities for the CalSAWS infrastructure. This position will work closely with the Consortium’s Security Team. The duties and responsibilities of the Infrastructure Security Manager include:

* Plan, implement, manage, monitor, and upgrade security solutions to defend against hacking, malware, ransomware, and other threats to data, systems, and networks.
* Maintain, enforce and document infrastructure security policies and procedures that align with current industry standards and Privacy and Security Agreements (PSAs) among CalSAWS, California State agencies, and other CalSAWS contractors.
* Serve as a resource regarding matters of information security and reports status of ongoing information security activities to CalSAWS Executive Director or designee(s).
* Support the development/adoption and enforcement of Information Security policies, procedures and standards.
* Coordinate with the Consortium and other CalSAWS contractors in responding to information security data calls, audit requests, and reporting.
* Work with the Consortium to implement, monitor, and maintain appropriate security measures, best practices, controls, and mechanisms to guard against unauthorized access to electronically stored and/or transmitted data and protect against reasonably anticipated threats and hazards.
* Perform ongoing security monitoring of information systems.
* Identify and mitigate all security weaknesses, threats, and vulnerabilities in all operational entities including Operations and Network Management.
* Conduct penetration testing, exercises, analyses and simulation on security incidents and response capabilities to determine effectiveness; document results.
* Implement and enforce policies and procedures, which include standards for incident handling (FTI, PHI, etc.)
* Respond to security breaches.
* Provide root cause analysis and remediation of security issues.

Table - Infrastructure Security Manager Mandatory Qualifications

| Infrastructure Security Lead Mandatory Qualifications | |
| --- | --- |
| **Req#** | **Mandatory Qualification** |
| I-S14 | A minimum of five (5) years of experience as a Security Lead directly responsible for collaborating with application development teams, technical architects, and security policy experts to define and/or implement an integrated framework of solution security architecture. |
| I-S15 | A minimum of five (5) years of lead experience within the past ten (10) years developing, implementing, improving and monitoring industry standard Security strategies, solutions, and processes on projects involving large and complex IT systems and AWS cloud environment. |
| I-S16 | A minimum of five (5) years of experience within the past ten (10) years applying Information Security principles, methods, and techniques in the development of project security Deliverables on projects involving large and complex IT systems. |
| I-S17 | A minimum of five (5) years of experience assessing system data sensitivity using security categorizations (e.g., FIPS Publication 199) to identify appropriate security controls to protect Personally Identifiable Information (PII), Protected Health Information (PHI) and/or Federal Tax Information (FTI) data. |
| I-S18 | A minimum of five (5) years of experience with systems that comply with National Institute of Standards and Technology (NIST) 800-53 moderate baseline. |
| I-S19 | Hold and maintain for the duration of the contract an (ISC)2© Certified Information Systems Security Professional (CISSP) certification, or ISACA Certified Information Security Manager (CISM). |

#### Infrastructure Operations Service Desk Lead

The Infrastructure Operations Service Desk Lead is responsible for the day-to-day management of the Tier 1 and 2 Service Desk. The duties and responsibilities of the Infrastructure Operations Service Desk Lead include:

* Lead the day-to-day activities of the Contractor Service Desk Staff.
* Manage Tier 1 and 2 incidents that occur in non-production and production environments.
* Coordinate with other CalSAWS contractors regarding escalation of incidents to Tier 3.
* Oversee requests, incidents and problems reported to the Service Desk.
* Manage and coordinate urgent and complicated support issues. Act as escalation point for all requests and incidents.
* Mature phone/ticket escalation processes to ensure free flowing escalation and information within the organization.
* Monitor and manage phone queue (participating in escalated calls as needed).
* Ensure that all processes used by the service desk are thoroughly documented, consistently audited, and regularly improved.
* Collect feedback to determine patterns and issues such that they can be resolved, or FAQs can be provided to customer to ease in troubleshooting
* Train, coach and mentor Service Desk Specialists (Tiers 1 and 2) including career development.
* Provide data and reporting of KPIs and trends.

Table - Infrastructure Operations Service Desk Lead Mandatory Qualifications

| Infrastructure Operations Service Desk Lead Mandatory Qualifications | |
| --- | --- |
| **Req#** | **Mandatory Qualification** |
| I-S20 | A minimum of two (2) years of experience within the past five (5) years working in a service desk/help desk environment within a Health and Human Services or Health Care project. |
| I-S21 | A minimum of two (2) years of experience within the past five (5) years working in a help desk environment serving over 10,000 end users. |
| I-S22 | A minimum of two (2) years of experience within the past five (5) years with the ServiceNow platform and tools. |

#### AWS Cloud Manager Lead

The duties and responsibilities of the AWS Cloud Manager include:

