

CDT STP Request For Proposal



California Interagency Council on Homelessness



Request For Proposal RFP

27-ICH-001

PART 2 – BIDDER RESPONSE

FOR

Cal ICH - HDIS M&O

July 10, 2026

Issued by:

STATE OF CALIFORNIA

California Interagency Council on Homelessness

651 Bannon Street, Sacramento, CA 95811

Part 1 of the solicitation template contains the Bidder and bidding instructions, proposal form instructions, solution requirements and instructions, and all other instructional/compliance information that the Bidder must meet in order to be considered responsive and responsible to the solicitation.

Part 2 of the solicitation template contains all forms a Bidder must complete and return with its Final Proposal, including administrative forms, qualification forms, requirement responses and all exhibits/ attachments discussed in Part 1.

Disclaimer: The original PDF version and any subsequent solicitation addendums released by the Procurement Officer of this solicitation remain the official version. In the event of any inconsistency between the Bidder's versions, articles, attachments, specifications or provisions (which constitute the Contract), the official State version of the solicitation in its entirety shall take precedence.

Department Transition Notice

Effective July 1, 2026, Cal ICH will operate as an independent department. During the transition period, beginning on this date to July 1, 2026, any reference to BCSH shall be deemed to refer to Cal ICH. After July 1, 2026, all references to BCSH shall be considered fully replaced by Cal ICH.

TABLE OF CONTENTS

1. INTRODUCTION	10
1.1. PURPOSE OF RFP	10
1.2. BACKGROUND	10
1.3. TERM OF CONTRACT	11
1.4. CURRENT ENVIRONMENT	11
1.4.1. CURRENT ENVIRONMENT	11
1.4.2. PROPOSED ENVIRONMENT	11
1.5. AMERICANS WITH DISABILITIES ACT (ADA)	12
2. BIDDING INSTRUCTIONS	13
2.1. BIDDER ADMONISHMENT	13
2.2. COMMUNICATIONS AND CONTACTS	13
2.2.1. PROCUREMENT OFFICER	13
2.2.2. QUESTIONS REGARDING THE SOLICITATION DOCUMENT	14
2.2.3. INTENT TO BID	15
2.2.4. REQUEST INVITATION TO STATE'S FILE-SHARING SITE	15
2.3. KEY ACTION DATES	15
2.4. RULES GOVERNING COMPETITION	17
2.4.1. IDENTIFICATION AND CLASSIFICATION OF SOLICITATION REQUIREMENTS	17
2.4.2. SOLICITATION DOCUMENTS	18
2.4.3. EXAMINATION OF THE WORK	18
2.4.4. EXCLUSION FOR CONFLICT OF INTEREST	18
2.4.5. CONFIDENTIALITY	19
2.4.6. BONDS	19
2.4.7. ADDENDA	19
2.4.8. COST FOR DEVELOPING PROPOSAL	19
2.4.9. IRREVOCABLE OFFER	20
2.4.10. FALSE OR MISLEADING STATEMENTS	20
2.5. BIDDING STEPS	20
2.5.1. FINAL PHASE	21

2.5.2. WITHDRAWAL AND RESUBMISSION/MODIFICATION OF PROPOSALS	21
2.5.3. DISPOSITION OF PROPOSALS	21
3. PROPOSAL REQUIREMENTS	21
3.1. Prequalification Requirements	22
3.1.1. ELECTRONIC VENDOR APPLICATION OF QUALIFICATIONS (EVAQ)(M)	22
3.1.1.1. INCORPORATION OF EVAQ REQUIREMENTS	23
3.2. ADMINISTRATIVE REQUIREMENTS	23
3.2.1. COVER LETTER (M)	23
3.2.2. ADMINISTRATIVE REQUIREMENTS DOCUMENT (M)	24
3.2.3. CONFIDENTIALITY STATEMENT (M)	24
3.2.4. ABILITY TO PERFORM	24
3.2.5. PRIMARY BIDDER	24
3.2.6. SUBCONTRACTORS	25
3.2.6.1. BIDDER DECLARATION FORM (M)	26
3.2.7. AMENDMENT	26
3.2.8. FINANCIAL RESPONSIBILITY INFORMATION	26
3.2.9. GENERAL PROVISIONS & SPECIAL PROVISIONS	26
3.2.10. GENERATIVE ARTIFICIAL INTELLIGENCE (GENAI) DISCLOSURE NOTIFICATION	27
3.2.11. STATEMENT OF WORK	28
3.2.11.1. INSURANCE COVERAGE	28
3.2.12. SOCIOECONOMIC PROGRAMS	28
3.2.12.1. BIDDER'S PREFERENCE AND INCENTIVE DECLARATION (M)	29
3.2.12.2. DISABLED VETERAN BUSINESS ENTERPRISE (DVBE) PROGRAM	29
3.2.12.2.1. DVBE PARTICIPATION REQUIREMENT (M)	29
3.2.12.2.2. DVBE INCENTIVE (O)	30
3.2.12.3. SMALL BUSINESS PREFERENCE (O)	30

3.2.12.4. NON-SMALL BUSINESS SUBCONTRACTOR PREFERENCE (O)	30
3.2.12.5. COMMERCIALLY USEFUL FUNCTION (M, if applicable)	31
3.2.12.6. TARGET AREA CONTRACT PREFERENCE ACT (TACPA) (O)	32
3.3. QUALIFICATION REQUIREMENTS	32
3.3.1. BIDDER QUALIFICATIONS (M)(DS)	32
3.3.2. BIDDER REFERENCES (MS)	33
3.3.3. KEY STAFF QUALIFICATIONS (M)(DS)	34
3.3.3.1. FULL-TIME/PART-TIME MONTH EQUIVALENTS DEFINITION	35
3.3.4. STAFF REFERENCES (MS)	35
3.4. SOLUTION REQUIREMENTS	36
3.4.1. DELIVERABLES TABLE (M)	37
3.4.2. NARRATIVE REQUIREMENTS (MS)	37
4. COST	37
4.1. COST WORKBOOK (MS)	37
4.2. COST WORKBOOK INSTRUCTIONS	38
4.3. SALES TAX	39
5. PROPOSAL/BID FORMAT AND SUBMISSION REQUIREMENTS	39
5.1. PREPARATION	39
5.2. COMPLETION OF PROPOSALS	39
5.3. DELIVERY OF SUBMITTALS	40
5.4. PROPOSAL CONTENT AND STRUCTURE	41
5.4.1. VOLUME 1: RESPONSE TO ADMINISTRATIVE AND TECHNICAL REQUIREMENTS	41
5.4.2. VOLUME 2: COST	43
6. EVALUATION	43
6.1. EVALUATION TEAM	43
6.2. PROPOSAL EVALUATION	43
6.2.1. VALIDATION AGAINST REQUIREMENTS	45

6.2.2. ERRORS IN THE PROPOSAL	45
6.2.2.1. BIDDER RESPONSE CLARIFICATION	46
6.3. ADMINISTRATIVE REQUIREMENTS EVALUATION	47
6.4. QUALIFICATION EVALUATION	47
6.4.1. BIDDER QUALIFICATIONS EVALUATION	47
6.4.2. BIDDER REFERENCES EVALUATION	48
6.4.3. KEY STAFF QUALIFICATIONS EVALUATION	49
6.4.4. KEY STAFF REFERENCES EVALUATION	49
6.5. SOLUTION REQUIREMENTS EVALUATION	51
6.5.1. DELIVERABLE EVALUATION	51
6.5.2. NARRATIVE RESPONSE(S) REQUIREMENTS	51
6.6. COST EVALUATION	54
6.6.1. COST SCORE CALCULATION	54
6.7. SOCIOECONOMIC PROGRAMS	55
6.7.1. DVBE INCENTIVE	56
6.7.2. SMALL BUSINESS PREFERENCE	57
6.7.3. TACPA PREFERENCE EVALUATION	58
6.8. BIDDER FINAL SCORE CALCULATION AND RANK DETERMINATION	59
6.9. Proposal Rank Determination	59
7. NEGOTIATIONS	61
7.1. PROCEEDING TO NEGOTIATIONS	62
7.2. NEGOTIATION INVITATION	63
7.3. BEST AND FINAL OFFER SUBMISSION (BAFO)	63
7.4. EVALUATION OF BAFO SUBMISSION	63
8. CONTRACT AWARD	63
9. DEBRIEFING	64
10. PROTESTS	64
ATTACHMENT 1: TEMPLATE FOR QUESTION SUBMITTAL/REQUEST FOR CHANGES.....	65
ATTACHMENT 2: COVER LETTER.....	67

COVER LETTER	67
ATTACHMENT 3: INTENT TO BID.....	69
ATTACHMENT 4: FOLLOW-ON DISCLOSURE	70
1. Background Information	70
2. Contract Disclosure	70
ATTACHMENT 5: RESPONSE TO ADMINISTRATIVE REQUIREMENTS	72
ATTACHMENT 6: BIDDER DECLARATION GSPD 05-105	73
ATTACHMENT 7: CONFIDENTIALITY STATEMENT	74
ATTACHMENT 8: BIDDING PREFERENCES AND INCENTIVES	76
ATTACHMENT 9: DVBE DECLARATIONS	78
ATTACHMENT 10: COMMERCIALLY USEFUL FUNCTION (CUF) CERTIFICATION	79
ATTACHMENT 11: TACPA PREFERENCE REQUEST FORMS	81
ATTACHMENT 12: WORKERS' COMPENSATION CERTIFICATION	82
ATTACHMENT 13: BIDDER QUALIFICATIONS FORM - INSTRUCTIONS.....	83
ATTACHMENT 14: BIDDER QUALIFICATIONS FORM.....	85
ATTACHMENT 15: BIDDER REFERENCE FORM	91
ATTACHMENT 16: KEY STAFF QUALIFICATIONS FORM – INSTRUCTIONS.....	94
ATTACHMENT 16.1: Maintenance and Operations Manager - QUALIFICATIONS FORM	96
ATTACHMENT 16.2: Maintenance and Operations Manager - REFERENCE FORM	103
ATTACHMENT 16.3: Systems Architect - QUALIFICATIONS FORM	106
ATTACHMENT 16.4: Systems Architect - REFERENCE FORM	113
ATTACHMENT 16.5: Application Architect - QUALIFICATIONS FORM	116
ATTACHMENT 16.6: Application Architect - REFERENCE FORM.....	124
ATTACHMENT 16.7: MDM Architect - QUALIFICATIONS FORM	127
ATTACHMENT 16.8: MDM Architect - REFERENCE FORM.....	134
ATTACHMENT 16.9: Dashboard/Visualization Architect - QUALIFICATIONS FORM	137
ATTACHMENT 16.10: Dashboard/Visualization Architect - REFERENCE	

FORM	144
ATTACHMENT 17: NARRATIVE RESPONSE.....	147
NARRATIVE RESPONSE	147
Narrative Responses	148
ATTACHMENT 18: GLOSSARY OF TERMS	151
ATTACHMENT 19: APPENDIX A - STATEMENT OF WORK	157
EXHIBIT A: COST WORKBOOK.....	236
EXHIBIT B: DELIVERABLES TABLE	237
EXHIBIT C: WORK ORDER AUTHORIZATION.....	241
EXHIBIT D: WOA ACCEPTANCE FORM.....	243
EXHIBIT E: SERVICE LEVEL AGREEMENT.....	245
SERVICE LEVEL AGREEMENTS (SLA)	245
EXHIBIT F: SPECIAL TERMS AND CONDITIONS.....	254
EXHIBIT G: KEY STAFF REPLACEMENT	255
1. Key Staff Replacement	255
EXHIBIT H: TRANSITION IN PLAN.....	256
1. TRANSITION IN PLAN	256
EXHIBIT I: TRANSITION OUT PLAN	269
1. TRANSITION OUT PLAN	269

RFP

PART 1 – BIDDER INSTRUCTIONS

1. INTRODUCTION

On behalf of the California Interagency Council on Homelessness, this solicitation is being conducted under the authority of California Department of Technology (CDT) pursuant to Public Contract Code (PCC) §6611 which provides the authority to use a competitive negotiation process when the State's business need or the purpose of a procurement or contract is known, but negotiation is necessary to ensure that the State is receiving the best value or the most cost-efficient goods, services, information technology, and telecommunications.

This solicitation contains the instructions governing the requirements for fixed price deliverable-based proposals to be submitted by Bidders. Also included in this solicitation is the required format and materials Bidders must follow when responding to this solicitation. This solicitation also addresses the requirements that Bidders must meet to be eligible for consideration, as well as Bidders' responsibilities before and after award.

The following terms are used interchangeably throughout the solicitation documents: (1) "Contract" and "Agreement"; (2) "response" and "proposals". For additional definitions, see [ATTACHMENT 18: GLOSSARY OF TERMS](#).

1.1. PURPOSE OF RFP

The purpose of this Request for Proposal (RFP) (hereafter referred to as "solicitation") is to obtain proposals from qualified Bidders to provide California Interagency Council on Homelessness (hereafter referred to as "Cal ICH") and the State of California (hereafter referred to as "State") Homeless Data Integration System - Maintenance and Operations (hereafter referred to as "HDIS - M&O").

The Contract Award, if made, will be to the single Bidder in accordance with the methodology defined in [SECTION 6. EVALUATION](#).

1.2. BACKGROUND

The California Interagency Council on Homelessness (Cal ICH) was created by **SB 1380** in 2017 as the Homeless Coordinating and Financing Council to oversee the implementation of **Housing First** policies, guidelines, and regulations to reduce the prevalence and duration of homelessness in California.

In 2021, Governor Newsom signed **AB 1220** into law, which renamed and restructured the Council to continue California's forward momentum towards the state's broader vision for greater statewide leadership and coordination around its response to the homelessness crisis. The Council's mission is to develop policies and identify resources, benefits, and services to prevent and work toward ending homelessness in California.

To support Cal ICH's mission, the State developed a Software as a Service (SaaS) solution to establish a data warehouse that collects and aggregates HMIS data throughout the state. This system is referred to as the Homeless Data Integration System (HDIS). The current system provides the State with an unduplicated count of people accessing services while experiencing homelessness in California, and allows the state to gain insights into the characteristics of people accessing services and their patterns of service use. The HDIS currently receives data from the forty-four (44) California Continuums of Care (CoCs) who operate a Homeless Management Information System (HMIS) to coordinate housing and services for homeless individuals within their respective geographic areas. A variety of service providers, including nonprofits and local government entities, comprise the CoC, implement the CoCs' projects and collect specific data elements prescribed by the United States Department of Housing and Urban Development (HUD) in the HMIS Data Standards Manual. Each CoC functions uniquely and independently of one another.

1.3. TERM OF CONTRACT

See [ATTACHMENT 19: APPENDIX A - STATEMENT OF WORK](#) for the contract term for software licensing and implementation services.

1.4. CURRENT ENVIRONMENT

1.4.1. CURRENT ENVIRONMENT

The Homeless Data Integration System (HDIS) is a statewide data warehouse operated by Cal ICH that consolidates complex, relational data from 44 regional Continuums of Care (CoCs) across California. Each CoC maintains its own Homeless Management Information System (HMIS), and data are securely transferred to HDIS on a regular schedule using encrypted protocols and multifactor authentication. HDIS performs extensive data cleansing and identity resolution using Master Data Management (MDM) techniques to standardize and merge duplicate records, ensuring accurate client representation. The cleaned data are stored in a centralized warehouse optimized for analysis and visualization. HDIS supports policy development and public transparency through de-identified visualizations and robust analytics. The system is designed to be extensible, with compatibility for automated connectors and future enhancements, and operates under strict data privacy and security standards.

A more detailed description of the current environment and overall project requirements is included in [ATTACHMENT 19: APPENDIX A - STATEMENT OF WORK](#).

1.4.2. PROPOSED ENVIRONMENT

Cal ICH is seeking the services of a Contractor to continue the maintenance and operation of the HDIS.

The data within HDIS is crucial for gaining insights into characteristics and identifying patterns of services

accessed by people experiencing homelessness.

The HDIS was launched in June 2021 and contains vital data dating back to 2017. The data in HDIS is utilized to inform the State of California's response to the homelessness crisis and is vital for providing transparency and accountability of measuring outcomes related to Legislative Mandates, Public Records Act (PRA) requests, and data transfers to council member departments. The HDIS contains both PII and Non-PII Information and Cal ICH has established a governance process and data use agreements to protect and safeguard this information. The Contractor must abide by all applicable information and data security policies.

A more detailed description and overall project requirements is included in [ATTACHMENT 19: APPENDIX A - STATEMENT OF WORK](#).

1.5. AMERICANS WITH DISABILITIES ACT (ADA)

To comply with the nondiscrimination requirements of ADA, it is the policy of the State of California to make every effort to ensure that its programs, activities, and services are available to all persons, including persons with disabilities.

For persons with a disability needing a reasonable accommodation to participate in the procurement process or for persons having questions regarding reasonable accommodations of the procurement process, you may contact the Procurement Officer identified in [SECTION 2.2.1. PROCUREMENT OFFICER](#). You may also contact the State of California at the numbers listed below.

Important: To ensure that we can meet your need, it is best that we receive your request for reasonable accommodations at least 10 working days before the scheduled event, e.g., meeting, conference, workshop, etc., or deadline due-date for procurement documents.

Table 1.5-1: The California Relay Service Telephone Numbers

Relay Service Description	Language	Telephone Number
TTY/VCO/HCO to Voice	English	1-800-735-2929
	Spanish	1-800-855-3000
Voice to TTY/VCO/HCO	English	1-800-735-2922
	Spanish	1-800-855-3000

Relay Service Description	Language	Telephone Number
From or to Speech-to-Speech	English & Spanish	1-800-854-7784

2. BIDDING INSTRUCTIONS

2.1. BIDDER ADMONISHMENT

This procurement will follow an approach designed to increase the likelihood of a successful proposal and Bidder eligibility for an invitation to negotiation.

The Bidder should refer to [SECTION 2.5. BIDDING STEPS](#) to understand the phases applicable to this solicitation and [SECTION 6.2. PROPOSAL EVALUATION](#) to understand the evaluation process. It is the Bidder's responsibility to:

1. Carefully read the entire solicitation.
2. Submit questions in a timely manner.
3. Submit all required responses by the required dates and times.
4. Abide by all procedures and requirements of the solicitation.
5. Do not include conditional statements, assumptions, or exception language with proposals.
6. Carefully review the solicitation requirements prior to submission of a proposal to ensure nothing has been overlooked.

2.2. COMMUNICATIONS AND CONTACTS

The State uses an online procurement system known as *Cal eProcure* to communicate with prospective Bidders and suppliers. Information and ongoing communications for this solicitation will be posted by the State on the *Cal eProcure* website, www.caleprocure.ca.gov.

Oral communications by Agency/state entity officers and employees concerning this solicitation shall not be binding on the State and shall in no way excuse the Bidder of any obligations set forth in this solicitation.

2.2.1. PROCUREMENT OFFICER

The Procurement Officer is the State's designated authorized representative regarding this procurement and is the sole point of contact.

Bidders are directed to communicate all correspondence regarding this procurement to both the Procurement Officer and the Secondary Procurement Officer at the contact information below.

Table 2.2.1-1: Procurement Officer

PROCUREMENT OFFICERS	
Department Name:	California Department of Technology (CDT), Office of Statewide Technology Procurement (OSTP)
Procurement Officer:	Hashmat Mohmand
Email:	hashmat.mohmand@state.ca.gov
Phone:	916-413-3522
Co-Procurement Officer:	Wendy Bright
Email:	Wendy.Bright@state.ca.gov
Phone:	1-916-460-9815

2.2.2. QUESTIONS REGARDING THE SOLICITATION DOCUMENT

Bidders requesting clarification of the intent, terms and conditions, content of this solicitation, or on procedural matters regarding the competitive bid process should submit [ATTACHMENT 1: TEMPLATE FOR QUESTION SUBMITTAL/REQUEST FOR CHANGES](#) via email addressed to the Procurement Officer listed in [SECTION 2.2.1. PROCUREMENT OFFICER](#).

If the Bidder believes that one or more of the solicitation requirements is onerous, unfair, or imposes unnecessary constraints, the Bidder may request a change to the solicitation by submitting, in writing, the recommended change(s) and the facts substantiating this belief and reasons for making the recommended change using [ATTACHMENT 1: TEMPLATE FOR QUESTION SUBMITTAL/REQUEST FOR CHANGES](#). Such request must be submitted to the Procurement Officer by the date specified in [SECTION 2.3. KEY ACTION DATES](#). Only questions submitted in writing and answered in writing by the Procurement Officer shall be binding and official.

Written questions and requests for changes must be submitted, using Microsoft Excel or Word, by email to the Procurement Officer identified in [SECTION 2.2.1. PROCUREMENT OFFICER](#), using [ATTACHMENT 1: TEMPLATE FOR QUESTION SUBMITTAL/REQUEST FOR CHANGES](#).

If a Bidder desires clarification or further information on the content of the solicitation, but whose questions relate to the proprietary aspect of its proposal and disclosure exposes its proposal to other Bidders, the question may be submitted using the same criteria above with the notation, "CONFIDENTIAL." The Bidder must explain why the question is sensitive in nature. If the State concurs that the disclosure of the question or the answer would expose the proprietary nature of the proposal, the question will be answered and both the question and answer will be confidentially maintained. If the State does not concur with the proprietary nature of the question, the Bidder will be notified and may withdraw

the question. If the question is not withdrawn, the question and response will not be confidentially maintained.

To ensure a response, questions and requests for changes must be received in writing by the scheduled date(s) specified in [SECTION 2.3. KEY ACTION DATES](#). Question and answer sets will be posted to Cal eProcure and will not identify the submitters. At the sole discretion of the State, questions may be paraphrased by the State for clarity.

2.2.3. INTENT TO BID

Bidders that wish to participate in the solicitation should submit a completed [ATTACHMENT 3: INTENT TO BID](#) by the date specified in [SECTION 2.3. KEY ACTION DATES](#).

This document shall be sent by email to the Procurement Officer identified in [SECTION 2.2.1. PROCUREMENT OFFICER](#).

It shall be the Bidder's responsibility to notify the Procurement Officer regarding any change to its Intent to Bid or the contact information. The State shall not be responsible for proposal correspondence not received by the Bidder if the Bidder fails to notify the State, in writing, of any change pertaining to the designated contact person.

2.2.4. REQUEST INVITATION TO STATE'S FILE-SHARING SITE

The Bidder must email the Procurement Officers by the due date specified in [SECTION 2.3. KEY ACTION DATES](#), no more than two (2) contacts who will have access to the State's file sharing site to electronically upload Bidder's proposal. Once provided, an invitation to the State's file sharing site will be sent to those individuals. It is the Bidder's responsibility to confirm receipt of the invitation with the Procurement Officers.

The email should include the names, titles, phone numbers, and email addresses of no more than two (2) contacts.

Access to the file-sharing site will be granted within three (3) working days after receiving the email request and [ATTACHMENT 7: CONFIDENTIALITY STATEMENT](#).

Please refer to [SECTION 5.3. DELIVERY OF SUBMITTALS](#) for further instructions on how to submit your firm's proposal and instructions for the file-sharing site

2.3. KEY ACTION DATES

Key Action Dates provides the key action dates and times by which actions must be taken or completed. If the State finds it necessary to change these dates or times, it will be accomplished via an addendum to

this solicitation with the exception of dates listed after the Bidder's submission of proposal. Dates listed after the Bidder's submission of proposal are estimated and may be adjusted without addendum to this solicitation. All times listed are for Pacific Time. Unless otherwise specified, all times are 5:00 PM Pacific Time.

Table 2.3-1: Key Action Dates (KAD)

ITEM	ACTION	DATE AND TIME
1.	Release of Solicitation	07/10/2026
2.	Last day to submit questions and request for changes prior to proposal using ATTACHMENT 1: TEMPLATE FOR QUESTION SUBMITTAL/REQUEST FOR CHANGES	09/09/2026 (05:00 PM)
3.	State's response to Bidder's questions, and release of potential addendum ¹	10/07/2026
4.	Submit: ATTACHMENT 2: INTENT TO BID FORM and ATTACHMENT 6: CONFIDENTIALITY STATEMENT FORM	10/15/2026
5.	Last Day for Bidders to request an invitation to the State's file-sharing site to submit a proposal (Refer to SECTION 5.3. DELIVERY OF SUBMITTALS SECTION 2.2.4. REQUEST INVITATION TO STATE'S FILE-SHARING SITE)	11/06/2026
6.	Last day to submit proposal and be deemed eVAQ approved by OSTP. ²	11/13/2026 (05:00 PM)
7.	Proposal Evaluation Period	11/16/2026 - 01/18/2027
8.	Negotiations	01/19/2027 - 03/08/2027
9.	BAFO submission	03/30/2027 (05:00 PM)

ITEM	ACTION	DATE AND TIME
10.	BAFO evaluations	04/01/2027 - 04/22/2027
11.	Notification of Award/Contract Execution	06/04/2027
12.	Contract Start	07/01/2027

¹ Or five (5) working days following the last addendum that changes the requirements of the solicitation.

² If Bidder does not have an approved eVAQ application on file with OSTP, it is recommended that Bidders allow a minimum of four weeks prior to proposal due date for the State to process and approve Bidder's eVAQ application.

2.4. RULES GOVERNING COMPETITION

This solicitation, the evaluation of responses, and the award of any resultant Contract shall be made in conformance with current competitive bidding procedures as they relate to the procurement of IT goods and services or telecommunications by public bodies in the State of California.

2.4.1. IDENTIFICATION AND CLASSIFICATION OF SOLICITATION REQUIREMENTS

The State has established certain requirements with respect to proposals to be submitted by prospective Contractors. The use of “shall,” “must,” or “will” (except to indicate simple futurity) in the solicitation indicates a requirement or condition which is mandatory.

Non-compliance with any mandatory requirement will disqualify a Bidder from further participating in Evaluation, Negotiations and Contract Award.

The words “should” or “may” in the solicitation indicate desirable attributes or conditions, but are non-mandatory in nature.

2.4.2. SOLICITATION DOCUMENTS

This solicitation document includes, in addition to an explanation of the State's requirements which must be met, instructions which prescribe the format and content of proposals to be submitted and the model of the Contract to be executed between the State and the successful Bidder.

If a Bidder discovers any ambiguity, conflict, discrepancy, omission, or other error in this solicitation document, the Bidder shall immediately notify the Procurement Officer identified in [SECTION 2.2.1. PROCUREMENT OFFICER](#), of such error in writing and request clarification or modification of the document.

If the solicitation document contains an error known to the Bidder, or an error that reasonably should have been known, the Bidder shall bid at its own risk. If the Bidder fails to notify the State of the error prior to the date fixed for submission of proposals, and is awarded the Contract, the Bidder shall not be entitled to additional compensation or time by reason of the error or its later correction. Modifications will be made by addenda issued pursuant to [SECTION 2.4.7. ADDENDA](#)

2.4.3. EXAMINATION OF THE WORK

The Bidder should carefully examine the entire solicitation document and any addenda thereto, and all related materials and data referenced in the solicitation document or otherwise available to the Bidder, and should become fully aware of the nature and location of the work, the quantities of the work, and the conditions to be encountered in performing the work.

2.4.4. EXCLUSION FOR CONFLICT OF INTEREST

No consultant shall be paid out of State funds for developing recommendations on the acquisition of telecommunication, information technology (IT) products or services or assisting in the preparation of the project approval lifecycle documents (stages 2, 3, or 4), while in effect, if that consultant is to be a source of such acquisition or could otherwise directly and/or materially benefit from State adoption of such recommendations or the course of action recommended in the project approval lifecycle documents (stages 2, 3, or 4). Further, no consultant shall be paid out of State funds for developing recommendations on the disposal of State surplus IT products if that consultant would directly and/or materially benefit from State adoption of such recommendations.

A consultant shall not be eligible to serve as the Prime Contractor or subcontractor pursuant to this solicitation if the Contractor/subcontractor is currently working on the solicitation in an Independent Verification and Validation (IV & V) role.

The Bidder must complete and submit [ATTACHMENT 4: FOLLOW-ON DISCLOSURE](#).

2.4.5. CONFIDENTIALITY

Bidder material becomes public only after the Notification of Award is released. If material marked “confidential,” “proprietary,” or “trade secret” is requested pursuant to the Public Records Act, the State will make an independent assessment whether it is exempt from disclosure. If the State disagrees with the Bidder, the State will notify the Bidder and give them a reasonable opportunity to justify their position or obtain a court order protecting the material from disclosure.

The Bidder should be aware that marking a document “confidential” or “proprietary” in a proposal may exclude it from consideration for award and will not keep that document from being released after notice of award as part of the public record, unless a court has ordered the State not to release the document.

The content of all working papers and discussions relating to the Bidder’s proposal shall be held in confidence indefinitely, unless the public interest is best served by an item’s disclosure because of its direct pertinence to a decision, agreement or the evaluation of the proposal.

Any disclosure of confidential information by the Bidder is a basis for rejecting the Bidder’s proposal and ruling the Bidder ineligible to further participate. Any disclosure of confidential information by a State employee is a basis for disciplinary action, including dismissal from State employment, as provided by Government Code §19570 et seq. Total confidentiality is paramount; it cannot be over emphasized.

2.4.6. BONDS

The State reserves the right to require a performance bond or other security document as specified in the solicitation from the Bidder in an amount not to exceed the amount of the Contract. In the event the State requires a surety bond that has not been expressly required by the solicitation, the State will reimburse the Bidder as an addition to the purchase price in an amount not exceeding the standard premium on such bond.

2.4.7. ADDENDA

The State may modify the solicitation at any time prior to submission of Proposal by issuing an addendum. Addenda will be numbered consecutively and released to all Bidders via Cal eProcure.

The Bidder is allowed five (5) business days to submit written questions regarding the addendum according to the instructions contained in [SECTION 2.2.2. QUESTIONS REGARDING THE SOLICITATION DOCUMENT](#) .

2.4.8. COST FOR DEVELOPING PROPOSAL

Costs for developing proposals are the responsibility entirely of the Bidder and shall not be chargeable to

the State.

2.4.9. IRREVOCABLE OFFER

Bidder's response to this solicitation shall constitute a firm offer, which shall remain irrevocable for not less than 120 calendar days following the Contract Award date specified in [SECTION 2.3. KEY ACTION DATES](#). In the event of a delay in Contract Award, a Bidder may extend the expiration date of its firm offer an additional 30 calendar days by written notice to the State.

This expiration date may be further extended by mutual agreement between the State and the Bidder, in order to accommodate processing time for required approvals and other solicitation-related reviews.

2.4.10. FALSE OR MISLEADING STATEMENTS

Proposals that contain false or misleading statements, or provide references that do not support an attribute or condition claimed by the Bidder, may be rejected. If, in the opinion of the State, such information was intended to mislead the State in its evaluation of the proposal, and the attribute, condition, or capability is a requirement of this solicitation document, it will be the basis for rejection of the Bidder's proposal.

2.5. BIDDING STEPS

The following instructions provide the steps to submit a response to this solicitation by interested Bidders. Details surrounding proposals are described further in [SECTION 3. PROPOSAL REQUIREMENTS](#).

The Bidder is expected to follow the format requirements and utilize all forms included in this solicitation necessary for its response. This solicitation also addresses the Bidder responsibilities and requirements it must meet to be eligible for consideration. If the Bidder fails to follow the provided instructions, the Bidder may be disqualified from the solicitation process.

Refer to [SECTION 2.3. KEY ACTION DATES](#) to determine which phases and mandatory steps are included in this solicitation. [SECTION 2.3. KEY ACTION DATES](#) lists milestones, mandatory steps, and due dates for deliverables in this solicitation. Bidders must submit a pre-qualified Electronic Vendor Application of Qualifications (eVAQ) as detailed in [SECTION 3.1.1. ELECTRONIC VENDOR APPLICATION OF QUALIFICATIONS \(EVAQ\)\(M\)](#).

2.5.1. FINAL PHASE

The final phase consists of a proposal (Mandatory) and, if requested by the State, and a Best and Final Offer (BAFO).

The purpose of the final phase is to obtain proposals that are responsive in every respect. The proposal is a mandatory step for all Bidders

The proposal must be complete, and include all cost information, required signatures, contract changes issued by the State via an addendum. Bidders that submitted proposals meeting the criteria identified in [SECTION 6. EVALUATION](#), may be eligible to receive an invitation to negotiate with the State.

The State, at its sole discretion, may request a BAFO from those Bidders that participated in the Negotiation Process as identified in [SECTION 7. NEGOTIATIONS](#).

2.5.2. WITHDRAWAL AND RESUBMISSION/MODIFICATION OF PROPOSALS

A Bidder may withdraw its proposal at any time prior to the proposal submission date by submitting a written notification of withdrawal signed by an authorized representative of the Bidder in accordance with [SECTION 3.2.1. COVER LETTER \(M\)](#). The Bidder may thereafter submit a new or modified proposal prior to the submission date and time specified in [SECTION 2.3. KEY ACTION DATES](#). Modification offered in any other manner, oral or written, will not be considered. Other than as allowed by law, proposals cannot be changed after the deadline date and time designated for receipt, except as provided in the solicitation.

2.5.3. DISPOSITION OF PROPOSALS

All materials submitted in response to this solicitation will become the property of the State of California. All phases of the proposal shall be retained for official files and will become a public record after the Notification of Award is posted.

3. PROPOSAL REQUIREMENTS

This section contains the mandatory, mandatory scored, mandatory optional and desirable scored proposal requirements that must be met in order to be considered responsive to this solicitation.

The documents that must be submitted with the Bidder's proposal are noted as "Mandatory" "(M)", "Mandatory Scored" "(MS)", or "Mandatory Optional" "(MO)" in this section. Items labeled "Desirable Scored" "(DS)" are optional.

The proposal requirements listed in this section are denoted as follows:

1. (M) Sections labeled as “Mandatory” or “M” are not negotiable. To be considered responsive and responsible to these requirements, all requirements identified as (M) must receive a response from the Bidder. Failure to respond to any (M) requirements where indicated shall result in a “fail” and disqualification of the proposal.
2. (MS) Sections labeled “Mandatory Scored” or “MS” are not negotiable. To be considered responsive and responsible to these requirements, all requirements identified as (MS) must receive a response. Failure to respond to any (MS) requirement where indicated shall result in a “fail” and disqualification of the proposal. The State’s evaluation team will review responses to (MS) requirements and award points, if applicable, per criteria stated in [SECTION 6. EVALUATION](#).
3. (MO) Sections labeled “Mandatory Optional” or “MO” are not negotiable. To be considered responsive and responsible to these requirements, all requirements identified as (MO) must receive a response. Failure to respond to any (MO) requirement where indicated shall result in a “fail” and disqualification of the proposal. It is at the State’s option/discretion on whether to utilize the option in the Contract.
4. (DS) Sections labeled “Desirable Scored” or “DS” are not required to be offered by the Bidder in order to be compliant with the solicitation requirements. The Bidder may choose whether to meet requirements labeled as (DS). However, if a Bidder offers any of these (DS) requirement, the Bidder must meet the minimum requirements as stated in the section. The State will review responses to (DS) requirements and apply points, if applicable, per criteria stated in [SECTION 6. EVALUATION](#).

3.1. Prequalification Requirements

This section details the requirements necessary for Bidders to qualify for contract award. Failure to complete or comply will disqualify Bidder(s) and the State will not move forward with evaluating the proposal, conducting negotiations and contract award. The State will not seek modifications or clarifications after proposal submission due date for any prequalification requirements.

3.1.1. ELECTRONIC VENDOR APPLICATION OF QUALIFICATIONS (EVAQ)(M)

It is the responsibility of the Bidder to ensure they have an OSTP-approved eVAQ and all applicable requirements and provisions for this solicitation are met. Failure to have an OSTP-approved eVAQ prior to proposal submission due date will disqualify Bidder(s) and the State will not move forward with evaluating the proposal, conducting negotiations and contract award. The State will not seek eVAQ modifications or clarifications after proposal submission due date.

The State’s eVAQ is an external process to this solicitation. The intent of the pre-qualification is to process as much of the administrative requirements required to do business in the State of California in advance to streamline the solicitation process. Bidders are required to have an OSTP-approved eVAQ

application on file prior to the Key Action Date for the Last day to submit proposal (refer to [SECTION 2.3. KEY ACTION DATES](#)) in order for your proposal to be accepted for evaluations.

The application can be accessed at <https://cadtprod.service-now.com/vendor>

If the Bidder's firm is new to the eVAQ process, account registration is necessary and free of charge.

If a Bidder has an approved eVAQ on file, it is the Bidder's responsibility to ensure:

1. The eVAQ is a CDT OSTP-approved eVAQ (not a Department of General Services (DGS) eVAQ)).
2. All information required to be submitted with the eVAQ is up to date and valid.

All questions related to the eVAQ should be addressed to the Procurement Officers.

3.1.1.1. INCORPORATION OF EVAQ REQUIREMENTS

The Contract awarded as a result of the solicitation shall incorporate by reference all the requirements of the solicitation and the terms and conditions of the eVAQ. The Bidder's eVAQ shall remain in effect throughout the life of the Contract, including all optional years.

In the event there is inconsistent language between the solicitation and the eVAQ documents, the solicitation documents shall take precedence.

3.2. ADMINISTRATIVE REQUIREMENTS

This section contains the mandatory and optional administrative requirements that must be met in order to be considered responsive to this solicitation. Additional administrative requirements for this solicitation are being processed through the electronic Vendor Application of Qualifications (eVAQ). Please refer to [SECTION 3.1.1. ELECTRONIC VENDOR APPLICATION OF QUALIFICATIONS \(EVAQ\)\(M\)](#) for more information.

3.2.1. COVER LETTER (M)

The Bidder must complete and submit [ATTACHMENT 2: COVER LETTER](#) with their proposal.

A cover letter shall be considered an integral part of the proposal and any proposal form requiring signature, must be signed by an individual who is authorized to bind the bidding firm contractually. The signature block must indicate the title or position that the individual holds in the firm. An unsigned proposal may be rejected.

3.2.2. ADMINISTRATIVE REQUIREMENTS DOCUMENT (M)

The Bidder must complete and submit [ATTACHMENT 5: RESPONSE TO ADMINISTRATIVE REQUIREMENTS](#). The Bidder must indicate its willingness and ability to satisfy these requirements by responding “Yes” in the “Bidder Agrees Yes/No” column. A “No” response to any of the mandatory administrative requirements may be considered non-responsive and may be the basis for rejecting the Bidder's proposal.

3.2.3. CONFIDENTIALITY STATEMENT (M)

The Bidder must agree to the State’s confidentiality requirements by submitting a signed [ATTACHMENT 7: CONFIDENTIALITY STATEMENT](#), for the Bidder’s company. The completed confidentiality statement must be submitted as indicated in [SECTION 2.3. KEY ACTION DATES](#).

The Bidder engaging in services pertaining to this solicitation, requiring contact with confidential State information or State customer information will be required to exercise security precautions for all such data that is made available and must accept full legal responsibility for the protection of this confidential information. This includes all statistical, personal, technical, and/or other confidential personal data and information relating to the State’s operations that are designated confidential by the State.

The Bidder will also be required, upon Contract award, to submit a signed confidentiality statement from all personnel, agents, and subcontractors assigned to the awarded Contract.

3.2.4. ABILITY TO PERFORM

Prior to award of the Contract, the State must be assured that the Bidder selected has all of the resources to successfully perform under the Contract. This includes, but is not limited to, personnel in the quantity and with the skills required; equipment of appropriate type and in sufficient quantity; financial resources sufficient to complete performance under the Contract; and experience in similar endeavors. If, during the evaluation process, the State is unable to assure itself of the Bidder’s ability to perform under the Contract if awarded, the State has the option of requesting from the Bidder any information that the State deems necessary to determine the Bidder’s responsibility. If such information is required, the Bidder will be so notified and will be permitted five (5) state business days to submit the information requested in writing. Examples of the type of financial responsibility information requested may include annual reports and current audited balance sheets for the Bidder’s firm.

