

DFS Print Services

Central Print Services

DFS

Exhibit A - Scope of Work

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1 SCOPE OF WORK

1.1 GENERAL

In addition to the requirements in Exhibit B, the Subcontractor shall deliver Central Print Services as defined in this Scope of Work to include Central Print Facilities and Backup Print Facilities capable of printing, sorting, and mailing all correspondence provided by Gainwell including, but not limited to Notices of Action (NOAs), forms, letters, stuffers, and flyers. In addition, the Subcontractor must support large print and manual processing and stuffing of inserts supplied by Gainwell and the storage of standard materials (e.g. paper, mailers, stuffers, packets, voter registration forms, and flyers) at the Subcontractor print 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.

This Scope of Work also includes:

- Provision of multiple print facilities and systems for cost efficient operations. At a minimum, Subcontractor will provide two California based print facilities, one in Northern California (Sacramento area) and one in Southern California (greater Los Angeles metropolitan area with adjacent counties also being an acceptable location). Subcontractor locations will be capable of handling the full volume of CalSAWS correspondence in the event of an outage or disaster at the Gainwell print facility.
- Maintenance of the Fulfillment Platform and access to the Fulfillment Platform software for all print facilities (including Gainwell print facilities) providing print services for the CalSAWS and related projects.
- Allowing for print flexibility where needed through pre-processing of print files
- Electronic presorting of the print files provided by Gainwell regardless of what print facility will ultimately process the file.
- In coordination and at the direction of Gainwell, prepare for and support the successful transition from existing print service providers to a centralized print service.

1.2 MANDATORY STATEMENT OF WORK COMPONENTS

The proposed elements to deliver Print Services in compliance with the 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

The Subcontractor shall conform to industry best practices in Project Management and Gainwell project management standards required for Gainwell to comply with existing CalSAWS project management processes and standards, as documented in the approved CalSAWS Project Control Document (PCD).

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

- Provide a Monthly Status Report.
- Establish and maintain the Subcontractor Print Services Work Plan inclusive of tasks, milestones, and deliverables required to plan and execute the required Subcontractor scope of work to accomplish the DD&I phase.
- Perform issue and risk management in collaboration with Gainwell.
- Document decisions made during planning and execution.
- Collaborate with and provide input to Gainwell for all required Deliverables as defined in Section 1.2.7.
- Establish and maintain an open communication process with Gainwell staff at all levels of the project.
- Participate in standing management meetings as directed by Gainwell, to include but not limited to, Weekly Management meetings.
- Report to Gainwell significant risks or issues regarding Subcontractor Print Services.

1.2.2 Facilities Planning, Preparation and Management

The Subcontractor shall plan, design, execute, manage and operate two Print Facility sites (Print Facilities) in locations as described in Section 1.1. The following table presents the impression capacity required for each of the two DFS print facilities.

Print Facility	Print Capacity (Impressions)
Sacramento Print Center	95 million per month
SoCal Print Center	72 million per month

Print Facilities planning and preparation includes all tasks, equipment, documentation and resources necessary to prepare the Subcontractor facilities to meet the 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 including archival of print files.
- Business continuity/disaster recovery.
- Security and network monitoring, management, and corresponding alerts to Gainwell regarding incidents.

- Processing and managing mailing and distribution of all Gainwell provided material (e.g., reports, Notices of Action)
- Managing materials inventory and provision of paper stock.
- Providing postage accounts and postage tracking by governmental entity.

Subcontractor will complete the steps necessary for setup of the SoCal Print Center facility including, but not limited to:

- Identification of the specific building that meets the requirements of the Request for Proposal and subsequent Gainwell proposal response with a target location of the greater Los Angeles area or adjacent county.
- Execution of the facility lease.
- Completion of building modifications identified necessary to provide print services such as additional electrical to support the printers and inserters. This step includes obtaining permits and the associated inspections, if applicable.
- Purchase and setup of the printers, inserters, furniture, and workstations/tablets, etc. needed to perform print operations.
- Establishment of network connectivity to Subcontractor's Fulfillment Platform.
- Coordination with Gainwell to establish connectivity to the location hosting print files.
- Component testing to include verification that each piece of equipment is operating within expected levels.
- Connectivity testing to verify that print jobs can be received and access to the Fulfillment Platform is established.
- Hiring and training facility staff.
- Testing necessary to verify capacity, performance, and security, including verification against the specific requirements of the RFP.