* Plan and implement cloud computing strategies and solutions, including Infrastructure-as-a-Service (IaaS), Platform-as-a-Service (PaaS), and Software-as-a-Service (SaaS).
* Build and manage the configuration of production and non-production environments in the cloud ecosystem.
* Monitor, scale, and optimize cloud resources, including computing power, database storage, and content delivery services, to meet growing business needs.
* Prepare estimates and budgets for cloud services.
* Prepare and maintain account and service classification level forecasts and budgets for cloud expenditures
* Prepare estimates for change requests and releases, incorporating them into forecasts and budgets
* Implement and maintain cost performance metrics, reports, and associated resource tagging.
* Monitor cloud services, security and networks to ensure high availability and responsiveness.
* Provide overall leadership and engineering expertise related to development, implementation, and management of the cloud infrastructure to support 24/7 operations.
* Support the root cause analysis of performance issues, connectivity issues, unplanned downtime, and security breaches.

Table - AWS Cloud Manager Mandatory Qualifications

| AWS Cloud Manager Mandatory Qualifications | |
| --- | --- |
| **Req#** | **Mandatory Qualification** |
| I-S23 | A minimum of five (5) years of experience in evaluating, developing and implementing a cloud-computing strategy on a large complex information technology (IT) system. |
| I-S24 | A minimum of five (5) years of experience as an AWS Solutions Architect. |
| I-S25 | A minimum of two (2) years of experience in application integration within an AWS cloud hosted application. |
| I-S26 | Experience in migrating at least one (1) Web application(s) (e.g., Oracle) from an on-premises environment to the AWS cloud. |
| I-S27 | Hold and maintain for the duration of the contract a cloud specific certification that includes secure cloud architecture concepts, such as Certified Cloud Security Professional (CCSP), AWS solutions architect, or AWS security specialization. |

## Infrastructure Requirements

The Contractor will perform the services and produce the Deliverables specified in the Infrastructure Requirements contained in ***Attachment A1 - Infrastructure Requirements Matrix***, and ***Attachment A2 - Infrastructure Deliverable Inventory***. A brief description of each task area is provided below.

### Task 1- Infrastructure Management

The Contractor will manage all Contractor work performed under this Agreement, including project management, workplan management, technical management, contract management, budget management, deliverable and staff management. The Contractor will comply with the CalSAWS PCD processes and procedures, and will adhere to the Consortium’s operating policies and procedures.

The Contractor will execute services in accordance with the approved CalSAWS Infrastructure Services Plan and the associated Operational Working Documents (OWDs) that provide the detailed procedures for the activities and processes contained in the Infrastructure Services Plan.

The Contractor will work, coordinate and collaborate with the Consortium and Consortium contractors in accomplishing the work defined in the Agreement.

### Task 2 - Technical Infrastructure Support Services

The Contractor will perform a range of activities in delivering Technical Infrastructure Support, including:

* Providing technical staff roll-on/roll off support to Project Office staff, performing SharePoint web portal management, administration of Project Office servers and print server management, and providing video conferencing equipment and support at the Consortium Project Office sites.
* Managing maintenance contracts and applying patches and upgrades for CalSAWS Managed Commercially Available Software, and installing, maintaining and monitoring CalSAWS Managed Hardware located in the Project Offices and Consortium Member Counties (including field service calls and remote maintenance).
* Processing orders from the Consortium and Consortium Member Counties for Hardware and Commercially Available Software, including maintenance, as requested.
* Performing asset management activities for CalSAWS Managed Hardware and Commercially Available Software.
* Maintaining and enhancing existing CalSAWS technical documentation.

### Task 3 - Innovation and Application/Architecture Evolution Support

The Contractor will support the Consortium and the CalSAWS M&E Contractor in the evaluation of emerging technologies and approaches to optimize the CalSAWS platform; the CalSAWS M&E Contractor will lead the Innovation and Application/Architecture Evolution activities.

### Task 4 – Infrastructure Production Operations

The Contractor will perform a range of on-going operational activities, including:

* Maintaining and administering the existing network, including managing network hardware and software, providing 24 hours, 7 days a week and 365 days per year monitoring (excluding CalSAWS holidays) and managing the Electronic Signature Solution.
* Performing environment support for the CalSAWS System hosted in the AWS Cloud.
* Providing Tier 1 and Tier 2 Service Desk services for CalSAWS Users, including phone, voicemail, and email support.
* Performing Configuration Management, Capacity Planning, Technical Change Management activities related to the CalSAWS infrastructure.
* Monitoring CalSAWS System availability and performance to verify and report performance and availability compliance with Service Level Agreements.

### Task 5 – Technical Recovery

The Contractor will develop and oversee the execution of the CalSAWS Technology Plan, including supporting the AWS provider as necessary to re-establish CalSAWS AWS environments, processing hardware and software orders from the Consortium and Consortium Member Counties, and performing annual Technology Recovery tests.