3.2.5. PRIMARY BIDDER

An award, if made, will be to a primary Bidder. The awarded primary Bidder will be responsible for successful performance of all subcontractors and support services offered in response to this solicitation. All State policies, guidelines, and requirements that apply to the primary Bidder also apply to

subcontractors, as applicable to the products and services they provide and to their role as a subcontractor. Furthermore, the State will consider the primary Bidder to be the sole point of contact regarding contractual matters for the term of the resulting Contract. The Bidder shall not assign financial documents to a third-party without prior written approval by the State, and an amendment to the resulting Contract.

3.2.6. SUBCONTRACTORS

Nothing contained in the resulting Contract shall create any relationship between the State and any subcontractors, and no subcontract shall relieve the Bidder of its responsibilities and obligations. The bidder is fully responsible to the State for the acts and omissions of its subcontractors and of persons either directly or indirectly employed by them.

The Contractor shall not change subcontractor(s) and/or DVBE subcontractor(s) if such changes conflict with the work to be performed under this Contract. For DVBE subcontractor changes, the Contractor shall utilize another DVBE subcontractor. The State recognizes that changes to subcontractor(s) may be necessary and in the best interests of the State, however, advance notification of a contemplated change and the reasons for such change must be made to the State no less than seven (7) business days prior to the existing subcontractor's termination. If this should occur, the Contractor should be aware that the State Contract administrator or designee must approve any changes to the subcontractor(s) prior to the termination of the existing subcontractor(s). This also includes any changes made between submittal of the Final Proposal and actual start of the Contract.

Contractor understands and agrees to comply with the requirements set forth in Military and Veterans Code, Section 999 et seq. that should award of this contract be based in part on their commitment to use the Disabled Veteran Business Enterprise (DVBE) subcontractor(s) identified in their bid or offer, per Military and Veterans Code, Section 999.5(f), a DVBE subcontractor may only be replaced by another DVBE subcontractor and must be approved by both the awarding department and the Department of General Services (DGS) prior to the commencement of any work by the proposed subcontractor. Changes to the scope of work that impact the DVBE subcontractor(s) identified in the bid or offer and approved DVBE substitutions will be documented by contract amendment.

Failure of Contractor to seek substitution and adhere to the DVBE participation level identified in the bid or offer may be cause for contract termination, recovery of damages under rights and remedies due to the State, and penalties as outlined in MVC, Section 999.9; Public Contract Code (PCC), Section 10115.10.

The State will not compensate the Contractor for any of the Contractor's time or effort to educate or otherwise make the new subcontractor(s) ready to begin work on the contract.

The Contractor's obligation to pay its subcontractors is an independent obligation from the State's obligation to pay or to enforce the payment of any money to any subcontractor. Contractor is solely

responsible for any payments to or claims made by subcontractors. As a result, the State shall have no obligation to pay or to enforce the payment of any monies to any subcontractor.

3.2.6.1. BIDDER DECLARATION FORM (M)

The Bidder must complete and submit [ATTACHMENT 6: BIDDER DECLARATION GSPD 05-105](#), with its proposal. When completing the declaration, the Bidder must identify all subcontractors proposed for participation in the Contract. The Bidder awarded the Contract is contractually obligated to use the subcontractors for the corresponding work identified, unless the Agency/state entity agrees to a substitution and it is incorporated, in writing. If the Bidder is not using subcontractors, the Bidder must still complete [ATTACHMENT 6: BIDDER DECLARATION GSPD 05-105](#) answering the applicable questions on the form, and submit it with its proposal. The form is available at:

<https://www.documents.dgs.ca.gov/dgs/fmc/gspd/gspd05-105.pdf>

3.2.7. AMENDMENT

Any Contract executed as a result of this solicitation may be amended consistent with the terms and conditions of the Contract and by mutual consent of both parties, subject to approval by the OSTP.

3.2.8. FINANCIAL RESPONSIBILITY INFORMATION

In order to minimize the potential risk of default due to financial issues, the State reserves the right to request additional documentation throughout the life of the awarded Contract.

The State must be assured that the Contractor continues to have the financial resources to sustain its operations during the term of the Contract.

3.2.9. GENERAL PROVISIONS & SPECIAL PROVISIONS

The Contract awarded as a result of this solicitation shall automatically incorporate by reference the following:

- Information Technology General Provisions - Cloud (Revised 2/20/2025)
 - <https://www.dgs.ca.gov/%7E/media/Divisions/PD/Acquisitions/Solicitation-Documents/Attachments/IT-General-Provisions-Cloud-DGS-PD-402ITGP-Revised-02202025.pdf>
- Information Technology General Provisions - Non-Cloud (Revised 2/20/2025)
 - <https://www.dgs.ca.gov/%7E/media/Divisions/PD/Acquisitions/Solicitation-Documents/Attachments/IT-General-Provisions-NonCloud-DGS-PD-403ITGP-Revised-02202025.pdf>

As a condition of submitting a response to this solicitation, the Bidder agrees to abide by all terms and

conditions of the solicitation as written. The Bidder is advised that deviations from the State-approved Terms and Conditions may be the basis for rejection of the Bidder's proposal.

The State may consider limited negotiations around its standard terms, including the General Provisions, during the negotiation phase of the solicitation. Any negotiation of the General Provisions shall be limited to those provisions of the General Provisions that explicitly allow for changes by adding terms and conditions to the Statement of Work. Any changes to the State's standard terms, including the General Provisions, shall be at the sole and absolute discretion of the State.

Per State's Cloud Smart Computing Policy, Agencies/State entities must first consider CDT Managed Cloud Services or CDT approved cloud service offerings. These service options include Software as a Service (SaaS), Platform as a Service (PaaS) and Infrastructure as a Service (IaaS). Refer to [ATTACHMENT 19: APPENDIX A - STATEMENT OF WORK, SECTION 9. Contractor Hosted Facility Environment](#) for specific hosting requirements for this solicitation.

3.2.10. GENERATIVE ARTIFICIAL INTELLIGENCE (GENAI) DISCLOSURE NOTIFICATION

The State of California seeks to realize the potential benefits of GenAI, through the development and deployment of GenAI, while balancing the risks of these technologies.

Bidder must notify the State in writing if it: (1) intends to provide GenAI as a deliverable to the State; or (2), intends to utilize GenAI, including GenAI from third parties, to complete all or a portion of any deliverable that materially impacts: (i) functionality of a State system, (ii) risk to the State, or (iii) Contract performance. For avoidance of doubt, the term "materially impacts" shall have the meaning set forth in State Administrative Manual (SAM) [4986.2](#).

Failure to report GenAI to the State may result in disqualification. The State reserves its right to seek any and all relief it may be entitled to as a result of such non-disclosure.

Upon notification by a Bidder of GenAI as required, the state reserves the right to incorporate GenAI Special Provisions into the final contract or reject bids that present an unacceptable level of risk to the state.

Government Code [11549.64](#) defines "Generative Artificial Intelligence (GenAI)" as an artificial intelligence system that can generate derived synthetic content, including text, images, video, and audio that emulates the structure and characteristics of the system's training data.

The Bidder must complete and submit [ATTACHMENT 2: COVER LETTER](#). The Bidder must notify the State in writing if it intends to provide or utilize GenAI by responding "Yes" in the "Bidder Agrees Yes/No" column.

3.2.11. STATEMENT OF WORK

[ATTACHMENT 19: APPENDIX A - STATEMENT OF WORK](#) identifies and describes the tasks and responsibilities of the Contractor and the responsibilities of the State during the term of the Contract.

The Bidder is advised that deviations to the SOW may be the basis for rejection of the Bidder's proposal. Refer to Part 2, Bidder Response [ATTACHMENT 19: APPENDIX A - STATEMENT OF WORK](#).

3.2.11.1. INSURANCE COVERAGE

In accordance to the [ATTACHMENT 19: APPENDIX A - STATEMENT OF WORK, SECTION 21. Insurance Requirements](#), the Contractor must furnish insurance certificate(s) evidencing required insurance coverage acceptable to the State, including endorsements showing the State as an "additional insured" if required under the Contract. Any required endorsements requested by the State must be separately provided; merely referring to such coverage on the certificates(s) is insufficient for this purpose. When performing work on State-owned or controlled property, Contractor shall provide a waiver of subrogation in favor of the State for its workers' compensation policy.

The prime Contractor shall agree to furnish the State with satisfactory evidence of insurance within ten (10) calendar days of Contract award.

3.2.12. SOCIOECONOMIC PROGRAMS

Bidders who claim any of the socioeconomic program points will be evaluated to determine whether they submitted the required forms, documents, exhibits, attachments and/or the responses necessary to validate their qualification and eligibility for the claimed preference(s). If the State determines that the submitted information is insufficient or that the required documents do not otherwise validate the eligibility for points in any of the claimed programs, then the points for that program will not be added to the Bidder's final overall proposal score. If the State is able to validate the Bidder's claim, the qualified preference points will be applied to the Bidder's final overall proposal score provided that the Bidder's proposal is not otherwise determined to be non-responsive to any mandatory requirements.

Completed Small Business and Disabled Veteran Business Enterprise certification applications and required support documents must be submitted to the Department of General Services Office of Small Business and DVBE Services (OSDS) no later than 5:00 p.m. on the proposal due date, and the OSDS must be able to approve the application as submitted. Questions regarding certification should be directed to the OSDS at

Office of Small Business and DVBE Services
707 Third Street, 1st Floor, Room 400
West Sacramento, CA 95606

Receptionist: (916) 375-4940 Fax (916) 375-4650

3.2.12.1. BIDDER'S PREFERENCE AND INCENTIVE DECLARATION (M)

The Bidder must complete and submit [ATTACHMENT 8: BIDDING PREFERENCES AND INCENTIVES](#), with its proposal. The Bidder must indicate on [ATTACHMENT 8: BIDDING PREFERENCES AND INCENTIVES](#) whether it is or is not claiming each preference and/or incentive.

3.2.12.2. DISABLED VETERAN BUSINESS ENTERPRISE (DVBE) PROGRAM

The Disabled Veteran Business Enterprise (DVBE) Participation Goal Program for State contracts are established in Public Contract Code (PCC), §10115 et seq., Military and Veterans Code (MVC), §999 et seq., and California Code of Regulations (CCR), Title 2, §1896.60 et seq.

Information regarding the DVBE Program Requirements may be viewed at:

[Apply For or Re-apply as Small Business, Disabled Veteran Business Enterprise](#)

The Bidder who has been certified by California as a DVBE (or who has obtained the participation of subcontractors certified by California as a DVBE) must submit a completed form(s) STD.843 Disabled Veteran Business Declarations for each DVBE. All disabled veteran owners and disabled veteran managers of the DVBE(s) must sign a form for each DVBE and submit as [ATTACHMENT 9: DVBE DECLARATIONS](#).

PLEASE READ THESE REQUIREMENTS CAREFULLY. FAILURE TO COMPLY WITH THE MINIMUM DVBE PARTICIPATION REQUIREMENT WILL CAUSE YOUR SOLICITATION RESPONSE TO BE DEEMED NONRESPONSIVE AND YOUR FIRM INELIGIBLE FOR AWARD OF THE PROPOSED CONTRACT.

3.2.12.2.1. DVBE PARTICIPATION REQUIREMENT (M)

The Bidder must fully comply with DVBE Participation Program requirements in the draft proposal and proposal. Failure to submit a complete response with the Bidder's proposal may deem the Bidder non-responsive and may be the basis for rejection of the Bidder's proposal. **The Bidder's response must include a minimum DVBE participation goal of three percent (3%) of the Bidder's net proposal price with one (1) or more DVBE.**

To meet the DVBE Participation requirements, the Bidder must complete and submit the following with its proposal for each DVBE:

1. [ATTACHMENT 6: BIDDER DECLARATION GSPD 05-105](#) ;
2. [ATTACHMENT 8: BIDDING PREFERENCES AND INCENTIVES](#) ;

3. [ATTACHMENT 9: DVBE DECLARATIONS](#) ; and,
4. [ATTACHMENT 10: COMMERCIALLY USEFUL FUNCTION \(CUF\) CERTIFICATION](#) .

3.2.12.2.2. DVBE INCENTIVE (O)

In accordance with Military and Veterans Code §999.5(a), an incentive will be given to all Bidders who exceed the three percent (3%) DVBE mandatory participation. For Contract award evaluation purposes only, the State shall apply the incentive amount based on the amount of DVBE participation obtained above the three percent (3%) requirement. The incentive is only given to those Bidders who are responsive to the DVBE program requirement and propose DVBE participation in the resulting Contract that exceeds the mandatory three percent (3%) requirement.

If the Bidder is claiming a DVBE incentive, the Bidder must complete the following with its proposal for each DVBE:

1. [ATTACHMENT 6: BIDDER DECLARATION GSPD 05-105](#);
2. [ATTACHMENT 8: BIDDING PREFERENCES AND INCENTIVES](#);
3. [ATTACHMENT 9: DVBE DECLARATIONS](#) and,
4. [ATTACHMENT 10: COMMERCIALLY USEFUL FUNCTION \(CUF\) CERTIFICATION](#).

3.2.12.3. SMALL BUSINESS PREFERENCE (O)

The California Government Code §14835 et seq. requires that a five percent (5%) preference be given to Bidders who qualify as a Small Business (SB). The rules and regulations of this law, including the definition of a SB, or qualifying non-small business, are contained in Title 2, California Code of Regulations, §1896 et seq. The definition of nonprofit veteran service agencies qualifying as a SB is contained in §999.50 et seq. of the Military and Veterans Code.

If the Bidder is claiming a Small Business Preference, the Bidder must complete and submit the following with its proposal for each SB:

1. [ATTACHMENT 6: BIDDER DECLARATION GSPD 05-105](#);
2. [ATTACHMENT 8: BIDDING PREFERENCES AND INCENTIVES](#); and,
3. [ATTACHMENT 10: COMMERCIALLY USEFUL FUNCTION \(CUF\) CERTIFICATION](#).

More information regarding the Small Business Preference may be found at:

<https://www.dgs.ca.gov/PD-OSDS>

3.2.12.4. NON-SMALL BUSINESS SUBCONTRACTOR PREFERENCE (O)

A five percent (5%) proposal preference is available to Bidders who qualify as a non-small business claiming at least 25% California-certified small business subcontractor participation. If claiming the non-

small business subcontractor preference, the Bidder's response must include a list of the small businesses with which the firm commits to subcontract in an amount of at least 25% of the net proposal price with one (1) or more California-certified small businesses. Each listed certified small business must perform a "commercially useful function" in the performance of the Contract as defined in Government Code §14838(b)(1)(2).

The preference to a non-small business firm that commits to small business or microbusiness subcontractor participation of 25% of its net proposal price shall be given five percent (5%) of the highest responsive, responsible firm's total score. A non-small business that qualifies for this preference, may not take an award away from a certified small business.

If the Bidder is claiming a non-small business using small business subcontractors, the Bidder must complete and submit the following with its proposal for each SB Subcontractor:

1. [ATTACHMENT 6: BIDDER DECLARATION GSPD 05-105](#);
2. [ATTACHMENT 8: BIDDING PREFERENCES AND INCENTIVES](#); and,
3. [ATTACHMENT 10: COMMERCIALLY USEFUL FUNCTION \(CUF\) CERTIFICATION](#).

3.2.12.5. COMMERCIALLY USEFUL FUNCTION (M, if applicable)

All certified small business, micro business, and/or DVBE Contractors, subcontractors or suppliers must meet the commercially useful function requirements under Government Code Section 14837 (for SB), Military and Veterans Code Section 999 (for DVBE), and Title II California Code of Regulations, Section 1896.4 and 1896.62.

A Contractor, subcontractor, or supplier will not be considered to perform a commercially useful function if the Contractor's, subcontractor(s), or supplier's role is limited to that of an extra participant in the transaction, the awarded Contract, or project through which funds are passed to obtain the appearance of small business or micro business participation.

The Bidder must complete [ATTACHMENT 10: COMMERCIALLY USEFUL FUNCTION \(CUF\) CERTIFICATION](#) for each Small Business and/or DVBE (prime and/or subcontractor(s)). All Bidders and subcontractors identified in the proposal response to fulfill the requirements for one (1) or more of the socio-economic programs (DVBE and small business) must perform a commercially useful function (CUF) in the resulting Contract. CUF is defined pursuant to Military and Veterans Code §999(b)(5)(B) and Government Code §14837(d)(4)(A) for the DVBE and small business programs, respectively.

Bidder(s) may be required to submit additional written clarifying information regarding CUF on [ATTACHMENT 10: COMMERCIALLY USEFUL FUNCTION \(CUF\) CERTIFICATION](#). Failure to submit the requested written information as specified may be the basis for rejection of the Bidder's proposal.

3.2.12.6. TARGET AREA CONTRACT PREFERENCE ACT (TACPA) (O)

Target Area Contract Preference Act (TACPA) will be granted to California-based firms in accordance with Government Code §4530 whenever contracts for goods or services are in excess of \$100,000 and the Bidder meets certain requirements as defined in the California Administrative Code (Title 2, §1896.30 et seq.) regarding labor needed to produce the goods or provide the services being procured. The TACPA is optional on the part of the Bidder (not mandatory), is for proposal evaluation purposes only, and does not alter the amount of the awarded Contract.

Bidders wishing to take advantage of this preference will need to review the website below and submit the required applications/forms listed with its proposal as [ATTACHMENT 11: TACPA PREFERENCE REQUEST FORMS](#). The Bidder's proposal may omit these if there is no intention to claim this preference.

The required applications/forms are as follows:

- TACPA (Std. 830)
- Bidder's Summary of Contract Activities and Labor Hours (DGS/PD 525)
- Manufacturer Summary of Contract Activities and Labor Hours (DGS/PD 526).

<https://www.dgs.ca.gov/PD/Services/Page-Content/Procurement-Division-Services-List-Folder/Request-Target-Area-Contract-Preference?search=tacpa>

3.3. QUALIFICATION REQUIREMENTS

The Bidder is expected to have a proven record of success and be responsible for all aspects of the service, including any subcontractors and the project team/staff proposed.

The Bidder must meet the mandatory Bidder Qualification and Key Staff Qualification Requirements. Failure to meet any of the mandatory requirements shall result in a proposal being deemed non-responsive and therefore disqualified.

3.3.1. BIDDER QUALIFICATIONS (M)(DS)

The Bidder must complete and submit as part of the proposal response, [ATTACHMENT 14: BIDDER QUALIFICATIONS FORM](#), to confirm that the Bidder's experience meets all the minimum requirements identified in [ATTACHMENT 14: BIDDER QUALIFICATIONS FORM](#). It is incumbent upon the Bidder to provide enough detail in proposal for the state to evaluate the Bidder's ability to meet the requirements and perform the services as described in this solicitation. Refer to [ATTACHMENT 13: BIDDER QUALIFICATIONS FORM - INSTRUCTIONS](#) for further requirements and instructions.

The Bidder must provide information for a minimum of one (1) project. A separate [ATTACHMENT 14: BIDDER QUALIFICATIONS FORM](#) must be submitted for every project used to meet the minimum

required experience. Any given project may meet multiple requirements, but at least one (1) project and not more than three (3) projects must be provided to meet the requirements in [ATTACHMENT 14: BIDDER QUALIFICATIONS FORM](#). If more than three (3) Bidder Qualification Forms are submitted, only the first three (3) in the order presented in the proposal will be evaluated.

Unless stated otherwise, experience must have occurred within ten (10) years prior to the solicitation due date for all projects and must have been completed in the United States of America. Points will be awarded based on desirable experience in accordance with [SECTION 6. EVALUATION](#)

3.3.2. BIDDER REFERENCES (MS)

The Bidder must complete and submit as part of proposal, [ATTACHMENT 15: BIDDER REFERENCE FORM](#) for each of the projects cited on the corresponding [ATTACHMENT 14: BIDDER QUALIFICATIONS FORM](#).

The purpose of the Bidder reference requirement is to provide the State the ability to evaluate the Bidder's experience in providing similar or relevant services to other organizations through a satisfaction rating provided by the Bidder's previous project clients. The description of their projects must be detailed and comprehensive enough to permit the State to assess the similarity of those projects to the work anticipated for the Contract resulting from this solicitation.

[ATTACHMENT 15: BIDDER REFERENCE FORM](#) must be completed in its entirety and dated by a reference that performed a management or supervisory role on the reference project to be considered responsive. The [ATTACHMENT 15: BIDDER REFERENCE FORM](#) must be returned to the Bidder for submission with proposal. No information corrections or changes may be made on the reference form by the Bidder. Forms with alterations or changes to the entered information may deem the Bidder non-responsive and may be the basis for rejecting the Bidder's proposal.

References may be contacted to validate submitted responses based on customer satisfaction in accordance with [SECTION 6. EVALUATION](#). References must be external to a Bidder's organization and corporate structure. Failure to provide verifiable references may cause the proposal to be rejected.

References must meet the following criteria:

- Must be from the company (customer) or Agency for which the project was developed and/or services provided.
- Must be someone who performs a management or supervisory role on the referenced project.
- Must be external to the Bidder's organization and corporate structure.
- Must not be from employees or individuals who have or are currently working for the Bidder.
- Amendments to contracts shall not be considered separate and distinct contracts and cannot be used as separate projects.

- Must be able to provide an objective evaluation of the proposed Bidder and/or staff's performance.

If the reference is not allowed either legally or by company/organization policy to sign the reference form, the reference must type in its full name.

Prior to the Bidder using a current State employee as a reference, the Bidder shall contact the State Procurement Officer identified in [SECTION 2.2.1. PROCUREMENT OFFICER](#), to ensure the current State employee is not a member of the Evaluation Team. In addition, only one (1) reference from the California Interagency Council on Homelessness is permitted.

3.3.3. KEY STAFF QUALIFICATIONS (M)(DS)

The Bidder is fully responsible for all necessary staffing resources to successfully implement HDIS within the agreed upon schedule and to perform to the standards set forth in the SOW Service Level Agreements (SLA). The Bidder's staff may be comprised of Contractor Key Staff, critical Non-Key Staff, and any other Non-Key Staff that the Bidder requires to implement the Solution. A minimum of five (5) Contractor key staff are required to fill the roles required in the SOW. Additional Contractor staff may also be necessary, at no additional cost to the State.

The Bidder must complete and submit applicable Key Staff Qualification forms. The Bidder must provide complete information to confirm that each of the five (5) proposed staff possess the experience and qualifications as specified for their project role.

The Bidder must cite a maximum of three (3) per proposed staff to meet the requirements. If more than three (3) forms are submitted only the first three (3) in the order presented will be evaluated.

Each cited project for each staff must be submitted separately on the appropriate form. It is incumbent upon the Bidder to provide enough detail in the response for the State to evaluate the Bidder's proposed staff's ability to meet the requirements and perform the services as described in this solicitation and the Statement of Work (SOW).

The Bidder's proposed staff must meet all the mandatory minimum qualification requirements. All experience used to meet the minimum requirements must have occurred within the last ten (10) years prior to the proposal due date. The same resource cannot be assigned to meet multiple roles. Points will be awarded to Bidders that meet the criteria set forth in the desirable experience qualifications as specified in [SECTION 6. EVALUATION](#).

The following key staff are required to perform the services as described in [ATTACHMENT 19: APPENDIX A - STATEMENT OF WORK](#):

- M&O Manager
- Systems Architect

- Application Architect
- MDM Architect
- Dashboard Architect

3.3.3.1. FULL-TIME/PART-TIME MONTH EQUIVALENTS DEFINITION

For each experience requirement (marked by “x”) that is met or partially met on the referenced project, specify the number of full-time month equivalent (FTE) experience that the Staff accrued on the referenced project. For each period in which the Staff performed work applicable to the claimed experience for a minimum of twenty (20) workdays of a minimum total of one hundred sixty (160) hours (the minimum required to represent working full-time), the Staff accrues one (1) full-time month equivalent experience.

To calculate and report the full-time month equivalents experience for Staff who worked part-time (partial) on a referenced project, use the following calculation:

If the Staff worked half ($\frac{1}{2}$) time on a referenced project, experience should be pro-rated to one-half ($\frac{1}{2}$) or 0.5 month full-time month equivalent experience for each period in which the staff person worked a minimum of eighty (80) hours over twenty (20) State Business Days in a month.

For each experience requirement that the Staff’s work on a referenced project addresses, report the total number of full-time month equivalents’ experience the Staff’s work represents using the calculations as previously described in this section, which depend upon the time period (calendar period) during which the Staff worked on the referenced project and whether he/she worked on a full-time or some other basis.

Refer to the details in [SECTION 6. EVALUATION](#) on how the requirements will be scored as part of the overall evaluation.

3.3.4. STAFF REFERENCES (MS)

The Bidder must submit a minimum of two (2) and a maximum of five (5) completed Key Staff Reference Forms from each proposed key staff. The Key Staff Reference Form must be from any two (2) projects that were cited and submitted from each respective staff’s qualification forms ([ATTACHMENT 16.2: Maintenance and Operations Manager - REFERENCE FORM](#) , [ATTACHMENT 16.4: Systems Architect - REFERENCE FORM](#) , [ATTACHMENT 16.6: Application Architect - REFERENCE FORM](#) , [ATTACHMENT 16.8: MDM Architect - REFERENCE FORM](#) , [ATTACHMENT 16.10: Dashboard/Visualization Architect - REFERENCE FORM](#)). In cases where a key staff met all its respective experience qualifications on one (1) project, submission of only one key staff reference form is acceptable.

The purpose of the Key Staff reference requirement is to provide the State the ability to evaluate the proposed staff person’s experience in providing similar or relevant services to other organizations through

a satisfaction rating provided by the staff person's previous project clients. The description of their projects must be detailed and comprehensive enough to permit the State to evaluate the work performed on the project meets the requirement(s).

Key Staff Reference Form must be completed in its entirety, and dated by a reference that performed a management or supervisory role on the referenced project to be considered responsive. The Key Staff Reference Form must be returned to the Bidder for submission with proposal.

No information corrections or changes may be made on the reference form by the Bidder. Forms with alterations or changes to the entered information may deem the Bidder non-responsive and may be the basis for rejecting the Bidder's proposal.

References may be contacted to validate submitted responses based on customer satisfaction in accordance with [SECTION 6. EVALUATION](#). References must be external to a Bidder's organization and corporate structure. Failure to provide verifiable references may cause the proposal to be rejected.

References must meet the following criteria:

- Must be from the company (customer) or Agency for which the project was developed and/or services provided.
- Must be someone who performs a management or supervisory role on the referenced project.
- Must be external to the Bidder's organization and corporate structure.
- Must not be from employees or individuals who have or are currently working for the Bidder.
- A contract and all amendments to it are considered as one project. Amendments to a contract cannot be submitted as separate projects.
- Must be able to provide an objective evaluation of the proposed staff's performance.

If the reference is not allowed either legally or by company/organization policy to sign the reference form, the reference must type in its full name.

Prior to the proposed staff person using a current State employee as a reference, the Bidder shall contact the State Procurement Officer identified in [SECTION 2.2.1. PROCUREMENT OFFICER](#), to ensure the current State employee is not a member of the Evaluation Team. In addition, only one (1) reference from the California Interagency Council on Homelessness is permitted.

3.4. SOLUTION REQUIREMENTS

This section contains the deliverables requirements, and narrative response requirements of the HDIS that must be met in order to be considered responsive to this solicitation. In addition to meeting these requirements, the Bidder must adhere to [ATTACHMENT 19: APPENDIX A - STATEMENT OF WORK](#).

3.4.1. DELIVERABLES TABLE (M)

The Bidder must complete and submit as part of its proposal, [EXHIBIT B: DELIVERABLES TABLE](#). The Bidder must indicate compliance and confirmation to each of the deliverables by marking “Yes” or “No” in the column labeled “Bidder Agrees to Meet? Yes/No.” A blank or “NO” answer in this column will be deemed non-responsive and will be the basis for rejection of the Bidder’s proposal.

The Bidder must not alter the structure or the content of [EXHIBIT B: DELIVERABLES TABLE](#).

Refer to the details in [SECTION 6. EVALUATION](#) on how the requirements will be scored as part of the overall evaluation.

3.4.2. NARRATIVE REQUIREMENTS (MS)

The Bidder must complete and submit [ATTACHMENT 17: NARRATIVE RESPONSE](#) as part of their proposal, in accordance with the instructions and requirements specified in the Attachment.

Refer to [SECTION 6. EVALUATION](#) for details on how the requirements will be scored as part of the overall evaluation.

4. COST

Cost is a primary evaluation criterion weighted at 40% of the total points.

This section contains the mandatory scored, and mandatory optional cost requirements that must be met in order to be considered responsive to this solicitation. All proposed costs for all line items must be all-inclusive, thereby including the cost of any and all services required in this solicitation.

The intent is to structure the cost format in order to facilitate a straightforward comparison among all Bidders and foster competition to obtain the best cost. Therefore, the Bidder is advised that failure to comply with the instructions, such as submission of an incomplete proposal, use of alternative cost structures or different formats than the one required, may be the basis for rejection of the Bidder’s proposal.

It is imperative that no cost information be included in the body of the proposal. Cost information must only be submitted in the Bidder’s Volume 2, Cost in accordance with [SECTION 5. PROPOSAL/BID FORMAT AND SUBMISSION REQUIREMENTS](#) .

4.1. COST WORKBOOK (MS)

The Bidder must submit a completed [EXHIBIT A: COST WORKBOOK](#) separately in Volume 2, as part of their proposal response, in accordance with the requirements specified in this section/exhibit.

Services, features, equipment, and costs included in [EXHIBIT A: COST WORKBOOK](#) are those that the Bidder must provide for the term of the Contract as identified in the [ATTACHMENT 19: APPENDIX A - STATEMENT OF WORK](#), which includes all optional years.

4.2. COST WORKBOOK INSTRUCTIONS

The cost workbook includes multiple cost worksheets that must be completed by the Bidder and submitted with its Final Cost Proposal to be considered responsive. The cost workbook lists all cost elements required.

The Bidder is required to enter all cost data in the format prescribed by the cost workbook, even if there are no costs for the item indicated on the worksheet(s). In these instances the Bidder must indicate the cost as a zero (\$0). In addition, if any character other than a numeral is used (e.g., a dash), the State will assume the cost of the item to be zero (\$0). Items submitted with no price will be considered as offered at no cost. Costs cannot exceed two (2) decimal places.

The Bidder's completed Cost Workbook must be submitted separately with its proposal no later than the date and time identified in [SECTION 2.3. KEY ACTION DATES](#) to be considered responsive. The Cost Workbook shall list all cost elements required to implement, maintain, and operate the proposed services in support of the HDIS (Homeless Data Integration System).

See [SECTION 5.3. DELIVERY OF SUBMITTALS](#) for details surrounding the Cost Workbook submission.

Unless specified, all other fields must not be modified. If the cost workbook is modified or cells are left blank, the State may reject the Bidder's proposal. The cost workbook must be filled out completely or the State may reject the Bidder's proposal.

The State has populated some of the cells with formulas, however it is the responsibility of the Bidder to ensure worksheets and calculations are correct and accurate. The State will not assume responsibility for any cost figures that do not calculate properly. Cells highlighted in yellow, indicate the cells in which the Bidders must enter its cost.

A detailed description of each worksheet is provided in the [EXHIBIT A: COST WORKBOOK](#).

- Tab 1: Cost Workbook Overview
- Tab 2: 1.0 Total Cost Summary
- Tab 3: 2.0 M&O Fixed Price Services
- Tab 4: 3.0 Product Cost (Monthly)
- Tab 5: 4.0 Hosting Cost (Monthly)
- Tab 6: 5.0 Product Cost (Annually)
- Tab 7: 6.0 Statutory & Council Mandates

- Tab 8: 7.0 One Time Cost
- Tab 9: 8.0 Additional Product Cost

Refer to the [EXHIBIT A: COST WORKBOOK](#) for additional Cost Workbook instructions.

4.3. SALES TAX

Sales tax is not to be included in [EXHIBIT A: COST WORKBOOK](#). If awarded the Contract, sales tax, if applicable, should be added at time of invoicing. The sales tax rate applied should be based on the rate of the area where the service is to be provided. See California Department of Tax and Fee Administration Regulation 1502 (f) (1) (D).

5. PROPOSAL/BID FORMAT AND SUBMISSION REQUIREMENTS

These instructions identify the mandatory proposal format and the approach for the development and presentation of proposals. The format instructions must be followed, all requirements and questions in the solicitation must be completed, and all requested data must be supplied. The Bidder shall carefully examine the solicitation and be satisfied with the compliance conditions prior to submittal.

Bidder shall upload an electronic copy of its proposal, including the Cost Workbook, as specified in [SECTION 5.4. PROPOSAL CONTENT AND STRUCTURE](#). It is important that Bidder's electronic files that comprise its proposal are clearly labeled, or they may be rejected.

The State will not be liable for any costs incurred by any Bidder in responding to this solicitation, regardless of whether the State awards the Contract through this process, decides not to move forward with the project, cancels this solicitation for any reason, or Contracts for the project through other processes or by issuing another solicitation.

5.1. PREPARATION

Proposals are to be prepared in such a way as to provide a straightforward, concise delineation of capabilities to satisfy the requirements of this solicitation document. High-definition graphics, multi-colored content, promotional materials, etc., are not necessary or desired. Emphasis should be concentrated on conformance to the solicitation document instructions, responsiveness to the solicitation document requirements, and completeness and clarity of content.

5.2. COMPLETION OF PROPOSALS

Proposals must be complete in all respects as required. A proposal may be rejected if it is conditional, includes assumptions, includes exceptions that conflict with requirements or the intent of the effort,

includes modifications to requirements, or if it contains any alterations of form or other irregularities of any kind. A proposal will be rejected if any such defect or irregularity from the solicitation document requirements. The proposal must contain all costs as required in [SECTION 4. COST](#) and [SECTION 5. PROPOSAL/BID FORMAT AND SUBMISSION REQUIREMENTS](#).

5.3. DELIVERY OF SUBMITTALS

The Bidder must email the Procurement Officer by the due date specified in [SECTION 2.3. KEY ACTION DATES](#), no more than two (2) contacts who will have access to the State's file sharing site to electronically upload Bidder's proposal. Once provided, an invitation to the State's file sharing site will be sent to those individuals. It is the Bidder's responsibility to confirm receipt of the invitation with the Procurement Officer.

A separate file location will be created for each Bidder accessible only to the Bidder Contact(s).

The file sharing site does not allow access from outside the Continental United States.

It is highly recommended that Bidders upload a test MS Word, MS Excel, and PDF file to each folder at least five (5) calendar days prior to the due date to test access to the State's file sharing site. Upon successful upload, notify the Procurement Officer and the test file will be deleted. It is the Bidder's responsibility to gain access to the file-sharing site to submit their proposal.

The file sharing site will provide a primary folder for each Bidder to submit their proposal. Each Bidder's folder will contain subfolders: Volume 1, Volume 2.

The Bidder Contacts will be required to upload a complete copy of the Bidder's proposal to the appropriate folders.

COST:

- The Bidder Contacts will be required to upload a complete copy of the Bidder's [EXHIBIT A: COST WORKBOOK](#) in the appropriate cost folder.
- The Bidder's [EXHIBIT A: COST WORKBOOK](#) file shall be titled with the *[Bidder's Name]* and Project Name - *[Cal ICH 27-ICH-001 - EXHIBIT A: COST WORKBOOK]*, and deposited in the folder labeled "Volume 2".
- The Bidder's Cost Workbook shall be in MS Excel format (version 2019 or higher).
- Prior to submission, Bidders MUST apply an encryption password to the Cost Workbook.
- The Bidder will be required to email the encryption password to the Procurement Officer and secondary Procurement Officer at the same time the Bidder uploads their cost workbook.

If a file is uploaded in error to a file sharing site folder, the Bidder may submit a request by email to the Procurement Officer prior to the Last day to submit proposal response. **Do not upload compressed files**

(.zip files) onto the file sharing site.

Proposals must be received no later than the date and time specified in [SECTION 2.3. KEY ACTION DATES](#). **Late receipt of a proposal shall cause the State to deem a Bidder nonresponsive and disqualified.**

5.4. PROPOSAL CONTENT AND STRUCTURE

It is the Bidder's responsibility to ensure its proposal is submitted in a manner that enables the State to easily locate all response descriptions, Attachments, and Exhibits for each requirement of this solicitation. Page numbers should be in the same position throughout the proposal. Figures, tables, charts, etc., should be assigned index numbers and should be referenced by these numbers in the text and in the Table of Contents. Figures, tables, charts, etc., should be placed as close to text references as possible. The proposal should be organized to identify the Attachments/Exhibits.

1. Show the following on each page of the proposal:
 - a. Solicitation #
 - b. Name of Bidder
 - c. Attachment/Exhibit Number
 - d. Page number (Page # of ##)
2. Response components shall be submitted electronically using the Century Gothic typeface no smaller than twelve (12) points, with headers/footers and table/figures no smaller than ten (10) point font.
3. Documents must be formatted to fit, if printed, on 8.5" x 11" letter-size paper and have a perimeter margin no less than one-half inch (0.5").
4. Electronic copies of the proposal must be in Microsoft Office version 2019 or higher (e.g., MS Word, MS Excel, MS Visio, etc.). The Bidder must also include a PDF version of its proposal; however, the Bidder must ensure PDF versions are identical in content and pagination. **The PDF version must be submitted in one document in a searchable format.**
5. PDF versions of documents shall be used for those submissions of the proposal that require signature.
6. The Bidder must ensure that no cost information of any type is included outside of the Cost Workbook. The inclusion of cost in any part of the proposal, except for Volume 2, may be the basis for immediate rejection of the Bidder's proposal.
7. Bidders must ensure their proposal is submitted in the applicable SharePoint folders.
8. As stated in [SECTION 2.4.5. CONFIDENTIALITY](#), proposals marked "confidential" or "proprietary" may exclude the Bidder from consideration for award.

5.4.1. VOLUME 1: RESPONSE TO ADMINISTRATIVE AND TECHNICAL

REQUIREMENTS

Volume 1 submission must contain the following in this order:

Table of Contents

1. ATTACHMENT 1: TEMPLATE FOR QUESTION SUBMITTAL/REQUEST FOR CHANGES
2. ATTACHMENT 2: COVER LETTER
3. ATTACHMENT 3: INTENT TO BID
4. ATTACHMENT 4: FOLLOW-ON DISCLOSURE
5. ATTACHMENT 5: RESPONSE TO ADMINISTRATIVE REQUIREMENTS
6. ATTACHMENT 6: BIDDER DECLARATION GSPD 05-105
7. ATTACHMENT 7: CONFIDENTIALITY STATEMENT
8. ATTACHMENT 8: BIDDING PREFERENCES AND INCENTIVES
9. ATTACHMENT 9: DVBE DECLARATIONS
10. ATTACHMENT 10: COMMERCIALLY USEFUL FUNCTION (CUF) CERTIFICATION
11. ATTACHMENT 11: TACPA PREFERENCE REQUEST FORMS
12. ATTACHMENT 12: WORKERS' COMPENSATION CERTIFICATION
13. ATTACHMENT 13: BIDDER QUALIFICATIONS FORM - INSTRUCTIONS
14. ATTACHMENT 14: BIDDER QUALIFICATIONS FORM
15. ATTACHMENT 15: BIDDER REFERENCE FORM
16. ATTACHMENT 16: KEY STAFF QUALIFICATIONS FORM – INSTRUCTIONS
17. ATTACHMENT 16.1: Maintenance and Operations Manager - QUALIFICATIONS FORM
18. ATTACHMENT 16.2: Maintenance and Operations Manager - REFERENCE FORM
19. ATTACHMENT 16.3: Systems Architect - QUALIFICATIONS FORM
20. ATTACHMENT 16.4: Systems Architect - REFERENCE FORM
21. ATTACHMENT 16.5: Application Architect - QUALIFICATIONS FORM
22. ATTACHMENT 16.6: Application Architect - REFERENCE FORM
23. ATTACHMENT 16.7: MDM Architect - QUALIFICATIONS FORM
24. ATTACHMENT 16.8: MDM Architect - REFERENCE FORM
25. ATTACHMENT 16.9: Dashboard/Visualization Architect - QUALIFICATIONS FORM
26. ATTACHMENT 16.10: Dashboard/Visualization Architect - REFERENCE FORM
27. ATTACHMENT 17: NARRATIVE RESPONSE
28. ATTACHMENT 18: GLOSSARY OF TERMS
29. ATTACHMENT 19: APPENDIX A - STATEMENT OF WORK
30. EXHIBIT B: DELIVERABLES TABLE

5.4.2. VOLUME 2: COST

This volume must contain: [EXHIBIT A: COST WORKBOOK](#)

6. EVALUATION

This section details the evaluation process and scoring procedures the State will follow to evaluate Proposals submitted in response to this solicitation. The evaluation process is a multi-step review of each Bidder's Proposal to determine if the Bidder is responsive and responsible, and whether its Proposal provides a "value effective" solution to the State. The value effective Proposal is the Proposal that best meets all requirements set forth in this solicitation and any State negotiated items.