Subcontractor Print Facilities must also include:

- Sufficient warehouse space to stock all consumable items necessary to deliver normal operation for at least 2 months.
- Sufficient warehouse space to store at least 4 months of redetermination and recertification packets.
- Pre-delivery staging area with space for regulation USPS postal carts adequate to hold a month-end volume of posted mail in intermediate storage prior to delivery to the USPS.
- Hardened and secured storage area for any stock required to be securely stored by the Consortium.

1.2.2.1 Fulfillment Platform Software

Subcontractor will supply the Fulfillment Platform software as described in the Gainwell response to the RFP, such rights only granted to the extent necessary to fulfil the obligations of the parties under the Prime Contract. The Fulfillment Platform consists of a suite of tools controlled by web services. Components of the Fulfillment Platform to be provided include the following tools.

- **ZEUS** — As the core job management system, ZEUS is where jobs are configured. The aspects of each job are incorporated here: inventory, postage, job specifications, and inserter settings. Each job is configured and automated. When a file arrives for processing, the system automatically identifies the file and its associated job within ZEUS. A job order is created, which is how that job is now tracked from start to finish. Predefined business rules are applied, quantities calculated, and output generated. The business rules are categorized as global (applies to all Counties), exception (global that does not apply to a specific County) or individual (applies to the specific County only).
- **Status** — Internal control of jobs currently in process. Operators use tablets to select jobs for printing and inserting. Managers can assign jobs to operators and monitor production status of jobs in flight.
- **Portal** — Allows transparency into the production process. Production-related information within ZEUS is pushed out through the Portal to the client in near real time. The Portal has features such as review jobs, upload files, postage balance, inventory usage and balance, job status, and job history.
- **Vault** — This is the file repository tool, which stores the print files for completed jobs for the specified retention period. Print files will be maintained in offsite storage from the daily print services daily for a minimum of 30 cycles.

Subcontractor will provide Fulfillment Platform access (all components) to all Gainwell staff engaged in the CalSAWS Central Print project including Gainwell staff performing CalSAWS print services at Gainwell print facilities. Subcontractor will provide access to the Portal for designated Consortium staff and designated County staff in all CalSAWS counties.

Subcontractor will be responsible for:

- Configuring the Fulfillment Platform to reflect unique characteristics of print files and County requests.
- Maintaining the Fulfillment Platform software to meet the requirements of the RFP and subsequent Gainwell response.
- Providing initial training to Gainwell staff and train-the-trainer training to designated Gainwell staff for performing ongoing training.
- Providing Fulfillment Platform documentation updates and/or training, as applicable, on changes to the software.
- Providing a mutually agreed upon process for requesting Fulfillment Platform user access, update, password reset and deletion of user accounts.

1.2.2.2 Preprocessing, Presort and Postage

Subcontractor will provide presorting services for all Gainwell-provided documents regardless of the Print Facility which facility will print the correspondence. Subcontractor will perform presort electronically on the print files prior to the printing process. The presort will electronically ZIP code—sort the printing order of the file before printing occurs eliminating the post-printing presort step.

Subcontractor will perform street address and ZIP code validation during preprocessing of the print files to make sure correspondence is sorted to support the lowest USPS service rate.

Subcontractor will add an Intelligent Mail barcode (IMb) to mail pieces being sent directly to the United States Postal Service (USPS) during preprocessing of the print files. For mail pieces delivered to a mail sorter/consolidator, Subcontractor will have the IMb applied by the mail sorter/consolidator. Subcontractor will apply the date of mailing and charge the correct postage amount to each mail piece based on the weight and on the USPS automation rate category. Subcontractor's Fulfillment Platform will use USPS standards based on the weight to calculate postage cost. Subcontractor will be reimbursed for meter or permit postage mail at the three-digit automated area distribution center (AADC) automation rate, or similar rate as approved by Gainwell.