### Task 6 – Infrastructure Security

The Contractor will perform security related activities (administrative, technical, and physical) to protect the CalSAWS infrastructure assets and data from loss, misuse, unauthorized access, disclosure, alteration, and destruction, in compliance with the CalSAWS System Security Plan, and will adhere to the Consortium’s security policies and procedures.

### Task 7 – Infrastructure Transition-In

The Contractor has the overall responsibility for providing an orderly transition (takeover) that is transparent and minimizes disruption of service to all users of the system. Infrastructure Transition-in will occur in a six-month timeframe beginning with contract award. During this period of time the incumbent contractor and the successor Contractor will coexist on the CalSAWS M&O Project. Successful transition results in the successor Contractor establishing a post transition operational baseline and assuming responsibility for providing Infrastructure support as required under the Agreement.

Transition-In major activities include:

* Transition-In Planning and Reporting: The development and execution of the Infrastructure Transition-In Management Plan (ITMP) and Transition-In Work Plan. The ITIMP will be the governing document for the management and execution of the CalSAWS Infrastructure Transition-In phase, and the Transition-In Work Plan details the schedule for Transition-In activities.
* Transition-In Service and Function Migration: The development and execution of a Service and Migration Plan for each major Infrastructure Task Area. The Service and Function Migration Plan will identify, prepare, and implement Transition-In activities that allow for a smooth transition of responsibility for services, functions, and other transition components from the incumbent Contractor to the successor Contractor.

### Task 8 – Transition-Out

Transition-Out involves identifying and implementing all the activities required to roll off the project by transitioning out and turning over all control and responsibility for Infrastructure support and Consortium owned resources, documentation, and knowledge to a successor Contractor or the Consortium.

Transition-Out major activities include:

* Transition-Out Planning: The development and execution of a Transition-Out Master Plan and Transition-Out Work Plan that identifies what items and components must be transitioned, the approach to be utilized for transitioning, how knowledge transfer will be conducted, and the schedule for Transition-Out activities.
* Transition-Out Training and Knowledge Transfer: The development and execution of Training and Knowledge Transfer activities as identified in the Transition-Out Master Plan. All training materials will be based on the complete and current documentation required under the Agreement.
* Project Closeout: The development and execution of the CalSAWS Infrastructure Agreement Closeout Plan to provide evidence that all Agreement terms and conditions have been fulfilled.

## Infrastructure Deliverables

### Deliverable Process

The Contractor will perform Deliverable Management activities in accordance with the Consortium’s PCD. The process defines the use of a Deliverable Expectation Document (DED) when creating new Deliverables; and submission, review and approval process for new or updates to existing Deliverables. The PCD also defines the acceptance and rejection processes and the roles of the Consortium and Contractor.

***Attachment A2 – Infrastructure Deliverable Inventory*** contains the inventory of Infrastructure Deliverables required by this Agreement.