The State reserves the right to modify or cancel this procurement in its entirety or in part at any time.

6.1. EVALUATION TEAM

This procurement is being conducted under the guidance of a Procurement Officer from CDT STP (refer to [SECTION 2.2.1. PROCUREMENT OFFICER](#)). The Procurement Officer will serve as the Bidder's point of contact for questions and clarification, and will identify the rules governing this procurement.

The State will establish an evaluation team consisting of California Interagency Council on Homelessness State employees only, including management and staff, to review and evaluate proposals. The State Procurement Officer will provide guidance to the evaluation team and oversight of the evaluation process. The State may engage additional qualified individuals or subject matter experts (SME) during the evaluation process to assist the State in gaining a better understanding of technical, financial, legal, contractual, or program issues. These individuals/SME do not have voting privileges or responsibility for the evaluation process and will serve solely in an advisory capacity.

6.2. PROPOSAL EVALUATION

This section identifies how the State will evaluate and award points for each proposal in a manner that preserves the integrity of the competitive procurement process.

Proposals will be based on compliance with all requirements, with points allocated sixty percent (60%) for scored administrative, qualifications, and solution requirements. The remaining forty percent (40%) will be allocated for Cost. The evaluation methodology and distribution and allocation of maximum points possible for each proposal component is provided in Table 6.2-1: Evaluation Scoring and Point Distribution.

Proposals will be evaluated using a combination of mandatory Pass/Fail and numerically scored criteria. All Bidders should read this section carefully to understand how points and scores are assigned.

A proposal may be rejected if it is conditional or incomplete, contradicts the requirements, contains alterations of any form, or contains other irregularities of any kind, including alterations to any terms and conditions.

Evaluation scoring will be made by consensus of the Evaluation Team members.

There are nine thousand seven hundred eighty-four (9,784.00) points available (5,870.00 non-cost points, and 3,914.00 cost points), excluding preferences and incentives. All point calculations will be rounded to the nearest hundredth (two (2) decimal places).

Table 6.2-1: Evaluation Scoring and Point Distribution

REQUIREMENT	SCORING ELEMENT	SCORING METHOD	MAX SCORE
NON-COST EVALUATION (max. 5,870 points)			
Administrative Requirements	Mandatory	Pass/Fail	N/A
Bidder Qualifications	Mandatory	Pass/Fail	N/A
Bidder Qualifications	Desirable	Scored	1650.00
Bidder Reference	Mandatory	Pass/Fail	N/A
Bidder Reference	Mandatory	Scored	80.00
Bidder Narrative	Mandatory	Scored	1600.00
Requirements for Five (5) Proposed Key Staff	Mandatory	Pass/Fail	N/A
Requirements for Proposed Key Staff			
1. M&O Manager	Desirable	Scored	550.00
2. Systems Architect	Desirable	Scored	600.00

3. Application Architect	Desirable	Scored	300.00
4. MDM Architect	Desirable	Scored	450.00
5. Dashboard/Visualization Architect	Desirable	Scored	600.00
Key Staff Reference Forms	Mandatory	Scored	40.00
Deliverables Requirements	Mandatory	Pass/Fail	N/A
COST EVALUATION (max. 3,914 points)			
Cost Evaluation	Mandatory	Scored	3,914.00
MAXIMUM TOTAL POINTS AVAILABLE (WITHOUT PREFERENCE POINTS APPLIED)			9,784.00

6.2.1. VALIDATION AGAINST REQUIREMENTS

The State will review each proposal in detail to determine its compliance with the solicitation requirements. The State reserves the right to use multiple means to validate and determine the Bidder's response to a requirement. This may be through details in its description and/or supporting documentation provided or material that is publicly available, that may either support or contradict the Bidder's claim of intended compliance.

During the Proposal evaluation, the State may request the Bidder clarify any area of the proposal that the State determines to be unclear in accordance with [SECTION 6. EVALUATION](#).

If a Bidder's proposal fails to meet a mandatory requirement, it will be considered a deviation in accordance with [SECTION 2.4.1. IDENTIFICATION AND CLASSIFICATION OF SOLICITATION REQUIREMENTS](#).

6.2.2. ERRORS IN THE PROPOSAL

An error in the proposal may cause the rejection of that proposal; however, the State may at its sole option

retain the proposal and make certain corrections. In determining if a correction will be made, the State will consider the conformance of the proposal to the format and content required by the solicitation, and any unusual complexity of the format and content required by the solicitation. If appropriate, errors may be corrected in accordance with the following:

1. If the Bidder's intent is clearly established based on review of the complete proposal submittal, the State may at its sole option correct an error based on that established intent.
2. If the State discovers obvious clerical or arithmetic errors, the State may, at its sole option, correct such errors. If the mathematical correction results in significant changes to the Bidder's response, the State will provide the Bidder the opportunity to validate the resulting correction.
3. It is essential that Bidders carefully review the cost elements in their proposals since they may not be provided the opportunity to correct errors after submission.
4. In the event an ambiguity or discrepancy between any of the State's solicitation documents, is detected after review of the bids, the State reserves the right to seek clarification and acceptance from the Bidder.
5. The Bidder is required to thoroughly review the solicitation to ensure that its proposal is fully responsive with the solicitation requirements and thereby avoid the possibility of being ruled non-responsive. It is the Bidder's responsibility to utilize the question and answer process to clarify any ambiguities in the solicitation requirements to ensure that the Bidder is submitting a responsive proposal.
6. At the State's sole discretion, it may declare all proposals to be Draft Proposals. Bidders may not protest the State's determination of all Proposals being declared Draft Proposals. If all proposals are declared to be Draft Proposals, the State may issue an addendum to this solicitation. Should this occur, confidential discussions may be held with Bidders that wish to remain under consideration. Each Bidder will be notified of the due date for the submission of a new Proposal to the State. This submission must conform to the requirements of the original RFP or as modified by an addendum. The new proposals will be evaluated as required by [SECTION 6. EVALUATION](#).

6.2.2.1. BIDDER RESPONSE CLARIFICATION

The State may request that a Bidder clarify any area of their response that the State determines to be unclear. The State may also request clarification for areas that may render the proposal non-responsive to the requirements and provide Bidders the opportunity to resubmit a responsive proposal by the date and time specified by the State. However, if the Bidder does not resubmit a responsive proposal to the areas identified by the date and time specified by the State, the Bidder's proposal will be rendered non-responsive, and ineligible to proceed to the next phase of the solicitation process. Clarifications may be requested via writing or confidential discussion.

6.3. ADMINISTRATIVE REQUIREMENTS EVALUATION

All [SECTION 3.2. ADMINISTRATIVE REQUIREMENTS](#) labeled with (M) are mandatory, whereas Administrative Requirements labeled with (O) are optional. Bidders are not required to respond to optional requirements. Review of the proposals will begin with ensuring that the Bidder has responded to all mandatory Administrative Requirements. Unless otherwise required, e-Signatures or copies of an original signature are acceptable.

Administrative Requirements will be evaluated as a Pass/Fail. If a Proposal fails to meet any mandatory requirement specified in [SECTION 3.2. ADMINISTRATIVE REQUIREMENTS](#), it may be considered non-responsive and may be the basis for rejecting the Bidder's proposal.

6.4. QUALIFICATION EVALUATION

All [SECTION 3.3. QUALIFICATION REQUIREMENTS](#) labeled with (M), (MS), and (MO) are mandatory, whereas Qualification Requirements labeled with (DS) are optional. Bidders are not required to respond to optional requirements. Review of the proposals will begin with ensuring that the Bidder has responded to all mandatory Qualification Requirements.

Qualification Requirements will be evaluated as a Pass/Fail and, if applicable, points will be awarded. If a proposal fails to meet any mandatory requirement specified in [SECTION 3.1. Prequalification Requirements](#), it may be considered non-responsive and may be the basis for rejecting the Bidder's proposal.

6.4.1. BIDDER QUALIFICATIONS EVALUATION

The State will evaluate Bidder qualifications using the information contained in the completed [ATTACHMENT 14: BIDDER QUALIFICATIONS FORM](#). Descriptions of experience must be clear, concise, and apply directly to the requirements.

To aid the State in evaluating Bidder qualifications, the Bidder should use a MM/DD/YYYY format when indicating project start and end dates. If a Bidder submits a proposal using any other date format, the State will count only the whole months or years between the start and end dates specified. For example, Bidder "A" cites start and end dates for a project as 01/19/2023 and 07/25/2024. The Bidder or Key Staff member would only be credited with eighteen (18) months of experience.

If a project end date is ongoing or exceeds the proposal due date, then the Bidder will receive credit for only the experience acquired up to the proposal due date specified in [SECTION 2.3. KEY ACTION DATES](#). In this instance, Bidders are instructed to use the proposal due date as the end date of ongoing projects. Concurrent project timeframes (overlapping dates) will only count once for calculating the number of years and months of qualification experience.

If the number of years and months for a project was not indicated on the Bidder Qualification form "Experience gained on this cited Project" and the Bidder checked "yes" to meeting the total experience on the project cited, then the Bidder will only receive experience credit for the minimum number of years required for that requirement **OR** will receive the number of years indicated on the start/end date of the Bidder Qualification form, whichever is less.

Bidders that do not complete and submit all required Bidder qualification forms with their proposal may be considered non-responsive and may be the basis for rejecting the Bidder's proposal.

6.4.2. BIDDER REFERENCES EVALUATION

The State will evaluate the Bidder's references using the information provided in each [ATTACHMENT 15: BIDDER REFERENCE FORM](#).

Bidders that do not return the required reference forms may be considered non-responsive and may be the basis for rejecting the Bidder's proposal.

Reference scores will be calculated by totaling the Satisfaction Ratings from each reference form submitted. The aggregate rating for all reference forms submitted will be divided by the number of reference forms submitted to determine the Bidder average rating score. This figure will then be multiplied by the total maximum points available (200) and divided by the maximum points possible per reference form (80). This figure will be rounded to the nearest whole number to determine the Bidder's final evaluated total score for Bidder references. For example, if three (3) references are submitted with total rating scores of 30, 50, and 80 from three (3) projects, the aggregate rating scores equal 160. The aggregate score 160) will be divided by the number of reference forms submitted (3) to determine the final rating of 53.33 points. $53.33 \text{ (average rating)} \times 200 \text{ (total points possible)} / 80 = 133.00 \text{ (rounded) total points for Bidder references.}$

References that have a rating of "unsatisfactory" for ANY question or if a question is not answered, will result in that reference form having a 0 score for that reference form.

If the State wishes to validate the claimed information and experience listed on a Bidder Reference Form, the State will make two (2) attempts via email or phone to the reference contact identified on the Bidder Reference Form. The Bidder should ensure that its Bidder Reference Form contacts are available for validation during the evaluation period identified in [SECTION 2.3. KEY ACTION DATES](#).

If the State has not received a response from the reference contact after the first contact attempt, a second attempt will be made. If no response is received after the second contact attempt, the State will seek assistance from the Bidder requesting the reference to respond to the State within forty-eight (48) hours of the second contact attempt.

If the State remains unable to contact the reference, the Bidder's proposal may be considered non-responsive and may be the basis for rejecting the Bidder's proposal for failure to provide a verifiable reference.

6.4.3. KEY STAFF QUALIFICATIONS EVALUATION

The State will evaluate Key Staff Qualifications and experience using the information contained in the Bidder's Key Staff qualification forms.

To aid the State in evaluating Key Staff qualifications, the Bidder should use a MM/DD/YYYY format when indicating project start and end dates on the Key Staff Qualification forms. If a Bidder submits a response using any other date format, the State will count only the whole months or years between the start and end dates specified.

If a project end date is ongoing or exceeds the proposal due date, then the Key Staff member will receive credit for only the experience acquired up to the proposal due date, as shown on [SECTION 2.3. KEY ACTION DATES](#).

Concurrent project timeframes (overlapping dates) will only count once for calculating the number of years and months of qualification experience for Key Staff.

Bidders that fail to submit a completed Key Staff Qualification form together with all required completed corresponding Key Staff reference forms may be considered non-responsive and may be the basis for rejecting the Bidder's proposal.

For each Key Staff, the Evaluation Team will first evaluate the completed [SECTION KEY STAFF QUALIFICATIONS FORM – INSTRUCTIONS](#) for compliance with the instructions specified in the form and in [SECTION 3.3.3. KEY STAFF QUALIFICATIONS \(M\)\(DS\)](#) The State will evaluate Key Staff experience and award points as applicable using the Bidder's response to the mandatory and desirable requirements.

If the State is unable to validate that the information supplied qualifies for any desirable scored experience points, no points will be awarded for such experience.

6.4.4. KEY STAFF REFERENCES EVALUATION

The Bidder must submit a minimum of two (2) completed Key Staff Reference Forms from each proposed Key Staff.

Each Key Staff reference form must be from a reference contact who performed a management or supervisory role on the cited project.

All Key Staff Reference Forms must be returned with the proposal response. Proposals that do not include the required Key Staff reference forms may be considered non-responsive and may be the basis for rejecting the Bidder's proposal.

The Evaluation Team will validate claimed Key Staff experience specified in the Key Staff Qualification Forms using the corresponding Key Staff Reference Form for each project cited to meet the mandatory (M) experience and if applicable, Desirable Scored (DS) experience. If the State is unable to validate the claimed experience meets the (M) requirement, the response may be considered non-responsive and may be the basis for rejecting the Bidder's proposal. If the State is unable to validate the claimed experience meets the Desirable Scored (DS) experience, points will not be awarded.

References will be scored based upon the ratings provided by the reference(s). Any conflicting information may result in the offer being deemed non-responsive.

Reference scores will be calculated by totaling the Satisfaction Ratings from each reference form submitted. The aggregate rating for all reference forms submitted will be divided by the number of reference forms submitted to determine the Key Staff's average rating score. This figure will then be multiplied by the total maximum points available (100) and divided by the maximum points possible per reference form (80). This figure will be rounded to the nearest whole number to determine the Bidder's final evaluated total score for Key Staff references. For example, if three (3) references are submitted with total rating scores of 30, 50, and 80 from three (3) projects, the aggregate rating scores equal 160. The aggregate score (160) will be divided by the number of reference forms submitted (3) to determine the average rating of 53.33 points. $53.33 \text{ (average rating)} \times 100 \text{ (total points possible)} / 80 = 67.00 \text{ (rounded)}$ total points for Key Staff references.

References that are returned with an unsatisfactory rating for any question will receive zero (0) points for that reference form. If a question is not answered, the Bidder will receive a 0 rating score for that question.

If the State validates a Key Staff qualification, the State will make two (2) attempts to the reference contact identified on the Key Staff Reference Form to validate the claimed information and experience. The Bidder should ensure that its Reference Form contacts are available for validation during the evaluation period identified in [SECTION 2.3. KEY ACTION DATES](#). Reference Contacts listed on the Reference Forms must be the same contact person listed on each Bidder Qualification Form.

If the State has not received a response from the reference contact after the first contact attempt, a second attempt will be made. If no response is received after the second contact attempt, the State will seek assistance from the Bidder requesting the reference to respond to the State within forty-eight (48) hours of the second contact attempt.

If the State remains unable to contact the reference, the Bidder's proposal may be considered non-

responsive and may be the basis for rejecting the Bidder's proposal for failure to provide a verifiable reference.

6.5. SOLUTION REQUIREMENTS EVALUATION

All [SECTION 3.4. SOLUTION REQUIREMENTS](#) labeled with (M), and (MS) are mandatory, whereas Solution Requirements labeled with (DS) are optional. Bidders are not required to respond to optional requirements. Review of the proposals will begin with ensuring that the Bidder has responded to all mandatory Solution Requirements.

Solution Requirements will be evaluated as a Pass/Fail and, if applicable, points will be awarded. If a proposal fails to meet any mandatory requirement specified in [SECTION 3.4. SOLUTION REQUIREMENTS](#), it may be considered non-responsive and may be the basis for rejecting the Bidder's proposal.

6.5.1. DELIVERABLE EVALUATION

The State will evaluate the [EXHIBIT B: DELIVERABLES TABLE](#), which lists deliverables. A “Yes” response in the “Yes/No” column indicates the Bidder agrees to produce and meet each deliverable and milestone identified therein. The Evaluation Team will evaluate the Bidder’s responses to confirm compliance.

A “No” response to any of the Mandatory or Mandatory Optional items may be considered non-responsive and may be the basis for rejecting the Bidder's proposal.

The Bidder must not modify the format, add columns, or include explanatory text to its response or otherwise change the content of [EXHIBIT B: DELIVERABLES TABLE](#)

6.5.2. NARRATIVE RESPONSE(S) REQUIREMENTS

The State will evaluate the narrative responses using the information contained in the completed [ATTACHMENT 17: NARRATIVE RESPONSE](#).

Points will be awarded for the narrative responses as detailed in Table 6.5.2-1: Narrative Scoring Criteria. Points will be awarded based on percentages of the total possible points for each Narrative Requirement.

Table 6.5.2-1: Narrative Scoring Criteria

SCORING CRITERIA	RATING	PERCENTAGE OF POINTS POSSIBLE
- Responsive to all of the areas listed in the requirement; - Demonstrates a thorough understanding by providing such detail that the State is confident that Bidder understands and has the ability to meet the criteria listed; - Provides a detailed description of how Bidder will meet critical aspects of the requirement; - Demonstrates major strengths and few, if any, minor weaknesses.	Excellent	100%
- Responsive to all of the areas listed in the requirement; - Demonstrates an acceptable understanding of the requirement, though minor ambiguities exist; - Provides sufficient description of how Bidder will meet critical aspects of the requirement; - Response strengths outweigh weaknesses.	Acceptable	40%
- Responsive to a majority of the areas listed in the requirement; - Demonstrates a minimal understanding of the requirement and includes ambiguities or inaccuracies; OR - Provides insufficient detail of how Bidder will meet the requirement; OR - Response weaknesses outweigh strengths.	Inadequate	15%
Response lacks an understanding of the	Deficient	0%

requirement; OR • No response provided OR • Includes exceptions and/or conditions. OR conflicts with a mandatory requirement.		
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Any Narrative response receiving zero (0) points will not result in the proposal being deemed non-responsive.

6.6. COST EVALUATION

After [SECTION 3. PROPOSAL REQUIREMENTS](#) have been evaluated, the evaluation team will evaluate the cost workbook (Bidder's response to Volume 2) for those Bidders whose proposals have been deemed responsive. If a Bidder is determined non-responsive, its cost workbook will remain unopened.

If a Bidder's cost workbook fails to meet the password protection requirement, the State may be considered non-responsive and may be the basis for rejecting the Bidder's proposal.

The Total Cost points are weighted at forty percent (40%) of the maximum available points for this solicitation.

All proposed costs for all line items must be all-inclusive, thereby including the cost of any and all associated services and deliverables required in this solicitation to implement and maintain the full solution through the term of the Agreement.

The intent is to structure the pricing format to facilitate a straightforward comparison among all Cost submissions and foster competition to obtain the best market pricing. Consequently, DCC requires that each Bidder's cost information be in the format identified in [EXHIBIT A: COST WORKBOOK](#). Bidders are advised that failure to comply with the instructions listed, such as submission of incomplete proposals or use of alternative pricing structures or different formats than the one requested, may result in the rejection of Bidder's proposal.

Any elements not specifically priced or identified in the Bidder's Cost Workbook, or those that are identified after Contract Award as necessary to meet the requirements of this solicitation, will be at no additional cost to the State.

NOTE: It is imperative that no cost information be included anywhere outside of [EXHIBIT A: COST WORKBOOK](#) may be considered non-responsive and may be the basis for rejecting the Bidder's proposal.

6.6.1. COST SCORE CALCULATION

All cost worksheets will be validated to verify completeness and mathematical accuracy. If appropriate, errors will be corrected in accordance with [SECTION 6.2.2. ERRORS IN THE PROPOSAL](#). After costs have been verified for accuracy, the Bidder with the lowest proposed Total Cost will receive the maximum score of two thousand nine hundred (2,900) points. All other Bidders will receive a proportionally lower score using the ratio of the lowest proposed Total Cost to the Bidder's proposed Total Cost applied to the

maximum of 2,900 points, as shown in Table 6.6.1-1 below:

Table 6.6.1-1: Bidder Total Cost Score Formula

(Lowest proposed Total Cost)	X 2,900 points = Bidder Total Cost score
(Bidder's proposed Total Cost)	

The total evaluated cost score calculation in Table 6.6.1-2, Example of Bidder Total Cost Score Calculation illustrates that Bidder C proposed the lowest Total Cost and received the maximum points possible.

Table 6.6.1-2: Bidder Total Cost Score Calculation

BIDDER	BIDDER'S TOTAL COST	CALCULATION				BIDDER'S TOTAL COST SCORE
A	\$500,000	(\$300,000 / \$500,000)	X	2,900 points	=	1,740 points
B	\$400,000	(\$300,000 / \$400,000)	X	2,900 points	=	2,175 points
C	\$300,000	(\$300,000 / \$300,000)	X	2,900 points	=	2,900 points

NOTE: Point values in this example explain the calculations and have no other significance.

6.7. SOCIOECONOMIC PROGRAMS

Bidders who claim preference points will be evaluated to determine whether they submitted the required forms, documents, exhibits, and/or the responses necessary to validate their qualification and eligibility for the claimed preference(s). If the State determines that the submitted information is insufficient or that the required documents do not otherwise validate the eligibility for points in any of the claimed programs, then the points for that program will not be added to the Bidder's final overall proposal score. If the State is able to validate the Bidder's claim, the qualified preference points will be applied to the Bidder's final overall proposal score as illustrated in Table 6.7-1 Final Score and Rank Determination provided that the Bidder's proposal is not otherwise determined to be non-responsive to any mandatory requirements.

The total proposal score calculation is shown in Table 6.7-1, Example of Bidder Total Proposal Score Calculation.

Table 6.7-1: Bidder Total Proposal Score Calculation

BIDDER	BIDDER'S TOTAL NON- COST SCORE		BIDDER'S TOTAL COST SCORE		BIDDER'S TOTAL PROPOSAL SCORE
A	2,200.00 points	+	1,740.00 points	=	3,940.00 points
B	2,750.00 points	+	2,175.00 points	=	4,925.00 points
C	2,900.00 points	+	2,900.00 points	=	5,800.00 points

NOTE: Point values in this example explain the calculations and have no other significance.

6.7.1. DVBE INCENTIVE

In accordance with §999.5(a) of the Military and Veterans Code, for evaluation purposes only, the State shall provide an incentive to Bidders who provide California-certified DVBE participation that exceeds the mandatory California-certified DVBE participation goal in the amounts shown in Table 6.7.1-1 DVBE Participation Incentive Formula.

The State will verify DVBE and apply the incentive accordingly. The DVBE Incentive points are a percentage of the total possible points. The maximum incentive for this procurement is five percent (5%) of the total points available, and is based on the amount of DVBE participation confirmed. Table 6.7.1-1 below is an illustration of this calculation:

Table 6.7.1-1: DVBE Incentive Formula

CONFIRMED DVBE PARTICIPATION	DVBE INCENTIVE PERCENTAGE	DVBE INCENTIVE POINTS
≥ 5%	5%	290.00 (5,800 x .05)

CONFIRMED DVBE PARTICIPATION	DVBE INCENTIVE PERCENTAGE	DVBE INCENTIVE POINTS
4% - 4.99%	4%	232.00 (5,800 x .04)
3.% - 3.99%	3%	174.00 (5,800 x .03)
<3%	0%	0.00

6.7.2. SMALL BUSINESS PREFERENCE

The State will verify Small Business/Non-Small Business preference claim and apply the five percent (5%) preference accordingly. Refer to [SECTION 3.2.12.3. SMALL BUSINESS PREFERENCE \(O\)](#) and [SECTION 3.2.12.4. NON-SMALL BUSINESS SUBCONTRACTOR PREFERENCE \(O\)](#) for more information.

In accordance with Government Code §14835 et seq., Bidders who qualify as a small business will be given a five percent (5%) preference for evaluation purposes only. The five percent (5%) preference is calculated on the total number of points awarded to the highest scoring non-small business that is responsive to the proposal requirements. The rules and regulations of this law, including the definition of a small business for the delivery of goods and services, are contained in the California Code of Regulations, Title 2, § 1896 et seq.

This five percent (5%) small business preference is also available to a non-small business claiming 25% California certified small business subcontractor participation. The five percent (5%) preference is calculated on the total number of points awarded to the highest scoring non-small business that is responsive to the proposal requirements and that is not subcontracting a minimum of 25% to a small business. Non-small business Bidders claiming the five percent (5%) small business preference must commit to subcontract at least 25% of the net proposal price with one (1) or more California certified small businesses.

Completed certification applications and required support documents must be submitted to the Department of General Services Office of Small Business and DVBE Services (OSDS) no later than 5:00 p.m. on the proposal due date, and the OSDS must be able to approve the application as submitted. Questions regarding certification should be directed to the OSDS at (916) 375-4940.

For an illustration of this process, refer to the example in Table 6.7.2-1, Small Business Preference Points

Calculation. Points in this example explain the calculations and have no other significance.

The preference points for Bidders A and B are based on five percent (5%) of the Bidder proposal score of Bidder C, the highest scorer of a non-small business, which is (5,800.00 points) x (.05) = 290.00 points (rounded). Bidder C, which is neither a small business nor a non-small business subcontracting a minimum of 25 percent (25%) to a small business, receives no small business preference points.

Table 6.7.2-1: Small Business Preference Points Calculation

BIDDER	BIDDER TOTAL PROPOSAL SCORE	SMALL BUSINESS PREFERENCE CLAIM?	NON-SMALL BUSINESS PREFERENCE CLAIM?	SMALL BUSINESS PREFERENCE POINTS AWARDED
A	3,940.00 points	Yes	No	290.00 points
B	4,925.00 points	No	Yes	290.00 points
C	5,800.00 points	No	No	0.00 points

NOTE: Calculation is based on 5% of the Bidder with the highest “Bidder proposal score” that is a non-small business. In the example Table 6.7.2-1, Bidder C has the highest non-small business score.

6.7.3. TACPA PREFERENCE EVALUATION

The State will give preferences in accordance with the Government Code § 4530-4535.3, for Bidders that are California home based and qualify for claimed preferences under the Target Area Contract Preference Act (TACPA) by completing and returning the appropriate forms described in the solicitation. Where multiple preferences are claimed, the State will verify eligibility for the preferences and evaluate and apply preferences in accordance with the law.

Available evaluation preferences under TACPA are limited to nine percent (9%), five percent (5%) worksite, and one percent (1%) up to four percent (4%) workforce of the lowest total proposal price or fifty thousand dollars (\$50,000.00), whichever is less. The TACPA preference is a dollar preference, applied against the Bidder’s proposed cost, before cost is evaluated and converted to points.

The State will verify and apply TACPA preference accordingly. The TACPA preference does not apply when the worksite is fixed by the terms of the Contract.

6.8. BIDDER FINAL SCORE CALCULATION AND RANK DETERMINATION

The evaluation team will calculate the Bidder's final score. Table 6.8-1, Bidder Final Score Calculation, illustrates the Bidder's final score that incorporates both preference and incentive points:

Table 6.8-1: Bidder Final Score Calculation

BIDDER	BIDDER TOTAL PROPOSAL SCORE	SMALL BUSINESS PREFERENCE POINTS AWARDED	VERIFIED DVBE %	DVBE INCENTIVE POINTS AWARDED	BIDDER FINAL SCORE
A	3,940.00 points	290.00 points	3%	174.00 points	4,230.00 points
B	4,925.00 points	290.00 points	4%	232.00 points	5,215.00 points
C	5,800.00 points	0.00 points	5%	290.00 points	6,090.00 points

NOTE: Bidder's final score calculation in Table 6.8-1 is an example that explains the calculations and has no other significance.

6.9. Proposal Rank Determination

The State will determine which Bidder has the highest combined score for the bid requirements and cost, up to the maximum points, plus any preference and/or incentive points. The State will rank all qualified proposals by the Bidder's final score. Table 6.9-1 demonstrates how the final ranking determination is made:

Table 6.9-1: Example of Final Score and Rank Determination

REQUIREMENT	MAX SCORE	BIDDER A	BIDDER B	BIDDER C
Administrative Requirements	Pass/Fail	Pass	Pass	Pass

Bidder Qualifications - Mandatory	Pass/Fail	Pass	Pass	Pass
Bidder Qualifications - Desirable	300.00	200.00	300.00	300.00
Bidder Reference	Pass/Fail	Pass	Pass	Pass
Bidder Reference	200.00	200.00	200.00	200.00
Bidder Narrative	800.00	800.00	800.00	800.00
Requirements for Seven (7) Proposed Key Staff - Mandatory	Pass/Fail	Pass	Pass	Pass
Requirements for Proposed Key Staff - Desirable	700.00	500.00	700.00	700.00
Key Staff Reference Forms	100.00	100.00	100.00	100.00
Interviews	300.00	100.00	250.00	300.00
Demonstrations	500.00	300.00	400.00	500.00
Deliverables Requirements	Pass/Fail	Pass	Pass	Pass
Functional & Non-Functional Requirements	Pass/Fail	Pass	Pass	Pass

Total Non-Cost Score	2,900.00	2,200.00	2,750.00	2,900.00
Total Cost Score	2,900.00	1,740.00	2,175.00	2,900.00
TOTAL PROPOSAL SCORE	5,800.00	3,940.00	4,925.00	5,800.00
Initial Rank (Before preferences and incentives)		3	2	1
DVBE Participation claimed	Yes/No; %	3%	4%	5%
DVBE Incentive Points	290.00	174.00	232.00	290.00
Small Business claimed	Yes/No	Yes	No	No
Small Business Preference Points	290.00	0.00	0.00	0.00
Non-Small Business Claimed	Yes/No	No	Yes	No
Non-Small Business Preference Points	290.00	0.00	290.00	No
BIDDER FINAL SCORE	6,670.00	4,114.00	5,447.00	6,090.00
FINAL RANK		3	2	1

7. NEGOTIATIONS

This solicitation is being conducted under the authority of CDT pursuant to Public Contract Code (PCC) §6611, which provides the authority to use a competitive negotiation process when the State's business needs or the purpose of a procurement or contract is known, but negotiation is necessary to ensure the

State receives the best value or the most cost-efficient goods, services, information technology, and telecommunications technology.

Negotiations allow the State and Bidder an opportunity to discuss items that could, in the State's opinion, enhance the Bidder's proposal and potential for award. Negotiations are not intended to allow a Bidder to completely rewrite its proposal. The negotiations are exchanges between the State and the Bidder, which are undertaken with the intent of allowing the Bidder to revise its proposal only in areas determined by the State during the negotiation process. Negotiations will be conducted either orally or in writing.

The State may discuss any aspect of the Bidder's proposal that could, in the opinion of the State, be altered or explained to enhance the proposal's potential for award. However, the State is not required to discuss every area where the Bidder's proposal could be improved. The scope and extent of negotiation exchanges are the matter of the State's judgment. The State reserves the right to modify or cancel this Solicitation in its entirety or in part at any time.

At the State's discretion, the State will determine the topics for negotiation and reserves the right to revise the scoring criteria for Best and Final Offer evaluation to obtain a value effective solution.

Award of a contract, if made, will be to the Bidder that meets and/or exceeds the State's requirements and provides the best value to the State. All aspects of the Bidder's proposal are confidential until after the issuance of the notification of award.

7.1. PROCEEDING TO NEGOTIATIONS

At the discretion of the State, the State may invite Bidder(s) to participate in the negotiation process under the following option.

Option 1

At the discretion of the State, the highest scoring responsive Bidder will be determined eligible to participate in the negotiation process. If the State cannot come to an agreement with the highest scoring responsive Bidder, the State will invite and proceed with negotiations with the next highest scoring responsive Bidder. This Bidder negotiation selection process will continue until the State completes negotiations with the final selected Bidder.

Option 2

At the discretion of the State, up to the top three (3) highest scoring, responsive Bidders will be determined eligible to participate in the negotiation process.

NOTE: In the event no responsive bids are received, the State at its discretion may proceed to negotiations with all Bidders that submitted a bid.

The negotiations may or may not result in a Contract award

7.2. NEGOTIATION INVITATION

Bidder(s) invited to participate in negotiations will receive an Invitation to Negotiate with the following information:

1. That the State is initiating negotiations pursuant to Public Contract Code 6611(a);
2. The general purpose and scope of the negotiations;
3. The anticipated schedule for the negotiations;
4. The procedures to be followed for negotiations; and
5. Confirmation of negotiation attendance within two (2) working days of invitation.

The Bidder(s) must submit any additional information requested by the State by the due date specified in the Invitation to Negotiate letter

7.3. BEST AND FINAL OFFER SUBMISSION (BAFO)

At the conclusion of negotiations, the State may request a best and final offer (BAFO) submission. The intent of the BAFO is to clarify and document understandings reached during negotiations. The State will include a date and time for submission of the BAFO. A Bidder's BAFO is an irrevocable offer for one hundred and twenty {120} calendar days following the Contract Award date specified in [SECTION 2.3. KEY ACTION DATES](#). A Bidder may extend the offer in the event of a delay in the Contract Award.

7.4. EVALUATION OF BAFO SUBMISSION

The State will evaluate the BAFO submission based on topics negotiated. BAFOs will be evaluated using the criteria and methodologies described in SECTION 6. EVALUATION or a BAFO addendum, if issued for purposes of this solicitation's negotiations.

8. CONTRACT AWARD

Contract Award, if made, will be to the Bidder that meets and/or exceeds the State's requirements and provides the best value to the State and will occur pursuant to the Key Action Dates of the solicitation document specified in [SECTION 2.3. KEY ACTION DATES](#). However, the State, at its sole option, may change the Contract Award date.

The State will publish a written Notification of Award to all Bidders that have submitted a proposal in response to this solicitation. Notification of Award will be sent at the time of Agreement execution. See

SECTION 2.3. KEY ACTION DATES, for the anticipated date for the Notification of Award.

All aspects of the Bidder's proposal are confidential until after the issuance of the Notification of Award.

9. DEBRIEFING

A debriefing may be held within fifteen (15) calendar days following Contract award at the request of any Bidder for the purpose of receiving specific information concerning the evaluation. The discussion will be based primarily on the qualifications, solution requirements and cost evaluations of the Bidder's proposal. A debriefing is not the forum to challenge the solicitation specifications or requirements. Statements made during the debrief are non-binding on the State and are intended for informational purposes only.

10. PROTESTS

This procurement process does not include any provisions to protest either the process or resulting contract award(s). However, pursuant to PCC § 6611(d), an unsuccessful Bidder may file a petition for a writ of mandate in accordance with Section 1085 of the Code of Civil Procedure. The venue for the petition for a writ of mandate will be Sacramento, California.

ATTACHMENT 1: TEMPLATE FOR QUESTION SUBMITTAL/ REQUEST FOR CHANGES

TEMPLATE FOR QUESTION SUBMITTAL/REQUEST FOR CHANGES

The Bidder is required to use the format listed below when submitting questions and request for changes to the Procurement Officer listed in [SECTION 2.2.1. PROCUREMENT OFFICER](#). Written questions and request for changes must be submitted in Microsoft Excel or Word version. Instructions are as follows:

Name of Bidder – Provide the name of the bidding firm

Contact Person – Provide the name of the person to contact if the State needs clarification about the question.

Contact Email and Phone Number – Provide the email and phone number (including area code) for the listed contact person.

Q # – Sequentially number each question/request for change, always starting at one (1) for each submission.

Section/Document(s) – Identify the section or document the request pertains to, such as “Request for Proposal, [SECTION 3.3.3. KEY STAFF QUALIFICATIONS \(M\)\(DS\)](#).”

Page # – Identify the page number of the section/document name or title the question pertains to.

Question/Request for Change – Write the question and/or request for change in this column. If the Bidder is requesting a change, the Bidder must apply track changes to ensure the requested change is evident.

Bidder’s Rationale for Change Requests - Provide an explanation for the requested change.

Expand or reduce the number of rows to accommodate the number of questions.

QUESTION/REQUEST FOR CHANGES FORM
Name of Bidder:
Contact Person:
Contact Email and Phone Number:

QUESTION/REQUEST FOR CHANGES FORM				
Q #	Section/Document(s)	Page #	Question/Request for Change	Bidder's Rationale for Change Request
1				
2				
3				
4				

ATTACHMENT 2: COVER LETTER

COVER LETTER

The Bidder must complete and submit this form with its proposal.

COVER LETTER REQUIREMENTS	BIDDER AGREES YES/NO
The Bidder agrees this proposal is an irrevocable offer per SECTION 2.4.9. IRREVOCABLE OFFER .	☐ Yes ☐ No
The Bidder agrees to the terms and conditions of this solicitation, including all exhibits and attachments thereto, and accepts responsibility as the prime contractor if awarded the contract resulting from this solicitation.	☐ Yes ☐ No
The Bidder agrees to having available staff with the appropriate skills to complete the contract for all services as described in this solicitation and SOW.	☐ Yes ☐ No
The Bidder agrees to all requirements and services described in the Solicitation and SOW.	☐ Yes ☐ No
The Bidder has completed and submitted the eVAQ application and has been deemed approved by OSTP. The Bidder hereby certifies that all information submitted in the eVAQ is true, correct, and complete as of the date of submission, and that such information is incorporated herein by reference and made a part of this bid Bidder shall provide OSTP approved eVAQ number:	☐ Yes ☐ No
This form is signed by an individual who is authorized to bind the bidding firm contractually. The individual's name must also be typed, and include the title or position that the individual holds in the firm. An unsigned bid may be rejected.	☐ Yes ☐ No

GenAI DISCLOSURE OBLIGATIONS	YES OR NO
The Respondent intends to provide GenAI as a deliverable to the State as part of the awarded Contract.	☐ Yes ☐ No
The Respondent intends to utilize GenAI, including GenAI from third parties, to complete all or a portion of any deliverable that materially	☐ Yes ☐ No

GenAI DISCLOSURE OBLIGATIONS	YES OR NO
impacts: (i) functionality of a State system, (ii) risk to the State, or (iii) Contract performance.	
If the Bidder marked "Yes" to any of the GenAI questions in this table, include a description of the GenAI functionality:	

Bidder's Information:	
Bidding Firm's Legal Name:	
Bidding Firm's Address:	
Printed Name of Authorized Representative:	
Title/Role:	
Phone Number:	
Email:	
Signature:	
Date:	

ATTACHMENT 3: INTENT TO BID

INTENT TO BID

The Bidder should complete and submit this form per the instructions in [SECTION 2.2.3. INTENT TO BID](#).

Bidder's Legal Company/Firm Name: _____

INTENT TO BID SELECTION (select one):	
☐	Intends to submit a bid and has no issues with the solicitation requirements.
☐	Intends to submit a bid but has one (1) or more issue(s) with the requirements. (Use ATTACHMENT 1: TEMPLATE FOR QUESTION SUBMITTAL/REQUEST FOR CHANGES and submit by the dates specified in SECTION 2.3. KEY ACTION DATES .)
☐	Does not intend to submit a bid and has one (1) or more issues(s) with the solicitation requirements. (Use ATTACHMENT 1: TEMPLATE FOR QUESTION SUBMITTAL/REQUEST FOR CHANGES and submit by the dates specified in SECTION 1.5. AMERICANS WITH DISABILITIES ACT (ADA) .)

The Bidder's Authorized Representative or Corporate Officer:	
Bidder/Firm Name:	
Printed Name of Authorized Representative:	
Title/Role:	
Phone Number:	
Email:	
Signature:	
Date:	

ATTACHMENT 4: FOLLOW-ON DISCLOSURE

1. Background Information

PCC Section 10365.5 generally prohibits a person, firm, or subsidiary thereof that has been awarded a consulting services contract from submitting a bid for and/or being awarded an agreement for, the provision of services, procurement of goods or supplies, or any other related action that is required, suggested, or otherwise deemed appropriate in the end product of a consulting services contract.