Subcontractor will use postage accounts to track and report postage used by each CalSAWS County. Using the indicia, the correct postage amount will be supplied to USPS. The Fulfillment Platform software will track the postage by individual County and the postage amount will be decremented from each County's postage account for the postage applied. Tracking and reporting of expenditures from the County's accounts will be made available on the Portal by Subcontractor. Gainwell will coordinate with each CalSAWS County to inform the Counties when postage replenishment to Subcontractor is required. Subcontractor will supply an electronic method for Counties to provide postage funds directly to Subcontractor. Subcontractor will be under no obligation to perform mailing services without a positive postage balance at the time of mailing.

For correspondence printed at Subcontractor print facilities, the Subcontractor will create USPS tagged trays. Subcontractor will deliver the tagged trays to USPS to enter the mail stream within the SLA timeframes defined in Exhibit G.

Subcontractor will provide all supplies including paper stock associated with performing print services, except for CalSAWS envelopes. CalSAWS correspondence envelopes will be provided by Gainwell. Subcontractor will use a mutually agreed upon process to order envelopes in advance from Gainwell.

1.2.2.3 Inventory Management

Subcontractor will supply all paper which will meet the paper specifications provided by Gainwell. Subcontractor will maintain relationships with paper suppliers who support rapid restocking. Subcontractor will maintain a minimum of a two-month supply of paper, toner and other supplies necessary to perform the print services at each Subcontractor print facility.

Subcontractor will receive and store envelopes provided by Gainwell. Envelope designs for window sizes will comply with USPS regulations. Subcontractor will maintain adequate storage space to house a minimum of a two-month supply of Gainwell-provided envelopes. Subcontractor will notify Gainwell thirty (30) days in advance of any envelope restocking required. Envelope order process will be defined and mutually agreed upon prior to the start of production operations.

Subcontractor will have adequate storage space for County supplied inserts and pre-stuffed materials such as redetermination packets.

Subcontractor's Fulfillment Platform, specifically ZEUS, will track the inventory of paper and envelopes by type and decrement the inventory as each print job is marked complete for each of the print facilities (Subcontractor and Gainwell print facilities) providing CalSAWS print services. Subcontractor's Fulfillment Platform will also provide usage data to assist in

determining the quantity required to maintain a minimum two-month supply of inventory for each of the print facilities (Subcontractor and Gainwell print facilities) providing CalSAWS print services.

1.2.2.4 Print Schedule Management

Subcontractor will receive daily files from Gainwell for processing as described in this Scope of Work and the Gainwell response to the RFP. In addition to daily files, regularly scheduled print files will be provided to Subcontractor by Gainwell that are generated at intervals other than daily. Each regularly scheduled print file will have a designated completion timeframe in which Subcontractor must deliver the completed mail pieces to USPS. Gainwell will provide Subcontractor with a monthly print calendar for regularly scheduled print files that have an interval other than daily for use in workload planning.

Subcontractor will also receive unplanned, emergency, or ad hoc print requests. Subcontractor is responsible for coordinating those requests using established print services procedures to process the print files. Unplanned, emergency or ad hoc print requests will be accompanied by a requested completion timeframe. In the event that a requested completion timeframe cannot be met, Subcontractor will notify Gainwell within thirty (30) minutes of determining that a completion timeframe cannot be met along with an estimate of the actual completion timeframe.

Subcontractor will receive requests for test print from Gainwell. These requests are typically related to application changes or changes in forms. Subcontractor will work collaboratively with Gainwell to schedule these test print jobs. Test print jobs will not be mailed. Subcontractor will report on the results of the testing and, if requested, coordinate returning the test output to Gainwell.

1.2.2.5 Security

Subcontractor facilities, software and handling of confidential data will meet the security requirements in the RFP, Gainwell response and subcontract including all exhibits. Subcontractor is responsible for implementing physical, logical and electronic security as needed to meet these security requirements.