## Attachment A1 – Infrastructure Requirements Matrix

## Attachment A2 - Infrastructure Deliverable Inventory

Table - Attachment A2 - Infrastructure Deliverable Inventory

| **Reqt ID** | **Del ID** | **Deliverable**  **Name** | **Deliverable Description** | **New or Existing** | **Submission Frequency** | **Date of First Submission** |
| --- | --- | --- | --- | --- | --- | --- |
| I-1.1-03 |  | CalSAWS Infrastructure Weekly Status Report | The CalSAWS Infrastructure Weekly Status Report will be developed using the CalSAWS Weekly Status Report Sample. | New | Weekly | Agreement Effective Date + 10 business days |
| I-1.1-07 |  | CalSAWS Infrastructure Work Plan | The CalSAWS Infrastructure Work Plan will be developed and updated in MS Project and will includes Tasks, Subtasks, planned durations, budgets, resources assignments, and schedule reports in accordance with the CalSAWS Work Plan Content Guidelines. Work Plan updates will include posting actual hours worked by Contractor staff. | New | Monthly | Transition-In Completion |
| I-2.4-07 |  | Attachment XX - CalSAWS Managed Hardware Inventory – Infrastructure Agreement Monthly Update | The Attachment XX - CalSAWS Managed Hardware Inventory – Infrastructure Agreement Monthly Update will be developed using the Attachment XX - CalSAWS Managed Hardware Inventory – Infrastructure Agreement. | Existing | Monthly | Transition-In Completion + 1 calendar month |
| I-2.4-07 |  | Attachment XX - CalSAWS Managed Software Inventory – Infrastructure Agreement Monthly Update | The Attachment XX - CalSAWS Managed Software Inventory – Infrastructure Agreement Monthly Update will be developed using the Attachment XX - CalSAWS Managed Software Inventory – Infrastructure Agreement. | Existing | Monthly | Transition-In Completion + 1 calendar month |
| I-2.5-01 |  | Technical Infrastructure Design Document | The Deliverable format and content will be based on the existing document, incorporating changes as approved by the Consortium. | Existing | TBD | As specified in the CalSAWS Infrastructure Work Plan |
| I-2.5-01 |  | Network Design Plan | The Deliverable format and content will be based on the existing document, incorporating changes as approved by the Consortium. | Existing | TBD | As specified in the CalSAWS Infrastructure Work Plan |
| I-2.5-01 |  | Technical Infrastructure Asset Configuration Report for the Development and Test Environments | The Deliverable format and content will be based on the existing document, incorporating changes as approved by the Consortium. | Existing | TBD | As specified in the CalSAWS Infrastructure Work Plan |
| I-2.5-01 |  | Technical Infrastructure Asset Configuration Report for the Development and Test Environments | The Deliverable format and content will be based on the existing document, incorporating changes as approved by the Consortium. | Existing | TBD | As specified in the CalSAWS Infrastructure Work Plan |
| I-4.5-03 |  | CalSAWS Infrastructure Monthly Operations Report | The CalSAWS Infrastructure Monthly Operations Report will be developed using the CalSAWS Monthly Operations Report Sample. | New | Monthly | Transition-In Completion + 1 calendar month |
| I-5.1-01 |  | CalSAWS Infrastructure Technology Recovery Plan | The CalSAWS Infrastructure Technology Recovery Plan will include:   1. Roles and responsibilities of the Contractor, Consortium, Counties, and other CalSAWS contractors as applicable, for technology recovery services applicable to the Contractor’s scope of services. 2. Recovery Strategy - A description of the portions of the plan that will be implemented based on type and various levels of incident severity, for example, minor interruption of service, total service failure or loss of facility. 3. Backup - Backup and retention schedules and procedures. 4. Technology Recovery Procedures - Operational procedures that will allow recovery to be achieved in a timely and orderly way. 5. AWS Cloud Services - A description of AWS hosting services that will be provided during recovery. 6. Testing - A description of the semi-annual technology recovery test(s) planning and execution methodology. 7. Contact List(s) | New | As needed | Transition-In Completion |
| I-5.1-07 |  | CalSAWS Infrastructure Technology Recovery Post Event Report | The CalSAWS Infrastructure Technology Recovery Post Event Report will include:   1. An assessment of the response to the incident and improvement opportunities. 2. An assessment and recommendations for improvements to existing technology recovery documentation. 3. A report on performance against Service Level Agreements, recovery timeframes, and downtime metrics. | New | As Needed, within 5 business days of service restoration after a declared disaster or emergency | Within 5 business days of service restoration after a declared disaster or emergency |
| I-5.1-08 |  | CalSAWS Infrastructure Technology Recovery Test Plan | The CalSAWS Infrastructure Technology Recovery Test Plan will include:   1. Test Overview and Scope. 2. Roles and responsibilities of the Contractor, Consortium, and other CalSAWS Contractors as applicable. 3. Test Objectives. 4. Test Requirements. 5. Test Activities and Schedule. 6. Test Reporting Metrics to be collected. | New | Semi-Annually | As specified in the CalSAWS Infrastructure Work Plan |
| I-5.1-10 |  | CalSAWS Infrastructure Technology Recovery Test Report | The CalSAWS Infrastructure Technology Recovery Test Report will include:   1. Summary of Test. 2. An assessment and recommendations for improvements to existing technology recovery documentation. 3. A report on performance against Service Level Agreements and recovery timeframes. | New | Semi-Annually, within 30 calendars days of completion of Technology Recovery Test | Within 30 calendars days of completion of the Technology Recovery Test |
| I-6.1-03 |  | System Security Plan | The System Security Plan will be completed by providing responses to each of the NIST 800-53 controls contained in the CalSAWS System Security Plan template (from the NIST 800-53 moderate baseline). | New | As Needed | As specified in the CalSAWS Infrastructure Work Plan |