PCC Section 10365.5 does not apply to any person, firm, or subsidiary thereof that is awarded a subcontract of a consulting services agreement that totals no more than 10 percent of the total monetary value of the consulting services agreement.

Consultants/employees of a firm that provides consulting advice under an original consulting contract are not prohibited from providing services as employees of another firm on a follow-on contract, unless the persons are named contracting parties or named parties in a subcontract of the original contract.

PCC Section 10365.5 does not distinguish between intentional, negligent, and/or inadvertent violations. A violation could result in disqualification from bidding, a void contract, and/or imposition of criminal penalties.

2. Contract Disclosure

Bidder to select the appropriate box below.

☐	I hereby certify that neither my firm nor any subcontractor that my firm intends to use under the contract resulting from this procurement, is currently providing consulting services to the state under a state contract (or as a subcontractor providing more than 10 percent of dollar value of a consulting service contract with the state) or has provided such services within five (5) years prior to the release of this solicitation that are related in any manner to the services, goods, or supplies being acquired pursuant to this solicitation. Bidder must sign below. This option is likely to apply to bidding firms that do not currently and/or never have provided consultant services to the state.
☐	Attached is a disclosure of current and/or prior consulting services provided by my firm or a proposed subcontractor to the state under a state contract within five (5) years prior to the release of this solicitation that may be related in some manner to the services, goods, or supplies being acquired pursuant to this solicitation. In addition, provide a detailed explanation why your firm is not prohibited from bidding under PCC Section 10365.5. Please also refer to the Department of General Services'

	Management Memo 07-04 for additional information regarding the follow-on contracting prohibition, which is located at https://www.dgs.ca.gov/Resources/ManagementMemos Bidder must sign below and attach a detailed disclosure.
--	---

The Bidder's Authorized Representative or Corporate Officer:	
Bidder/Firm Name:	
Printed Name of Authorized Representative:	
Title/Role:	
Signature:	
Date:	

ATTACHMENT 5: RESPONSE TO ADMINISTRATIVE REQUIREMENTS

The Bidder must complete and submit this form by indicating agreement to each of the administrative requirements in the table below as described in [SECTION 3.2. ADMINISTRATIVE REQUIREMENTS](#). By indicating “Yes,” the Bidder affirms that it understands the requirement and agrees to comply with the requirement. Answering “No” to any of the mandatory administrative requirements in the proposal will deem the Bidder non-responsive and may be the basis for rejecting the Bidder’s proposal.

RFP- +SECTION 4. ADMINISTRATIVE REQUIREMENTS	Bidder Agrees Yes / No
SECTION 3.2.1. COVER LETTER (M)	☐ Yes ☐ No
SECTION 3.2.3. CONFIDENTIALITY STATEMENT (M)	☐ Yes ☐ No
SECTION 3.2.4. ABILITY TO PERFORM	☐ Yes ☐ No
SECTION 3.2.5. PRIMARY BIDDER	☐ Yes ☐ No
SECTION 3.2.6. SUBCONTRACTORS	☐ Yes ☐ No
SECTION 3.2.6.1. BIDDER DECLARATION FORM (M)	☐ Yes ☐ No
SECTION 3.2.7. AMENDMENT	☐ Yes ☐ No
SECTION 3.2.8. FINANCIAL RESPONSIBILITY INFORMATION	☐ Yes ☐ No
SECTION 3.2.9. GENERAL PROVISIONS & SPECIAL PROVISIONS	☐ Yes ☐ No
SECTION 3.2.10. GENERATIVE ARTIFICIAL INTELLIGENCE (GENAI) DISCLOSURE NOTIFICATION	☐ Yes ☐ No
SECTION 3.2.11. STATEMENT OF WORK	☐ Yes ☐ No
SECTION 3.2.11.1. INSURANCE COVERAGE	☐ Yes ☐ No
SECTION 3.2.12. SOCIOECONOMIC PROGRAMS	☐ Yes ☐ No

ATTACHMENT 6: BIDDER DECLARATION GSPD 05-105

BIDDER DECLARATION GSPD-05-105

In accordance with [SECTION 3.2.6.1. BIDDER DECLARATION FORM \(M\)](#) , the Bidder must complete and submit with its proposal the Bidder Declaration GSPD-05-105 form.

The form and its instructions are available as a fill and print PDF at: <https://www.documents.dgs.ca.gov/dgs/fmc/gspd/gspd05-105.pdf>

ATTACHMENT 7: CONFIDENTIALITY STATEMENT

CONFIDENTIALITY STATEMENT

The Bidder must complete and submit this form with its proposal.

As an authorized representative or corporate officer of the company name below, I have the authority to bind the company contractually, and I agree that all persons employed by this company will adhere to the following policy:

All information belonging to the California Department of Technology (CDT) or its affiliated agencies is considered sensitive and confidential and cannot be disclosed to any person or entity that is not directly approved to participate in the work required to execute this Agreement.

I certify that I will keep all project information including (but not limited to) information concerning the planning, processes, development or procedures of the project, and all communication with CDT or its affiliates related to any procurement process, confidential and secure. I will not copy, give or otherwise disclose such information to any other person unless CDT has on file a Confidentiality Statement signed by the other person(s), and the disclosure is authorized and necessary for the project. I understand that the information to be kept confidential includes, but is not limited to, specifications, administrative requirements, terms and conditions, concepts and discussions, as well as written and electronic materials. I further understand that if I leave this project before it ends, I must still keep all project information confidential. I agree to follow any instructions provided by the project relating to the confidentiality of project information.

I fully understand that any unauthorized disclosure I make may be basis for civil and/or criminal penalties. I agree to advise the contract manager immediately in the event of an unauthorized disclosure, inappropriate access, misuse, theft or loss of data.

I warrant that if my company is awarded the Contract, it will not enter into any agreements or discussions with a third party concerning such materials prior to receiving written confirmation from the State that such third party has an agreement with the State similar in nature to this one.

All materials provided for this Project, except where explicitly stated will be promptly returned or destroyed, as instructed by an authorized CDT representative. If the materials are destroyed and not returned, a letter attesting to their complete destruction, which documents the destruction procedures, must be sent to the contract manager before payment can be made for services rendered. In addition, all copies or derivations, including any working or archival backups of the information, will be physically and/or electronically destroyed within five (5) calendar days immediately following either the end of the Contract period or the final payment, as determined by the contracting Agency/state entity.

All personnel assigned to this project shall be provided a Confidentiality Statement and will be expected to sign and return it to the State's contract manager before beginning work on this project.

The Bidder's Authorized Representative or Corporate Officer:	
Bidder/Firm Name:	
Printed Name of Authorized Representative:	
Title/Role:	
Phone Number:	
Email:	
Signature:	
Date:	

ATTACHMENT 8: BIDDING PREFERENCES AND INCENTIVES

BIDDING PREFERENCES AND INCENTIVES

The Bidder must complete all of the sections below and submit with its proposal.

1. SMALL BUSINESS PREFERENCE:

Bidder must check the appropriate box from the choices below.

SMALL BUSINESS PREFERENCE	
☐	I am a DGS certified Small Business and claim the Small Business Preference. My DGS Small Business certification number is:
☐	I have recently filed for DGS Small Business certification. I have not yet been certified, but I am claiming the Small Business Preference.
☐	I am not a DGS certified Small Business, but 25% or more of the net bid price will go to a DGS certified Small Business subcontractor(s) performing a Commercially Useful Function and therefore, I am claiming the Small Business preference. ☐ Bidder must complete and submit ATTACHMENT 6: BIDDER DECLARATION GSPD 05-105 , indicating the percentage of the net bid price that will be received by each DGS certified Small Business subcontractor. The form can be found at the following link: https://www.documents.dgs.ca.gov/dgs/fmc/gspd/gspd05-105.pdf
☐	I am not claiming the Small Business Preference.

2. DVBE INCENTIVE:

Bidder must check the appropriate box from the choices below.

DVBE INCENTIVE:	
☐	I am a DGS certified DVBE and claim the DVBE Incentive. My DGS DVBE certification number is:

DVBE INCENTIVE:

- | | |
|--------------------------|--|
| ☐ | I have recently filed for DGS DVBE certification. I have not yet been certified, but I am claiming the DVBE Incentive. |
| ☐ | <p>I am not a DGS certified DVBE, but a percentage of the net bid price will go to a DGS certified DVBE subcontractor(s) performing a Commercially Useful Function and therefore, I am claiming the DVBE Incentive.</p> <p>Bidder must complete and submit a ATTACHMENT 6: BIDDER DECLARATION GSPD 05-105, indicating the percentage of the net bid price that will be received by each DGS certified DVBE subcontractor. The Bidder must also complete and submit an ATTACHMENT 9: DVBE DECLARATIONS, for each DVBE subcontractor, signed by the DVBE owner/manager. The forms can be found at the following links:</p> <p>https://www.documents.dgs.ca.gov/dgs/fmc/gspd/gspd05-105.pdf</p> <p>https://www.documents.dgs.ca.gov/dgs/fmc/gspd/pd/pd_843.pdf</p> |
| ☐ | I am not claiming the DVBE Incentive. |

3. TARGET AREA CONTRACTOR PREFERENCE ACT (TACPA):
Bidder must check the appropriate box from the choices below.

TACPA PREFERENCE:

- | | |
|--------------------------|--|
| ☐ | I am not claiming the TACPA Preference. |
| ☐ | <p>I am claiming the TACPA Preference.</p> <p>Bidder must complete and submit TACPA PREFERENCE REQUEST FORMS. The forms can be found at the following link:</p> <p>https://www.dgs.ca.gov/PD/Services/Page-Content/Procurement-Division-Services-List-Folder/Request-Target-Area-Contract-Preference?search=tacpa</p> |

ATTACHMENT 9: DVBE DECLARATIONS

DVBE DECLARATIONS

In accordance with [SECTION 3.2.12.2. DISABLED VETERAN BUSINESS ENTERPRISE \(DVBE\) PROGRAM](#), the Bidder must complete and submit with its proposal the STD. 843, Disabled Veteran Business Enterprise Declarations form.

The form and its instructions are available as a fill and print PDF at: https://www.documents.dgs.ca.gov/dgs/fmc/gs/pd/pd_843.pdf

ATTACHMENT 10: COMMERCIALLY USEFUL FUNCTION (CUF) CERTIFICATION

COMMERCIALLY USEFUL FUNCTION (CUF) CERTIFICATION

The Bidder must complete and submit this form with its proposal.

Bidder name
Subcontractor Name (submit one form for each SB/DVBE (prime and/or subcontractor(s)))

Mark all that apply: ☐ DVBE ☐ Small Business ☐ Micro Business ☐ N/A

All certified small business (SB), micro business (MB), and/or DVBE Contractors, subcontractors or suppliers must meet the commercially useful function requirements under Government Code Section 14837 (for SB), Military and Veterans Code Section 999 (for DVBE), and Title II California Code of Regulations, Section 1896.4 and 1896.62.

Answer questions 1-5 below, as they apply to your company for the goods and/or services being acquired in this solicitation. A California certified SB, MB, or DVBE business must be deemed to perform a Commercially Useful Function (CUF) by meeting **ALL** of the following CUF requirements for Contract award consideration.

CUF Requirements			
1.	Is responsible for the execution of a distinct element of the resulting Contract.	Yes ☐	No ☐
2.	Carries out its obligation by actually performing, managing, or supervising the work involved.	Yes ☐	No ☐
3.	Performs work that is normal for its business services and functions.	Yes ☐	No ☐
4.	Is responsible, with respect to products, inventories, materials, and supplies required for the Contract, for negotiating price, determining quality and quantity, ordering, installing, if applicable, and making payment. If this is a SERVICE with NO goods involved, check N/A and go to #5.	Yes ☐	No ☐ or N/A ☐
5.	Is not further subcontracting a portion of the work that is greater than that expected to be subcontracted by normal industry practices.	Yes ☐	No ☐

If the answer to any of the five (5) questions is “NO” (except for #4 when marked with “N/A”), may result in your proposal being deemed non-responsive.

The Bidder must provide a written statement below detailing the role, services and goods the subcontractor(s) will provide to meet the commercially useful function requirement. If the Bidder is not claiming a SB or DVBE, indicate “Not claiming a preference” in the box below.

Written Statement or Statement of No Claim

At the State’s option prior to award, the Bidder may be required to submit additional written clarifying information.

By signing this form, the undersigned Bidder certifies that the Certified Small Business or DVBE satisfies the Commercially Useful Function requirement, and will provide the role, services, and/or goods stated above.

The Bidder's Authorized Representative or Corporate Officer:	
Printed Name of Authorized Representative:	
Title/Role:	
Signature:	
Date:	

ATTACHMENT 11: TACPA PREFERENCE REQUEST FORMS

TACPA PREFERENCE REQUEST FORMS

Bidders wishing to take advantage of this preference will need to review the website below, complete and submit the appropriate forms with its proposal.

- TACPA (Std. 830)
- Bidder's Summary of Contract Activities and Labor Hours (DGS/PD 525)
- Manufacturer Summary of Contract Activities and Labor Hours (DGS/PD 526).

<https://www.dgs.ca.gov/PD/Services/Page-Content/Procurement-Division-Services-List-Folder/Request-Target-Area-Contract-Preference?search=tacpa>

ATTACHMENT 12: WORKERS' COMPENSATION CERTIFICATION

WORKERS' COMPENSATION CERTIFICATION

The Bidder must complete and submit this form with its proposal.

The undersigned in submitting this document hereby certifies the following:

I am aware of the provisions of Section 3700 of the California Labor Code which require every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with such provisions before commencing the performance of the work of this Contract.

The Bidder's Authorized Representative or Corporate Officer:	
Bidder/Firm Name:	
Printed Name of Authorized Representative:	
Title/Role:	
Signature:	
Date:	

ATTACHMENT 13: BIDDER QUALIFICATIONS FORM - INSTRUCTIONS

BIDDER QUALIFICATION FORM – INSTRUCTIONS

The Bidder must complete [ATTACHMENT 14: BIDDER QUALIFICATIONS FORM](#) with the qualifying project information being used to meet the mandatory qualifications (and if applicable, desirable qualifications) as required for this project. A separate [ATTACHMENT 14: BIDDER QUALIFICATIONS FORM](#) must be completed for each project used to meet the mandatory qualifications.

[ATTACHMENT 14: BIDDER QUALIFICATIONS FORM](#) will be used by California Interagency Council on Homelessness to evaluate Bidder's qualifications. The Bidder must specify the required experience in the pertinent row for each requirement in [ATTACHMENT 14: BIDDER QUALIFICATIONS FORM](#). Use additional forms as needed to complete each response. Any conflicting information may result in the proposal being deemed non-responsive.

For the purposes and context of the Bidder qualifications forms and reference forms only, the term "Project" is defined as an individual effort or contract where the Bidder was the Prime Contractor on the cited contract.

Box 1, Bidder: Provide the company name of the Bidder submitting the proposal.

Box 2, Project Name: Provide the name of the qualifying project used to meet the required experience.

Box 3, Name of Company for whom the project was completed: Identify the company or government agency for whom the project was completed.

Box 4, Contact name and information of the Bidder's reference: Identify the contact information from whom the project was completed. Enter the name, title, e-mail address, and phone number for the reference contact for the project. By submitting a proposal, the Bidder declares that the reference person identified is/was employed by the company identified in Box 3. This reference must be the same person identified in the [ATTACHMENT 15: BIDDER REFERENCE FORM](#). This person must have been:

- From the end user of the development project.
- In a management or supervisory role for the project.
- Not from another contractor or contracting company.
- Not be an employee of the bidding company.
- Not be a *California Interagency Council on Homelessness evaluation member as a reference for conflict of interest*. Contact [SECTION 2.2.1. PROCUREMENT OFFICER](#) as listed, for any Cal ICH references.

Boxes 5 and 6, Start Date and End Date: Provide the start and end date that the Bidder worked on the cited project using MM/DD/YYYY format.

- All experience must have occurred within the last ten (10) years prior to the solicitation due date, unless stated otherwise.
- For projects that are currently ongoing, experience will be calculated only for the work performed up to the solicitation due date.

Box 7, Project Description: Provide a brief description of the nature of the Bidder's cited project.

Box 8, Bidder was Prime Contractor: Check the appropriate response, "Yes" or "No". If the "No" box is checked, time spent on that project will not count towards Bidder experience.

Box 9, Contract Amount: Provide the dollar amount of the contract value in US dollars.

Box 10, Instructions for documenting the years of experience gained from the project cited.

Note: It is the Bidder's responsibility to ensure that each mandatory experience requirement is met in full and is addressed in the Bidder qualification forms in order for the State to determine compliance to the requirements. If the State cannot determine that the years of experience for each of the mandatory experience requirements have been met, Bidder's proposal may be deemed non-responsive.

1. **Bidder References:** A reference that was in a management or supervisory role for an external organization (external to the Bidder's organization and corporate structure) for whom the project was completed.
2. **Prime Contractor:** A prime contractor is an individual or entity that has a direct contractual agreement with the obligee to fulfill the terms of a contract. This role typically involves overseeing the execution of a project and ensuring that all obligations are met according to the contract specifications.
3. **Data Warehouse:** A centralized, integrated repository designed to store large volumes of structured data from multiple heterogeneous sources for the purpose of querying, reporting, and analysis. It is optimized for read-heavy operations and supports business intelligence activities by providing a consistent, historical view of data.

ATTACHMENT 14: BIDDER QUALIFICATIONS FORM

BIDDER QUALIFICATIONS FORM

The Bidder may use multiple projects to meet the total experience required for each mandatory experience and, if applicable, desirable experience. A separate form must be completed for each project cited.

BIDDER QUALIFICATION FORM		
1	Bidder:	
2	Project Name:	
3	Name of Company for whom the Project was completed:	
4	Contact Name and Information of the Bidder's Reference:	
5	Start Date (MM/DD/YYYY):	
6	End Date (MM/DD/YYYY):	
7	Project Description:	
8	Bidder was Prime Contractor	☐ Yes ☐ No
9	Contract Amount:	\$
10	Documenting instructions when a minimum number of years of experience is required. For each mandatory experience listed below, • Check "Yes" if the total years of experience was met on this referenced project; or • Check "Partial" if fewer than the total years of the experience was met on this referenced project; or • Check "No" if none of the experience was met on this referenced project. If "Partial" or "Yes" is checked, enter the years and/or months of "Experience gained on this referenced project" and describe the Bidder's role and responsibilities performed on the project in the "Description of services provided" field. The Bidder must ensure that each description clearly addresses how the project meets each of the minimum qualification components of the	

BIDDER QUALIFICATION FORM

Mandatory Experience Requirement, as defined in each of the requirements.

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
11	Mandatory (M)	Experience as the prime contractor of a Maintenance and Operations (M&O) for a data warehouse system with at least a Total Contract Cost of \$3 Million.	5 Years	☐ Yes ☐ No ☐ Partial Yr. ____ Mo. ____
Provide a description of the work performed on the cited project and how it meets this requirement:				

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
12	Mandatory (M)	Experience as the prime contractor of a Maintenance and Operations (M&O) for a data warehouse system, including the management and integration of the software components.	3 Years	☐ Yes ☐ No ☐ Partial Yr. ____ Mo. ____
Provide a description of the work performed on the cited project and how it meets this requirement:				

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
13	Mandatory (M)	Experience as the prime contractor of a Maintenance and Operations (M&O) for a data warehouse system, performing project management and operational activities and must have experience in managing all the following: data load, master data management, dashboard and visualization, user and access management, system engineering, capacity planning, performance testing, batch processing and system modifications hosted on a cloud environment.	3 Years	☐ Yes ☐ No ☐ Partial Yr. ____ Mo. ____
	Provide a description of the work performed on the cited project and how it meets this requirement:			

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
14	Desirable Qualifications(D)	Experience as the prime contractor of a Maintenance and Operations (M&O) for a data warehouse system in a cloud environment using the following software components: Tableau Enterprise, Informatica IICS, Informatica MDM, Snowflake, and AWS. For further information , please refer to SECTION 7.2. HDIS Platform Management. 600 Points — Total Experience Met 0 Point — Total Experience Not Met	3 Years	☐ Yes ☐ No ☐ Partial Yr. ____ Mo. ____
Provide a description of the work performed on the cited project and how it meets this requirement:				

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
15	Desirable Qualifications(D)	Experience as the prime contractor of a Maintenance and Operations (M&O) for a data warehouse system using Agile/SCRUM methodology	3 Years	☐ Yes ☐ No ☐ Partial Yr. ____ Mo. ____

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
		for project management (JIRA) and code version control (GitHub). 600 Points — Total Experience Met 0 Point — Total Experience Not Met		
	Provide a description of the work performed on the cited project and how it meets this requirement:			

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
16	Desirable Qualifications(D)	One (1) year experience with HMIS (Homeless Management Information System) or other public-benefit systems designed to provide essential services or financial assistance to individuals or families in need. Examples include, but are not limited to: SNAP, TANF, Medi-CAL and others. 300 Points — Total Experience Met	1 Year	☐ Yes ☐ No ☐ Partial Yr. ____ Mo. ____

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
		0 Point — Total Experience Not Met		
	Provide a description of the work performed on the cited project and how it meets this requirement:			

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
17	Desirable Qualifications(D)	The Contractor must be a Certified Partner or a Certified Reseller of the following HDIS Software Components: 1. Snowflake 2. Informatica 3. Tableau Bidder will receive 50 points per software component, up to a maximum of 150 points.	Provide proof of partnership.	☐ Yes ☐ No ☐ Partial
	Provide a description of the work performed on the cited project and how it meets this requirement:			

ATTACHMENT 15: BIDDER REFERENCE FORM

BIDDER REFERENCE FORM

Purpose: Based on the satisfaction ratings received from the Bidder's references, the State will use the ratings to score the Bidders.

Instructions to Bidder: Complete Part A, items 1-8 of this [ATTACHMENT 15: BIDDER REFERENCE FORM](#), attach the corresponding [ATTACHMENT 14: BIDDER QUALIFICATIONS FORM](#) and send to references to complete Part B, items 10-19. Once the [ATTACHMENT 15: BIDDER REFERENCE FORM](#) is completed, the Bidder must submit it with its proposal.

The Bidder must complete and submit a Reference Form for each corresponding project cited on [ATTACHMENT 14: BIDDER QUALIFICATIONS FORM](#).

Instructions to the Bidder's Reference: Complete Part B, items 10-19 of this form using the rating scale in "Reference Satisfaction Rating" field (item 9). Rate your satisfaction with the Bidder who performed the services described in item 8, Project Description & Bidder's role on the project, and confirm that the information in Part A is consistent and corresponds with [ATTACHMENT 14: BIDDER QUALIFICATIONS FORM](#) attached. Complete the bottom of this [ATTACHMENT 15: BIDDER REFERENCE FORM](#) and return the form to the Bidder.

PART A: TO BE COMPLETED BY BIDDER	
1	Bidder:
2	Project Name:
3	Name of Company for whom the Project was completed:
4	Contact Name and Information of the Bidder's Reference:
5	The Bidder was the Prime Contractor for this Project: ☐ Yes ☐ No
6	Bidder's Start and End Dates on the Project:
7	Contract Amount: \$
8	Project Description & Bidder's role on the project:

PART B: TO BE COMPLETED BY BIDDER'S REFERENCE					
9	<u>Reference Satisfaction Rating:</u> Using the following scale to rate the Bidder's overall performance on the services provided: 0 = Unsatisfactory, 3 = Marginal, 5 = Satisfactory, 8 = Exceeds Expectations Circle only one number for each question (10-19) below.	Reference Ratings (Total possible rating score=80)			
10	How would you rate the Bidder's ability to perform maintenance and operation activities?	0	3	5	8
11	How would you rate the Bidder's ability to meet project milestones and/or timelines?	0	3	5	8
12	How would you rate the quality of the Bidder's deliverables?	0	3	5	8
13	How would you rate the Bidder's effectiveness at managing project resources?	0	3	5	8
14	How would you rate the Bidder's effectiveness at providing skilled personnel timely when needed throughout the term of the contract?	0	3	5	8
15	How would you rate the quality of work and professionalism of the Bidder's personnel?	0	3	5	8
16	How would you rate the Bidder's effectiveness at providing quality and timely responses to customer questions, concerns, and issues?	0	3	5	8
17	How would you rate the effectiveness of the Bidder's change management (e.g., scope, requirements, etc.) process?	0	3	5	8
18	How would you rate the Bidder's willingness and ability to accommodate your organization's working style and constraints?	0	3	5	8
19	How would you rate the Bidder's overall performance?	0	3	5	8
Total Possible Points					

By completing this reference form, I declare the following:

1. I have reviewed the information contained in Part A, items 1-8 above, and [ATTACHMENT 14: BIDDER QUALIFICATIONS FORM](#) and the information is true and correct;
2. I am/was employed by the company for whom the project was completed; and
3. I performed a management or supervisory role on the cited project.

TO BE COMPLETED BY BIDDER'S REFERENCE	
Signature:	Date:
Printed Name:	
Title or role on the project:	
Email:	
Phone:	

ATTACHMENT 16: KEY STAFF QUALIFICATIONS FORM – INSTRUCTIONS

KEY STAFF QUALIFICATIONS FORM – INSTRUCTIONS

The Bidder must complete and submit each Key Staff Qualification Form with the qualifying project information being used to meet the mandatory qualifications (and if applicable, desirable qualifications) as required for this project. A separate Key Staff Qualification Form must be completed for each project used to meet the mandatory qualifications.

Key Staff Qualification form will be used by the State to evaluate Key Staff qualifications. The Bidder must specify the required experience in the pertinent row for each requirement in the Key Staff Qualification Forms. Use additional forms as needed to complete each response. Any conflicting information may result in the proposal being deemed non-responsive.

"Project" is defined as an individual effort or contract where the Bidder was the Prime Contractor on the cited contract or where the key staff played a role on the cited contract.

Box 1, Bidder: Provide the company name of the Bidder submitting the proposal.

Box 2, Key Staff Name: Provide the name of the Bidder's proposed key staff.

Box 3, Project Name: Provide the name of the qualifying project in which the proposed staff gained experience to meet the requirement(s).

Box 4, Name of Company for whom the Project was completed: Provide the company or government agency for whom the project was completed.

Box 5, Contact Name and Information of the Key Staff's Reference: Provide the contact information from whom the project was completed. Enter the name, title, e-mail address and phone number for the reference contact for the project. By submitting a proposal, the Bidder declares that the reference person identified is/was employed by the company identified in Box 4. The reference must be the same person identified in the Key Staff Reference Form. This person must have been:

- From the end user of the development project.
- In a management or supervisory role for the project.
- Not from another contractor or contracting company.
- Not be an employee of the bidding company.
- Not be a *California Interagency Council on Homelessness evaluation member as a reference for conflict of interest*. Contact the [SECTION 2.2.1. PROCUREMENT OFFICER](#) as listed, for any Cal ICH references.

Boxes 6 and 7, Staff Start Date and End Date: Provide the start and end dates the key staff worked on the cited project using MM/DD/YYYY format.

- All experience must have occurred within the last ten (10) years prior to the solicitation due date, unless stated otherwise.
- For projects that are currently ongoing, experience will be calculated only for the work performed up to the solicitation due date.

Box 8, Full-time/Part-time: Check the appropriate box for time proposed staff worked on the cited project. Refer to +SECTION 3.3.4.1. FULL-TIME/PART-TIME MONTH EQUIVALENTS DEFINITION for additional details on calculating experience.

Box 9, Project Description: Provide a brief description of the nature of the proposed staff's cited project.

Box 10, Contract Amount: Provide the dollar amount of the contract value in US dollars.

Box 11, Instructions for documenting the years of experience gained from the project cited.

Note: It is the Bidder's responsibility to ensure that each mandatory experience requirement is met in full and is addressed in the Key Staff qualification forms in order for the State to determine compliance to the requirements. If the State cannot determine that the years of experience for each of the mandatory experience requirements have been met, Bidder's proposal may be deemed non-responsive.

1. **Key Staff References:** A reference that was in a management or supervisory role for an external organization (external to the Bidder's organization and corporate structure) for whom the project was completed.
2. **Data Warehouse:** A centralized, integrated repository designed to store large volumes of structured data from multiple heterogeneous sources for the purpose of querying, reporting, and analysis. It is optimized for read-heavy operations and supports business intelligence activities by providing a consistent, historical view of data.
3. **Federal:** Refers to U.S. federal government agencies and entities operating at the national level.
4. **State:** Government agencies and organizations operating at the state level within the U.S.
5. **Local:** Government entities at the municipal or county level.

ATTACHMENT 16.1: Maintenance and Operations Manager - QUALIFICATIONS FORM

{STAFF} QUALIFICATIONS FORM

The Bidder may use multiple projects to meet the total experience required for each mandatory experience and, if applicable, desirable experience. A separate form must be completed for each project cited.

KEY STAFF QUALIFICATIONS FORM		
1	Bidder:	
2	Key Staff Name:	
3	Project Name:	
4	Name of Company for whom the Project was completed:	
5	Contact Name and Information of Proposed Staff's Reference:	
6	Staff Start Date (MM/DD/YYYY):	
7	Staff End Date (MM/DD/YYYY):	
8	Key Staff Work Schedule	☐ Full-time ☐ Part-time
9	Project Description:	
10	Contract Amount:	\$
11	Documenting instructions when a minimum number of years of experience is required. For each mandatory experience listed below,	

KEY STAFF QUALIFICATIONS FORM	
	• Check “Yes” if the total years of experience was met on this referenced project; or • Check “Partial” if fewer than the total years of experience was met on this referenced project; or • Check “No” if none of the experience was met on this referenced project. If "Partial" or "Yes" is checked, enter the years and/or months of “Experience gained on this referenced project” and describe the Key Staff’s role and responsibilities performed on the project in the “Description of services provided” field. The Bidder must ensure that each description clearly addresses how the work performed on the project meets each of the minimum qualification components of the Mandatory Experience Requirement, as defined in each of the requirements.

[INSTRUCTIONS: Agency/state entity must add the Mandatory and/or Desirable Scored Requirements and the appropriate number tables for each requirement.]

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
12	Mandatory (M)	Experience managing the maintenance and operation support of enterprise data warehouse environments	5 Years' FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No
Provide a description of the work performed on the cited project and how it meets this requirement:				

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
13	Mandatory (M)	Experience managing operations for cloud-based applications	5 Years' FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No
Provide a description of the work performed on the cited project and how it meets this requirement:				

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
14	Mandatory (M)	Experience coordinating across cross-functional teams, including program, technical and vendor partners, in support of business needs and data warehouse requirements.	3 Years' FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No
Provide a description of the work performed on the cited project and how it meets this requirement:				

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
15	Mandatory (M)	Experience working in a production data environment, including incident response, change control process and SLA tracking.	3 Years' FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No
Provide a description of the work performed on the cited project and how it meets this requirement:				

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
16	Mandatory (M)	Experience managing and delivering projects using Agile methodology and SCRUM framework.	3 Years' FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No
Provide a description of the work performed on the cited project and how it meets this requirement:				

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
17	Desirable Scored (DS)	Experience in a data warehouse environment using Snowflake, Informatica and Tableau. 150 Points — Total Experience Met 0 Point — Total Experience Not Met	2 Years' FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No
Provide a description of the work performed on the cited project and how it meets this requirement:				

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
18	Desirable Scored (DS)	Must possess one of these current Certification: •PMI Project Management Professional (PMP)® or •Agile/SCRUM Master Certification 100 Points — If one or both certifications are met. 0 Point — No Certification	Attach copy of certification	☐ N/A
Provide a description of the work performed on the cited project and how it				

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
	meets this requirement:			

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
19	Desirable Scored (DS)	Experience with HMIS (Homeless Management Information System) or other public-benefit systems designed to provide essential services or financial assistance to individuals or families in need. Examples include, but are not limited to: SNAP, TANF, Medi-CAL and others. 150 Points — Total Experience Met 0 Point — Total Experience Not Met	1 Year FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No
	Provide a description of the work performed on the cited project and how it meets this requirement:			

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
20	Desirable Scored (DS)	Experience in implementing government IT solutions (Federal, State or Local) 150 Points — Total Experience Me 0 Point — Total Experience Not Met	1 Year FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No
Provide a description of the work performed on the cited project and how it meets this requirement:				

ATTACHMENT 16.2: Maintenance and Operations Manager - REFERENCE FORM

STAFF - REFERENCE FORM

Purpose: Based on the satisfaction ratings received from the proposed Key Staff's references, the State will use the ratings to score the Key Staff.

Instructions to Bidder: Complete Part A, items 1-8 of this Key Staff Reference Form, attach the corresponding Key Staff Qualifications Form and send to references to complete Part B, items 10-16. Once the Key Staff Reference Form is completed, the Bidder must submit it with its proposal.

The Bidder must complete and submit a Key Staff Reference Form for each of the projects cited on the corresponding Key Staff Qualification Form.

Instructions to the Key Staff's Reference: Complete Part B, items 10-16 of this form using the rating scale in "Reference Satisfaction Rating" field (item 9). Rate your satisfaction with the Key Staff who performed the services described in item 8, Project Description & Key Staff's role on the project, and confirm that the information in Part A is consistent and corresponds with the corresponding Key Staff Qualification Form attached. Complete the bottom of this Attachment and return the form to the Bidder.

PART A: TO BE COMPLETED BY BIDDER		
1	Bidder:	
2	Key Staff Name:	
3	Project Name:	
4	Name of Company for whom the Project was completed:	
5	Contact Name and Information of the Key Staff's Reference:	
6	Key Staff's Start and End Dates on the Project:	
7	Contract Amount: \$	\$
8	Project Description & Key Staff's role on the project:	

PART B: TO BE COMPLETED BY KEY STAFF'S REFERENCE						
9	<u>Reference Satisfaction Rating:</u> Using the following scale to rate the Key Staff's overall performance on the services provided: 0 = Unsatisfactory, 3 = Marginal, 5 = Satisfactory, 8 = Exceeds Expectations, NA = Not Applicable (Enter "Not Applicable" if the question does not apply to your experience and was not selected in the staff qualification form) Circle only one number for each question (10-16) below.	Reference Ratings Total Possible Rating Score = 54.				
10	How would you rate the individual's overall performance?	0	3	5	8	
11	How would you rate the individual's effectiveness in managing the maintenance and operational support of an enterprise data warehouse environment?	0	3	5	8	NA
12	How would you rate the individual's effectiveness in managing operations for cloud-based applications?	0	3	5	8	NA
13	How would you rate the individual's effectiveness in coordinating across cross-functional teams—including program, technical, and vendor partners—to support business needs and data warehouse requirements?	0	3	5	8	NA
14	How would you rate the individual's effectiveness when working in a production data environment, including incident response, change control processes, and SLA tracking?	0	3	5	8	NA
15	How would you rate the individual's effectiveness in managing and delivering projects using Agile methodology and the SCRUM framework?	0	3	5	8	NA
16	How would you rate the individual's effectiveness in the role they were in for the cited project?	0	3	5	8	

By completing this reference form, I declare the following:

1. I have reviewed the information contained in Part A, items 1-8 above, and the corresponding Key Staff Qualifications Form and the information is true and correct;
2. I am/was employed by the company for whom the project was completed; and
3. I performed a management or supervisory role on the cited project.

TO BE COMPLETED BY PROPOSED KEY STAFF'S REFERENCE	
Signature:	
Printed Name:	
Date:	
Title or role on the project:	
Email:	
Phone:	

ATTACHMENT 16.3: Systems Architect - QUALIFICATIONS FORM

{STAFF} QUALIFICATIONS FORM

The Bidder may use multiple projects to meet the total experience required for each mandatory experience and, if applicable, desirable experience. A separate form must be completed for each project cited.

KEY STAFF QUALIFICATIONS FORM		
1	Bidder:	
2	Key Staff Name:	
3	Project Name:	
4	Name of Company for whom the Project was completed:	
5	Contact Name and Information of Proposed Staff's Reference:	
6	Staff Start Date (MM/DD/YYYY):	
7	Staff End Date (MM/DD/YYYY):	
8	Key Staff Work Schedule	☐ Full-time ☐ Part-time
9	Project Description:	
10	Contract Amount:	\$
11	Documenting instructions when a minimum number of years of experience is required. For each mandatory experience listed below, • Check "Yes" if the total years of experience was met on this referenced project; or	

KEY STAFF QUALIFICATIONS FORM	
	• Check "Partial" if fewer than the total years of experience was met on this referenced project; or • Check "No" if none of the experience was met on this referenced project. If "Partial" or "Yes" is checked, enter the years and/or months of "Experience gained on this referenced project" and describe the Key Staff's role and responsibilities performed on the project in the "Description of services provided" field. The Bidder must ensure that each description clearly addresses how the work performed on the project meets each of the minimum qualification components of the Mandatory Experience Requirement, as defined in each of the requirements.

[INSTRUCTIONS: Agency/state entity must add the Mandatory and/or Desirable Scored Requirements and the appropriate number tables for each requirement.]

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
12	Mandatory (M)	Experience directly responsible for architecting and managing an integrated data warehouse system.	3 Years' FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No
	Provide a description of the work performed on the cited project and how it meets this requirement:			

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
13	Mandatory (M)	Experience with hands-on technical leadership for systems development projects, including providing system and infrastructure architecture, logical and physical design, development, and deployment.	3 Years' FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No
Provide a description of the work performed on the cited project and how it meets this requirement:				

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
14	Mandatory (M)	Experience implementing security requirements for a data warehouse system.	3 Years' FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No
Provide a description of the work performed on the cited project and how it meets this requirement:				

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
15	Mandatory (M)	Experience implementing SaaS solutions in a cloud or hybrid environment.	3 Year's FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No
Provide a description of the work performed on the cited project and how it meets this requirement:				

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
16	Desirable Scored (DS)	Experience integrating software components in a data warehouse environment in all the following: multi-factor authentication, database management, hosting, security, project release management, software version control, master data management and dashboard visualization and reporting. 150 Points — Total Experience Met	3 Years' FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
		0 Point — Total Experience Not Met		
	Provide a description of the work performed on the cited project and how it meets this requirement:			

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
17	Desirable Scored (DS)	Experience with FedRAMP or StateRAMP security controls for an Infrastructure as a Service (IaaS), Platform as a Service (PaaS) and Software as a Service (SaaS) cloud paradigms 150 Points — Total Experience Met 0 Point — Total Experience Not Met	1 Year FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No
	Provide a description of the work performed on the cited project and how it			

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
	meets this requirement:			

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
18	Desirable Scored (DS)	Experience in one of the following: application of security policies and procedures, security awareness programs, business continuity, disaster recovery plans, or operational recovery plans. 150 Points — Total Experience Met 0 Point — Total Experience Not Met	1 Year' FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No
	Provide a description of the work performed on the cited project and how it meets this requirement:			

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
19	Desirable Scored (DS)	Experience in implementing government solutions (Federal, State or Local).	1 Year' FTE	☐ Yes Yr. ____ Mo. ____
		150 Points — Total Experience Met 0 Point — Total Experience Not Met		☐ Partial Yr. ____ Mo. ____ ☐ No
Provide a description of the work performed on the cited project and how it meets this requirement:				

ATTACHMENT 16.4: Systems Architect - REFERENCE FORM

STAFF - REFERENCE FORM

Purpose: Based on the satisfaction ratings received from the proposed Key Staff's references, the State will use the ratings to score the Key Staff.

Instructions to Bidder: Complete Part A, items 1-8 of this Key Staff Reference Form, attach the corresponding Key Staff Qualifications Form and send to references to complete Part B, items 10-15. Once the Key Staff Reference Form is completed, the Bidder must submit it with its proposal.

The Bidder must complete and submit a Key Staff Reference Form for each of the projects cited on the corresponding Key Staff Qualification Form.

Instructions to the Key Staff's Reference: Complete Part B, items 10-15 of this form using the rating scale in "Reference Satisfaction Rating" field (item 9). Rate your satisfaction with the Key Staff who performed the services described in item 8, Project Description & Key Staff's role on the project, and confirm that the information in Part A is consistent and corresponds with the corresponding Key Staff Qualification Form attached. Complete the bottom of this Attachment and return the form to the Bidder.