1.2.3 Design, Development, and Implementation

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

1.2.3.1 Design and Development

The Subcontractor shall review and confirm Print Service requirements with Gainwell during the design phase. The Subcontractor 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 Gainwell and to perform Subcontractor Print Services. Workflows and operational processes shall be designed and developed by the Subcontractor in collaboration with Gainwell.

- 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 – Any other characteristics of the design.

The Subcontractor 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. Gainwell will be the primary author of the Print Services Maintenance and Operations Plan. Subcontractor will provide input and author material relevant to Subcontractor's services, facilities or Fulfillment Platform software for inclusion in the plan.

The Design and Development activities will continue until the new Print Services are operational for all governmental agencies designated by Gainwell.

During the Design phase of DD&I, Gainwell will be required to identify and agree on print services and system performance metrics and service level agreements with the Consortium. DFS will work cooperatively with Gainwell to agree upon on system performance metrics and service level agreements. These metrics will be reported at least monthly and will confirm to Gainwell that service level agreements are being met.

1.2.3.2 Test

The Subcontractor shall contribute to the Gainwell test plan and execute a comprehensive suite of tests required for all phases of testing. The Subcontractor shall provide, maintain and support Test Environments for use in performing all print testing. Use of Production print equipment is acceptable with adequate controls in place to prevent test print from reaching the USPS and with no impact on the timeliness and quality of print services for any Gainwell designated entities that are already in print production.

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

- Conduct functional and non-functional testing activities as required by Gainwell 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 each Gainwell designated entity's cutover.
 - Security Testing to demonstrate that the Print Services successfully meet Gainwell security requirements.
 - Disaster Recovery Testing to demonstrate that the Subcontractor can successfully continue to provide Services while executing Disaster Recovery, at the specified capability and capacity.

- Management of deficiencies in accordance with the Gainwell deficiency processes, working collaboratively with Gainwell to identify and resolve identified deficiencies in accordance with Gainwell's processes; and
- Report test status weekly during test planning and execution phases.

1.2.3.3 Implementation

The Subcontractor shall work collaboratively to provide input into the Master Implementation Plan and 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 phases, Phase 1 – Los Angeles County, Phase 2 – C-IV Counties, and six waves in Phase 3 – CalWIN Counties. The phase dates will be finalized as part of the Print Services Work Plan. The Gainwell Print Services Work Plan will be created collaboratively with Subcontractor as it relates to Subcontractor's Scope of Work.

The Subcontractor shall coordinate closely with Gainwell participating in the Central Print project to conduct knowledge transfer, ensure close communication, synchronization of implementation plans and schedules and a smooth transition to the new Print Services.

The Subcontractor shall work collaboratively with Gainwell to define entrance criteria for each implementation phase to include, but not be limited to, a Readiness Checklist.

To accomplish a successful implementation, Gainwell creates a cutover document that lists the significant tasks to be completed by each stakeholder in the days leading up to the cutover window, during the cutover window, and immediately following cutover. Subcontractor will work collaboratively with Gainwell to provide input to the cutover documents. A cutover document will be created for implementation Phase I, Phase 2, and each wave within Phase 3.

1.2.4 Performance Verification and Validation

Performance Verification and Validation (PV&V) follows the successful completion of each implementation phase. At the conclusion of each implementation phase, the Subcontractor shall verify that Print Services performance for Subcontractor's Scope of Work meets all requirements under full production load associated with the operational entities while required Print Services are performed. 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 each Phase PV&V, all business functions not used by previously implemented entities 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 Subcontractor 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), to be defined in Exhibit G at the full surge capacity over the entire yearly business cycle.

1.2.5 Final Acceptance

Following successful cutover of the final implementation phase into production, the Subcontractor shall work collaboratively with Gainwell to create 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 sections of the Gainwell Print Services M&O Plan, and other documents as required by Gainwell.

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

Maintenance and Operations begins immediately following implementation for all participating entities as designated by Gainwell. Subcontractor shall collaborate with and provide written input sufficient for Gainwell to develop the Print Services M&O Plan. The Subcontractor shall contribute to the development, delivery, and execution of the Print Services M&O Plan, including, but not be 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 which is developed by Gainwell in collaboration with the Subcontractor.