| I.6.4-04 |  | CalSAWS Penetration Test Report | The CalSAWS Penetration Test Report will include:   1. Sign Off and Report Details    1. Document Management    2. Security Assessment Information    3. Scope Summary 2. Primer    1. Penetration Test Overview    2. Risk Summary    3. Risk Scoring 3. Scope    1. Assumptions & Limitations    2. Accounts/Credentials    3. Standard Test Cases 4. Security Posture Analysis    1. Areas of Risk    2. Threat Posture Statistics 5. Detailed Findings and Remediation Guidance    1. High Risk Findings and Vulnerabilities    2. Medium Risk Findings and Vulnerabilities    3. Low Risk Findings and Vulnerabilities    4. Informational Findings 6. User Story (if applicable) 7. Testing Methodology 8. DREAD Scoring Criteria 9. CVSS Scoring Criteria 10. Standard Test Cases | New | Annually | As specified in the CalSAWS Infrastructure Work Plan |
| I-7.1-01 |  | CalSAWS Infrastructure Transition-In Master Plan (ITIMP) | The CalSAWS Infrastructure Transition-In Master Plan (ITIMP) will include:   1. A description of the overall transition approach and process to be used to transition all components identified in the Agreement. 2. Planned transition activities and tasks that includes the planning, implementing, executing, tracking, and reporting of the overall transition effort as well as for each transition component. 3. Roles and responsibilities for implementing transition activities including the Infrastructure Contractor, the CalSAWS M&E Contractor, the Consortium, the California Department of Technology, Office of Technology Services (CDT OTech), the Counties, and other CalSAWS contractors as applicable. For planning purposes, the Contractor will work with designated Consortium subject matter experts from CalSAWS and Consortium Project Management Office for issue resolution and coordination of activities required to support the transition. 4. A description of how the Contractor will collaborate with the incumbent Contractor(s) to plan for and carry out transition activities as well as what the Contractor requires of the incumbent Contractor(s) regarding knowledge transfer, data/information, and support for mitigating risk. 5. The procedures the Contractor will use to work with the incumbent Contractor to transfer control of all CalSAWS environments as identified in the incumbent Contractor's Closeout Plan. 6. The procedures the Contractor will use to work with the incumbent Contractor to transfer all hardware and software license maintenance agreements as identified in the incumbent Contractor’s Closeout Plan. 7. The approach to plan, develop and implement area-specific Transition Test and Validation Plans which guides the Contractor, the Consortium, and the incumbent Contractor on completing specific test and validation activities. 8. A Transition Training and Knowledge Transfer section that includes:    1. Knowledge transfer activities the Contractor requires to obtain knowledge from the incumbent Contractor.    2. Approach to conducting transition component readiness reviews to obtain approval for cutover. 9. A Transition-In Milestone Schedule Summary from the Transition-In Work Plan. | New | As Needed | Agreement Start + 10 business days |
| I-7.1-03 |  | CalSAWS Infrastructure Transition-In Organizational Change Management Plan | The CalSAWS Infrastructure Transition-In Organizational Change Management Plan will include:   1. The approach and schedule for organizational change management activities. 2. Roles and Responsibilities of the Contractor, Consortium, and the Counties, as applicable. 3. A process and role gap analysis of existing workflow for roles that will be impacted by the transition. 4. A Change Readiness Plan that includes details regarding the change readiness process, inputs and outputs; readiness criteria; assessment methods; and change readiness tools utilized. 5. Training the Contractor will provide Consortium staff and CalSAWS County users on transition activities/tools and any changes to how services and functionality will be delivered. 6. Communications strategies. | New | As Needed | As specified in the CalSAWS Infrastructure Transition-In Work Plan |
| I-7.1-05 |  | CalSAWS Infrastructure Services Plan | The CalSAWS Infrastructure Services Plan will serve as the master plan for the services being delivered under the Agreement, and will include:   1. Management Support 2. Technical Infrastructure Support    1. Project Support Plan    2. Hardware and Software Support Plan    3. Asset Management Plan    4. Documentation Maintenance Plan 3. Innovation and Application/Architecture Evolution Support Approach 4. Productions Operations    1. Network Operations Plan    2. CalSAWS System Operations Plan    3. Service Desk Plan    4. Configuration Management Plan    5. Capacity Management Plan    6. Technical Management Plan    7. Performance Monitoring and Alerting Plan 5. Innovation and Application/Architecture Evolution Support Approach | New (using existing as base) | As Needed | As specified in the CalSAWS Infrastructure Transition-In Work Plan |
| I-7.1-05 |  | CalSAWS Infrastructure Services Operational Working Documents (OWDs) | The CalSAWS Infrastructure Operational Working Documents will contain the operational procedures for the services and activities defined in the CalSAWS Infrastructure Services Plan. | New (using existing as base) | As needed when changes occur | As specified in the CalSAWS Infrastructure Transition-In Work Plan |