PART A: TO BE COMPLETED BY BIDDER		
1	Bidder:	
2	Key Staff Name:	
3	Project Name:	
4	Name of Company for whom the Project was completed:	
5	Contact Name and Information of the Key Staff's Reference:	
6	Key Staff's Start and End Dates on the Project:	
7	Contract Amount: \$	\$
8	Project Description & Key Staff's role on the project:	

PART B: TO BE COMPLETED BY KEY STAFF'S REFERENCE						
9	<u>Reference Satisfaction Rating:</u> Using the following scale to rate the Key Staff's overall performance on the services provided: 0 = Unsatisfactory, 3 = Marginal, 5 = Satisfactory, 8 = Exceeds Expectations, NA = Not Applicable (Enter "Not Applicable" if the question does not apply to your experience and was not selected in the staff qualification form) Circle only one number for each question (10-15) below.	Reference Ratings Total Possible Rating Score = 56.				
10	How would you rate the individual's overall performance?	0	3	5	8	
11	How would you rate the individual's effectiveness in architecting and managing an integrated data warehouse system?	0	3	5	8	NA
12	How would you rate the individual's effectiveness in providing hands-on technical leadership for systems development projects, including system and infrastructure architecture, logical and physical design, development, and deployment?	0	3	5	8	NA
13	How would you rate the individual's effectiveness in implementing security requirements for a data warehouse system?	0	3	5	8	NA
14	How would you rate the individual's effectiveness in implementing SaaS solutions in a cloud or hybrid environment?	0	3	5	8	NA
15	How would you rate the individual's effectiveness in integrating software components in a datawarehouse environment in all the following: multi-factor authentication, database management, hosting, security, project release management, software version control, master data management and dashboard visualization and reporting?	0	3	5	8	NA
16	How would you rate the individual's effectiveness in the role they were in for the cited project?	0	3	5	8	

By completing this reference form, I declare the following:

1. I have reviewed the information contained in Part A, items 1-8 above, and the corresponding Key Staff Qualifications Form and the information is true and correct;
2. I am/was employed by the company for whom the project was completed; and
3. I performed a management or supervisory role on the cited project.

TO BE COMPLETED BY PROPOSED KEY STAFF'S REFERENCE	
Signature:	
Printed Name:	
Date:	
Title or role on the project:	
Email:	
Phone:	

ATTACHMENT 16.5: Application Architect - QUALIFICATIONS FORM

{STAFF} QUALIFICATIONS FORM

The Bidder may use multiple projects to meet the total experience required for each mandatory experience and, if applicable, desirable experience. A separate form must be completed for each project cited.

KEY STAFF QUALIFICATIONS FORM		
1	Bidder:	
2	Key Staff Name:	
3	Project Name:	
4	Name of Company for whom the Project was completed:	
5	Contact Name and Information of Proposed Staff's Reference:	
6	Staff Start Date (MM/DD/YYYY):	
7	Staff End Date (MM/DD/YYYY):	
8	Key Staff Work Schedule	☐ Full-time ☐ Part-time
9	Project Description:	
10	Contract Amount:	\$
11	Documenting instructions when a minimum number of years of experience is required. For each mandatory experience listed below,	

KEY STAFF QUALIFICATIONS FORM	
	• Check “Yes” if the total years of experience was met on this referenced project; or • Check “Partial” if fewer than the total years of experience was met on this referenced project; or • Check “No” if none of the experience was met on this referenced project. If "Partial" or "Yes" is checked, enter the years and/or months of “Experience gained on this referenced project” and describe the Key Staff’s role and responsibilities performed on the project in the “Description of services provided” field. The Bidder must ensure that each description clearly addresses how the work performed on the project meets each of the minimum qualification components of the Mandatory Experience Requirement, as defined in each of the requirements.

[INSTRUCTIONS: Agency/state entity must add the Mandatory and/or Desirable Scored Requirements and the appropriate number tables for each requirement.]

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
12	Mandatory (M)	Experience in performing business process analysis, developing business requirements, mapping detailed business processes or requirements to proposed solution configuration elements	5 Years' FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No
Provide a description of the work performed on the cited project and how it meets this requirement:				

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
13	Mandatory (M)	Experience in designing, configuring, implementing and testing system configuration items based on customer business process requirements.	5 Years' FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No
Provide a description of the work performed on the cited project and how it meets this requirement:				

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
14	Mandatory (M)	Experience in designing and implementing data warehouse solutions in cloud environments.	5 Years' FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No
Provide a description of the work performed on the cited project and how it meets this requirement:				

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
15	Mandatory (M)	Experience with Enterprise-level Data Analytics Platforms	5 Years' FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No
Provide a description of the work performed on the cited project and how it meets this requirement:				

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
16	Mandatory (M)	Experience in programming and database management using Snowflake	3 Years' FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No
Provide a description of the work performed on the cited project and how it meets this requirement:				

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
17	Mandatory (M)	Experience managing and delivering projects using Agile methodology and SCRUM framework.	3 Years' FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No
Provide a description of the work performed on the cited project and how it meets this requirement:				

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
18	Desirable Scored (DS)	Experience working in an integrated data warehouse environment that has the following software components: multi-factor authentication, database management, hosting, security, project release management, software version control, master data management and dashboard visualization and reporting. 100 Points — Total Experience Met	3 Years' FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
		0 Point — Total Experience Not Met		
	Provide a description of the work performed on the cited project and how it meets this requirement:			

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
19	Desirable Scored (DS)	Experience with HMIS (Homeless Management Information System) or other public-benefit systems designed to provide essential services or financial assistance to individuals or families in need. Examples include, but are not limited to: SNAP, TANF, Medi-CAL and others. 100 Points — Total Experience Met	1 Year' FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
		0 Point — Total Experience Not Met		
	Provide a description of the work performed on the cited project and how it meets this requirement:			

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
20	Desirable Scored (DS)	Experience in implementing government solutions (Federal, State or Local) 100 Points — Total Experience Met 0 Point — Total Experience Not Met	1 Year' FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No
	Provide a description of the work performed on the cited project and how it meets this requirement:			

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project

ATTACHMENT 16.6: Application Architect - REFERENCE FORM

STAFF - REFERENCE FORM

Purpose: Based on the satisfaction ratings received from the proposed Key Staff's references, the State will use the ratings to score the Key Staff.

Instructions to Bidder: Complete Part A, items 1-8 of this Key Staff Reference Form, attach the corresponding Key Staff Qualifications Form and send to references to complete Part B, items 10-16. Once the Key Staff Reference Form is completed, the Bidder must submit it with its proposal.

The Bidder must complete and submit a Key Staff Reference Form for each of the projects cited on the corresponding Key Staff Qualification Form.

Instructions to the Key Staff's Reference: Complete Part B, items 10-16 of this form using the rating scale in "Reference Satisfaction Rating" field (item 9). Rate your satisfaction with the Key Staff who performed the services described in item 8, Project Description & Key Staff's role on the project, and confirm that the information in Part A is consistent and corresponds with the corresponding Key Staff Qualification Form attached. Complete the bottom of this Attachment and return the form to the Bidder.

PART A: TO BE COMPLETED BY BIDDER		
1	Bidder:	
2	Key Staff Name:	
3	Project Name:	
4	Name of Company for whom the Project was completed:	
5	Contact Name and Information of the Key Staff's Reference:	
6	Key Staff's Start and End Dates on the Project:	
7	Contract Amount: \$	\$
8	Project Description & Key Staff's role on the project:	

PART B: TO BE COMPLETED BY KEY STAFF'S REFERENCE						
9	<u>Reference Satisfaction Rating:</u> Using the following scale to rate the Key Staff's overall performance on the services provided: 0 = Unsatisfactory, 3 = Marginal, 5 = Satisfactory, 8 = Exceeds Expectations, NA = Not Applicable (Enter "Not Applicable" if the question does not apply to your experience and was not selected in the staff qualification form) Circle only one number for each question (10-16) below.	Reference Ratings Total Possible Rating Score = 56				
10	How would you rate the individual's overall performance?	0	3	5	8	
11	How would you rate the individual's effectiveness in performing business process analysis, developing business requirements, and mapping detailed business processes or requirements to proposed solution configuration elements?	0	3	5	8	NA
12	How would you rate the individual's effectiveness in designing, configuring, implementing, and testing system configuration items based on customer business process requirements?	0	3	5	8	NA
13	How would you rate the individual's effectiveness in designing and implementing data warehouse solutions in cloud environments?	0	3	5	8	NA
14	How would you rate the individual's effectiveness in working with enterprise-level data analytics platforms?	0	3	5	8	NA
15	How would you rate the individual's effectiveness in programming and database management using Snowflake?	0	3	5	8	NA
16	How would you rate the individual's effectiveness in the role they were in for the cited project?	0	3	5	8	

By completing this reference form, I declare the following:

1. I have reviewed the information contained in Part A, items 1-8 above, and the corresponding Key Staff Qualifications Form and the information is true and correct;
2. I am/was employed by the company for whom the project was completed; and
3. I performed a management or supervisory role on the cited project.

TO BE COMPLETED BY PROPOSED KEY STAFF'S REFERENCE	
Signature:	
Printed Name:	
Date:	
Title or role on the project:	
Email:	
Phone:	

ATTACHMENT 16.7: MDM Architect - QUALIFICATIONS FORM

{STAFF} QUALIFICATIONS FORM

The Bidder may use multiple projects to meet the total experience required for each mandatory experience and, if applicable, desirable experience. A separate form must be completed for each project cited.

KEY STAFF QUALIFICATIONS FORM		
1	Bidder:	
2	Key Staff Name:	
3	Project Name:	
4	Name of Company for whom the Project was completed:	
5	Contact Name and Information of Proposed Staff's Reference:	
6	Staff Start Date (MM/DD/YYYY):	
7	Staff End Date (MM/DD/YYYY):	
8	Key Staff Work Schedule	☐ Full-time ☐ Part-time
9	Project Description:	
10	Contract Amount:	\$
11	Documenting instructions when a minimum number of years of experience is required. For each mandatory experience listed below, • Check "Yes" if the total years of experience was met on this referenced project; or	

KEY STAFF QUALIFICATIONS FORM	
	• Check "Partial" if fewer than the total years of experience was met on this referenced project; or • Check "No" if none of the experience was met on this referenced project. If "Partial" or "Yes" is checked, enter the years and/or months of "Experience gained on this referenced project" and describe the Key Staff's role and responsibilities performed on the project in the "Description of services provided" field. The Bidder must ensure that each description clearly addresses how the work performed on the project meets each of the minimum qualification components of the Mandatory Experience Requirement, as defined in each of the requirements.

[INSTRUCTIONS: Agency/state entity must add the Mandatory and/or Desirable Scored Requirements and the appropriate number tables for each requirement.]

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
12	Mandatory (M)	Experience in configuring and implementing business rules or system configuration items based on customer business process requirements	5 Years' FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No
Provide a description of the work performed on the cited project and how it meets this requirement:				

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
13	Mandatory (M)	Experience in one of the following: performing business analysis, requirements definition, or functional configuration for a data warehouse or business intelligence	5 Years' FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No
Provide a description of the work performed on the cited project and how it meets this requirement:				

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
14	Mandatory (M)	Experience with Enterprise-level Data Analytics Platforms	5 Years' FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No
Provide a description of the work performed on the cited project and how it meets this requirement:				

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
15	Mandatory (M)	Experience in architecting, designing and implementing data integration, application integration, API management, data quality and master data management using Informatica.	3 Years' FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No
	Provide a description of the work performed on the cited project and how it meets this requirement:			

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
16	Mandatory	Experience managing and delivering	3 Years' FTE	☐ Yes

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
	(M)	projects using Agile methodology and SCRUM framework.		Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No
	Provide a description of the work performed on the cited project and how it meets this requirement:			

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
17	Desirable Scored (DS)	Experience working in an integrated data warehouse environment that has the following software components: multi-factor authentication, database management, hosting, security, project release management, software version control, master data management and dashboard visualization and reporting. 150 Points — Total Experience Met 0 Point — Total Experience Not Met	3 Years' FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
	Provide a description of the work performed on the cited project and how it meets this requirement:			

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
18	Desirable Scored (DS)	Experience with HMIS (Homeless Management Information System) or other public-benefit systems designed to provide essential services or financial assistance to individuals or families in need. Examples include, but are not limited to: SNAP, TANF, Medi-CAL and others. 150 Points — Total Experience Met 0 Point — Total Experience Not Met	1 Year' FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No
	Provide a description of the work performed on the cited project and how it meets this requirement:			

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
19	Desirable Scored (DS)	Experience in implementing government solutions (Federal, State or Local). 150 Points — Total Experience Met 0 Point — Total Experience Not Met	1 Year' FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No
Provide a description of the work performed on the cited project and how it meets this requirement:				

ATTACHMENT 16.8: MDM Architect - REFERENCE FORM

STAFF - REFERENCE FORM

Purpose: Based on the satisfaction ratings received from the proposed Key Staff's references, the State will use the ratings to score the Key Staff.

Instructions to Bidder: Complete Part A, items 1-8 of this Key Staff Reference Form, attach the corresponding Key Staff Qualifications Form and send to references to complete Part B, items 10-15. Once the Key Staff Reference Form is completed, the Bidder must submit it with its proposal.

The Bidder must complete and submit a Key Staff Reference Form for each of the projects cited on the corresponding Key Staff Qualification Form.

Instructions to the Key Staff's Reference: Complete Part B, items 10-15 of this form using the rating scale in "Reference Satisfaction Rating" field (item 9). Rate your satisfaction with the Key Staff who performed the services described in item 8, Project Description & Key Staff's role on the project, and confirm that the information in Part A is consistent and corresponds with the corresponding Key Staff Qualification Form attached. Complete the bottom of this Attachment and return the form to the Bidder.

PART A: TO BE COMPLETED BY BIDDER		
1	Bidder:	
2	Key Staff Name:	
3	Project Name:	
4	Name of Company for whom the Project was completed:	
5	Contact Name and Information of the Key Staff's Reference:	
6	Key Staff's Start and End Dates on the Project:	
7	Contract Amount: \$	\$
8	Project Description & Key Staff's role on the project:	

PART B: TO BE COMPLETED BY KEY STAFF'S REFERENCE						
9	<u>Reference Satisfaction Rating:</u> Using the following scale to rate the Key Staff's overall performance on the services provided: 0 = Unsatisfactory, 3 = Marginal, 5 = Satisfactory, 8 = Exceeds Expectations, NA = Not Applicable (Enter "Not Applicable" if the question does not apply to your experience and was not selected in the qualification form) Circle only one number for each question (10-15) below.	Reference Ratings Total Possible Rating Score = 56.				
10	How would you rate the individual's overall performance?	0	3	5	8	
11	How would you rate the individual's effectiveness in configuring and implementing business rules or system configuration items based on customer business process requirements?	0	3	5	8	NA
12	How would you rate the individual's effectiveness in performing business analysis, requirements definition, or functional configuration for a data warehouse or business intelligence?	0	3	5	8	NA
13	How would you rate the individual's effectiveness in working with enterprise-level data analytics platforms?	0	3	5	8	NA
14	How would you rate the individual's effectiveness in architecting, designing, and implementing data integration, application integration, API management, data quality, and master data management using Informatica?	0	3	5	8	NA
15	How would you rate the individual's effectiveness in managing and delivering projects using Agile methodology and SCRUM framework?	0	3	5	8	NA
16	How would you rate the individual's effectiveness in the role they were in for the cited project?	0	3	5	8	

By completing this reference form, I declare the following:

1. I have reviewed the information contained in Part A, items 1-8 above, and the corresponding Key Staff Qualifications Form and the information is true and correct;
2. I am/was employed by the company for whom the project was completed; and
3. I performed a management or supervisory role on the cited project.

TO BE COMPLETED BY PROPOSED KEY STAFF'S REFERENCE	
Signature:	
Printed Name:	
Date:	
Title or role on the project:	
Email:	
Phone:	

ATTACHMENT 16.9: Dashboard/Visualization Architect - QUALIFICATIONS FORM

{STAFF} QUALIFICATIONS FORM

The Bidder may use multiple projects to meet the total experience required for each mandatory experience and, if applicable, desirable experience. A separate form must be completed for each project cited.

KEY STAFF QUALIFICATIONS FORM		
1	Bidder:	
2	Key Staff Name:	
3	Project Name:	
4	Name of Company for whom the Project was completed:	
5	Contact Name and Information of Proposed Staff's Reference:	
6	Staff Start Date (MM/DD/YYYY):	
7	Staff End Date (MM/DD/YYYY):	
8	Key Staff Work Schedule	☐ Full-time ☐ Part-time
9	Project Description:	
10	Contract Amount:	\$
11	Documenting instructions when a minimum number of years of experience is required. For each mandatory experience listed below,	

KEY STAFF QUALIFICATIONS FORM	
	• Check “Yes” if the total years of experience was met on this referenced project; or • Check “Partial” if fewer than the total years of experience was met on this referenced project; or • Check “No” if none of the experience was met on this referenced project. If "Partial" or "Yes" is checked, enter the years and/or months of “Experience gained on this referenced project” and describe the Key Staff’s role and responsibilities performed on the project in the “Description of services provided” field. The Bidder must ensure that each description clearly addresses how the work performed on the project meets each of the minimum qualification components of the Mandatory Experience Requirement, as defined in each of the requirements.

[INSTRUCTIONS: Agency/state entity must add the Mandatory and/or Desirable Scored Requirements and the appropriate number tables for each requirement.]

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
12	Mandatory (M)	Experience in configuring and implementing business rules or system configuration items based on customer business process requirements	5 Years' FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No
	Provide a description of the work performed on the cited project and how it meets this requirement:			

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
13	Mandatory (M)	Experience in data visualization tools, database management, data integration, scripting and cloud platforms.	5 Years' FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ NoN/A
Provide a description of the work performed on the cited project and how it meets this requirement:				

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
14	Mandatory (M)	Experience in designing, developing, and implementing dashboards and visualizations using Tableau Enterprise.	3 Years' FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ NoN/A
Provide a description of the work performed on the cited project and how it meets this requirement:				

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
15	Mandatory (M)	Experience in data analysis and user experience design	3 Years' FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No
Provide a description of the work performed on the cited project and how it meets this requirement:				

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
16	Mandatory (M)	Experience managing and delivering projects using Agile methodology and SCRUM framework.	3 Years' FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No
Provide a description of the work performed on the cited project and how it meets this requirement:				

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
17	Desirable Scored (DS)	Experience working in an integrated data warehouse environment that has the following software components: multi-factor authentication, database management, hosting, security, project release management, software version control, master data management and dashboard visualization and reporting. 150 Points — Total Experience Met 0 Point — Total Experience Not Met	3 Years' FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No
	Provide a description of the work performed on the cited project and how it meets this requirement:			

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
18	Desirable Scored (DS)	Experience working in	1 Year' FTE	☐ Yes

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
		programming and database management using Snowflake. 150 Points — Total Experience Met 0 Point — Total Experience Not Met		Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No
	Provide a description of the work performed on the cited project and how it meets this requirement:			

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
19	Desirable Scored (DS)	Experience with HMIS (Homeless Management Information System) or other public-benefit systems designed to provide essential services or financial assistance to individuals or families in need. Examples include, but are not limited to: SNAP, TANF, Medi-CAL and others. 150 Points — Total	1 Year' FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
		Experience Met 0 Point — Total Experience Not Met		
	Provide a description of the work performed on the cited project and how it meets this requirement:			

Requirement Number	Classification	Qualifications	Total Experience Required	Experience gained on this cited Project
20	Desirable Scored (DS)	Experience in implementing government solutions (Federal, State or Local). 150 Points — Total Experience Met 0 Point — Total Experience Not Met	1 Year' FTE	☐ Yes Yr. ____ Mo. ____ ☐ Partial Yr. ____ Mo. ____ ☐ No
	Provide a description of the work performed on the cited project and how it meets this requirement:			

ATTACHMENT 16.10: Dashboard/Visualization Architect - REFERENCE FORM

STAFF - REFERENCE FORM

Purpose: Based on the satisfaction ratings received from the proposed Key Staff's references, the State will use the ratings to score the Key Staff.

Instructions to Bidder: Complete Part A, items 1-8 of this Key Staff Reference Form, attach the corresponding Key Staff Qualifications Form and send to references to complete Part B, items 10-15. Once the Key Staff Reference Form is completed, the Bidder must submit it with its proposal.

The Bidder must complete and submit a Key Staff Reference Form for each of the projects cited on the corresponding Key Staff Qualification Form.

Instructions to the Key Staff's Reference: Complete Part B, items 10-15 of this form using the rating scale in "Reference Satisfaction Rating" field (item 9). Rate your satisfaction with the Key Staff who performed the services described in item 8, Project Description & Key Staff's role on the project, and confirm that the information in Part A is consistent and corresponds with the corresponding Key Staff Qualification Form attached. Complete the bottom of this Attachment and return the form to the Bidder.

PART A: TO BE COMPLETED BY BIDDER		
1	Bidder:	
2	Key Staff Name:	
3	Project Name:	
4	Name of Company for whom the Project was completed:	
5	Contact Name and Information of the Key Staff's Reference:	
6	Key Staff's Start and End Dates on the Project:	
7	Contract Amount: \$	\$
8	Project Description & Key Staff's role on the project:	

PART B: TO BE COMPLETED BY KEY STAFF'S REFERENCE						
9	<u>Reference Satisfaction Rating:</u> Using the following scale to rate the Key Staff's overall performance on the services provided: 0 = Unsatisfactory, 3 = Marginal, 5 = Satisfactory, 8 = Exceeds Expectations, NA = Not Applicable (Enter "Not Applicable" if the question does not apply to your experience and was not selected in the staff qualification form) Circle only one number for each question (10-15) below.	Reference Ratings Total Possible Rating Score =56.				
10	How would you rate the individual's overall performance?	0	3	5	8	
11	How would you rate the individual's effectiveness configuring and implementing business rules or system configuration items based on customer business process requirements?	0	3	5	8	NA
12	How would you rate the individual's effectiveness in working with data visualization tools, database management, data integration, scripting, and cloud platforms?	0	3	5	8	NA
13	How would you rate the individual's effectiveness in designing, developing, and implementing dashboards and visualizations using Tableau Enterprise?	0	3	5	8	NA
14	How would you rate the individual's effectiveness in performing data analysis and user experience design?	0	3	5	8	NA
15	How would you rate the individual's effectiveness in managing and delivering projects using Agile methodology and the SCRUM framework?	0	3	5	8	NA
16	How would you rate the individual's effectiveness in the role they were in for the cited project?	0	3	5	8	

By completing this reference form, I declare the following:

1. I have reviewed the information contained in Part A, items 1-8 above, and the corresponding Key

Staff Qualifications Form and the information is true and correct;

2. I am/was employed by the company for whom the project was completed; and
3. I performed a management or supervisory role on the cited project.

TO BE COMPLETED BY PROPOSED KEY STAFF'S REFERENCE	
Signature:	
Printed Name:	
Date:	
Title or role on the project:	
Email:	
Phone:	

ATTACHMENT 17: NARRATIVE RESPONSE

NARRATIVE RESPONSE

The Bidder must provide a brief narrative describing their understanding of and approach to the questions/topics below. In preparing a response to the Narrative, do not simply restate or paraphrase information in this solicitation and the SOW. Describe or demonstrate, in the Bidder's own words, the information required below.

The response descriptions and explanations should be straightforward, detailed, and precise. Responses will be evaluated as stated in [SECTION 6. EVALUATION](#).

Provide a written response describing and/or demonstrating the following information:

Bidder may submit no more than two (2) pages of diagrams to support each narrative response. The diagrams shall be visual representations of the narrative response and will be limited to no more than 100 words per page, which will include the diagram labels. One (1) page is defined as one (1) side of a physical sheet of letter size (8.5" x 11") paper regardless of single side or double-sided printing.

The Bidder's narrative response:

- Shall be delivered in PDF format, use a 11-point, Century font for normal text and use one inch margins
- Shall cover all aspects of services as defined in [ATTACHMENT 19: APPENDIX A - STATEMENT OF WORK](#)
- Shall not exceed fifty (50) pages total, excluding table of contents. Pages must include page numbers. If Bidder submits more than the 50 page limit only the first 50 pages will be reviewed and evaluated.

Each Narrative Response must adhere to the instructions specified in [SECTION 3.4.2. NARRATIVE REQUIREMENTS \(MS\)](#), contain the content as shown on [ATTACHMENT 17: NARRATIVE RESPONSE](#) , and include the following:

1. Table of Contents (not included in page limit)
2. Separate headings to delineate sections (aligned with the Table of Contents)
3. Formatting to ensure greater ease of evaluation, by:
 - a. Use of bold headings and sub-headings to easily locate information
 - b. Use of sub-headings or bullets to address each requirement or element listed for each narrative
 - c. Use of tables for each project described to summarize relevant information
 - d. Use of tables to highlight other relevant content for the narrative sub-sections
 - e. Use of graphics to enhance readability of response
 - f. Avoid use of acronyms
 - g. Provide glossary at the end of each narrative if non-standard terminology is used.

Narrative Responses

Cal ICH has defined response requirements to correlate with [SECTION 7. Maintenance and Operation](#) to which the bidder is to respond.

Item #	Type	Response Requirements	Max Points Available
1	MS	Project/Program Management Please describe your organization's Agile approach to managing the maintenance and operation of the Homeless Data Integration System (HDIS) for Cal ICH. In your response, include the Agile frameworks you use, how your teams are structured and how you plan and prioritize ongoing support, cloud optimization, enhancements, and incident resolution.	250 points

Item #	Type	Response Requirements	Max Points Available
2	MS	Platform Management Please describe your organization's approach to platform management for HDIS as a hybrid data warehouse. In your response, address how you manage licensing, monitor performance, ensure availability and scalability, and maintain development, staging, and production environments. Include your processes for user access control, security incident response, incident resolution, vulnerability management, and applying software updates and patches.	400 points

Item #	Type	Response Requirements	Max Points Available
3	MS	Data Management Please provide a narrative response describing your organization's approach to data management within the HDIS environment. Your response should address how you manage data releases, including data loads, validation, and updates to HDIS work products. Describe your data governance practices, including data quality assurance, and compliance with state and federal data standards.	400 points

Item #	Type	Response Requirements	Max Points Available
		Explain your approach to data archiving, long-term retention, and secure handling of data throughout its lifecycle, including transformation and access controls.	

Item #	Type	Response Requirements	Max Points Available
4	MS	Knowledge Transfer Please provide a narrative response describing your approach to knowledge transfer in support of the maintenance and operation of HDIS. Your response should explain how knowledge related to system architecture, data workflows, operational procedures, and troubleshooting will be documented and transferred to Cal ICH staff. Include the methods and tools you use (e.g., runbooks, training sessions, job aids, shadowing), how you tailor knowledge transfer for technical and non-technical audiences, and how you ensure continuity during staff transitions or project closeout. Describe how you measure the effectiveness of knowledge transfer to ensure Cal ICH staff are equipped to manage and operate HDIS independently.	200 points

Item #	Type	Response Requirements	Max Points Available
5	MS	Documentation Please provide a narrative response describing your approach to documentation in support of the maintenance and operation of HDIS. Your response should include how you develop, maintain, and organize documentation related to system architecture, data pipelines, operational procedures, incident response, and configuration management.	150 points

Item #	Type	Response Requirements	Max Points Available
6	MS	Managed IT/Helpesk Please provide a narrative response describing your approach to delivering	200 points

Item #	Type	Response Requirements	Max Points Available
		Managed IT/Helpdesk Support Services for HDIS operations.	

ATTACHMENT 18: GLOSSARY OF TERMS

GLOSSARY OF TERMS

Definitions, Acronyms, and Abbreviations

Term/Acronym	Definition
Agency/State entity	Includes every state office, officer, department, division, bureau, board, and commission, including Constitutional Officers. "State entity" does not include the University of California, California State University, the State Compensation Insurance Fund, the Legislature, or the Legislative Data Center in the Legislative Counsel Bureau.
Agreement	A legally binding contract between the Buyer and the Contractor that defines the scope of work, pricing, deliverables, and the terms and conditions governing the performance of the work.
Bidder	1. A supplier who submits, or has identified their intention to submit, a bid to the State in response to a solicitation. 2. An individual, sole proprietorship, firm, partnership, corporation, or any other business venture that responds to a solicitation.
Business Requirements	Higher-level statement of the goals, objectives, or needs of the Agency/state entity. Business requirements describe the reasons why a project has been initiated, the objective that the project will achieve, and the metrics that will be used to measure its success. Business requirements describe the needs of the Agency/state entity as a whole, not the groups or stakeholders within it.
Commercial Off-The-Shelf (COTS) Software	A computer hardware or software product that is ready-made for specific uses and available for sale to the general public. COTS products are designed to be installed without requiring custom development. For example, Microsoft Office is a COTS product that is a packaged software solution for businesses and individuals. The set of rules for COTS is defined by the Federal Acquisition Regulation (FAR).

Term/Acronym	Definition
Contract	A legally binding contract between the Buyer and the Contractor that defines the scope of work, pricing, deliverables, and the terms and conditions governing the performance of the work.
Custom Solution	Typically, computer software developed for a specific customer to accommodate the customer's particular requirements, preferences, and expectations.
Proposal	An offer made in response to a request to perform a contract for work/labor or to supply goods at a specified price. Also known as a Bid.
Functional Requirements	Functional requirements represent the business objectives, needs and outcomes of all stakeholders. They should be organized and presented in context of and with a baseline business process/workflow that they describe. They provide a description of what an enabling solution should provide and specify essential details of a solution for stakeholders as a means to express and manage expectations. They describe actions and operations that the solution must be able to perform. They can describe services, reactions, and behaviors of the solution. They also describe information the solution will manage. The requirements should be expressed in business terms and should not include any technical references. The requirement should identify “what” is required to meet the business objective, not “how” the requirement will be implemented.
Immaterial Deviation	A deviation can be accepted by the State when it is determined to be of such a minor concern that it carries little or no importance, and by accepting it, it doesn't provide the bidder with any material advantage over other bidders. Example: A bidder referenced the wrong page in their supporting technical literature. The bidder directed the evaluator to page 4 and the correct page should have been page 5.
Material Deviation	A deviation in the bid response that cannot be accepted by the State because it is not in substantial accord with the solicitation requirements,

Term/Acronym	Definition
	provides an advantage to one bidder over other bidders, or has a potentially significant effect on the delivery, quantity, or quality of items bid, amount paid to the Contractor, or on the cost to the State. Material deviations cannot be waived. Example: The solicitation required a system that would serve 500 users and the bidder only offered a system that would serve 250 users.
Modified Off-The-Shelf (MOTS) Software	Typically, a COTS product with source code made available to the purchaser to allow for modifications. The product may be customized by the purchaser, by a vendor, or by another party to meet the requirements of the customer. Since MOTS product specifications are written by external sources, purchasers may not have control of future changes to the product.
Non-Functional Requirements	Non-functional requirements provide criteria to evaluate the operation of an enabling solution and primarily represent qualities of (expectations and characteristics) and constraints on (e.g., governmental regulations) the solution. They capture conditions that do not directly relate to the behavior or functionality of the solution, but rather describe environmental conditions of an effective solution or productive qualities of the solution. Mid-level non-functional requirements also define quality of service requirements, such as those relating to required capacity, speed, security, privacy, availability, response time, throughput, usability, and the information architecture and presentation of the user interfaces.
Project/Transitional Requirements	Project/transition requirements describe capabilities that the solution must have in order to facilitate the transition from the current state of the enterprise to a desired future state. Mid-level project/transition requirements are differentiated from other requirement types because they are usually temporary in nature and will not be needed once the transition is complete. They typically cover process requirements imposed through the Contract, such as mandating a particular design method, administrative requirements, data conversion and migration from existing systems, interfaces, skill gaps that must be addressed, and other related changes required to reach the desired future state.

Term/Acronym	Definition
Responsive Bidder	A bidder whose solicitation response is compliant with the solicitation requirements and indicates performance without material deviation from the terms and conditions of the proposed contract.
Responsible Bidder	A bidder who is fully capable of performing the contract. Considerations include a supplier deemed to satisfactorily demonstrate some or all of the following, pertinent to the specific transaction: 1. Adequate financial resources or the ability to obtain the resources required to perform the contract; 2. An adequate cost accounting system; 3. The capability to comply with the required or proposed delivery or performance schedule considering all existing commitments; 4. A satisfactory record of performance; 5. A satisfactory record of integrity; 6. Qualified and eligible to receive an award under all applicable laws and regulations; and/or 7. Necessary organization, experience, operational controls and technical skills (or the ability to obtain them).
Statement of Work (SOW)	A written description of work to be performed under a contract to satisfy the State's needs. It can include what is to be done, when, where, and how plus define the roles and responsibilities of the State and the contractor. Sometimes referred to as scope of work.
Solution Requirements	Describes the characteristics of a solution that will meet the business requirements. Solution requirements describe specific characteristics of the solution both in terms of functionality and quality of service. Solution requirements are sub-classified into functional requirements, non-functional requirements and project/transitional requirements.

Term/Acronym	Definition
Transitional/Project Requirements	Transition/ Project requirements describe capabilities that the solution must have in order <u>to facilitate the transition from the current state of the enterprise to a desired future state</u> . Project/transition requirements are differentiated from other requirement types because they are usually temporary in nature and will not be needed once the transition is complete. They typically cover process requirements imposed through the Contract, such as mandating a particular design method, data conversion and migration from existing systems, interfaces, skill gaps that must be addressed, and other related changes required to reach the desired future state.
Agile Methodology	An iterative and incremental approach to software development and project management that emphasizes flexibility, collaboration, and customer satisfaction. It focuses on delivering small, usable pieces of a product quickly and continuously improving through feedback.
Scrum:	A framework within Agile methodology designed to help teams work together to deliver complex products efficiently. It emphasizes collaboration, accountability and iterative progress toward a well-defined goal.
SLA Tracking	The process of monitoring and measuring compliance with agreed service performance metrics between a service provider and a customer.
SaaS Solution (Software as a Service)	A cloud-based software delivery model where applications are hosted by a provider and accessed over the internet.
FedRAMP (Federal Risk and Authorization Management Program)	A U.S. government program that standardizes security assessment, authorization, and continuous monitoring for cloud products and services used by federal agencies.
StateRAMP	A state-level counterpart to FedRAMP, providing a standardized approach for cloud security assessment and authorization for state and local governments.
IaaS (Infrastructure as a Service)	A cloud computing model that provides virtualized computing resources over the internet.

Term/Acronym	Definition
PaaS (Platform as a Service)	A cloud computing model that provides a platform for developers to build, run, and manage applications without managing infrastructure.
API Management	The process of creating, publishing, securing, monitoring, and analyzing APIs in a scalable and controlled manner.

ATTACHMENT 19: APPENDIX A - STATEMENT OF WORK

1. Background and Purpose

1.1. Background

The California Interagency Council on Homelessness (Cal ICH) was created by [SB 1380](#) in 2017 as the Homeless Coordinating and Financing Council to oversee the implementation of [Housing First](#) policies, guidelines, and regulations to reduce the prevalence and duration of homelessness in California.

In 2021, Governor Newsom signed [AB 1220](#) into law, which renamed and restructured the Council to continue California's forward momentum towards the state's broader vision for greater statewide leadership and coordination around its response to the homelessness crisis. The Council, co-chaired by the Secretaries of the Business, Consumer Services and Housing Agency and the California Health and Human Services Agency, is a committee comprising director-level representatives from 18 state departments and agencies, with two individuals representing community organizations appointed by the state Legislature.

The Council regularly seeks guidance from an advisory committee and Lived Experience Advisory Board (LEAB) that reflects the racial and gender diversity of people experiencing homelessness and may also invite stakeholders such as, individuals who have experienced homelessness, members of philanthropic communities and experts to participate in meetings or provide information to the Council as needed.

The Council's mission is to develop policies and identify resources, benefits, and services to prevent and work toward ending homelessness in California.

To support Cal ICH's mission, the State developed a Software as a Service (SaaS) solution to establish a data warehouse that collects and aggregates local Homeless Management Information System (HMIS) data received from various programs throughout the state and consolidates and aggregates that data into one comprehensive reporting system. This system is referred to as the [Homeless Data Integration System](#) (HDIS). The HDIS provides the State with an unduplicated count of people accessing services while experiencing homelessness in California, and allows the state to gain insights into the characteristics of people accessing services and the patterns of services access. The HDIS currently receives data from the forty-four (44) regionally-based California Continuums of Care (CoCs) that coordinate housing and services for homeless individuals in specific geographic areas and enter in data through forty-four separate HMIS modules. A variety of service providers, including nonprofits and local government entities, comprise the CoC, implement the CoCs' projects. Each CoC manages an HMIS system which collects specific data elements prescribed by the United States Department of Housing and Urban Development (HUD) in the HMIS Data Standards Manual. Each CoC functions uniquely and independently of one another.

1.2. PURPOSE

The HDIS is crucial to accomplishing the California Interagency Council on Homelessness ([Cal ICH](#)) mission to reduce the prevalence and duration of homelessness in California. Cal ICH is statutorily required by Chapter 847, Statutes of 2016 (SB 1380) to create and maintain this statewide data warehouse and to share this data with Council Member agencies or departments to support statewide efforts to prevent and end homelessness (WIC 8257).

Several other statutory requirements require data from HDIS to implement, including:

- Chapter 397, Statutes of 2021 (AB 977): requires collection of data from state-administered homelessness programs in HDIS, and reporting of this program data back to administering departments.
- Chapter 263, Statutes of 2024 (AB 799): requires publication of metrics for state homelessness programs generated by HDIS data
- HSC 50220.7-50239: requires HDIS-generated local-level performance metrics called California System Performance Measures (CA SPMs) for the Homeless Housing, Assistance, and Prevention (HHAP) grant program (any delays in HDIS data jeopardize the ability to provide cities, counties, and CoCs funding to address homelessness).
- Chapter 69, Statutes of 2021 (SB 914): requires performance metrics related to homelessness among survivors of domestic violence and their children and unaccompanied women.
- Chapter 841, Statutes of 2018 (SB 918): requires performance metrics related to homelessness among unaccompanied youth.

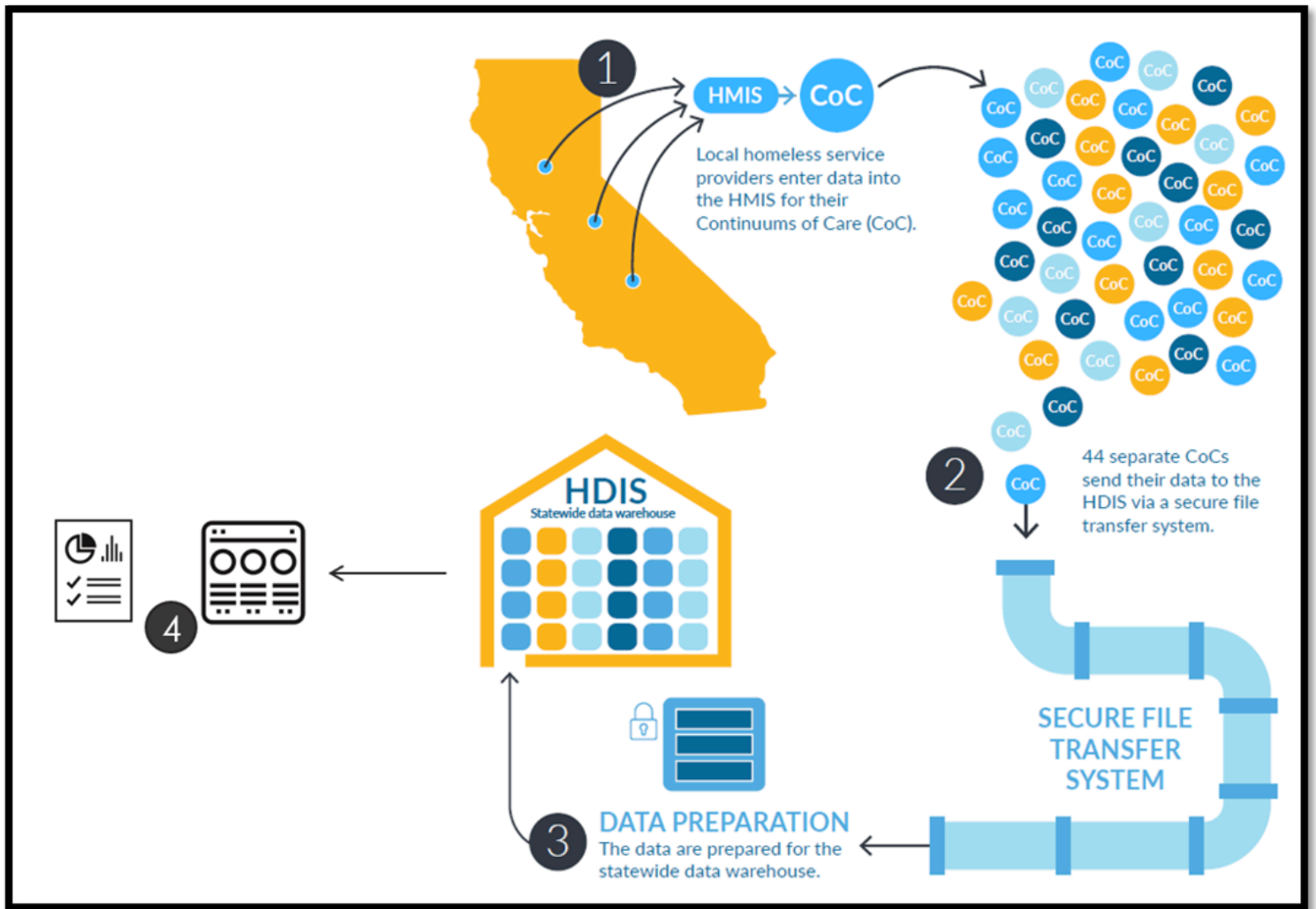


Figure 1.0 HDIS Conceptual View

2. Description of Services

Cal ICH is seeking the services of a Contractor to continue the maintenance and operation of the HDIS.