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 Subcontractor 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 entities will setup their postage accounts with the Subcontractor and monitor and fill their postage accounts. This Plan also includes the approach to envelope fulfillment and management.

The Subcontractor shall work with Gainwell collaboratively to define an approach for operations and performance management and execute to the defined approach 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, 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 entity;
- Creating and managing on-going performance verification methods.
- Working with Gainwell to address applicable print-related enhancement requests that are documented through the Change Request process.
- Analyzing, correcting and reporting deficiencies; and
- Reporting SLA adherence and performance monthly.

The Subcontractor shall work with Gainwell to develop a Monthly Performance Report that includes the status of all SLA measurements and metrics as contained in Exhibit G, and any additional operational performance metrics required by Gainwell. This report will be delivered to Gainwell beginning with the initial operations and continuing for the duration of this subcontract.

Operational Support shall include executing the mutually agreed upon approach to communications, including Subcontractor communication trees, communications protocols for incident management, service request management, schedule management and deficiency management.

The Subcontractor shall follow the Gainwell change management process and shall accommodate, planning, development, testing and implementation of any changes in collaboration with Gainwell. The Subcontractor will work collaboratively with Gainwell to implement any approved change.

1.2.6.2 Customer Support

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

1.2.6.3 Infrastructure Hosting and Management

The Infrastructure Hosting and Management plan and processes shall be developed by Gainwell in collaboration with the Subcontractor as a section within the Print Services M&O Plan. The Subcontractor shall operate, manage and maintain two print facilities, as previously describe in this Scope of Work, 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 Gainwell. Gainwell and any of its client entities using, or scheduled to use, the Subcontractor print facilities will be permitted to visit all facilities on request.

1.2.6.4 Disaster Recovery

The Subcontractor, in collaboration with Gainwell, shall plan, manage, maintain, and execute the Print Services Disaster Recovery processes and procedures in accordance with Subcontractor's scope of work and in conjunction with the Print Services M&O Plan as part of the Prime Contract. The Disaster Recovery plan and processes shall be developed by Gainwell in collaboration with the Subcontractor as a section within the Print Services M&O 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 Subcontractors 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 Subcontractor 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 Subcontractor shall require approval of Consortium and may be changed from time-to-time as required by the Consortium.

1.2.6.5 Security

The Subcontractor shall manage, maintain and execute all security processes and procedures regarding information security. The Security Management plan and processes will be documented by Gainwell in collaboration with DFS as a section within the overall Print Services M&O Plan. The Subcontractor will provide input to Gainwell to document the physical security of the Subcontractor's Primary and Backup Facilities and any relevant storage facilities, the physical security of the Subcontractor's infrastructure, information security and confidentiality processes.

The Subcontractor Single Point of Contact shall ensure Gainwell is formally notified of all identified security related incidents, vulnerabilities and significant updates.

If Subcontractor actions lead to a confidentiality breach, the Subcontractor shall report the breach according to the Central Print Services Subcontract, notify Gainwell 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 Subcontractor 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 Central Print Services Subcontract. 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 Subcontractor.

1.2.7 Print Service Deliverables

This section defines the Print Services Deliverables as outputs of required SOW tasks. For each Deliverable, the Subcontractor will work collaboratively with Gainwell to provide input based on the Subcontractor's scope of work in a timely manner. The following table includes the list of required Deliverables. Some Deliverables specify a due date. For all others, the Subcontractor shall be provided due dates for DEDs and Deliverables based on the Gainwell Work Plan. All deliverables defined below must be developed to meet Gainwell requirements. General deliverables, plans, or multi-customer plans are not acceptable.