| I-7.2-01 |  | CalSAWS Infrastructure Transition-In Work Plan | The CalSAWS Infrastructure Transition-In Work Plan will be developed in MS Project and will include:   1. All Transition-In activities and tasks which are expected to be completed by Contractor, Consortium, Counties, and incumbent Contractor staff in order to meet the estimated Transition-In schedule required by the TIMP to allow for successful cutover. 2. Start and completion dates for all tasks. 3. Predecessor and successor dependencies for tasks without subtasks, and predecessor and successor dependencies for subtasks. 4. Resource assignments for tasks without subtasks, and resource assignments for subtasks. Resource assignments will include appropriate Contractor, Consortium, County and incumbent Contractor resource assignments and estimated hours. 5. Estimated hours and durations for tasks without subtasks, and estimated hours and durations for subtasks. | New | As needed when changes occur | Agreement Start + 10 business days |
| I-7.4-01 |  | CalSAWS Infrastructure Management Service and Function Migration Plan | The CalSAWS Infrastructure Management Service and Function Migration Plan will include:   1. The approach and processes needed to assume responsibility for all services, functions, and other items identified as Management transition components. 2. Definition of roles and responsibilities for completing defined activities and tasks. 3. Provisions for any facilities the Contractor is establishing to support a service or function required under this Agreement. 4. Identification of how Readiness Reviews will be planned and coordinated with the Consortium and in coordination with the incumbent Contractor's Transition-Out Plan, to demonstrate readiness, provide evidence and confirmation that the Contractor is prepared to accept responsibility, and obtain Consortium approval to do so with an effective date. 5. How training and knowledge transfer activities will occur (e.g., materials, courses, Question & Answer (Q&A) session preparation, dates, times, participants) to familiarize the Consortium staff with all of the Contractor’s operations, processes and tools. 6. Entry and Exit Criteria for the beginning and completion of Management transition implementation. | New | As needed when changes occur | As specified in the CalSAWS Infrastructure Transition-In Work Plan |
| I-7.4-03 |  | CalSAWS Infrastructure Technical Infrastructure Support Service and Function Migration Plan | The CalSAWS Infrastructure Technical Infrastructure Support Service and Function Migration Plan will include:   1. Definition of how each service or function, being performed by the incumbent Contractor, will be operationalized and cutover to the Contractor. 2. Identification of the activities and tasks that must be accomplished to allow for a successful transition of operational control of a service or function, such as preparatory actions being taken to establish and prepare facilities, obtain service Contracts, establish capabilities, prepare for testing/validation, and those actions taken subsequent to successful testing/validation, needed to implement cutover. 3. Definition of the roles and responsibilities for completing defined activities and tasks. 4. A plan of the timing, audience, media and message for communication events. 5. Identification of how Readiness Reviews will be planned and coordinated with the Consortium and in coordination with the incumbent Contractor's Transition-Out Plan, to demonstrate readiness, provide evidence and confirmation that the Contractor is prepared to accept responsibility, and obtain Consortium approval to do so with an effective date. 6. Transition Implementation Readiness and Checklists, including readiness criteria metrics. 7. How training and knowledge transfer activities will occur (e.g., materials, courses, Question & Answer (Q&A) session preparation, dates, times, participants) to familiarize the Consortium staff with all of the Contractor’s operations, processes and tools. 8. Identification of cutover activities and the target cutover date. 9. Identification of risks and issues tied to the transition and planned mitigation measures/issues resolution. 10. Definition of contingency plans to troubleshoot high risk transition activities. 11. Identification of what technical assistance the Contractor will require from the incumbent Contractor (e.g., number of hours, position expertise). | New | As needed when changes occur | As specified in the CalSAWS Infrastructure Transition-In Work Plan |
| I-7.4-04 |  | CalSAWS Infrastructure Production Operations Service and Function Migration Plan | The Contractor will provide a CalSAWS Infrastructure Production Operations Service and Function Migration Plan that includes:   1. Definition of how each service or function, being performed by the incumbent Contractor, will be operationalized and cutover to the Contractor. 2. Identification of the activities and tasks that must be accomplished to allow for a successful transition of operational control of a service or function, such as preparatory actions being taken to establish and prepare facilities, obtain service Contracts, establish capabilities, prepare for testing/validation, and those actions taken subsequent to successful testing/validation, needed to implement cutover. 3. Definition of the roles and responsibilities for completing defined activities and tasks. 4. A plan of the timing, audience, media and message for communication events. 5. Identification of how Readiness Reviews will be planned and coordinated with the Consortium and in coordination with the incumbent Contractor's Transition-Out Plan (LRS Transition Plan), to demonstrate readiness, provide evidence and confirmation that the Contractor is prepared to accept responsibility, and obtain Consortium approval to do so with an effective date. 6. Transition Implementation Readiness and Checklists, including readiness criteria metrics. 7. How training and knowledge transfer activities will occur (e.g., materials, courses, Question & Answer (Q&A) session preparation, dates, times, participants) to familiarize the Consortium staff with all of the Contractor’s operations, processes and tools. 8. Identification of cutover activities and the target cutover date. 9. Identification of risks and issues tied to the transition and planned mitigation measures/issues resolution. 10. Definition of contingency plans to troubleshoot high risk transition activities. 11. Identification of what technical assistance the Contractor will require from the incumbent Contractor (e.g., number of hours, position expertise). | New | As needed when changes occur | As specified in the CalSAWS Infrastructure Transition-In Work Plan |
