

## Central Print Services

### CalSAWS

California Statewide Automated Welfare System  
Scope of Work

# Table of Contents

<b>1</b>	<b>SCOPE OF WORK .....</b>	<b>1</b>
<b>1.1</b>	<b>GENERAL .....</b>	<b>1</b>
<b>1.2</b>	<b>MANDATORY STATEMENT OF WORK COMPONENTS .....</b>	<b>1</b>
1.2.1	Project Management .....	2
1.2.2	Facilities Planning, Preparation and Management.....	2
1.2.3	Design, Development, and Implementation .....	3
1.2.4	Performance Verification and Validation .....	6
1.2.5	Final Acceptance .....	6
1.2.6	Maintenance and Operations .....	7
1.2.7	Print Service Deliverables.....	10
1.2.8	Staffing Requirements .....	13
1.2.9	Print Services Key Staff Changes .....	16
1.2.10	Staff Performance .....	17
	Table 3 - CalWIN Counties Implementation Waves.....	4
	Table 4 - Deliverable 1 Print Services Monthly Status Report.....	10
	Table 5 - Deliverable 2 Print Services Master Implementation Plan.....	11
	Table 6 - Deliverable 3 - Print Services Maintenance and Operations Plan .....	11
	Table 7 - Deliverable 4 Final Acceptance Report .....	13
	Table 8 - Print Services Project Manager Minimum Qualifications.....	15
	Table 9 - Print Center Manager Minimum Qualifications .....	16
	Table 10 - Print Services On-Site Customer Liaison Minimum Qualifications .....	16

# 1 SCOPE OF WORK

## 1.1 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.

## 1.2 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

### **1.2.1 Project Management**

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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.

### **1.2.2 Facilities Planning, Preparation and Management**

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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.

### **1.2.3 Design, Development, and Implementation**

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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.

#### **1.2.3.1 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.

#### **1.2.3.2 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.

### 1.2.3.3 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 1 - 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					

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
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
<b>Total Counties</b>		<b>2</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>3</b>
<b>Total Cases</b>		<b>63,563</b>	<b>310,577</b>	<b>607,379</b>	<b>587,090</b>	<b>623,814</b>	<b>532,601</b>

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.

### **1.2.4 Performance Verification and Validation**

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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.

### **1.2.5 Final Acceptance**

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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.



### **1.2.6 Maintenance and Operations**

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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.

#### **1.2.6.1 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.

#### **1.2.6.2 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.

#### **1.2.6.3 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.

#### **1.2.6.4 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.

#### **1.2.6.5 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.

#### **1.2.6.6 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.

### 1.2.7 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 2 - Deliverable 1 Print Services Monthly Status Report

<b>DELIVERABLE 1 – PRINT SERVICES MONTHLY STATUS REPORT</b>	
<b>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:</b>	
A.	An Executive Summary (Both MS Word and MS PowerPoint formats);
B.	Implementation Work Plan; <ol style="list-style-type: none"> <li>1. Establish and maintain the Print Services DD&amp;I Phase Work Plan inclusive of tasks, milestones, and deliverables required to plan and execute the required scope of work to accomplish the DD&amp;I phase.</li> <li>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.</li> <li>3. This segment of the Monthly Status Report will sunset with completion of the DD&amp;I phase.</li> </ol>
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 3 - Deliverable 2 Print Services Master Implementation Plan

<b>DELIVERABLE 2 – PRINT SERVICES MASTER IMPLEMENTATION PLAN</b>	
<b>THE CONTRACTOR SHALL DEVELOP AND EXECUTE A COMPREHENSIVE MASTER IMPLEMENTATION PLAN THAT INCLUDE ACTIVITIES REQUIRED TO PERFORM THE DD&amp;I PHASE. THE PLAN SHALL INCLUDE, BUT IS NOT LIMITED TO:</b>	
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"> <li>1. A description of tools, environments and controls to be used during each stage of testing;</li> <li>2. Standards for scenario and script development, execution and sign-off;</li> <li>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</li> <li>4. Entrance and exit criteria for workflow testing phase.</li> </ol>
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 4 - Deliverable 3 - Print Services Maintenance and Operations Plan

<b>DELIVERABLE 3 – PRINT SERVICES MAINTENANCE AND OPERATIONS PLAN</b>	
<b>THE CONTRACTOR SHALL DEVELOP AND UPDATE A PRINT SERVICES M&amp;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:</b>	
A.	Operations Support Processes and Procedures <ol style="list-style-type: none"> <li>1. Approach to performing on-going management, maintenance and operations of the Print Services workflows, processes, procedures, scheduling, inventory management and resource management;</li> </ol>

### DELIVERABLE 3 – PRINT SERVICES MAINTENANCE AND OPERATIONS PLAN

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
1. An approach to Customer Services, including providing communication processes between the Print Center and Consortium and Counties.
- C. Infrastructure Hosting and Maintenance
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
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
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
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 5 - 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;

### 1.2.8 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.

#### **1.2.8.1 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

#### **1.2.8.2 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 6 - 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

### 1.2.8.3 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 7 - 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

#### 1.2.8.4 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 8 - 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

#### 1.2.9 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.

### **1.2.10 Staff Performance**

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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.