Table 1 - Deliverable 1 Print Services Monthly Status Report

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

DELIVERABLE 1 – PRINT SERVICES MONTHLY STATUS REPORT

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

Table 2 - Deliverable 2 Print Services Master Implementation Plan

DELIVERABLE 2 – PRINT SERVICES MASTER IMPLEMENTATION PLAN

THE SUBCONTRACTOR SHALL DEVELOP AND EXECUTE A COMPREHENSIVE MASTER IMPLEMENTATION PLAN THAT INCLUDE ACTIVITIES REQUIRED TO PERFORM THE DD&I PHASE. THE PLAN SHALL INCLUDE, BUT IS NOT LIMITED TO:

- A. Overall approach for the DD&I Phase, including purpose, scope, objectives, methodology and proven practices;
- B. Roles and Responsibilities of Subcontractor, 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:
 1. A description of tools, environments and controls to be used during each stage of testing;
 2. Standards for scenario and script development, execution and sign-off;
 3. Plan and processes for identifying, documenting and tracking Deficiencies, corrections to Deficiencies and re-tests once automated workflow code is promulgated to the test environments; and
 4. Entrance and exit criteria for workflow testing phase.
- E. Plan for collaboration and communication with Gainwell 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 Subcontractor'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 3 - Deliverable 3 - Print Services Maintenance and Operations Plan

DELIVERABLE 3 – PRINT SERVICES MAINTENANCE AND OPERATIONS PLAN

THE SUBCONTRACTOR SHALL DEVELOP AND UPDATE A PRINT SERVICES M&O PLAN THAT SUPPORTS ALL SERVICES NECESSARY TO MANAGE, OPERATE, ENHANCE AND SUPPORT THE PRINTING AND MAILING SERVICES, INCLUDING BUT NOT LIMITED TO THE FOLLOWING SECTIONS:

DELIVERABLE 3 – PRINT SERVICES MAINTENANCE AND OPERATIONS PLAN

- A. Operations Support Processes and Procedures
 1. Approach to performing on-going management, maintenance and operations of the Print Services workflows, processes, procedures, scheduling, inventory management and resource management;
 2. Approach to operations and performance management, including daily and monthly reporting, and capacity planning;
 3. Comprehensive documentation of workflows, processes and procedures;
 4. Communication protocols for incident management, service request management, schedule management and deficiency management trees; and
 5. Change Management Process to accommodate, planning, development, testing and implementation of any changes in collaboration with the Consortium.
- B. Customer Support
 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 Subcontractor'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 4 - Deliverable 4 Final Acceptance Report

DELIVERABLE 4 – FINAL ACCEPTANCE REPORT
THE SUBCONTRACTOR 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 Deliverable Acceptance.

1.2.8.1 Subcontractor shall deliver all Print Services Deliverables pursuant to this Subcontract to Gainwell or its designee. Each Print Services Deliverable will be delivered to Gainwell or its designee in one (1) hard copy form and on an electronic media in a format approved by Gainwell. Subcontractor shall be responsible for timely submission of each Print Services Deliverable pursuant to the Print Services Work Plan.

1.2.8.2 In accordance with the review periods delineated in the Print Services Work Plan, Gainwell will review each Print Services Deliverable to identify any deficiencies and determine whether the Deliverable conforms to its Acceptance criteria. Gainwell will document its review findings in a standard Deliverable Comments Log and will recommend changes to Subcontractor.

1.2.8.3 If a Deficiency (other than a Cosmetic Deficiency) is found in a Print Services Deliverable, Gainwell shall promptly give Subcontractor Notice of its non-acceptance, with such Notice delineating Deficiencies used as the grounds for Gainwell's decision. Subcontractor shall promptly and in accordance with the Print Services Work Plan, correct Deficiencies (including Cosmetic Deficiencies) described in any Notice(s) of non-acceptance from the Gainwell. After Subcontractor has corrected such Deficiencies (including in Subcontractor's discretion and to the extent feasible Cosmetic Deficiencies), Gainwell shall verify whether the Print Services Deliverable lacks Deficiencies (other than Cosmetic Deficiencies) and in writing shall either accept or not accept it following such review. If Subcontractor corrects all Deficiencies (other than Cosmetic Deficiencies) in the Print Services Deliverable, and the Gainwell determines such Deliverable is free from Deficiencies (other than Cosmetic Deficiencies), Gainwell shall provide Subcontractor with its Acceptance of that Deliverable. The correction of Deficiencies is governed by Section 11.3 (Correction of Deficiencies) and Section 11.4 (Warranty Work Response) of the Prime Contract.