| I-7.4-05 |  | CalSAWS Infrastructure Technology Recovery Service and Function Migration Plan | The Contractor will provide a CalSAWS Infrastructure Technology Recovery Service and Function Migration Plan that includes:   1. Definition of how each service or function, being performed by the incumbent Contractor, will be operationalized and cutover to the Contractor. 2. Identification of the activities and tasks that must be accomplished to allow for a successful transition of operational control of a service or function, such as preparatory actions being taken to establish and prepare facilities, obtain service Contracts, establish capabilities, prepare for testing/validation, and those actions taken subsequent to successful testing/validation, needed to implement cutover. 3. Definition of the roles and responsibilities for completing defined activities and tasks. 4. A plan of the timing, audience, media and message for communication events. 5. Identification of how Readiness Reviews will be planned and coordinated with the Consortium and in coordination with the incumbent Contractor's Transition-Out Plan (LRS Transition Plan), to demonstrate readiness, provide evidence and confirmation that the Contractor is prepared to accept responsibility, and obtain Consortium approval to do so with an effective date. 6. Transition Implementation Readiness and Checklists, including readiness criteria metrics. 7. How training and knowledge transfer activities will occur (e.g., materials, courses, Question & Answer (Q&A) session preparation, dates, times, participants) to familiarize the Consortium staff with all of the Contractor’s operations, processes and tools. 8. Identification of cutover activities and the target cutover date. 9. Identification of risks and issues tied to the transition and planned mitigation measures/issues resolution. 10. Definition of contingency plans to troubleshoot high risk transition activities. 11. Identification of what technical assistance the Contractor will require from the incumbent Contractor (e.g., number of hours, position expertise). | New | As needed when changes occur | As specified in the CalSAWS Infrastructure Transition-In Work Plan |
| I-7.4-06 |  | CalSAWS Infrastructure Security Service and Function Migration Plan | The Contractor will provide a CalSAWS Infrastructure Security Service and Function Migration Plan that includes:   1. Definition of how each service or function, being performed by the incumbent Contractor, will be operationalized and cutover to the Contractor. 2. Identification of the activities and tasks that must be accomplished to allow for a successful transition of operational control of a service or function, such as preparatory actions being taken to establish and prepare facilities, obtain service Contracts, establish capabilities, prepare for testing/validation, and those actions taken subsequent to successful testing/validation, needed to implement cutover. 3. Definition of the roles and responsibilities for completing defined activities and tasks. 4. A plan of the timing, audience, media and message for communication events. 5. Identification of how Readiness Reviews will be planned and coordinated with the Consortium and in coordination with the incumbent Contractor's Transition-Out Plan (LRS Transition Plan), to demonstrate readiness, provide evidence and confirmation that the Contractor is prepared to accept responsibility, and obtain Consortium approval to do so with an effective date. 6. Transition Implementation Readiness and Checklists, including readiness criteria metrics. 7. Identification of cutover activities and the target cutover date. 8. Identification of risks and issues tied to the transition and planned mitigation measures/issues resolution. 9. Definition of contingency plans to troubleshoot high risk transition activities. 10. Identification of what technical assistance the Contractor will require from the incumbent Contractor (e.g., number of hours, position expertise). | New | As needed when changes occur | As specified in the CalSAWS Infrastructure Transition-In Work Plan |
| I-7.5-01 |  | CalSAWS Infrastructure Transition-In Training and Knowledge Transfer Plan | The Contractor will provide a CalSAWS Infrastructure Transition-In Training and Knowledge Transfer Plan that describes training and knowledge transfer expectations and planning, and for the transition period. This plan must include different perspectives, including:   1. The knowledge transfer activities that Contractor staff will require from the incumbent Contractor in order to prepare for the assumption of a given service or function identified in the Contractor's TIMP. 2. Training that the Contractor conducts internally to prepare their staff to implement activities, processes, and procedures needed to provide support for a given service or function identified in the Contractor's ITIMP. 3. Training of Consortium staff regarding the Contractor's transition approach, processes, activities, and tools for managing the transition effort and reporting status. 4. Training of Consortium staff regarding changes to services/functions and to service delivery means. 5. Knowledge transfer and internal training exercises that will be conducted to equip and verify the Contractor’s staff can implement the activities, processes, and procedures needed to provide support for each given service or function identified in the Contractor's ITIMP. | New | As needed when changes occur | As specified in the CalSAWS Infrastructure Transition-In Work Plan |