The data within HDIS is crucial for gaining insights into characteristics and identifying patterns of services accessed by people experiencing homelessness.

The HDIS was launched in June 2021 and contains vital data dating back to 2017. The data in HDIS is utilized to inform the State of California's response to the homelessness crisis and is vital for providing transparency and accountability of measuring outcomes related to Legislative Mandates, Public Records Act (PRA) requests, and data transfers to council member departments. The HDIS contains both PII and Non-PII Information and Cal ICH has established a governance process and data use agreements to protect and safeguard this information. The Contractor must abide by all applicable information and data security policies.

The HDIS is crucial in the delivery of the following work products (but not limited to):

HDIS Work Products	
Work Products	Description
Action Plan Report	Cal ICH adopted a three-year Statewide Action Plan to Prevent and End Homelessness. Cal ICH utilizes measures developed using data from HDIS for the Action Plan. The HDIS team pulls data quarterly in a report to the Council Members, including demographic disaggregation. Frequency: Yearly
Statewide Homelessness Assessment	Cal ICH published a statewide assessment of homelessness in 2023. The report used HDIS data about service use and outcomes from 2018-2021. Frequency: One-Time
CA Systems Performance Measure (CA SPM) Report (Statutory Requirement)	Cal ICH has calculated a set of measures (CA SPMs) for the state and each CoC on a quarterly basis. The research and HDIS team pull and validate the measures before sending each CoC their measures in a CA SPM report (in the form of a workbook) and publishing them on the state's open data portal. Frequency: Quarterly
CA Systems Performance Measure Dashboard (Statutory Requirement)	The CA Systems Performance Measure Dashboard will allow CoCs to view the CA SPM reports with trends over time and view crosscuts demographic data. The Dashboard will only contain data already released in the CA SPM report workbook. Frequency: Quarterly
CoC Data Quality Dashboard (Statutory Requirement)	The CoCs Data Quality Dashboards are used by CoCs as part of their quarterly HDIS upload process. CoCs upload their HDIS Files to the tool to view a dashboard showing summarized and detailed analytics on missing data and errors in their uploads. Frequency: Quarterly
AB977 Data Summaries Dashboard	The AB 977 Data Summaries Dashboards provide state department staff administering AB 977 programs insight into service levels, characteristics of populations served, and service outcomes of AB 977

(Statutory Requirement)	programs. These dashboards also enable quick aggregation and download of the AB 977 program data for reporting or analysis purposes. Frequency: Quarterly
AB977 State Department Compliance Dashboard (Statutory Requirement)	The AB 977 State Department Compliance Dashboards equip state department staff to monitor AB 977 compliance and improve data quality for the programs they are administering. Users can monitor the number of projects and grantees for each program and identify projects, programs and grantees with errors in their AB 977-mandated data. Frequency: Quarterly
HHAP HDIS Reported Outcomes Dashboard (Statutory Requirement)	The HHAP, ERF, and FHC HDIS Reported Outcomes Dashboard is a public dashboard, based on the AB 977 Data Summaries dashboards. The dashboard visualizes service levels, characteristics of populations served, and service outcomes of the HHAP, ERF and FHC programs. Frequency: Quarterly
HDIS Public Dashboard (Statutory Requirement)	The HDIS Public Dashboard displays baseline data related to the homelessness response system. The Dashboard includes counts of people experiencing homelessness, statewide and by CoC, broken out by year. Included are counts by household type, racial equity, race, gender, and other special populations. Frequency: Quarterly
HDIS CoC Dashboard (Statutory Requirement)	The HDIS CoC Dashboard aims to support CA Continuums of Care by presenting the data submitted by each CoC in various formats. Data includes service counts, in-flows and out-flows, racial equity, exits by project type, and cross-CoC service are all reflected in the dashboard. Frequency: Quarterly
HDIS Connect	Cal ICH's HDIS Connect is a bi-monthly workshop series for HMIS admins and leads. The mission of the series is to facilitate broad

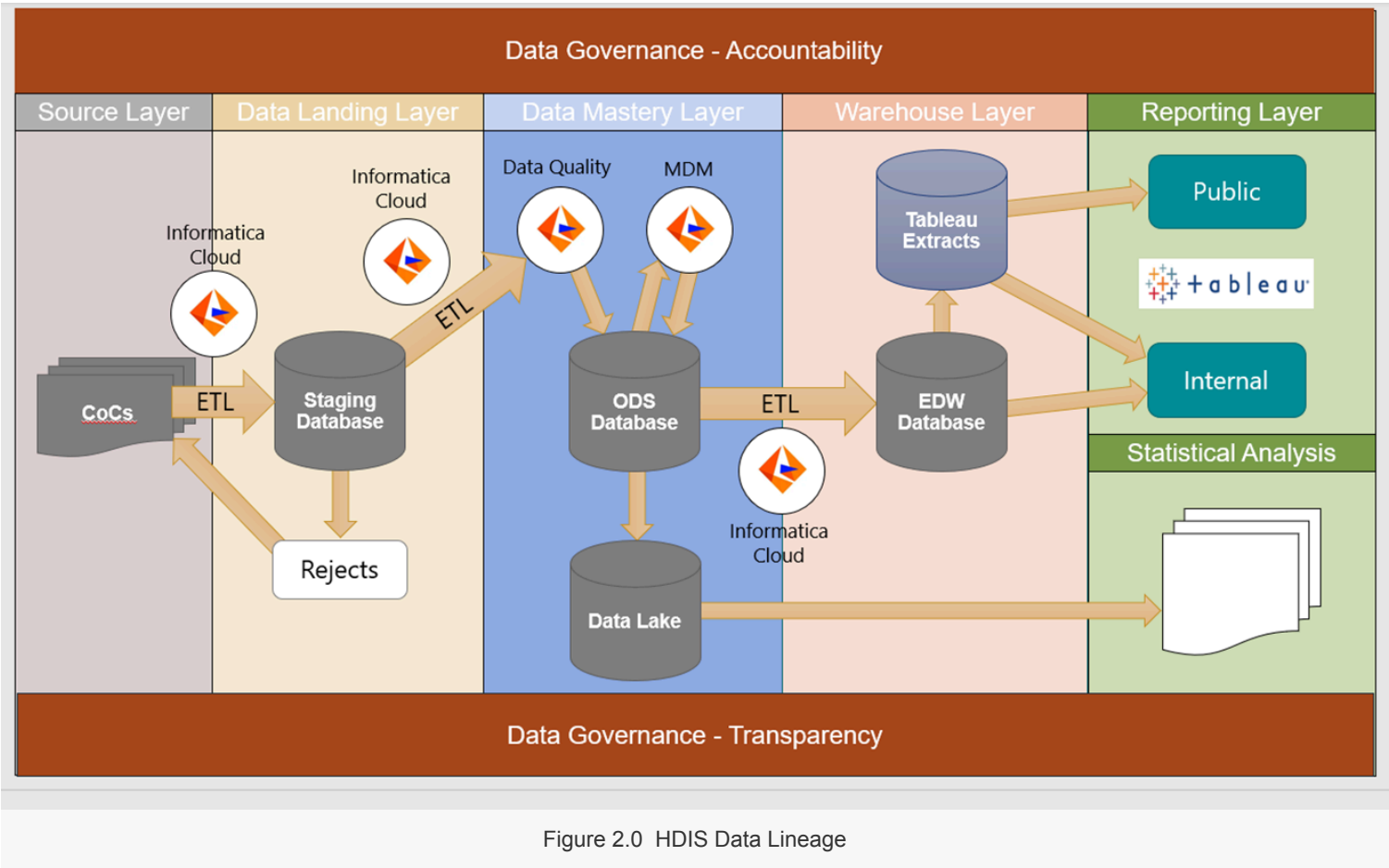
	knowledge sharing on HDIS and HMIS best practices. The workshops are interactive and consist of presentations and discussions on specific topics relevant to HMIS admins and leads. Topics covered in this series include discussion of data quality tools and practices. Frequency: Quarterly
OTSland CDCR Data Transfers and other Data Transfers through approved BUCP (Business Use Case Proposal) (Statutory Requirement)	Cal ICH has entered into an agreement to transfer data to the Office of Technology Solutions Integration (OTSI). OTSI was established within Cal HHS to provide leadership in integrating Cal HHS datasets and fostering effective, equitable and consistent data-driven decision-making. This data transfer enables Cal HHS to support efforts to prevent and end homelessness in California by identifying persons experiencing homelessness or housing instability, integrating their data with persons receiving Cal HHS services and programs, evaluating service use as well as service gaps among people experiencing homelessness. Cal ICH has also entered into an agreement to transfer data to CDCR to identify formerly incarcerated individuals who are experiencing or have experienced homelessness to reduce occurrences of homelessness among this population. Cal ICH is statutorily required to share data with partner and non-partner agencies through the BUCP (Business Use Case Proposal) Process. Frequency: Quarterly
Public Records Requests (PRA) (Statutory Requirement)	Public Records Requests (PRA) typically start as an email inquiry (to the hdis@bcsh.ca.gov account), where the requestor asks about data that may be in HDIS. PRAs are urgent, and have a legally enforced timeline for response. The majority of external requests are for demographic or outcomes data related to persons experiencing homelessness. Cal ICH also completes custom data requests for other California State Departments. Frequency: Ongoing

Internal Data Requests	Internal Requests are requests that come from the Research, Grants, Policy, or Local Initiatives teams. Previous examples include reporting for HHAP and ERF grants, or the work we did in October 2023 for the Action Plan Update. Internal requests usually have hard deadlines and concern efforts central to the mission of Cal ICH. These requests can be complex and tailored to specific policy agendas or reporting metrics. Frequency: Ongoing
SB914 Data Goals and Dashboard (Statutory Requirement)	Cal ICH has created a set of initial metrics to measure progress towards the state's goals to end homelessness among unaccompanied youths and survivors of domestic violence. The research team is continuing to develop additional metrics and is working with the HDIS team to calculate these metrics. Cal ICH's Research and HDIS teams developed a dashboard to display a set of measures specifically for unaccompanied women and survivors of domestic violence at the statewide and local level. Cal ICH is working on a second version of this dashboard. Frequency: Yearly
SB918 Data Goals and Dashboard (Statutory Requirement)	Cal ICH will develop a set of metrics to measure progress towards the state's goals to end homelessness among unaccompanied youths. Cal ICH will then develop a dashboard to display the metrics. Frequency: Yearly
AB799 Outcome Measures (Statutory Requirement)	AB 799 requires Cal ICH to report on outcomes data from state funding programs utilizing HDIS data. Cal ICH is working to develop new performance measures and will report on those measures in a dashboard. Frequency: Quarterly
Open Data Portal Upload	Cal ICH uploads and maintains several datasets to the state's Open data Portal, including Yearly Statewide and by Continuum of Care total counts of individuals receiving homeless response services by age group, race and ethnicity, and gender. The Open Data Portal

	allows the public to access and download the data in various formats. Frequency: Ongoing
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These work products are essential for informing the Administration, the Legislature and the public on the progress and the impact of the State's response to the homelessness crisis.

The diagram below illustrates the process by which data from the 44 Continuums of Care (CoC) is loaded, transformed, and presented as it moves through the various software components that make up the HDIS Platform. A detailed process is described in [SECTION 7.3. HDIS Data Management](#).



3. Term of Contract

Effective upon approval of CDT, Office of Statewide Technology Procurement (OSTP), the base term of the Contract is three (3) years with an estimated start date of July 1st, 2027.

The State, at its sole discretion, may exercise its option to execute two (2), one-year extensions for a maximum Contract term of five (5) years at the rates specified in the [EXHIBIT A: COST WORKBOOK](#).

The State is not obligated to use any or all of these optional extensions.

The Contractor shall not be authorized to deliver goods or commence performance of services described in this Agreement prior to the Effective Date. Any delivery of goods or performance of services by the Contractor that is commenced prior to the Effective Date shall be at no cost to the State.

4. Amendment

The Agreement may be amended, consistent with the terms and conditions of the Agreement, and by mutual consent of both parties, subject to approval by the CDT Office of Statewide Technology Procurement under Public Contract Code (PCC) Section 12100. No amendment or variation of the terms of this Agreement shall be valid unless made in writing, signed by the parties, and approved by oversight agencies if required. No oral understanding not incorporated in the Agreement is binding on any of the parties.

5. Location and Availability

The Contractor shall provide the services described in this Statement of Work (SOW) during normal State business hours, which are 8AM to 5PM PT, Monday through Friday, excluding State holidays. However, the Contractor may be required to provide support beyond the normal business hours, as required to successfully provide contracted services. Some tasks not requiring the Contractor's on-site presence may be performed offsite if pre-approved in writing by the State. All remote work must be performed within the continental United States. The Contractor may be required to travel to Cal ICH's headquarters for meetings or to perform tasks at no cost to the State. The State will allow the Contractor to propose remote staff, based only in the continental United States.

State holidays are listed on the California Department of Human Resources (Cal HR) website in the link below, and are subject to change:

<https://www.calhr.ca.gov/employees/Pages/state-holidays.aspx>

Work Location and Address	
Work Location Name	Work Location Address
Cal ICH Headquarters	May Lee State Office Complex 651 Bannon Street Sacramento, CA 95811

6. Contract Representatives

All inquiries during the term of this Agreement will be directed to the contract contacts listed below. Contract contacts may be changed by written notice without amending this Agreement.

CONTRACT MANAGER	
STATE	CONTRACTOR
Name: TBD	Name: TBD
Title:	Title:
Telephone Number:	Telephone Number:
E-mail Address:	E-mail Address:

PROJECT MANAGER	
STATE	CONTRACTOR
Name: TBD	Name: TBD
Title:	Title:
Telephone Number:	Telephone Number:
E-mail Address:	E-mail Address:

7. Maintenance and Operation

The Contractor shall perform all the activities in [SECTION 7. Maintenance and Operation](#) .

7.1. Project/Program Management

The Contractor shall coordinate and conduct regular check-in meetings with Cal ICH to review the status of new, ongoing, or planned activities. These meetings shall address progress tracking, issue resolution and escalation, risk mitigation strategies, and other relevant operational matters. Check-in meetings shall be held at a minimum frequency of twice per week.

The Contractor shall use JIRA to present the progress of all the activities in HDIS. The Contractor shall be

responsible for creating agendas, documenting notes and decision points, and assigning action items.

7.2. HDIS Platform Management

As depicted in the diagram below, the HDIS solution is constructed on a resilient and scalable architecture utilizing best-in-class, industry-standard software components.

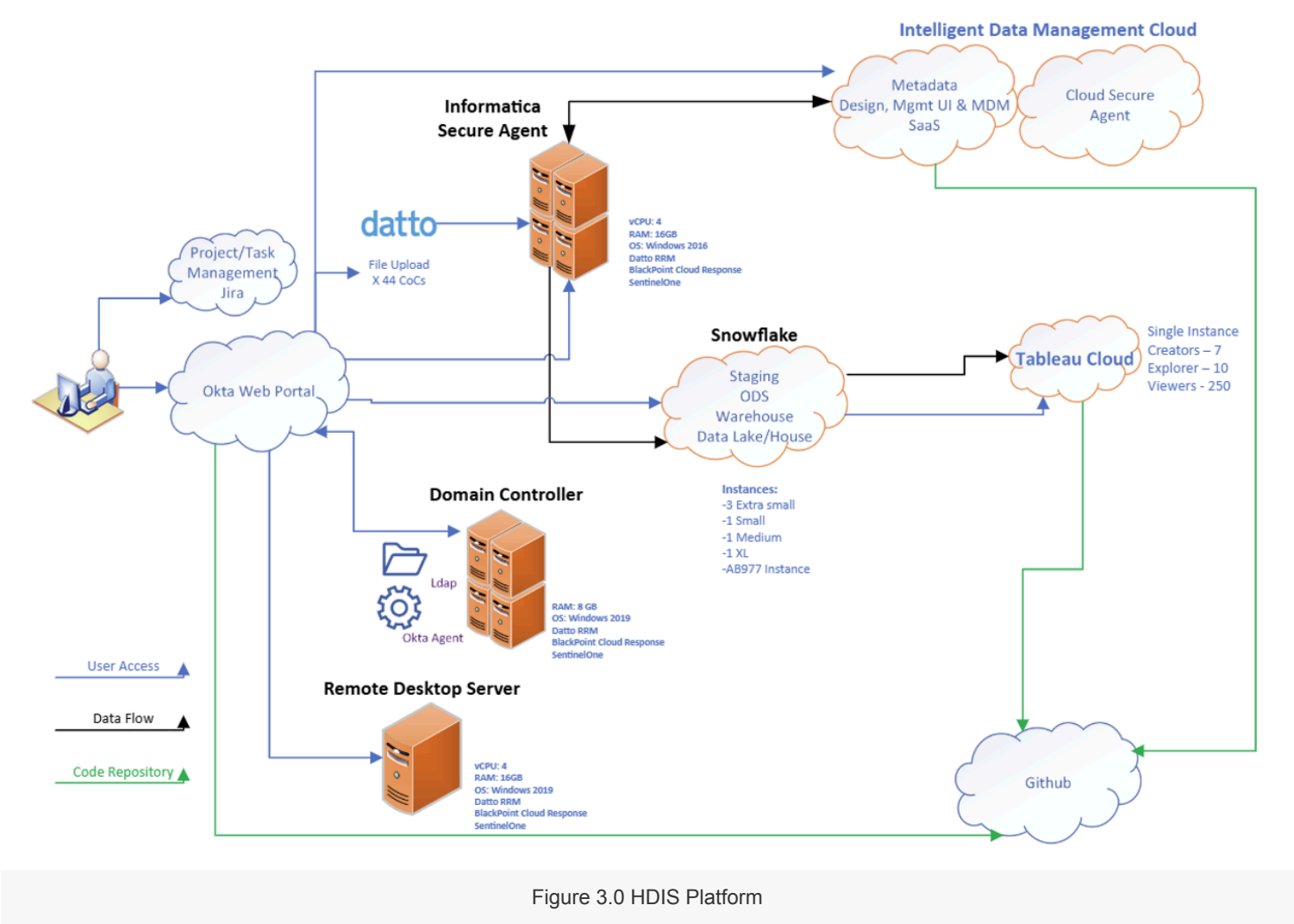


Figure 3.0 HDIS Platform

HDIS is currently using the following software. The table below lists the software name and description. Further details, including number of licenses and specifications, are provided in [EXHIBIT A: COST WORKBOOK](#).

HDIS Software and Description	
SOFTWARE	DESCRIPTION
GitHub	GitHub serves as a version control platform, leveraging Git to track and manage changes in code efficiently. It facilitates streamlined collaboration between the Contractor and Cal ICH teams by providing capabilities for

	hosting repositories (organized collections of code files), reviewing and managing code modifications, creating branches for isolated development or experimentation, and integrating contributions through merge operations.
JIRA	JIRA serves as the project management and issue tracking platform utilized by the Contractor and Cal ICH teams. It facilitates bug tracking, sprint planning, task management, and the monitoring of project workflows. JIRA offers a versatile and structured environment for organizing and prioritizing tasks, ensuring that the Contractor and Cal ICH teams maintain operational efficiency and adhere to project timelines.
Informatica	The HDIS uses Informatica, the provider of data integration and management solutions. It offers a scalable platform for data integration, quality, governance, master data management, and cloud data management, enabling real-time processing and supporting seamless business operations across industries.
Snowflake	The HDIS uses Snowflake, a cloud-based data platform for data warehousing, analytics, and management. It is highly scalable, fully managed, and natively cloud-based, providing features like data warehousing, compute and storage separation, multi-cloud support, data sharing, and support for semi-structured data.
Tableau	The HDIS uses Tableau Enterprise, a data visualization and business intelligence tool that transforms raw data into actionable insights through interactive and shareable dashboards. It supports data connectivity, advanced analytics, and collaboration, making it ideal for data analysis, performance tracking, and decision-making across industries.
Okta	The HDIS uses Okta, a cloud-based IAM platform that centralizes identity management, streamlining authentication and authorization for secure access across applications, devices, and services. Key features include Single Sign-On (SSO), Multi-Factor Authentication (MFA), user provisioning, adaptive security, directory integration, and API access management.
Datto RMM	Datto RMM is a cloud-based platform that enables MSPs to remotely monitor, manage, and support IT environments. It provides a centralized interface for deploying software, automating maintenance tasks, monitoring system health, and enforcing cybersecurity policies.
AWS	The HDIS uses Amazon Web Services (AWS) for hosting and storing the data, managing databases and applications all through the cloud. The HDIS also uses AWS for Disaster Recovery.

Sentinel One	SentinelOne is a next-generation endpoint security platform that uses AI-powered autonomous threat detection and response to protect endpoints, cloud workloads, and IoT devices. It is used by IT teams and Managed Security Service Providers (MSSPs) to secure environments against modern cyber threats, including ransomware, fileless malware, and zero-day exploits.
BlackPoint	Blackpoint Cyber is a leading Managed Detection and Response (MDR) provider that delivers real-time threat detection, response, and containment. It is designed to help organizations and MSPs protect their environments from advanced cyber threats by combining proprietary technology with a 24/7 Security Operations Center (SOC).
Datto (Box Style)	This is a backup capability for CoCs to submit their files.

The Contractor is responsible for maintaining the HDIS Platform. This includes proactive system monitoring, performing regular diagnostic checks, optimizing hardware and software configurations, managing updates and patches, addressing any identified vulnerabilities, and ensuring adherence to industry best practices for data integrity and cybersecurity. Additionally, the Contractor must provide detailed performance reports, implement scalability measures, and swiftly resolve incidents to minimize downtime and ensure seamless functionality of the platform.

These activities are detailed in the succeeding subsections.

7.2.1. Licensing Management

The Contractor shall facilitate the procurement, invoicing and renewal of the following software required for the HDIS Platform. All licenses must be procured in Cal ICH's name, with Cal ICH designated as the owner. The Contractor will manage these licenses on behalf of Cal ICH; however, this arrangement must ensure that, when needed, Cal ICH (or its designee) can transition full management and control of the licenses without restriction.

HDIS Software Licenses		
Line #	Software	No of Users/Description
Project Management		
1	Atlassian JIRA (Standard Edition)	25

2	GitHub (Enterprise Edition)	6
Amazon Web Server (AWS)		
3	3 IDMC	vCPU: 4 RAM: 16GB
4	2 MDM	vCPU: 4 RAM: 16GB
5	2 RDS	vCPU: 2 RAM: 16GB
6	1 Domain Controller	vCPU: 4 RAM: 16GB
Okta		
7	Okta Support Silver Package	1
8	Okta IT Products Single Sign-on 325 Users	325
9	Okta IT Products Universal Directory 325 Users	325
10	Tableau Enterprise	
11	Tableau Cloud - Creator	7
12	Tableau Cloud - Explorer	10
13	Tableau Cloud - Viewer	250
Snowflake		
14	Compute Cost	HDIS on average uses 1.5K units per month.
15	Storage at Terabyte (unused consumption will roll over the following year)	HDIS uses around .5 TB per month
Informatica		
16	Customer (B2C) per consolidated records (S) Production Annual Subscription	1,900,000
17	Premium Success for Subscription	4

18	Informatica MDM - Customer 360 (S) Production Annual Subscription	1
19	Intelligent Management Cloud -IPU per consecutive month	150
20	Informatica BPM Option for MDM and MDM Product 360 Production Annual Subscription	1
AWS		
21	SSL Certificates	1
DATTO		
22	Box Style License	44
DATTO RMM		
23	Kaseya 365 Ops	8
24	Kaseya 365 Endpoint	
25	Kaseya 365 User	
SentinelOne Singularity Commercial		
26	SentinelOne Singularity Commercial	1
BlackPoint Cloud Response		
27	MDR (Managed Detection & Response)	8
28	Cloud Response	
29	Application Control	

Acquisition of new software applications is prohibited under this contract; only an increase in the quantity of existing, pre-approved licenses as in EXHIBIT B: COST WORKBOOK may be procured (due to user access expansion and data growth), and such increases must be executed through a formal contract amendment.

The total number of licenses may increase, but the associated cost will not exceed 20% of the combined total cost outlined in Tabs 3. Product Cost (monthly), 4. Hosting Cost (monthly), and 5. Product Cost (annually) in EXHIBIT B: COST WORKBOOK for Years 2 through 5. The additional licenses will be allocated and utilized based on the operational needs of Cal ICH.

7.2.2. Performance Management

The Contractor shall perform monthly monitoring tasks to ensure the HDIS Platform performs at a baseline performance threshold consistent with the SLA's defined below.

HDIS Performance Management SLA	
Title	Description
Name	HDIS Performance Management
SLAs	1. 90% of the dashboard pages are loaded completely in less than five (5) seconds, 24 hours a day, and 7 days a week. 2. 90% of the HDIS queries are completed in less than sixty (60) seconds.
Measurement Process	Measurement will be performed using the web log analysis tool that is native to Snowflake and Tableau. This functionality allows for parsing the server log files from a web server, System Response Time SLA 1: For Tableau, the web log analysis will be used to determine the page load speeds for all web pages of the HDIS application and verify if 90% of the pages are loaded in less than five(5) seconds. System Response Time SLA 2: For Snowflake, the web log analysis will be used to evaluate the query execution of HDIS queries to be completed in less than 60 seconds for medium to complex SQL.
Liquidated Damages	System Response Time for SLA 1 and SLA 2: The State will evaluate the Contractor's performance on a monthly basis. For each month in which the Contractor fails to meet the required SLA, the State may assess Liquidated Damages in the form of price credits. Price credits shall be applied as deductions against future invoice(s) until fully satisfied. For purposes of Liquidated Damages, the State shall count and assess failures on a monthly basis. At the beginning of each month, the Failure count resets. Cal ICH will calculate the Liquidated Damages amount by applying the percentage listed in the table below to the annual Maintenance and Operations (M&O) and Product Cost of the Contract. The annual amount is defined as the twelve (12)-month period beginning on the

Title	Description												
	Contract Start Date and recurring in successive twelve (12)-month intervals thereafter. <table> <tr> <th>FAILURE TO MEET SLA</th><th>LIQUIDATED DAMAGES AMOUNT</th></tr> <tr> <td>First Failure</td><td>Meeting to discuss, no LDs assessed.</td></tr> <tr> <td>Second Failure</td><td>0.020% Price credit</td></tr> <tr> <td>Third Failure</td><td>0.040% Price credit</td></tr> <tr> <td>Fourth Failure</td><td>0.060% Price credit</td></tr> <tr> <td>Greater than four failures</td><td>0.080% Price credit</td></tr> </table>	FAILURE TO MEET SLA	LIQUIDATED DAMAGES AMOUNT	First Failure	Meeting to discuss, no LDs assessed.	Second Failure	0.020% Price credit	Third Failure	0.040% Price credit	Fourth Failure	0.060% Price credit	Greater than four failures	0.080% Price credit
FAILURE TO MEET SLA	LIQUIDATED DAMAGES AMOUNT												
First Failure	Meeting to discuss, no LDs assessed.												
Second Failure	0.020% Price credit												
Third Failure	0.040% Price credit												
Fourth Failure	0.060% Price credit												
Greater than four failures	0.080% Price credit												
Measurement Period	Monthly, throughout the duration of the contract												
Reporting	The Contractor shall provide a Monthly System Performance Report and an immediate report should any of the SLA's are not met.												

7.2.3. Availability Management

The Contractor shall be responsible for monitoring the HDIS Platform to ensure availability and verifying system backups. This role guarantees uninterrupted access to HDIS, in alignment with the Service Level Agreement detailed in the table below, covering uptime, availability, and recovery. Additionally, the Contractor is accountable for performing scheduled or unscheduled maintenance activities and assigning appropriate personnel to handle these tasks. Furthermore, the Contractor must notify Cal ICH of any maintenance activities, whether scheduled or unscheduled.

HDIS Availability Management SLA	
Title	Description
Name	HDIS Availability Management: Production Environment
SLA	The HDIS must be available 99.00%, 24 hours a day, 7 days a week except scheduled downtime.

Title	Description
Measurement Process	The Contractor shall be responsible for meeting the HDIS Availability SLA. The HDIS Availability SLA shall be calculated as follows: • $(100 * \text{Data Element A}) / (\text{Data Element B})$ • Definitions: 1. Data Element A = (Month Minutes) – (Contractor-Scheduled Downtime Minutes) – (Downtime Minutes Not Attributable to the Contractor) – (Unscheduled Downtime Minutes Attributable to the Contractor) 2. Data Element B = (Month Minutes) – (Contractor-Scheduled Scheduled Downtime Minutes) – (Downtime Minutes Not Attributable to the Contractor) 3. Month Minutes: The number of minutes within the reporting period. 4. Contractor-Scheduled Downtime Minutes = The number of minutes of Contractor-scheduled, State-approved downtime during the reporting period. All planned maintenance Downtime and requests for HDIS System Downtime shall be made to the State in advance and approved by the State. 5. Downtime Minutes Not Attributable to the Contractor = The number of minutes of downtime during the reporting period that is not attributable to or caused by the Contractor (e.g., State-directed downtime, interruption of services due to State connectivity issues, etc.)). 6. Unscheduled Downtime Minutes Attributable to the Contractor = The number of minutes of unscheduled, non-State-directed downtime as defined by the duration of all Priority Level 1 and Priority Level 2 incidents that are caused by the Contractor that impact the system during the reporting period.

Title	Description												
Liquidated Damages	The State will evaluate the Contractor's performance on a monthly basis. For each month in which the Contractor fails to meet the required SLA, the State may assess Liquidated Damages in the form of price credits. Price credits shall be applied as deductions against future invoice(s) until fully satisfied. For purposes of Liquidated Damages, the State shall count and assess failures on a monthly basis. At the beginning of each month, the Failure count resets. Cal ICH will calculate the Liquidated Damages amount by applying the percentage listed in the table below to the annual Maintenance and Operations (M&O) and Product Cost of the Contract. The annual amount is defined as the twelve (12)-month period beginning on the Contract Start Date and recurring in successive twelve (12)-month intervals thereafter. <table data-bbox="551 986 1499 1444"> <tr> <th data-bbox="551 986 941 1057">FAILURE TO MEET SLA</th><th data-bbox="941 986 1499 1057">LIQUIDATED DAMAGES AMOUNT</th></tr> <tr> <td data-bbox="551 1057 941 1134">First Failure</td><td data-bbox="941 1057 1499 1134">Meeting to discuss, no LDs assessed</td></tr> <tr> <td data-bbox="551 1134 941 1212">Second Failure</td><td data-bbox="941 1134 1499 1212">0.020% Price credit</td></tr> <tr> <td data-bbox="551 1212 941 1289">Third Failure</td><td data-bbox="941 1212 1499 1289">0.040% Price credit</td></tr> <tr> <td data-bbox="551 1289 941 1367">Fourth Failure</td><td data-bbox="941 1289 1499 1367">0.060% Price credit</td></tr> <tr> <td data-bbox="551 1367 941 1444">Greater than four failures</td><td data-bbox="941 1367 1499 1444">0.080% Price credit</td></tr> </table>	FAILURE TO MEET SLA	LIQUIDATED DAMAGES AMOUNT	First Failure	Meeting to discuss, no LDs assessed	Second Failure	0.020% Price credit	Third Failure	0.040% Price credit	Fourth Failure	0.060% Price credit	Greater than four failures	0.080% Price credit
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Fourth Failure	0.060% Price credit												
Greater than four failures	0.080% Price credit												
Measurement Period	Monthly, throughout the duration of the contract.												
Reporting	Any Unscheduled Downtime Minutes Attributable to the Contractor must be reported to the State within thirty (30) minutes of occurrence and documented and explained in writing to the State within forty-eight (48) hours. The Contractor shall report all occurrences and duration of each such Downtime, on the fifth day of the calendar month for the prior calendar month.												

7.2.4. Scalability Management

As data volume, query complexity and user concurrency increase over time, the ability to scale the HDIS Platform to continue to support Cal ICH is crucial.

The Contractor will include scalability planning into quarterly reviews aligned with anticipated growth in data sources, user base, reporting demands and implementation of Statutory or Council Mandates. Scalability planning should also include recommendations on data cleanup and re-allocation of resources i.e. review of unused Tableau licenses, etc. These reviews will inform licensing adjustments.

7.2.5. Environment Management

The Contractor shall be responsible for establishing, managing, and monitoring all environments related to the HDIS Platform, including Development, Test, Staging, and Production.

The Contractor shall implement a structured environment management strategy that ensures workload isolation, minimizes operational risks, and facilitates seamless testing and deployment of platform enhancements. Each environment shall be distinctly defined with dedicated configurations, access controls, and data refresh policies to support various development lifecycle stages, such as data modeling, ETL testing, query optimization, and user acceptance testing (UAT).

The Contractor shall also manage environment monitoring and access governance by utilizing audit trails, activity logs, and real-time monitoring tools to prevent misuse and safeguard sensitive data in compliance with applicable State and regulatory requirements.

Environment refresh procedures shall be followed to ensure timely updates of Test and Staging environments with production-like data, incorporating appropriate data masking or anonymization as required. Furthermore, the Contractor shall document change management processes for environments, including version control, deployment scheduling, and rollback mechanisms to address potential failures.

The Contractor shall perform regular environment health checks and audits to assess performance, stability, and resource utilization. Results of these assessments shall be reported to the State on a monthly basis and leveraged to guide ongoing improvements to environment configurations and access governance.

7.2.6. User Management

The Contractor shall follow the user access management framework for the HDIS Platform. The Contractor shall implement role-based access control (RBAC) to ensure user permissions are aligned strictly with operational roles, enforcing the principle of least privilege.

The Contractor, in coordination with Cal ICH shall perform regular access reviews and audits to promptly

identify and remove any unnecessary or outdated permissions, thereby mitigating security risks. On a quarterly basis, the Contractor is required to update the User List Documentation and coordinate a review with Cal ICH to review existing users for purposes of deletion or updates to roles and permissions.

Cal ICH will be the final approver of 1) adding users 2) deleting users 3) updating a user's access.

7.2.7. Security Incident Management

The Contractor should promptly resolve any breach and must employ prompt mitigation of threats to minimize business impact.

California law requires a state agency to notify any California resident whose unencrypted personal information, as defined, was acquired, or reasonably believed to have been acquired, by an unauthorized person. ([California Civil Code s. 1798.29\(a\).](#))

Any agency that is required to issue a security breach notification to more than 500 California residents as a result of a single breach of the security system shall electronically submit a single sample copy of that security breach notification, excluding any personally identifiable information, to the Attorney General. ([California Civil Code s. 1798.29\(e\).](#))

Cal ICH requires Contractor to report any breach within 24 hours and to prepare a report that contains the required notice information in California Civil Code section 1798.29(d).

The Liquidated Damages will only apply to security breaches that are resulting from the Contractor's mismanagement or negligence.

HDIS Security Incident Management: Notification Response Time SLA

Title	Description
Name	HDIS Security Incident Management: Notification Response Time
SLA	Any breach of the HDIS shall be reported to Cal ICH immediately upon discovery.
Measurement Process	Measurements will be performed from the time the Contractor learned of the incident to when Cal ICH received written notification.
Liquidated Damages	The State will evaluate the Contractor's performance on a monthly basis. For each month in which the Contractor fails to meet the required SLA, the State may assess Liquidated Damages in the form of price credits.

Title	Description												
	Price credits shall be applied as deductions against future invoice(s) until fully satisfied. For purposes of Liquidated Damages, the State shall count and assess failures on a monthly basis. At the beginning of each month, the Failure count resets. Cal ICH will calculate the Liquidated Damages amount by applying the percentage listed in the table below to the annual Maintenance and Operations (M&O) and Product Cost of the Contract. The annual amount is defined as the twelve (12)-month period beginning on the Contract Start Date and recurring in successive twelve (12)-month intervals thereafter. <table data-bbox="570 856 1480 1311"> <tr> <th data-bbox="570 856 958 929">FAILURE TO MEET SLA</th><th data-bbox="958 856 1480 929">LIQUIDATED DAMAGES AMOUNT</th></tr> <tr> <td data-bbox="570 929 958 1004">First Failure</td><td data-bbox="958 929 1480 1004">0.15% Price credit</td></tr> <tr> <td data-bbox="570 1004 958 1079">Second Failure</td><td data-bbox="958 1004 1480 1079">0.25% Price credit</td></tr> <tr> <td data-bbox="570 1079 958 1154">Third Failure</td><td data-bbox="958 1079 1480 1154">0.35% Price credit</td></tr> <tr> <td data-bbox="570 1154 958 1229">Fourth Failure</td><td data-bbox="958 1154 1480 1229">0.45% Price credit</td></tr> <tr> <td data-bbox="570 1229 958 1311">Greater than four failures</td><td data-bbox="958 1229 1480 1311">0.50% Price credit</td></tr> </table>	FAILURE TO MEET SLA	LIQUIDATED DAMAGES AMOUNT	First Failure	0.15% Price credit	Second Failure	0.25% Price credit	Third Failure	0.35% Price credit	Fourth Failure	0.45% Price credit	Greater than four failures	0.50% Price credit
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Third Failure	0.35% Price credit												
Fourth Failure	0.45% Price credit												
Greater than four failures	0.50% Price credit												
Measurement Period	Per Incident												
Reporting	Any breach of the HDIS shall be reported to Cal ICH immediately upon discovery. Within 24 hours of the discovery of the breach, Cal ICH shall be provided with details related to the breach, including the specific data accessed, whether the data was encrypted or unencrypted, whether it included personal identifying information (e.g. name, date of birth, social security number), and the approximate date range, to the greatest degree of confidence possible, that the breached data was accessed and all other required notice information contained in Civil Code section 1798.29(d).												