1.2.8.4 If a Deficiency (other than a Cosmetic Deficiency) is found in a Print Services Deliverable, or a Deficiency persists following Gainwell's review and recommended revisions to that Deliverable, or if Subcontractor fails to deliver a Print Services Deliverable or revised version thereof with sufficient time for Gainwell to review, evaluate and comment on the Print

Services Deliverable, Gainwell may, at its option: (a) continue reviewing the Deliverable and require Subcontractor to continue until Deficiencies (other than Cosmetic Deficiencies) are corrected or eliminated or (b) request Subcontractor to provide, at its expense, a replacement Print Services Deliverable for further review. If following Gainwell's exercise of its option under (a) or (b) above, the Deficiency persists and the Subcontractor has failed to cure it in a timely fashion, Gainwell may exercise its right to terminate this Subcontract as described in Section 11 of the Subcontract. Acceptance of Deliverables will not be unreasonably withheld or delayed.

1.2.8.5 Gainwell shall provide its Acceptance when it determines that each Print Services Deliverable conforms to its applicable Specifications, including Acceptance criteria defined in the applicable DED and has no Deficiencies (other than Cosmetic Deficiencies). Gainwell may, at its option, provide Acceptance of any Print Service Deliverable notwithstanding identified Deficiencies; provided however that Subcontractor shall correct all such remaining and permitted Deficiencies in accordance with this Section.

1.2.8.6 Subcontractor shall correct all Cosmetic Deficiencies which remain at Acceptance of the Print Services Deliverable and all other Deficiencies permitted by Gainwell to exist at Acceptance of the Print Service Deliverable, if any, as soon as reasonably practicable and, in all cases, within thirty (30) days of its Acceptance.

1.2.8.7 Subcontractor shall continuously protect all Print Services Deliverables and backups therefor from damage, destruction or loss caused by the acts or omissions of Subcontractor and its staff. During the period Print Services Deliverables are in transit and in possession of Subcontractor, its carriers, Gainwell, or the CONSORTIUM prior to their Acceptance, Subcontractor and its insurers, if any, will bear the risk of loss or damage thereto, unless such loss or damage is caused by the negligence or intentional misconduct of Gainwell or the CONSORTIUM.

1.2.9 Representations Regarding Print Services Deliverables.

By submitting a Print Services Deliverable, Subcontractor represents that, to the best of its knowledge, it has met the Specifications in this Subcontract, including applicable DEDs and Acceptance criteria and all Exhibits thereto. By giving its Acceptance of a Print Services Deliverable, Gainwell and the CONSORTIUM represents only that it has reviewed the Print Services Deliverable and detected no Deficiencies of sufficient gravity to defeat or substantially threaten the attainment of those objectives and to warrant the withholding of Acceptance for the work completed. Gainwell's and the CONSORTIUM's Acceptance of a Print Services Deliverable does not discharge any of Subcontractor's responsibilities for comprehensiveness, effectiveness or conformance of the Deliverables and Services, as a whole, to the Specifications.

1.2.10 Orders for Services for Counties.

Gainwell shall have the right to order and purchase Print Services not otherwise provided for in this Subcontract which are to be used in connection with the CalSAWS System and by the Counties at their local sites, by executing and delivering an order form that is agreed to in writing by Subcontractor and Gainwell. In the event of a conflict or inconsistency between the terms and conditions of an order and this Subcontract, the terms and conditions of the Subcontract shall control to the extent of the conflict or inconsistency.

1.2.11 Staffing Requirements

The Subcontractor is responsible for providing all Staff necessary to fulfill the requirements outlined in the Subcontract based on the Subcontractor's designated scope of work. The Subcontractor shall ensure availability of skilled Print Center staff necessary to maintain on-going operations at the required level of performance. The Subcontractor is responsible for employing an approach for Staff management that facilitates a productive working relationship with Gainwell staff. To facilitate Project progress, it is important to Gainwell that the Subcontractor minimizes Staff turnover to the extent possible, particularly for the designated Single Point of Contact identified below.