| I-7.7-01 |  | CalSAWS Infrastructure Transition-In Test and Validation Plan | The CalSAWS Infrastructure Transition-In Test and Validation Plan will contain a separate section for each Service and Function Area. Each section will include:   1. Identification of what transition component (functions or services) require testing or validation. 2. Description of how to determine what transition components require formal testing versus validation. 3. Identification and documentation of the approach and methods to be used to validate such as checklists or demonstrations. 4. A test and validation work plan to schedule, monitor, and report the progress of all test and validation activities. | New | As needed when changes occur | As specified in the CalSAWS Infrastructure Transition-In Work Plan |
| I-8.1-07 |  | CalSAWS Infrastructure Transition-Out Master Plan | The CalSAWS Infrastructure Transition-Out Master Plan will include:   1. A detailed CalSAWS Infrastructure Transition-Out Work Plan reflecting all tasks and Deliverables to be completed. 2. Narrative describing each task and Deliverable. 3. Contractor, Consortium staff, and successor contractor roles and responsibilities. 4. Narrative describing how the Contractor will plan, organize, communicate, implement, monitor, and report the status of all Transition-Out activities. 5. Provisions for supporting transition and cutover of services and functions to a successor contractor or the Consortium. 6. A Transition-Out Knowledge Transfer and Training Plan detailing the approaches and methodologies the Contractor will employ to transfer knowledge to Consortium staff and/or a prospective successor contractor.    1. Schedule of planned knowledge transfer sessions and demonstrations.    2. Number of staff to be included in knowledge transfer sessions per topic area.    3. Knowledge transfer topics with knowledge transfer objective descriptions and summaries for each topic.    4. Length and location of each knowledge transfer session. 7. Narrative of applicable lessons learned from the Transition-In activities. | New | As needed when changes occur | As specified in the CalSAWS Infrastructure Work Plan |
| I-8.2-01 |  | CalSAWS Infrastructure Transition-Out Work Plan | The CalSAWS Infrastructure Transition-Out Work Plan will be developed in MS Project and will include:   1. All Transition-Out activities and tasks which are expected to be completed by Contractor, Consortium, County, and incumbent. Contractor staff in order to meet the estimated Transition-In schedule required by the TIMP to allow for successful cutover to the Agreement. 2. Start and completion dates for all tasks. 3. Predecessor and successor dependencies for tasks without subtasks, and predecessor and successor dependencies for subtasks. 4. Resource assignments for tasks without subtasks, and resource assignments for subtasks. Resource assignments will include appropriate Contractor, Consortium, County and incumbent Contractor resource assignments and estimated hours. 5. Estimated hours and durations for tasks without subtasks, and estimated hours and durations for subtasks. | New | As needed when changes occur | As specified in the CalSAWS Infrastructure Work Plan |
| I-8.3-02 |  | CalSAWS Infrastructure Transition-Out Documentation and Deliverables Assessment | The CalSAWS Infrastructure Transition-Out Documentation and Deliverables Assessment will include:   1. The results of a complete and comprehensive review and evaluation of all Infrastructure documentation to identify documentation that requires updates or revisions, including the following: 2. All Contractor Deliverables. 3. All policies and procedures related to the provision of services under this Agreement. 4. A current detailed asset inventory, including start and end dates of all, warranties, software licenses, service Contracts and current location information including site, rack, server, and network connection point. This includes any other documentation that would facilitate successor contractors’ understanding of overall standards, network bandwidth needs, hardware Capacity, software needs, and network topology to maintain and operate the current CalSAWS System. 5. The archiving, central storing, and file location listing of all documentation included in the inventory and assessment. | New | Once | As specified in the CalSAWS Infrastructure Transition-Out Work Plan |
| I-8.4-01 |  | CalSAWS Infrastructure Agreement Closeout Plan | The CalSAWS Agreement Closeout Plan will include:   1. The overall strategy for closing out the Agreement. 2. The overall strategy and approach to complete other schedule-related tasks (related to closeout) identified in any of the other Work Plans developed by the Contractor under this Agreement. 3. A list of deficiency items from the Consortium’s Deficiency & Issue tracking systems that will be updated by the Contractor as condition for completion for Agreement closeout. 4. A list of outstanding action items or tasks from meeting minutes or other Management tracking systems. 5. A list of outstanding actions for the Consortium to resolve in order for the Contractor to complete the Agreement closeout. 6. A list of all outstanding tasks and work required per the approved CalSAWS Infrastructure Work Plan. 7. A timeline (schedule) for completing Agreement Closeout activities. 8. Any other items deemed relevant to the clarification of expectations for Contractor closeout. | New | As needed when changes occur | As specified in the CalSAWS Infrastructure Transition-Out Work Plan |
| I-8.4-03 |  | CalSAWS Infrastructure Final Project Closeout Report | The CalSAWS Infrastructure Final Project Closeout Report will include:   1. Executive Summary: Scope, Schedule, Budget: Plan vs. Actuals. 2. Summaries by SOW Task Area: Management, Technical Infrastructure Support, Innovation and Application/Architecture Evolution Support, Production Operations, Technology Recovery, and Security. 3. Key Best Practices and Lessons Learned. 4. Administrative Closure. 5. Agreement Closure. | New | Once | As specified in the CalSAWS Infrastructure Transition-Out Work Plan |

## Attachment A3 – CalSAWS RACI

RACI to be developed.