HDIS Security Incident Management: Resolution Response Time SLA

Title	Description							
Name	HDIS Security Incident Management: Resolution Response Time							
SLA	When determining the resolution timeframe criteria, it shall be defined by the most sensitive data included in the breach.							
	CATEGORY	RESOLUTION TIMEFRAME CRITERIA						
	Data Breach Involving PII (Personal Identifying Information)	Not more than 1 hour from the discovery						
	Data Breach Involving All Other Data Types	Not more than 12 hours from the discovery						
Measurement Process	If the actual resolution response time is greater than the SLA for the resolution timeframe criteria, the SLA is not met.							
Liquidated Damages	The State will evaluate the Contractor’s performance on a monthly basis. For each month in which the Contractor fails to meet the required SLA, the State may assess Liquidated Damages in the form of price credits. Price credits shall be applied as deductions against future invoice(s) until fully satisfied.							
	For purposes of Liquidated Damages, the State shall count and assess failures on a monthly basis. At the beginning of each month, the Failure count resets. Cal ICH will calculate the Liquidated Damages amount by applying the percentage listed in the table below to the annual Maintenance and Operations (M&O) and Product Cost of the Contract. The annual amount is defined as the twelve (12)-month period beginning on the Contract Start Date and recurring in successive twelve (12)-month intervals thereafter.							
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FAILURE TO MEET SLA	LIQUIDATED DAMAGES AMOUNT								
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Fourth Failure	0.70% Price credit								
Greater than four failures	0.80% Price credit								
Measurement Period	Per Incident								
Reporting	Any breach of the HDIS shall be reported to Cal ICH immediately upon discovery. Updates to the mitigation of an ongoing incident shall require hourly updates to Cal ICH until the incident is resolved. Cal ICH requires the contractor to report any breach within 24 hours and to prepare a report that contains the required notice information in California Civil Code section 1798.29(d).								

7.2.8. Incident Management

The Contractor shall be responsible for promptly restoring normal service operations with minimal disruption to the HDIS platform. This responsibility encompasses all production and pre-production environments. The Contractor's core duties include the triage, prioritization, escalation, resolution, and comprehensive documentation of all incidents, in accordance with established service level agreements (SLAs) and operational procedures.

The Contractor shall provide:

Support/Coverage:

Normal Business Hours:

8:00 AM to 5:00 PM PST - Monday through Friday

Extended Hours:

6:00 AM to 6:00 PM PST - 365 Days/Year

Response and Resolution:

The Contractor shall provide technical support via remote access, telephone, and email. Response times according to the SLA are detailed in the table below:

HDIS Incident Management SLA	
Title	Description
Name	HDIS Incident Management
Priority Definition	1. Priority 1 (Critical Impact-Service Unusable in Production) – business impact is critical, and no workaround is available. Examples of Priority 1 incidents include, but are not limited to, the following: the application or infrastructure is unusable in production, having a significant rate of user-facing errors. 2. Priority 2 (High Impact – Service Use Severely Impaired) – the infrastructure is degraded in production, having a noticeable rate of user-facing errors. A workaround to mitigate the critical business impact is available. 3. Priority 3 (Medium Impact – Service Use Partially Impaired) – the issue is limited in scope and/or severity. The issue has no user-visible impact. Business impact is low (i.e. inconvenience or minor business processes affected). 4. Priority 4 (Low Impact – Service Fully Usable) – little to no business or technical impact. Suitable for consultative tickets where in-depth analysis, troubleshooting or consultancy are preferred to more frequent communications.
SLA	1. Priority 1 incidents shall have an initial response time of one hour. The Contractor shall then continuously work on the resolution 24 hours a day, 7 days a week until complete resolution of the system issue or agreement from the Department to lower the priority to Priority 3 or 4. 2. Priority 2 incidents shall have an initial response time of four hours. The Contractor shall then continuously work during normal business hours(8:00 AM to 5:00 PM Pacific Standard Time) on resolution until complete resolution of the system issue or agreement from the Department to lower the priority to Priority 3 or 4. 3. Priority 3 incidents shall have an initial response time of 24 hours. The Contractor shall then work on the resolution during normal business hours until resolution. 4. Priority 4 incidents shall have an initial response time of 48 hours. The Contractor shall then work on the resolution during normal business hours until resolution. The Contractors' incident or ticketing system tool of record shall serve as the system

Title	Description																								
	of record for the purposes of enforcing the durations identified. Resolved = Incident remediation released to production and the incident has not re-occurred.																								
Measurement Process	If a production system incident resolution time is greater than the SLA for the incident priority, the SLA for that incident is not met.																								
Liquidated Da mages	The State will evaluate the Contractor’s performance on a monthly basis. For each month in which the Contractor fails to meet the required SLA, the State may assess Liquidated Damages in the form of price credits. Price credits shall be applied as deductions against future invoice(s) until fully satisfied. For purposes of Liquidated Damages, the State shall count and assess failures on a monthly basis. At the beginning of each month, the Failure count resets. Cal ICH will calculate the Liquidated Damages amount by applying the percentage listed in the table below to the annual Maintenance and Operations (M&O) and Product Cost of the Contract. The annual amount is defined as the twelve (12)-month period beginning on the Contract Start Date and recurring in successive twelve (12)-month intervals thereafter. <table><tr><th>FAILURE TO MEET SLA</th><th>LD AMOUNT PRIORITY 1</th><th>LD AMOUNT PRIORITY 2</th><th>LD AMOUNT PRIORITY 3</th></tr><tr><td>First Failure</td><td>0.010% Price credit</td><td>0.05% Price credit</td><td>Meet to discuss, no LDs assessed</td></tr><tr><td>Second Failure</td><td>0.020% Price credit</td><td>0.010% Price credit</td><td>0.0025% Price credit</td></tr><tr><td>Third Failure</td><td>0.030% Price credit</td><td>0.015% Price credit</td><td>0.005% Price credit</td></tr><tr><td>Fourth Failure</td><td>0.040% Price credit</td><td>0.020% Price credit</td><td>0.010% Price credit</td></tr><tr><td>Greater than four failures</td><td>0.050% Price credit</td><td>0.025% Price credit</td><td>0.015% Price credit</td></tr></table> There is no Liquidated Damages for Priority 4 Incidents.	FAILURE TO MEET SLA	LD AMOUNT PRIORITY 1	LD AMOUNT PRIORITY 2	LD AMOUNT PRIORITY 3	First Failure	0.010% Price credit	0.05% Price credit	Meet to discuss, no LDs assessed	Second Failure	0.020% Price credit	0.010% Price credit	0.0025% Price credit	Third Failure	0.030% Price credit	0.015% Price credit	0.005% Price credit	Fourth Failure	0.040% Price credit	0.020% Price credit	0.010% Price credit	Greater than four failures	0.050% Price credit	0.025% Price credit	0.015% Price credit
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Measurement	Per Priority 1, 2, 3, or 4 Incident throughout the duration of the contract																								

Title	Description
Period	
Reporting	The Contractor shall generate a monthly report from the Contractor's service management tool based on Incident Priority Level, Opened Date, Target and Actual Resolution Dates, Impact to Operations, Mitigation Steps, and Recovery Plan.

7.2.9. Software Updates, Vulnerability Scanning and Patch Management

The Contractor shall be responsible for managing vulnerability scanning, software updates and patching activities for the HDIS Platform.

The Contractor shall perform monthly vulnerability scanning to securely hardened HDIS against malicious attacks and potential security breaches.

The Contractor shall implement a formal software updates/patch management process encompassing the evaluation, scheduling, testing, deployment, and validation of software updates. This process shall be designed to minimize disruption to production workloads while ensuring the timely application of security patches, performance enhancements, and critical bug fixes.

All software updates/patches and updates shall first be applied to non-production environments, including Development, Test, and Staging. The Contractor shall conduct comprehensive regression and performance testing in these environments to verify compatibility with existing workflows, data models, and reporting tools, thereby preventing any adverse impact on business operations.

Following successful validation, the Contractor shall coordinate the deployment of patches to the Production environment during scheduled maintenance windows. The Contractor shall establish communication protocols to notify all relevant stakeholders in advance and maintain clear contingency and rollback plans to address any issues that may arise.

To ensure compliance with applicable State and industry security standards, the Contractor shall prioritize security-related software updates/patches and continuously monitor for emerging vulnerabilities relevant to the HDIS Platform. The Contractor shall leverage automated software updates/patch management tools and platform-native update mechanisms to streamline software updates/patching activities and maintain detailed audit trails for accountability.

The Contractor shall provide regular reports to the State detailing vulnerability scans, software updates/patch status, upcoming scheduled updates, and any exceptions encountered during vulnerability scans/software updates/patch management activities as outlined in [SECTION 15. Deliverable Requirements](#).

7.3. HDIS Data Management

The diagram below illustrates the comprehensive data lineage of HDIS Data, detailing the flow and transformation processes as updates are implemented on a quarterly basis.

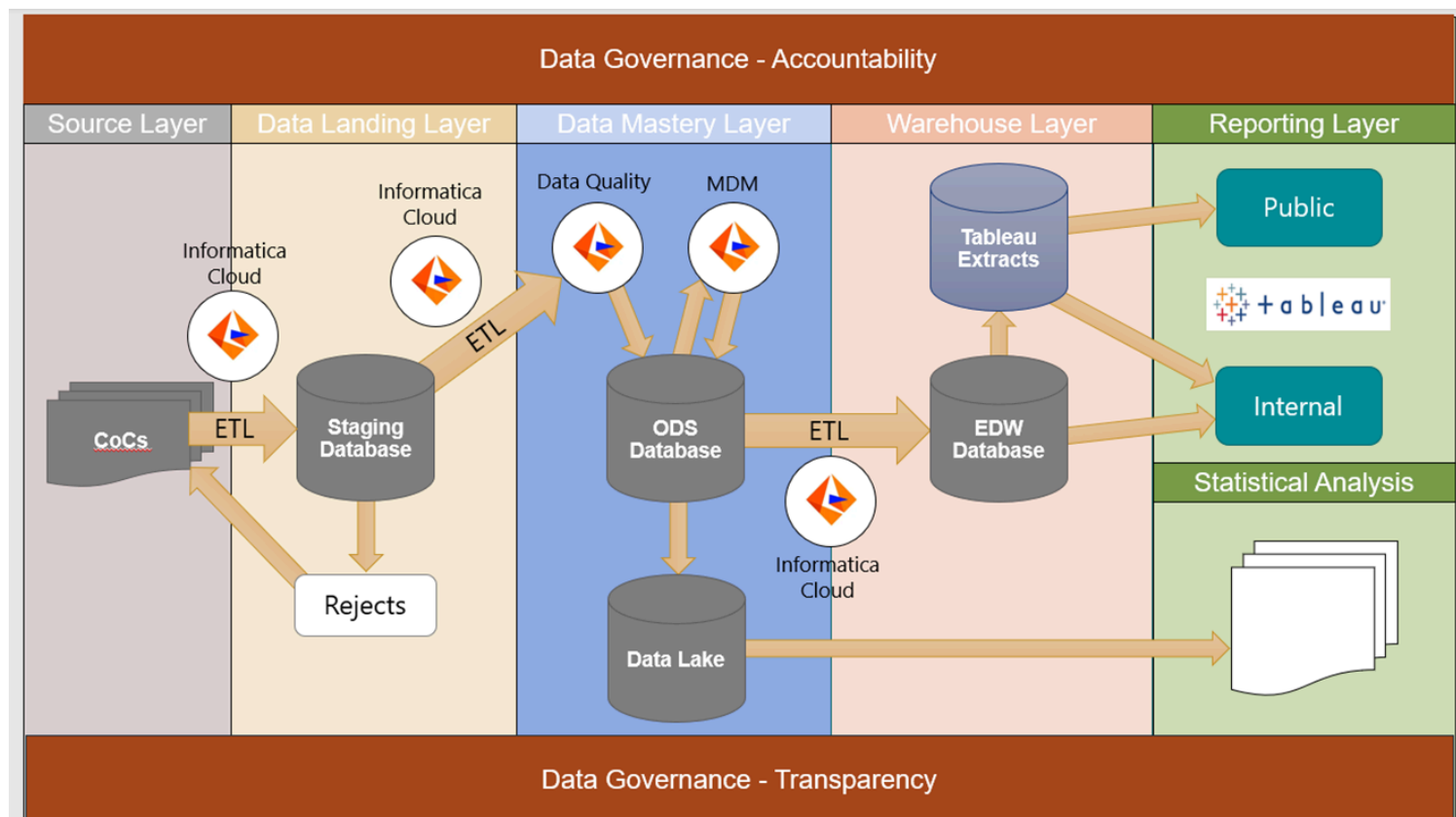


Figure 4.0 HDIS Lineage

The table below describes the HDIS data lineage:

HDIS Data Lineage			
Component	Purpose	Key Characteristics	Security Safeguards
Data Upload (i.e., CoCs)	Accept CoC Data	- Each CoC sends 22 files quarterly - Files comply with HUD HMIS CSV specifications - Files are sent in zipped CSV format	- CoCs are authorized by Okta prior to data upload - Okta uses 2-factor authentication - Sentinel provides security file scanning

		A snowflake table is used by the pipeline to track the arrival and processing of the CoC files	CoCs only have access to their data
Staging Database	Verify data before using it	Use of a staging database enables HDIS to generate a detailed error log file in Snowflake. Data quality tests are defined through Data Steward participation and Data Governance decisions. The error log is a key input to the Data Governance process.	- Staging database is only accessible to the development team - Staging contains “raw” data which is the CoC files stored in a table per CSV file - Staging contains all data sent
Operational Data Store (ODS)	Store verified data	ODS feeds Master Data Management (MDM), Enterprise Data Warehouse (EDW) and Data Lake	ODS stores the data after the data quality (DQ) rules are run to ensure compliance with HUD standards and meet the HIDS DQ standards
Master Data Management (MDM)	De-duplicate	De-duplicate in HDIS is the identification of the same HIMS client with multiple HIMS client records. The Master Data Management (MDM) match rules, approved by the HDIS DG, match records and define a unique HDIS ID to “match” multiple client records, logically joining these data sets. The MDM process output is stored in the ODS.	The HDIS ID that is assigned by HDIS is not the client ID so when used in data stores can not be traced directly to the HMIS client records without access to the ODS or MDM.
Enterprise Data Warehouse (EDW)	CoC Data Access	The EDW is created from the ODS.	The CoC users must have an Okta login and use 2-factor authentication to access it. Snowflake row-level security is used to ensure CoCs can only see their own data.

Data Lake	For Research Purposes	The Data Lake includes data sufficient to perform data analysis and research. All PII and HIPAA data without an identified business need was masked in Snowflake.	The Data Lake is used for Research purposes only.
Tableau Extracts	Public	Tableau extracts are used to publish the public visualizations to Tableau Public. Tableau visualizations are embedded in the BCSH public website.	Only aggregated data is available for public viewing; No client-specific data is available. For privacy reasons the Tableau data export function is not active.

The Contractor is responsible for maintaining, updating, and providing comprehensive support for the HDIS platform and all associated work products (as described in [SECTION 2. Description of Services](#)), which play an essential role in shaping data-driven policies to prevent and address homelessness in California.

These activities are detailed in the succeeding subsections.

7.3.1. Data Release Management (Data Load, Data Validation, Work Product Updates)

The Contractor, in coordination with Cal ICH, is responsible for managing, planning and scheduling the quarterly data releases.

The Contractor, in coordination with the Cal ICH will manage the Data Load & Validation Processes supporting in the areas of data quality analysis (record counts, i.e. increases or decreases, data accuracy, i.e. data elements confirming with the HUD Data Standards, refinement of ETL process (data matching, deduplication, retain linkages) to support code accuracy and optimization and others.

Every two years, HUD provides new data standards for HMIS compliance. The Contractor is responsible for updating all the data elements defined in HDIS to comply with the latest HUD Data Standard Changes. This activity needs to be completed before the next data release.

The Contractor, in coordination with the Cal ICH will perform any and most of the subsequent work product updates through various stages and environments, including testing, bug fixes, and system enhancements to the queries, the dashboards and others.

All changes, bug fixes, and system enhancements must be approved by Cal ICH.

Detailed below at minimum is the Data Release Process on a quarterly basis:

HDIS Quarterly Release Process		
Steps	Process	Resource Assigned
1	The folders where the CoC uploads their files are cleaned up in preparation for the new upload. All these files are backed up in a separate folder.	Contractor
2	An email is sent to the CoCs to notify them to upload the files as required for the quarter by the deadline. The email includes instructions to check for data quality.	HDIS Team
3	The CoC will export the required files in their HMIS and upload it to their designated folder as setup via RDS (Remote Desktop Server)	CoC HMIS Lead
4	Initial validation of the files submitted is performed including i.e. no (number) of files uploaded, determining if any of the files are encrypted	HDIS Team
5	Once all of the 44 CoCs upload the files and the files pass validation, the HDIS Team notifies the Contractor to load the data in PreStaging	HDIS Team
6	The Contractor loads the files in the PreStaging and notifies the HDIS Team to perform initial validation of the data loaded.	Contractor
7	The HDIS Team runs the queries in PreStaging to determine record count increases/decreases and notifies the CoC if there is a significant gap between prior loads and current load	HDIS Team
8	Upon confirmation from the CoCs of the accuracy of record counts, the HDIS Team notifies the Contractor to load the data to DEV environment	HDIS Team
9	The Contractor runs the program to populate the DEV environment (rules, mapping, transformation, deduplication, master data management) and performs validation	Contractor
10	The Contractor runs the program to populate the QA environment (rules, mapping, transformation, deduplication, master data management)	Contractor
11	The HDIS Team runs the queries in QA to compare summary numbers between prior loads and the current load. Once these numbers are validated and agreed to be	HDIS Team

	accurate, a secondary validation is performed by the Research Team	
12	The Research Team performs a secondary validation of the QA data based on thresholds and notifies the HDIS Team	Research Team
13	If there are any significant discrepancies or errors identified in the summary numbers and the thresholds, the HDIS and the Research team compiles the findings and notifies the Contractor to troubleshoot. Any error/issue is resolved by the Contractor and notifies the HDIS Team and the Research Team of the resolution. If there are any updates to the code i.e. calculation changes, code refinements and others, the Contractor is responsible for implementing these changes.	Contractor
14	The HDIS Team and the Research Team runs the queries in QA to confirm that any error/issue has been resolved. The HDIS Team and the Research Team will also validate the results from any code updates i.e. calculation changes, code refinements and others. If everything is satisfactory, they notify the Contractor that the data is ready to be loaded in PROD.	HDIS Team and Research Team
15	The Contractor runs the program to populate the PROD Environment (rules, mapping, transformation, deduplication, master data management) and notifies the HDIS Team and Research Team that the Production load is complete.	Contractor
16	The HDIS Team runs the queries in PROD to compare summary numbers between prior loads and the current load. Once these numbers are validated and agreed to be accurate, a secondary validation is performed by the Research Team	HDIS Team
17	The Research Team performs a secondary validation of the PROD data based on thresholds and notifies the HDIS Team	Research Team
18	If there are any significant discrepancies or errors identified in the summary numbers and the thresholds, the HDIS and the Research team compiles the findings and notifies the Contractor to troubleshoot. Any error/issue is resolved by the Contractor and notifies the HDIS Team and the Research Team of the resolution.	Contractor

19	The HDIS Team and the Research Team runs the queries in PROD to confirm that any error/issue has been resolved. They notify the Contractor to prepare for “Code” freeze – meaning, there will be no more changes to data loaded to the QA and PROD environments.	HDIS Team and Research Team
20	The HDIS Team and the Research Team prepares for the Go Live Activities: • Planning for updates of the HDIS work products (refer to the table, HDIS Work Products in SECTION 2. Description of Services) including if there are any visualization changes, calculation changes and others • Updating the EDW SPM with the latest data • Updating the Data Dictionary (in all the dashboards)	HDIS Team and Research Team
21	The HDIS Team and the Research Team will coordinate with the Contractor to update the work products referenced in table SECTION 2. Description of Services .	HDIS Team Research Team Contractor
22	The HDIS Team notifies the CoC and all the stakeholders that the quarterly load process is complete, and the new data is available.	HDIS Team

7.3.2. Data Governance

The Contractor, in coordination with Cal ICH, must ensure the proper management, availability, usability, integrity, and security of the data.

The Contractor, in coordination with Cal ICH, must maintain or update data quality standards established as needed to ensure data accuracy, completeness, and reliability. The Contractor must implement data validation processes to regularly identify and correct discrepancies. Additionally, the Contractor, in collaboration with Cal ICH, must monitor and maintain data quality in HDIS.

The Contractor, in coordination with Cal ICH, must maintain, update and enforce data security policies to protect data from unauthorized access, breaches, and misuse. The Contractor must implement encryption, access controls, and regular security audits to safeguard sensitive information.

The Contractor, in coordination with Cal ICH, must ensure compliance with the State data privacy laws and regulations, including proper handling of personal data, data collection, data storage and data sharing practices. The Contractor must conduct regular privacy impact assessments to identify and mitigate privacy risks.

The Contractor, in coordination with Cal ICH, must abide by established data suppression and data retention.

The Contractor must maintain and update documentation and reports on data quality, security, and compliance.

7.3.3. Data Archive

The Contractor is required to maintain an archive environment for HDIS. With quarterly data uploads and HDIS containing data from 2017 onward, the Contractor, with Cal ICH, must continue to provide recommendations for continuous improvements to the the archiving process. The data in the archive environment must be usable, reportable as required by [HUD Data Standard Changes](#).

7.3.4. Data Transfer

The Contractor must maintain and support the inter-agency secure data transfer between Cal ICH, council and non-council member departments that have an established and approved BUCP (Business Use Case Proposal) or researchers with whom Cal ICH has an MOU. This includes support for additional download and upload capabilities for the receiving agency/department.

7.4. Documentation

The Contractor shall be responsible for maintaining comprehensive documentation for all system components, processes, and operational procedures associated with the HDIS. This includes ensuring the documentation remains accurate, up-to-date, and reflective of any modifications or updates to the platform. Key responsibilities include:

- **System Component Documentation:** Providing detailed technical descriptions for hardware and software configurations, network architecture, application interfaces (APIs), and database schemas, ensuring they align with the current implementation.
- **Process Workflows:** Documenting end-to-end workflows, including data ingestion, transformation, storage, and reporting pipelines, with annotated diagrams and step-by-step procedures to facilitate understanding and troubleshooting.
- **Operational Procedures:** Maintaining standard operating procedures covering routine tasks such as system backups, patch management, security audits, and incident response protocols.
- **Version Control:** Utilizing robust version control systems, such as Git or Confluence, to track

changes to documentation and maintain historical records for audit and traceability purposes.

- **Periodic Reviews:** Implementing a scheduled review process to verify the accuracy of documentation, incorporating inputs from system upgrades, feature enhancements, and evolving regulatory requirements.
- **Stakeholder Accessibility:** Ensuring that the documentation is written in a clear, consistent language, with sufficient technical depth for the HDIS and Research Teams while remaining accessible to stakeholders with non-technical backgrounds.
- **Knowledge Base Updates:** Expanding and curating a centralized knowledge base or documentation repository for easy access by teams involved in HDIS development, maintenance, and operations.

Through these activities, the Contractor ensures the documentation serves as a reliable reference for ongoing operations, supports future development, and enables swift onboarding of new team members.

At minimum, these are the documents that are currently maintained and updated:

1. System Architecture Documentation

- Detailed diagrams and descriptions of hardware configurations, network topology, and software components.
- Data flow diagrams illustrating interactions between system modules and external services.

2. Configuration and Deployment Documentation

- Configuration details for servers, databases, and middleware, including environment-specific settings (e.g., development, staging, production).
- Instructions for deploying updates, patches, and new modules, including rollback procedures.

3. Operational Procedures

- Standard Operating Procedures (SOPs) for regular tasks like system monitoring, backup scheduling, and incident response.
- Escalation workflows for handling system issues or emergencies.

4. Security and Compliance Documentation

- Policies and procedures for maintaining data security, including encryption methods, access control, and incident handling.
- Compliance reports aligned with regulations like GDPR, HIPAA, or state-specific mandates.

5. Data Management and ETL Pipelines

- Descriptions of Extract, Transform, Load (ETL) workflows, including data sources, transformation

logic, and destinations.

- Data dictionary detailing schema definitions, field descriptions, and data relationships.

6. User Manuals and Training Guides

- End-user manuals detailing system functionalities, interfaces, and usage guidelines.
- Training materials for onboarding new users or administrators.

7. Maintenance and Monitoring Guides

- Guides for monitoring tools and platforms, including alerts, logs, and performance metrics.
- Routine maintenance schedules, including tasks like disk cleanup, patch applications, and log rotations.

8. Change Management Records

- Logs of system changes, updates, or patches, with versioning details and rationale for updates.
- Documentation of impact analysis and testing results related to changes.

9. Disaster Recovery and Business Continuity Plans

- Detailed instructions for restoring systems and data in case of failure or disaster.
- Contingency measures to ensure system availability and data integrity during unexpected events.

10. Integration and API Documentation

- Specifications for all APIs, including endpoints, parameters, and expected responses.
- Integration workflows for connecting the system to third-party tools or services.

11. Performance and Audit Logs

- Performance tuning records, including testing results and benchmarking data.
- Audit trails documenting access and modifications for accountability and traceability.

Keeping these documents up to date ensures the system reliability, facilitates troubleshooting, and supports ongoing development and compliance efforts.

7.5. Managed IT/Helpdesk

The Contractor shall provide **Managed IT/Helpdesk Support Services** to ensure reliable, timely, and high-quality technical assistance for all Cal ICH stakeholders. These services shall support day-to-day operations, promote secure system access, and maintain the overall functionality of the HDIS

environment. At a minimum, the Contractor shall be responsible for the following activities:

User Life cycle Support (Onboarding and Offboarding)

The Contractor shall execute onboarding and offboarding tasks for all users in accordance with Cal ICH's established processes and the Role-Based Access Control (RBAC) Framework. This includes:

- Creating and configuring new user accounts with appropriate access rights.
- Ensuring departing users are promptly disabled and fully removed from relevant systems.
- Coordinating with Cal ICH program and security staff to maintain proper access alignment.
- Maintaining strict adherence to access control protocols to support compliance and audit requirements.

Password Management

The Contractor shall perform password resets in alignment with Cal ICH's security policies and documented procedures. Services include:

- Handling individual password reset requests.
- Managing recurring or annual password reset cycles, where required.
- Verifying user identity prior to any reset action to maintain security best practices.

Technical and Functional User Support

The Contractor shall provide timely assistance to internal and external users experiencing issues with the HDIS environment, including but not limited to:

- File upload troubleshooting and resolution of submission errors.
- Access issues involving HDIS software, portals, or integrated systems.
- Technical guidance related to system functionality, navigation, or performance.
- Administrative support for process-related questions linked to HDIS operations.

Documentation and Ticket Management

All requests received by the Contractor must be logged and tracked using a system approved by Cal ICH. Documentation shall include:

- The date and time the request was received.
- A clear description of the issue or task.
- The resource assigned for resolution.
- An estimated time of resolution (ETA).
- Status updates and final resolution details.

The Contractor shall ensure transparency and accountability through accurate, complete, and timely recordkeeping.

Escalation Management

The Contractor shall follow the escalation procedures defined in [SECTION 14. Escalation Process](#) of this Statement of Work. This includes:

- Promptly identifying issues that meet escalation thresholds.
- Notifying the appropriate Cal ICH personnel as outlined in the escalation framework.
- Documenting all escalation steps and communications.

8. Statutory and Council Mandates

The State recognizes there are known changes that the project will need to accommodate throughout the contract term. The sources of these changes include Statutory and Council Mandates related to homelessness that are constantly evolving. Analyzing these changes and their impact on HDIS is a significant part of the ongoing maintenance and operation. The Contractor's responsibilities include collaborating with Cal ICH to continuously analyze and assess the impact of these proposed changes. These changes may or may not impact functionality that has already been implemented in the production environment.

Statutory and Council Mandates services are additional work performed within the scope of the Contract but were not identified in the SOW. Both the State and the Contractor must agree upon the work to be performed. The Contractor will work with Cal ICH to estimate the time, effort and cost and submit a [EXHIBIT C: WORK ORDER AUTHORIZATION](#). No work can be performed in advance of the State's approval of work; the Contractor will use the same hourly labor rates per staff classification as identified in the Statutory and Council Mandate Services Tab of the [EXHIBIT A: COST WORKBOOK](#). The Contractor shall provide and maintain dedicated services required to implement these changes without impact to the HDIS project schedule.

The State limits the budget for Statutory and Council Mandates not to exceed ten percent (10%) of the sum of the base contract identified in the [EXHIBIT A: COST WORKBOOK](#). The Statutory and Council Mandates can be used throughout the duration of the contract, including the optional years (if exercised).

Each [EXHIBIT C: WORK ORDER AUTHORIZATION](#) shall consist of a detailed statement of the scope, purpose, objective, and/or goals to be undertaken by the Contractor, including:

1. The job classification(s), or approximate skill level(s), and name of the staff to be assigned as available by the Contractor.
2. An identification of all significant material to be developed by the Contractor and delivered to the State.
3. An identification of all significant materials to be delivered by the State to the Contractor.
4. An estimated time schedule for the fulfillment of these services by the Contractor.
5. Completion criteria for the work to be done.
6. The Contractor's estimated work hours required to accomplish the scope, purpose, objective, and/

or goals.

7. The Contractor's billing rates as identified in Cost Workbook and the Contractor's estimated total cost on the WOA.
8. The Contractor shall not invoice the State in excess of the agreed-upon cost total of the WOA
9. The payment terms, including payment withheld amounts (if applicable), shall be included in the WOA.

The State has the right to require the Contractor to stop or suspend work on any WOA with three (3) State business days' notification.

If, in the performance of the work, the Contractor determines that a WOA to be performed under this Contract cannot be accomplished within estimated work hours, the Contractor shall immediately notify the State in writing of the Contractor's estimate of additional work hours and cost which will be required to complete the WOA in full. Upon receipt of the notification, the State will:

1. Authorize the Contractor to expend the estimated additional work hours or service in excess of the original estimate necessary to accomplish the work.
2. Terminate the WOA; or
3. Alter the scope of the WOA in order to define tasks that can be accomplished within the remaining estimated work hours and cost.
4. Notify the Contractor in writing of its decision within seven (7) State business days after receipt of the notification.

Upon successful completion of the work performed for an approved WOA, the State will provide a [EXHIBIT D: WOA ACCEPTANCE FORM](#) indicating the acceptance criteria of the WOA have been met and signed to indicate approval. The Contractor must receive the acceptance document before invoicing the State.

- The Contractor shall not charge the State for preparing a WOA or WOA Acceptance Form
- A signed Work Authorization Acceptance Form ([SECTION Work Authorization Acceptance Form](#)) is required for each WOA and must be attached to the corresponding invoice for payment.

It is understood and agreed by both parties to this Agreement that all the terms and conditions of this Agreement shall remain in force with the inclusion of any such WOA. Such WOA shall in no way constitute an Agreement other than as provided pursuant to this Agreement nor in any way amend or supersede any of the other provisions of this Agreement. In no event shall a WOA be deemed to be a separate contract.

8.1. HDIS Programmatic Changes

The Contractor, when authorized by Cal ICH to develop in-scope functionalities as it relates to [SECTION](#)

8. Statutory and Council Mandates shall follow the SDLC process, including:

1. Planning - define the scope, goals and feasibility. The Contractor will develop and get approval of the Project Plan.
2. Analysis - understand and document business functional and non-functional requirements and user needs. The Contractor will develop and get approval of the Requirements Document.
3. Design - create a blueprint for the system that meets the specified requirements. The Contractor will develop and get approval of the System Design Document.
4. Development - build the actual system change based on the design specification. The Contractor will develop and get approval for the source code, database schema, and executable programs.
5. Testing - ensure the system change works as intended and meets the specified requirements. The Contractor will develop and get approval for Test Plans, Test Cases and Test Results.
6. Deployment - deploy the system change to the production environment. The Contractor will develop and get approval for Deployment Plan.
7. Maintenance - include the newly added system change to the list of work products that will need to be maintained over time.

Before Step 6 (Deployment), the Contractor will seek the final acceptance from Cal ICH of the new functionalities. Refer to [EXHIBIT D: WOA ACCEPTANCE FORM](#).

8.2. HDIS Software Changes

Acquisition of new software applications is prohibited under this contract; only an increase in the quantity of existing, pre-approved licenses as in [EXHIBIT A: COST WORKBOOK](#) may be procured, and such increases must be executed through a formal contract amendment.

The total number of licenses may increase, but the associated cost will not exceed 20% of the combined total cost outlined in Tabs 3. Product Cost (monthly), 4. Hosting Cost (monthly), and 5. Product Cost (annually) in [EXHIBIT A: COST WORKBOOK](#) for Years 2 through 5. The additional licenses will be allocated and utilized based on the operational needs of Cal ICH.

8.3. Warranty

The Contractor, when authorized by Cal ICH to develop in-scope functionalities as it relates to SECTION 8. Statutory and Council Mandates shall abide by the Warranty as defined in Section 8 of [IT General Provisions-Cloud-DGS-PD-402-ITGP-02202025](#).

9. Contractor Hosted Facility Environment

The HDIS Platform is hosted on a commercial public cloud infrastructure (please refer to the [California Enterprise Architecture](#)). The HDIS Platform is located in the United States.

The Contractor must ensure that the HDIS Platform is maintained to comply with the provisions below:

1. The HDIS Platform uses standard cloud computing service models, including Software as a Service (SaaS), Infrastructure as a Service (IaaS), Platform as a Service (PaaS) with Cloud features such as:
 - a. Availability
 - b. Reliability
 - c. Seamless Integration
 - d. Faster Deployment
 - e. Scalability & Elasticity
 - f. Regularly Delivered Vendor-Managed Updates
 - g. Security
 - h. Predictable Total Cost of Ownership
2. The HDIS Platform supports Data as a Service (DaaS) to deliver data storage integration, processing and/or analytics services via a network connection.
3. The HDIS Platform meets the Security and Privacy requirements for moderate impact security design and controls specified in:
 - a. NIST SP800-53R5
 - b. NIST SP800-63
 - c. FIPS199
 - d. FIPS200
 - e. FIPS140-3
 - f. NIST CyberSecurity Framework
 - g. California SAM5300
 - h. HUD data security requirements
 - i. OWASP Recommendations
4. The HDIS Platform is developed as Software as a Service (SaaS) solution based on the Information Technology General Provisions, Effective 2/20/2025, which can be found at the following [IT General Provisions-Cloud-DGS-PD-402-ITGP-02202025](#).
5. The HDIS Platform is hosted on a FEDRAMP High-certified cloud.
6. The HDIS Platform provides Rapid Elasticity based on NIST SP800-145 standards.
7. The HDIS Platform offers operation and maintenance support for end-to-end managed cloud services.
8. The HDIS Platform adheres to State CDT's Cloud First policy, please refer to the following documents:
 - a. [Technology Letter 23-03](#)
 - b. [Statewide Information Management Manual](#)
 - i. 18B Cloud Computing Policy Exemption Form
 - ii. 140 Cloud Security Guide

iii. 141 California Cloud Services Assessment Guide

c. [State Administrative Manual \(SAM\)](#)

- i. 4819.2 Definitions
- ii. 4906 Enterprise Architecture
- iii. 4981.1 Technology Considerations
- iv. 4983 Cloud Computing Introduction
- v. 4983.1 Cloud Computing Policy
- vi. 5100 Technology Standards
- vii. 5305.5 Information Asset Management
- viii. 5325.1 Technology Recovery Plan

10. State's Roles and Responsibilities

The Cal ICH is responsible for the following:

State's Roles and Responsibilities	
Role	Responsibilities
Executive Officer (EO) / Business Sponsor	- Provides sponsorship and high-level support for the HDIS. - Offers policy leadership and oversight when needed. - Makes crucial business decisions regarding HDIS direction. - Supports ongoing funding and secure resources for maintenance and operation.
CIO / IT Sponsor	- Provides the highest level of review and oversight. - Makes critical decisions concerning the HDIS Platform. - Ensures HDIS alignment with state technology, procurement, and governance requirements.
HDIS Manager	- Engages stakeholders for meaningful input, especially on risks/issues. - Coordinate and manage resources, team activities, and communications. - Directs State and Contractor personnel for maintenance and operations. - Ensures Quality Control and Verification practices are followed. - Leads and coordinates both State and Contractor staff. - Makes delegated decisions based on EO or CIO direction. - Communicates decisions and results to stakeholders. - Escalates issues as necessary and monitors progress. - Manages contracts including performance and invoice reviews, key staff

Role	Responsibilities
	changes (including onboarding and offboarding), and approvals.
Director of Research	• Acts as Business Owner of HDIS. • Makes critical decisions related to business aspects during maintenance and operations. • Provides timely analysis and recommendations on key issues. • Escalates broad-impact issues to the HDIS IT Manager, EO, and CIO. • Leads coordination with external parties on BUCPs and other data sharing requests
HDIS Team	• Act as the first point of contact for data warehouse users • Troubleshoot and resolve access, query, or data issues. • Escalate critical issues to the technical team when needed • Coordinate with the Contractor and the Research Team and resolve issues • Raise incidents and assist in root cause analysis. • Handle user access requests and coordinate with the Contractor for onboarding and offboarding • Ensure users have appropriate permissions aligned with data governance policies • Assist with UAT coordination and post-deployment validations. • Route issues to the Research Team or the Contractor for resolution. • Provide basic training to new users on accessing and using the data warehouse. • Conduct walk-throughs for dashboards or reports. • Collaborate with the Research Team and the Contractor to support enhancements, fixes, or service improvement initiatives.
Research Team	• Identify, report, and assist in resolving data quality issues. • Validate the accuracy and relevance of business data in reports and dashboards. • Collaborate with the HDIS Team and the Contractor to maintain metadata and business definitions. • Maintain and update business rules, KPIs, and data requirements. Ensure alignment between business processes and data definitions. • Communicate changes in business operations that may impact data or reporting needs. • Identify reporting gaps or evolving needs and communicate them to the

Role	Responsibilities
	HDIS Team. • Evaluate how proposed data changes, schema updates, or ETL logic revisions impact business workflows. • Participate in user acceptance testing (UAT) and validation of changes. • Raise and describe data or report issues clearly to the support or technical teams. • Gather feedback from users to improve data warehouse usability and content. • Promote effective data literacy and responsible use of data across the business. • Help prioritize fixes and enhancements based on business impact. • Support data governance efforts. • Develop business requirements for reports, performance measures and dashboards.

11. Contractor's Roles and Responsibilities

The Contractor shall abide by the following Administrative Activities:

1. Comply with all applicable Cal ICH and State policies and procedures including, but not limited to, State project management guidelines.
2. Adhere to Cal ICH's minimum required IT standards, guidelines, and policies. Additionally, the Contractor shall abide by the same standards and policies as State staff, including but not limited to Information Security, Internet Usage, Drug-Free Workplace, and Sexual Harassment Prevention.
3. Have all assigned personnel agree and adhere to the State Information Technology security policies, standards, and guidelines.
4. Comply with all applicable Cal ICH's policies and procedures.
5. Supply all the software needed by Contractor personnel.
6. Perform the services required under this Agreement in a manner that will not disrupt the operational needs of the State. This includes requiring the Contractor to designate backup personnel for all roles to ensure seamless continuity of services during any team member's absence.
7. Provide all necessary equipment and materials to complete their scope of work, including but not limited to cellular telephones and computers or laptops to its employees at the Contractor's expense.

The subsections below detail the Contractor's Key Staff Roles and Responsibilities.

11.1. Maintenance and Operations Manager

The table below are the responsibilities (at minimum) of the Maintenance and Operations Manager.

Maintenance and Operations Manager	
Responsibility Area	Description
Maintenance and Operation of the HDIS	Oversee Maintenance and Operation of the HDIS
Cross-Functional Collaboration	Work closely with Contractor staff, HDIS and Research Teams to ensure smooth M&O processes and communication.
Service-Level Reporting & Monitoring	Manage and report on availability, incidents, and SLA compliance to maintain service quality.
Tool Utilization & Management	Utilize and manage tools such as GitHub and JIRA for workflow tracking, issue resolution, and change management.
Domain-Specific Knowledge	Apply experience with HMIS or similar public-benefit systems to ensure operational relevance and compliance.
ITIL Process Implementation	Implement and follow ITIL processes and principles for efficient incident, change, and problem management.
Project & Agile Management	Lead projects using PMI PMP® or Agile/SCRUM methodologies to ensure timely delivery and adaptability.
Documentation	Maintain comprehensive operational procedures and others.

11.2. Systems Architect

The table below are the responsibilities (at minimum) of the Systems Architect.

Systems Architect	
Responsibility Area	Description
IT Systems Architecture	Architect the HDIS Platform, ensuring compatibility, scalability, and maintainability.
Technical Leadership	Provide hands-on leadership in development, including infrastructure design, logical/physical architecture, and deployment planning.
Security Architecture & Compliance	Define and document security requirements for distributed applications. Ensure alignment with frameworks like NIST and FedRAMP.
Data Protection & Resilience	Implement strategies for data protection, cloud availability, backup, restore, and disaster recovery to support business continuity.