The Subcontractor shall ensure all Subcontractor 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 Subcontractor'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 Subcontractor Project Staff must be eligible to work in the State of California;
- All Print Services Subcontractor Staff must be qualified to perform their assigned role and corresponding tasks and responsibilities; and
- Print Services Staff are expected to actively participate in designated Project meetings and represent the best interests of Gainwell, 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.

The Subcontractor's designated Single Point of Contact shall be dedicated to the Print Services Project unless otherwise approved by Gainwell.

All staff assigned to the Print Services Project must be at an approved appropriate location appropriate for their position, for the duration of the Print Services contract, .

1.2.11.1 Print Services Staff

The Print Services required staff positions include:

- Print Services Single Point of Contact
- Print Center Operations Manager

1.2.11.2 Print Services Single Point of Contact

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

In addition to the above, the Single Point of Contact responsibilities shall include, but not be limited to, the following:

- Ensuring the Subcontractor 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 Gainwell.
- Managing and leading the overall Subcontractor team.
- Overseeing the development and delivery of all input to Print Services Deliverables, work products, tasks and Services and ensuring they are of the highest quality and are delivered in accordance with the Gainwell approved Work Plan.
- Recommending issue resolution and risk mitigation strategies.
- Leading the Subcontractor’s Disaster Recovery and critical incident responses including required periodic testing.
- Serve as the Print Center Liaison with Gainwell for critical incident response and Disaster Recovery teams.
- Providing as-needed support to the Gainwell 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 Gainwell and provide input to Gainwell communications with the CalSAWS JPA Board of Directors, Project Steering Committee (PSC), State and Federal Stakeholders as directed by the Consortium.
- Gainwell anticipates that the Single Point of Contact will continue as a staff member throughout the Implementation Phase. At the conclusion of the Implementation Phase, the Subcontractor will work with Gainwell to determine if any Project Management responsibilities will be continuing. Unless otherwise agreed with Gainwell, the Single Point of Contact 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 5 - 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

1.2.11.3 Print Center Operations Manager

The Print Center Operations Manager is responsible for managing the day to day operations for all Print Services at the Subcontractor’s Primary and Back-up Facilities. The Subcontractor Operations Manager may also serve as the single point of contact if the combined criteria of both roles are met or exceeded. Responsibilities will include, but not be limited to, the following:

- Oversight of operations for Print Services, including supervision of Print facility staff involved in delivering Consortium Print Services.
- Provide all day to day operational communications to and from Gainwell.

- Service Level Agreement management monitoring and reporting.
- Print Schedule management and communication.
- Incident management oversight, monitoring and communication.
- Escalation to Gainwell for issue resolution.
- Inventory management for pre-printed and other necessary materials stored at the Subcontractor Primary and Backup Facilities.
- Manage the response to identified critical incidents identified by Gainwell and/or Subcontractor and will act as the liaison between Gainwell and Print Center staff on all recovery activities, including but not limited to annual tests and/or simulations.
- Gainwell anticipates that the Operations Manager will continue as a staff member throughout the contract. Unless otherwise agreed with Gainwell, 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 6 - 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

1.2.12 Print Services Single Point of Contact and/or Operations Manager Staff Changes

For any expected Print Services Single Point of Contact and/or Operations Manager Staff changes, the Subcontractor shall provide a 30-calendar day notice to Gainwell regarding the change and plans for transition. The Print Services Subcontractor shall provide Gainwell a resume and three references for any recommended replacement Staff. Gainwell reserves the right to require face-to-face or phone interviews of all proposed replacement Staff. Gainwell reserves the right to accept or reject any proposed Staff.

For any unexpected Print Services Single Point of Contact and/or Operations Manager Staff changes, the Subcontractor shall provide the Gainwell a written notification within three (3) business days of knowledge and staff action. Within seven (7) days of providing such written notice, the Subcontractor shall provide the Gainwell with plans for transition.

1.2.13 Staff Performance

The Print Services Subcontractor shall be responsible for identifying and correcting performance issues for its entire Staff. Should Gainwell discover performance problems with any Subcontractor Staff, Gainwell will notify the Subcontractor as soon as is reasonably possible. If Gainwell requests removal of any Subcontractor Staff person, the Subcontractor shall immediately remove such Staff.