Responsibility Area	Description
Platform Integration	Architect and ensure seamless integration of the HDIS Platform
Security Policy Implementation	Apply and enforce security policies, procedures, and awareness programs. Support business continuity and operational recovery planning.
Documentation	Maintain comprehensive documentation of system architecture, security models, and operational procedures.

11.3. Applications Architect

The table below are the responsibilities (at minimum) of the Applications Architect.

Applications Architect	
Responsibility Area	Description
Business Process Analysis & Solution Design	Analyze business processes and requirements. Map requirements to system configuration elements. Design and test application components that align with business needs.
System Configuration & Business Rules Implementation	Configure systems based on customer-defined business rules. Translate functional requirements into scalable, configurable application components.
Programming & ETL Development	Develop and maintain ETL processes using Informatica IICS and MDM. Manage data pipelines and transformations. Write and optimize SQL and manage Snowflake environments.
Agile/SCRUM Participation	Actively contribute to Agile/SCRUM teams, including backlog refinement, sprint planning, and iterative development cycles.
Integrated Platform Support	Support integration across the HDIS Platform
Documentation	Maintain comprehensive documentation of system configuration, ETL processes and transformations, and operational procedures.

11.4. MDM Architect

The table below are the responsibilities (at minimum) of the MDM Architect.

MDM Architect	
Responsibility Area	Description
MDM Solution Architecture	Design and architect MDM solutions using Informatica MDM to support consistent, accurate, and governed master data across enterprise systems.
Business Rules &	Configure business rules and system behaviors based on business process

Responsibility Area	Description
Configuration Implementation	requirements. Ensure the MDM system supports business goals and policies.
Requirements Analysis & Functional Design	Conduct business analysis and define functional requirements for MDM implementations. Translate these into technical configurations and data models.
Enterprise Data Platform Integration	Ensure MDM integrates seamlessly with Snowflake and Tableau
Agile/SCRUM Participation	Collaborate in Agile/SCRUM teams to support iterative development and continuous delivery of MDM functionality.
Integrated Platform Support	Design MDM components that operate within the HDIS Platform
Documentation	Maintain comprehensive documentation of MDM Configuration, ETL processes and transformations, and operational procedures.

11.5. Dashboard/Visualization Architect

The table below are the responsibilities (at minimum) of the Dashboard/Visualization Architect.

Dashboard/Visualization Architect	
Responsibility Area	Description
Dashboard Design & Development	Design, develop, and implement interactive, user-centric dashboards and visualizations using Tableau based on business and data requirements.
Business Rules & Configuration	Configure visual and functional elements in Tableau dashboards based on business rules and stakeholder needs.
Data Integration & Management	Integrate Tableau with the data warehouse (Snowflake) and ETL pipeline (Informatica). Ensure data quality and performance in visualizations.
User Experience (UX) & Data Analysis	Apply data analysis techniques and UX design principles to enhance the usability and interpretability of dashboards for diverse audiences.
Cloud Platform & Scripting Support	Utilize scripting and work across cloud platforms to prepare and deliver data for visual analytics.
Agile/SCRUM Participation	Collaborate within Agile/SCRUM teams to deliver iterative dashboard updates and improvements based on user feedback and evolving needs.
Integrated Platform Environment Support	Design visualizations that integrate with the HDIS Platform
Documentation	Maintain comprehensive documentation of dashboards and operational procedures.

12. Key Staff Qualifications and Skills

The Contractor must provide key staff as described below. For the purposes of this Contract, the term “Key Staff” refers to Contractor personnel deemed by Cal ICH to be essential to the Contractor’s satisfactory performance of the requirements contained in this Contract. The Contractor’s proposed staff must be scalable based on the required tasks and deliverables and at no additional cost to the State. The Contractor must provide one (1) resource per role. The Contractor must ensure that there is a designated backup to the key staff roles to ensure smooth transition between activities in case of key staff unavailability. The Contractor’s staff are required to perform all services under this Agreement within the Continental United States.

All listed key staff are expected to be available throughout the duration of this contract.

12.1. Maintenance and Operation (M&O) Manager

The Maintenance and Operation (M&O) Manager is accountable for ensuring the activities as defined in [SECTION 7. Maintenance and Operation](#) and [SECTION 11. Contractor’s Roles and Responsibilities](#) are achieved. The M&O Manager is responsible for ensuring the quality and timely delivery of work by Contractor to support HDIS.

The M&O Manager must have the following mandatory qualifications:

- Five (5) years’ FTE (Full-Time Equivalent) experience managing the maintenance and operation support of enterprise data warehouse environments
- Five (5) years' FTE experience managing operations for cloud-based applications
- Three (3) years' FTE experience coordinating across cross-functional teams, including program, technical and vendor partners, in support of business needs and data warehouse requirements.
- Three (3) years' FTE experience working in a production data environment, including incident response, change control process and SLA tracking.
- Three (3) years' FTE experience managing and delivering projects using Agile methodology and SCRUM framework.

The M&O Manager may have the following desirable qualifications:

- Minimum of two (2) years' FTE (Full-Time Equivalent) experience in a data warehouse environment using Snowflake, Informatica and Tableau.
- Must possess one of these current Certification:
 - PMI Project Management Professional (PMP)® or
 - Agile or SCRUM Master Certification

- Minimum of one (1) year FTE experience with HMIS (Homeless Management Information System) or other public-benefit systems designed to provide essential services or financial assistance to individuals or families in need. Examples include, but are not limited to: SNAP, TANF, Medi-CAL and others.
- Minimum of one (1) year FTE experience in implementing government IT solutions (Federal, State or Local)

12.2. Systems Architect

The Systems Architect is responsible for the HDIS Platform Management, and all other applicable tasks as described in [SECTION 7. Maintenance and Operation](#) and [SECTION 11. Contractor's Roles and Responsibilities](#). The Systems Architect must ensure that the HDIS is operating at peak performance and should proactively recommend system updates, upgrades, best practices, and others.

The Systems Architect must have the following mandatory qualifications:

- Three (3) years' FTE (Full-Time Equivalent) experience directly responsible for architecting and managing an integrated data warehouse system.
- Three (3) years' FTE experience with hands-on technical leadership for systems development projects, including providing system and infrastructure architecture, logical and physical design, development, and deployment.
- Three (3) years' FTE experience implementing security requirements for a data warehouse system.
- Three (3) years' FTE experience implementing SaaS solutions in a cloud or hybrid environment.

The System Architect may have the following desirable qualifications:

- Minimum of three (3) years' FTE (Full-Time Equivalent) experience integrating software components in a data warehouse environment in all the following: multi-factor authentication, database management, hosting, security, project release management, software version control, master data management and dashboard visualization and reporting.
- Minimum of one (1) year FTE experience with FedRAMP or StateRAMP security controls for an Infrastructure as a Service (IaaS), Platform as a Service (PaaS) and Software as a Service (SaaS) cloud paradigms
- Minimum of one (1) year FTE experience in one of the following: application of security policies and procedures, security awareness programs, business continuity, disaster recovery plans, or operational recovery plans.
- Minimum of one (1) year FTE experience in implementing government solutions (Federal, State or Local).

12.3. Application Architect

The Application Architect is primarily responsible for the HDIS Data Management, and all other applicable tasks as described in [SECTION 7. Maintenance and Operation](#) and [SECTION 11. Contractor's Roles and Responsibilities](#). The Application Architect must ensure that the HDIS is operating at peak performance as defined in the SLAs and should proactively recommend SQL, ETL, and data load refinements and improvements.

The Application Architect must have the following mandatory qualifications:

- Five (5) years' FTE (Full-Time Equivalent) experience in performing business process analysis, developing business requirements, mapping detailed business processes or requirements to proposed solution configuration elements
- Five (5) years' FTE experience in designing, configuring, implementing and testing system configuration items based on customer business process requirements
- Five (5) years FTE in designing and implementing data warehouse solutions in cloud environments
- Five (5) years' FTE experience with Enterprise-level Data Analytics Platforms
- Three (3) years' FTE experience in programming and database management using Snowflake
- Three (3) years' FTE experience managing and delivering projects using Agile methodology and SCRUM framework.

The Application Architect may have the following desirable qualifications:

- Minimum of three (3) years' FTE (Full-Time Equivalent) experience working in an integrated data warehouse environment that has the following software components: multi-factor authentication, database management, hosting, security, project release management, software version control, master data management and dashboard visualization and reporting.
- Minimum of one (1) year FTE experience with HMIS (Homeless Management Information System) or other public-benefit systems designed to provide essential services or financial assistance to individuals or families in need. Examples include, but are not limited to: SNAP, TANF, Medi-CAL and others.
- Minimum of one (1) year FTE experience in implementing government solutions (Federal, State or Local)

12.4. MDM Architect

The MDM (Multi-Dimensional Data) Architect is primarily responsible for the HDIS Data Management, and all other applicable tasks as described in [SECTION 7. Maintenance and Operation](#) and [SECTION 11. Contractor's Roles and Responsibilities](#). The MDM Architect is responsible for ensuring consistent and accurate data across the HDIS.

The MDM Architect must have the following mandatory qualifications:

- Five (5) years' FTE (Full-Time Equivalent) experience in configuring and implementing business rules or system configuration items based on customer business process requirements
- Five (5) years' FTE experience in one of the following: performing business analysis, requirements definition, or functional configuration for a data warehouse or business intelligence
- Five (5) years' FTE experience with Enterprise level Data Analytics Platforms
- Three (3) years' FTE experience in architecting, designing and implementing data integration, application integration, API management, data quality and master data management using Informatica.
- Three (3) years' FTE experience managing and delivering projects using Agile methodology and SCRUM framework.

The MDM Architect may have the following desirable qualifications:

- Minimum of three (3) years' FTE (Full-Time Equivalent) experience working in an integrated data warehouse environment that has the following software components: multi-factor authentication, database management, hosting, security, project release management, software version control, master data management and dashboard visualization and reporting.
- Minimum of one (1) year FTE experience with HMIS (Homeless Management Information System) or other public-benefit systems designed to provide essential services or financial assistance to individuals or families in need. Examples include, but are not limited to: SNAP, TANF, Medi-CAL and others.
- Minimum of one (1) year FTE experience in implementing government solutions (Federal, State or Local).

12.5. Dashboard/Visualization Architect

The Dashboard/Visualization Architect is primarily responsible for the HDIS Data Management, and all other applicable tasks as described in [SECTION 7. Maintenance and Operation](#) and [SECTION 11. Contractor's Roles and Responsibilities](#). The Dashboard Architect is responsible for designing, implementing, and supporting data visualization tools and dashboards developed from the HDIS.

The Dashboard Architect must have the following mandatory qualifications:

- Five (5) years' FTE (Full-Time Equivalent) experience in configuring and implementing business rules or system configuration items based on customer business process requirements
- Five (5) years' FTE (Full-Time Equivalent) experience in data visualization tools, database management, data integration, scripting and cloud platforms.
- Three (3) years' FTE (Full-Time Equivalent) experience in designing, developing, and implementing dashboards and visualizations using Tableau Enterprise.

- Three (3) years' FTE experience in data analysis and user experience design
- Three (3) years' FTE experience managing and delivering projects using Agile methodology and SCRUM framework.

The Dashboard/Visualization Architect may have the following desirable qualifications:

- Minimum of three (3) years' FTE (Full-Time Equivalent) experience working in an integrated data warehouse environment that has the following software components: multi-factor authentication, database management, hosting, security, project release management, software version control, master data management and dashboard visualization and reporting.
- Minimum of one (1) year' FTE (Full-Time Equivalent) experience working in programming and database management using Snowflake.
- Minimum of one (1) year FTE experience with HMIS (Homeless Management Information System) or other public-benefit systems designed to provide essential services or financial assistance to individuals or families in need. Examples include, but are not limited to: SNAP, TANF, Medi-CAL and others.
- Minimum of one (1) year FTE experience in implementing government solutions (Federal, State or Local).

13. Key Staff Replacement

The Contractor must ensure that the individuals assigned to Key Staff roles remain available and actively participate for the duration of the contract or their designated involvement period. Except for situations such as leave of absence, illness, death, employment termination or resignation, or other circumstances beyond the Contractor's reasonable control, the designated Key Staff members must not be removed from their roles without the State's prior written approval.

Cal ICH can request a change in the Key Staff if the performance is deemed unsatisfactory.

Cal ICH acknowledges that resignations or other events may render team members unavailable. The HDIS IT Manager will review and approve or deny the Contractor's proposed replacement team members for any key staff roles. Any proposed replacements must possess skills and experience equal to or exceeding the key staff qualifications specified in the Agreement.

The steps to replace key staff members are as follows:

1. If a Key Staff member notifies the Contractor that they will be leaving the project, the Contractor must notify the HDIS IT Manager or designee within two (2) State business days of being notified by the Key Staff member.
2. The Contractor must provide qualified replacement personnel within ten (10) State business days from notification from Key Staff. Failure to provide a qualified replacement within this timeframe

will be subject to the SLA for Key Staff Replacement, as referenced in [EXHIBIT E: SERVICE LEVEL AGREEMENT](#), including the applicable service credits. The Contractor will submit its request to Cal ICH and the resume(s) for the proposed replacement staff which meets or exceeds the Key Staff qualifications in [SECTION 12. Key Staff Qualifications and Skills](#) for the Key Staff role being replaced. (Refer to [EXHIBIT G: KEY STAFF REPLACEMENT](#))

3. The proposed replacement staff must have the same or higher-level skills and experience as the person leaving the Project. Cal ICH reserves the right to validate the proposed replacement staff references and/or interview the proposed replacement staff prior to approving their participation on the Project. The HDIS IT Manager or designee has up to five (5) State business days to approve or disapprove the selected replacement.
4. An amendment to the Agreement is not required for Contractor Key Staff changes.

14. Escalation Process

The parties acknowledge and agree that challenges are inevitable and they may arise from unforeseen obstacles, conflicting priorities, or resource constraints. Contractual issues including contractor performance, system instability and licensing conflicts can be escalated to both parties.

The ability to effectively manage and resolve these are critical to achieving success.

This Escalation Process is the approach to ensure that issues are promptly and efficiently addressed by the appropriate level of authority.

1. Identification of the Issue
The HDIS Team Members, Research Team Members, and the Contractor should collaboratively identify and document the issue in detail. This documentation must encompass the nature of the problem, its impact on operations, and any initial attempts to resolve it. The issue should then be logged in the JIRA Board for tracking purposes.
2. Initial Resolution Attempts
Reasonable efforts should be made to address the issue before escalating it. The objective is to resolve the issue at the lowest possible level, avoiding the need to involve higher management.
3. Escalation to HDIS IT Manager and HDIS Business Owner
If initial attempts to resolve the issue prove unsuccessful, the HDIS IT Manager and the HDIS Business Owner must be notified. They will then provide guidance, allocate resources, redefine priorities, or make decisions to resolve the issue.
4. Escalation to Higher Authority
Should the HDIS IT Manager and HDIS Business Owner determine that escalation to higher authority is necessary, the issue must be presented with comprehensive documentation. This documentation should include previous resolution attempts and their outcomes.
5. Involving External Stakeholders

In the event of unexpected or prolonged system downtime, transparent communication must be issued to all relevant external stakeholders, including an estimated timeframe for resolving the issue.

6. Monitoring and Follow-Up
- After an issue has been escalated and addressed, it is crucial to monitor the resolution and follow up to prevent recurrence. This process involves tracking the implemented solutions, evaluating their effectiveness, and making any necessary adjustments. Ongoing monitoring and follow-up reinforce a proactive approach to problem-solving and help avert future escalations..

14.1. CURE NOTICE

Cal ICH will issue a cure notice to inform the Contractor in the event the Contractor fails to meet a project work product, component, requirement, or deliverables. Upon issuance, the cure notice will specify how much time the Contractor must remedy the condition. If the condition is not corrected within the period specified, the cure note states that the Contractor may face termination of its Agreement by default DGS GSPD-ITGP (Cloud)Information Technology - General Provisions Cloud Computing Services (Revised and Effective 2/20/2025), section 16.3, Termination for Default.

Triggers for a Cure Notice

Cure notice may be triggered by any of the following conditions, or other conditions that arise in performance of the Agreement:

1. The Contractor continues to miss agreed-upon deadlines.
2. Quantifiable evidence is lacking to show that work is being accomplished.
3. The quality of tasks does not meet Cal ICH standards.
4. The Contractor is non-responsive to Cal ICH requests, or
5. The Contractor does not replace key personnel, as outlined in [SECTION 13. Key Staff Replacement](#).

15. Deliverable Requirements

The following section outlines the Deliverable Requirements:

15.1. Project/Program Management

For more information, refer to [SECTION 7.1. Project/Program Management](#)

15.2.
HDIS

15.1 Project/Program Management			
No	Deliverable	Description	Frequency/Timelines

1	Sprint Planning Document	Maintain the sprint planning document	Every sprint, bi-weekly at the minimum
2	JIRA Dashboard Screenshot	Maintain the JIRA Dashboard	Daily updates/ongoing
3	Meeting Minutes	Check-in Meetings with Cal ICH Meetings to review status, risks, blockers, and strategy alignment.	At minimum, twice a week.

Platform Management

For more information, refer to [SECTION 7.2. HDIS Platform Management](#)

15.2.1 Licensing Management

No	Deliverable	Description	Frequency/Timelines
1	Licensing Needs Assessment Document	Support Cal ICH in evaluating current and future licensing needs for solution enhancement and scalability by documenting current software usage.	As required, 3 months before renewal of annual licenses and yearly for monthly subscriptions.

15.2.2 Performance Management

No	Deliverable	Description	Frequency/Timelines
1	Monthly Performance Monitoring Status Report	Compile and deliver a monthly report summarizing platform performance, issues, and improvements.	Monthly
2	SLA Compliance Tracking Report	Monitor system performance against defined SLAs and provide a report of compliance. This can be	Monthly

		combined with Deliverable 1: Monthly Performance Monitoring Status Report.	
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15.2.3 Availability Management

No	Deliverable	Description	Frequency/Timelines
1	Monthly Availability Monitoring Status Report	Compile and deliver a monthly report summarizing platform availability.	Monthly
2	SLA Compliance Tracking	Monitor system availability against defined SLA's and provide a report of compliance. This can be combined with Deliverable 1: Monthly Performance Monitoring Status Report.	Monthly

15.2.4 Scalability Management

No	Deliverable	Description	Frequency/Timelines
1	Quarterly Scalability Review Report	Evaluate platform scalability needs based on data growth, user demand, and new mandates and provide a quarterly scalability review report to Cal ICH.	Quarterly

15.2.5 Environment Management

No	Deliverable	Description	Frequency/Timelines
1	Environment Setup & Configuration Document	Maintain and update Development, Test, Staging, and Production environments with defined configurations and access controls. These documents must be maintained and updated in GitHub.	Ongoing
2	Environment Refresh Procedures	Maintain and update the procedural documents for updating all the HDIS environments.	Ongoing

3	Change Management Process Document	Formalize version control, deployment schedules, and rollback procedures for environment changes.	Ongoing
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15.2.6 User Management

No	Deliverable	Description	Frequency/Timelines
1	User Access Management Framework Document	Maintain and update the procedure for user access management. The HDIS Platform uses RBAC (Role Based Access Control) to enforce least privilege.	Ongoing
2	Access Management Reporting	Provide reports on access review results, changes, and audit findings to Cal ICH.	Quarterly

15.2.7 Security Incident Management

No	Deliverable	Description	Frequency/Timelines
1	Security Breach Report	Report of the breach and all other required notice information contained in Civil Code section 1798.29(d).	Within 24 hours of breach discovery
2	Security Breach Resolution	Report of breach resolution and all other required notice information contained in Civil Code section 1798.29(d).	Within the Resolution Timeframe criteria based on the category of data breach.

15.2.8 Incident Management

No	Deliverable	Description	Frequency/Timelines
1	Incident Management Plan	Maintain the document for triage, prioritization, escalation, resolution, and communication of incidents.	Initial + Updates as needed

2	Incident Documentation & Root Cause Analysis	Provide detailed documentation and root cause analysis for each incident.	Per incident
3	Incident Reporting to Stakeholders	Summary of incidents, response times, resolutions, and any SLA breaches.	Monthly

15.2.9 Software Updates and Patch Management

No	Deliverable	Description	Frequency/Timelines
1	Software Updates and Patch Management Process Document	Formal documented process covering evaluation, scheduling, testing, deployment, and validation.	Initial + Updates as needed
2	Vulnerability Scanning Document	Report of monthly vulnerability scans.	Monthly
3	Vulnerability Remediation Plan	Implement a remediation plan to address identified vulnerabilities in a timely manner. The plan needs to be presented and approved by Cal ICH.	Monthly
4	Communication Plan	Stakeholder notification plan for software updates, patch deployments and maintenance windows.	Prior to each deployment
5	Audit Trails and Compliance Records	Maintain detailed logs of patch activities for accountability and compliance.	Continuous
6	Software Updates and Patch Status Reporting	Regular reporting on patch status, upcoming updates, and exceptions to the State.	Monthly or per patch cycle

15.3. HDIS Data Management

For more information, refer to [SECTION 7.3. HDIS Data Management](#)

15.3.1 Data Release Management

No	Deliverable	Description	Frequency/Timelines
1	Quarterly Data Release Plan	Maintain and update the document for managing, planning, scheduling, and controlling the quarterly data releases	Quarterly
2	HUD Data Standards Document	Maintain and update the document for all data elements being updated in HDIS to comply with the latest HUD Data Standard Changes	Every two years
3	Work Product Updates Refer to the table, Work Products in SECTION 2. Description of Services	Maintain and update the document for performing any updates or changes to the different work products.	Quarterly and Ongoing

15.3.2 Data Governance

No	Deliverable	Description	Frequency/Timelines
1	Data Management Plan	Maintain and update the document that details the procedures for proper data management, including quality, security, and privacy.	Ongoing
2	Data Suppression and Retention Document	Maintain and update the Data Suppression and Data Retention document.	As needed

15.3.3 Data Archive

No	Deliverable	Description	Frequency/ Timelines
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1	HDIS Archive Environment Document	Maintain and update the document that details the procedures for data archiving.	Quarterly
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15.3.4 Data Transfer

No	Deliverable	Description	Frequency/Timelines
1	Inter-Agency Secure Data Transfer Document	Maintain and update the document that details the procedures for data transfer.	Ongoing

15.4. Documentation

For more information, refer to [SECTION 7.4. Documentation](#)

15.4 Documentation

No	Deliverable Name	Description	Frequency/Timelines
1	System Architecture Documentation	Maintain and update the document for diagrams and descriptions of system components, including hardware, software, network topology, and data flows.	Quarterly or as needed
2	Configuration and Deployment Documentation	Maintain and update the document for configuration settings and deployment procedures for all environments, including rollback instructions.	Every release/change
3	Operational Procedures	Maintain and update the document for SOPs for tasks like monitoring, backups, and incident handling, with escalation workflows.	Bi-annually or as needed
4	Security and Compliance Documentation	Maintain and update the document for Security policies, access controls, and compliance reporting	Quarterly
5	Data Management and ETL Pipelines	Maintain and update the document for ETL processes, data sources/targets, transformation logic, and a full data dictionary.	Monthly or per change

6	User Manuals and Training Guides	Maintain and update the document for manuals and training materials for end users and administrators covering system use and onboarding.	Annually or per release
7	Maintenance and Monitoring Guides	Maintain and update the document for routine maintenance tasks and system monitoring configurations.	Quarterly
8	Change Management Records	Maintain and update the document for logs and versioning of system updates, with rationale and impact assessments.	Continuous
9	Disaster Recovery and Business Continuity Plans	Maintain and update the document for disaster recovery procedures, with contingency plans for system/data availability.	Annually or per DR test
10	Integration and API Documentation	Maintain and update the document for detailed API specifications, endpoints, parameters, and integration instructions.	Every release
11	Performance and Audit Logs	Maintain and update the document for logs of system performance benchmarks and audit trails for access/modification.	Monthly

15.5. Backup and Disaster Recovery

For more information, please refer to [SECTION 17. Backup and Disaster Recovery](#).

Backup and Disaster Recovery				
No	Category	System	Deliverables	Frequency
1	Backup Frequency	Snowflake	Use Time Travel & Fail-safe; Manual snapshots before & after quarterly load	Quarterly + before/after load
2		Informatica	Export mappings/workflows before changes; store in version-controlled (GitHub)	Quarterly + before configuration
3		Tableau	Export workbooks, dashboards, data sources before & after publishing	Quarterly + before/after publishing

4	Retention & Storage	All Systems	Retain backups per Cal ICH Data Retention Policy; maintain older snapshots	Ongoing
5	Security Standards	All Systems	Implement access control and secure handling per system guidelines	Continuous
6	Disaster Recovery Site	All Systems	Real-time replication; full standby site; auto-switching; regular DR testing	Quarterly testing
7	Reporting	All Systems	Submit Security Incident & DR Plan to HDIS IT Manager	Within 15 business days
8	Plan Maintenance	All Systems	Update and maintain plan; test quarterly especially around major loads	Quarterly

15.6. Deliverable Acceptance/Rejection Process

The Cal ICH is responsible for reviewing and approving each deliverable or work product as detailed in this Statement of Work. The Cal ICH retains sole authority to determine the acceptability of all work performed and deliverables produced by the Contractor as outlined in this Agreement.

In the event that the Contractor's work or deliverables do not meet the Cal ICH's conditions, requirements, specifications, guidelines, or other applicable standards, the following resolution process will be implemented, unless superseded by other binding processes:

1. **Notification of Issues:** Cal ICH will notify the Contractor in writing within ten (10) State business days of any acceptance problems, detailing specific inadequacies and/or failures, unless an alternative review period is specified.
2. **Contractor Response:** Within five (5) State business days of receiving the notification, the Contractor must respond with a detailed explanation of compliance or a proposed corrective action plan. Cal ICH may, at its discretion, extend the response period based on the scope of changes required.
3. **Cal ICH Review of Response:** The Cal ICH will notify the Contractor in writing within five (5) State business days whether it accepts or rejects the explanation or corrective action plan. If rejected, the Contractor must submit a revised corrective action plan within three (3) State business days of notification.
4. **Final Review of Revised Plan:** Cal ICH will notify the Contractor in writing within three (3) State

business days whether it accepts or rejects the revised corrective action plan. If the Contractor fails to deliver an acceptable corrective action plan, or if similar deficiencies occur repeatedly across multiple deliverables, Cal ICH reserves the right to initiate escalation measures. These may include issuance of a Cure Notice in accordance with [SECTION 14.1. CURE NOTICE](#) or enforcement of applicable SLAs and liquidated damages provisions.

Upon approval of each deliverable, Cal ICH will send an email confirming formal approval.

Lack of response from the Cal ICH does not constitute acceptance of any deliverable. The Contractor may not alter an accepted deliverable without Cal ICH's approval. Payment for deliverables will only be made pursuant to the [SECTION 24. Budget Detail and Payment Provisions](#) .

15.7. Managed IT/Helpdesk

For more information, refer to [SECTION 7.5. Managed IT/Helpdesk](#)

Managed IT/Helpdesk				
No	Deliverable	Description	Frequency/Timelines	Yes/No
1	Monthly Managed IT/ Helpdesk Report	Compile and deliver a monthly report summarizing all issues received with the latest status.	Monthly	

16. Security and Data Protection

Contractor certifies to the State compliance with applicable industry standards and guidelines, including but not limited to relevant security provisions of the California State Administrative Manual (SAM), California Statewide Information Management Manual (SIMM), The National Institute of Standards and Technology (NIST) 800-53 v4, 800-171 Revision 1 (2018) and Federal Information Processing Standard (FIPS) Publication 199 which protect and minimize risk to the State. At a minimum, provisions shall cover the following:

1. The Contractor assumes responsibility of the confidentiality, integrity, and availability of the data under its control. The Contractor shall implement and maintain all appropriate administrative, physical, technical, and procedural safeguards at all times during the term of the Agreement to secure such data from data breach or loss, protect the data and information assets from breaches, introduction of viruses, disabling of devices, malware, and other forms of malicious or inadvertent acts that can disrupt the State's access to its data or affects the integrity of that data.

2. Confidential, sensitive, or personal information shall be encrypted in accordance with SAM 5350.1 and SIMM 5305-A.
3. The Contractor shall comply with statewide policies and laws regarding the use and protection of information assets and data. Unauthorized use of data by Vendor or third parties is prohibited.
4. Contractor shall obtain and maintain signed Security and Confidentiality Statement for all personnel assigned during the term of the Agreement.
5. The Contractor shall apply security patches and upgrades and keep virus protection software up-to-date on all information asset on which data may be stored, processed, or transmitted.
6. The Contractor shall notify the State data owner immediately if a security incident involving the information asset occurs.
7. The State data owner shall have the right to participate in the investigation of a security incident involving its data or conduct its own independent investigation. The Contractor shall allow the State reasonable access to security logs, latency statistics, and other related security data that affects this Agreement and the State's data, at no cost to the State.
8. The Contractor shall be responsible for all costs incurred by the State due to security incident resulting from the Contractor's failure to perform or negligent acts of its personnel, and resulting in an unauthorized disclosure, release, access, review, destruction, loss, theft, or misuse of an information asset. If the Contractor experiences a loss or breach of data, the Contractor shall immediately (within an hour of discovery) report the loss or breach to the State. If the State data owner determines that notice to the individuals whose data has been lost or breached is appropriate, the Contractor will bear any and all costs associated with the notice or any mitigation selected by the data owner. These costs include, but are not limited to, staff time, material costs, postage, media announcements, and other identifiable costs associated with the breach or loss of data. Costs are limited to the value of the contract agreement, in accordance with Section 12 of the State of California's [IT Cloud Computing Services](#) , which govern this agreement.
9. The Contractor shall immediately notify and work cooperatively with the State data owner to respond timely and correctly to public records act requests.
10. The Contractor will dispose of records of State data as instructed by the State during the term of this agreement. No data shall be copied, modified, destroyed, or deleted by the Contractor other than for normal operation or maintenance during the Agreement period without prior written notice to and written approval by the State.
11. Remote access to data from outside the territorial United States is prohibited.

17. Backup and Disaster Recovery

The HDIS is updated on a quarterly basis. While this can mean that the system has a low update frequency, it supports critical periodic reporting and analysis.

The Contractor shall maintain and update the backup and disaster recovery plan that has the following coverage at minimum:

1. Backup Frequency
 - 1.1 Snowflake (Data Warehouse)
 - a. Use Time Travel and Fail-safe
 - b. Manual Snapshots - take full backups before and after each quarterly load
 - 1.2 Informatica (ETL/MDM)
 - a. Export mapping/workflows quarterly and before any config changes
 - b. Store backups in a version-controlled system (GitHub)
 - 1.3 Tableau (Business Intelligence Layer)
 - a. Export workbooks, dashboards and data sources before and after quarterly publishing
2. Data Retention & Storage
 - 2.1 The Contractor shall implement data retention based on Cal ICH Data Retention Policy.
 - 2.2 The Contractor should store older snapshots
3. Data Recovery
 - 3.1 Snowflake
 - a. Max Data Loss should be $\leq$ 24 hours
 - b. Max Downtime $\leq$ 12 hours
 - 3.2 Informatica
 - a. Max Data Loss should be $\leq$ 24 hours
 - b. Max Downtime $\leq$ 12 hours
 - 3.3 Tableau
 - a. Max Data Loss should be $\leq$ 24 hours
 - b. Max Downtime $\leq$ 2-4 hours
4. Security Standards
 - 4.1 Snowflake - role-based access and audit logging
 - 4.2 Informatica - repository access
 - 4.3 Tableau - role-based access and secure published data sources
5. Disaster Recovery
 - 5.1 Snowflake - point in time restore
 - 5.2 Informatica - re-deploy workflows, reconfigure schedules
 - 5.3 Tableau - restore from exported workbooks

The Contractor shall maintain and update the Backup and Disaster Recovery Plan. The Contractor shall plan to test the Backup and Disaster Recovery Plan at least once per quarter, especially before or after a

major load.

18. Escrow Source Code

The Contractor shall document and deliver the source (custom) code and configuration to Cal ICH shall be the exclusive owner of the source (custom) code and any of the related configurations.

All source (custom) code and configurations shall be stored in the Cal ICH's Centralized Repository tool. Cal ICH will use source code repository software, like "GitHub or SVN or similar repositories", to maintain and update versions of all source code.

The Contractor agrees to:

1. Deposit a copy of any Cal ICH specific configurations or customizations to the source code of the proprietary software product(s) used in the implementation, operation, DevOps, and Maintenance support with documentation of the system in Cal ICH's repository during the term of the Agreement.
2. If any of the original third-party source code has been modified to meet the requirements of this SOW and resulting contract, then the Contractor agrees to deposit a copy of the Cal ICH specific configurations or customizations made to the third-party proprietary software source code in Cal ICH's repository.
3. The Contractor guarantees that it will deposit a copy of revised or additional software source code and documentation no later than quarterly.
4. Documentation to be deposited includes the software build instructions, programming documentation, configuration information, and any other documentation used by the Contractor's staff to understand the source code or to develop, compile, maintain, or update Cal ICH specific configurations or customizations to the software.

Repository

1. The software shall be in a format agreed to by the Cal ICH such that the Cal ICH will be able to run and maintain the software should the need arise to obtain the code from the account.
2. The Contractor shall provide Cal ICH with a text listing all files included in the repository.

Verification

In the event that the deposited material does not conform to the requirements, the Contractor shall promptly deposit conforming material. Failure to meet this requirement will place the Contractor in breach of the Contract and may result in termination or other remedies available to the State pursuant to this agreement.

19. Transition of Operation to New Contractor

Transition encompasses all activities related to the timely and successful changeover from the Outgoing Contractor to the Incoming Contractor upon Contract Award (referred to as Transition-In). This also includes the period at the end of the future Contract where another transition takes place (referred to as Transition-Out). Ensuring seamless and timely transitions is of the utmost importance to the State.

The transition between the start of the future Contract and the closeout of the current Contract will occur concurrently with the normal operation of the System. It is essential that this complex and risky transition be completed without disrupting the stability of normal business operations and system availability.

19.1. Transition In Activities

The Incoming Contractor is responsible for ensuring an orderly and transparent transition (takeover) that minimizes service disruption for all system users. Transition-In refers to the process by which the Incoming Contractor will assume responsibilities for the maintenance and operations of the HDIS within six (6) months.

Refer to: [EXHIBIT H: TRANSITION IN PLAN](#) for the minimum requirement.

During this period, the Outgoing Contractor and the Incoming Contractor will coexist in maintaining and operating the HDIS. The Incoming Contractor must implement a realistic and achievable transition approach and manage Transition-In from both an overall perspective and an individual component level. The Incoming Contractor shall collaborate with the Outgoing Contractor to plan and execute transition activities.

19.2. Transition Out Activities

Transition-Out is the process by which the Outgoing Contractor prepares for either an Incoming Contractor or the State to take over the responsibilities of maintaining and operating the HDIS. This involves identifying and executing all necessary activities to transition out, transferring all control and responsibility for M&O support, State-owned resources, documentation, and knowledge to a successor Contractor or the Cal ICH.

Refer to: [EXHIBIT I: TRANSITION OUT PLAN](#) for the minimum requirement.

20. Knowledge Transfer and/or Training

The Contractor, in coordination with Cal ICH, must facilitate knowledge transfer and/or training sessions. This ensures Cal ICH staff will be equipped with in-depth knowledge to support relevant stakeholders that use the HDIS work products.

At minimum, the Knowledge Transfer/Training will be conducted as follows:

Knowledge Transfer and Training			
No	Frequency	Deliverable	Target Audience
1	Quarterly	Provide knowledge transfer or training on work products, highlighting any changes that resulted in code or dashboard enhancements.	- HDIS Team - Research Team
2	Every two years	Provide knowledge transfer or training on HUD Data Standard Changes, highlighting the changes in mapping, code and/or dashboard enhancements.	- HDIS Team - Research Team
3	Ad hoc (if applicable)	- Training on new features available to the following HDIS Software components: - Snowflake - Tableau - GitHub - Informatica	- HDIS Team - Research Team

21. Insurance Requirements

The Contractor shall abide by the following Insurance Requirements:

Prior to commencing performance of any work under this Agreement, the Contractor shall furnish the

Contract Manager with a certificate of insurance that complies with the requirements set forth herein. If the Contractor is self-insured, the Contractor shall provide written proof of adequate self-insurance.

22.1 General Provisions Applying to All Policies

1. **Coverage Term** – Coverage needs to be in force for the complete term of the contract. If insurance expires during the term of the contract, a new certificate must be received by the State at least thirty (30) days prior to the expiration of this insurance. Any new insurance must still comply with the original terms of the contract.
2. **Policy Cancellation or Termination & Notice of Non-Renewal** – Contractor is responsible to notify the State within five (5) business days of any cancellation, non-renewal or material change that affects required insurance coverage. New certificates of insurance are subject to the approval of the Department of General Services and the Contractor agrees no work or services will be performed prior to obtaining such approval. In the event Contractor fails to keep in effect at all times the specified insurance coverage, the State may, in addition to any other remedies it may have, terminate this Contract upon the occurrence of such event, subject to the provisions of this Contract.
3. **Premiums, Assessments, and Deductibles** – Contractor is responsible for any premiums, policy assessments, deductibles or self-insured retentions contained within their insurance program.
4. **Primary Clause** – Any required insurance contained in this contract shall be primary, and not excess or contributory, to any other insurance carried by the State.
5. **Insurance Carrier Required Rating** – All insurance companies must carry an AM Best rating of at least "A-" with a financial category rating of no lower than VII. If the Contractor and/or Permittee is self-insured for a portion or all of its insurance, review of financial information including a letter of credit may be required.
6. **Endorsements** – Any required endorsements requested by the State must be physically attached to all requested certificates of insurance and not substituted by referring to such coverage on the certificate of insurance.
7. **Inadequate Insurance** – Inadequate or lack of insurance does not negate the Contractor and/or Permittee's obligations under the Contract.
8. **Satisfying a Self-Insured Retention (SIR)** - All policies with an SIR shall be endorsed to allow the State to satisfy the SIR or Deductible at the State's discretion. The State may deduct from any amounts otherwise due to Contractor to fund the SIR/deductible. Policies shall not contain any provision that limits the satisfaction of the SIR/deductible to the Named Insured. The contractor's insurer may also eliminate the SIR/deductible in favor of the State's interests.
9. **Available Coverages/Limits** - All coverage and limits available to the Contractor shall also be available and applicable to the State.
10. **Subcontractors** - In the case of Contractor and/or Permittee's utilization of subcontractors to complete the contracted scope of work, Contractor shall include all subcontractors as insured's under Contractor's insurance or supply evidence of insurance to The State equal to policies,

coverages and limits required of Contractor. **Required Insurance** - By requiring the insurance herein, the State does not represent that the insurance coverage and limits will necessarily be adequate to protect the Contractor and such coverage and limits shall not be deemed as a limitation on the Contractor's liability under the indemnities granted to the Department in this contract.

22.2 Commercial General Liability

Contractor is responsible for any premiums, policy assessments, deductibles or self-insured retentions contained within their insurance program.

22.3 Automobile Liability

Contractor shall maintain motor vehicle liability with limits not less than \$1,000,000 combined single limit per accident. Such insurance shall cover liability arising out of a motor vehicle including owned, hired, and non-owned motor vehicles. **The policy must name The State of California, its officers, agents, and employees as additional insured, but only with respect to work performed under the contract.** If contractor will not have any commercially owned vehicles used during the life of this Agreement, by signing this Agreement, the Contractor certifies that the Contractor and any employees, subcontractors or servants possess valid automobile coverage in accordance with California Vehicle Code Sections 16450 to 16457, inclusive. The State reserves the right to request proof at any time.

22.4 Workers Compensation and Employer's Liability

Contractor shall maintain statutory workers' compensation and employer's liability coverage for all its employees who will be engaged in the performance of the contract. Contractor shall maintain appropriate coverage to the Contractor's profession and work hereunder, with limits not less than \$2,000,000 per occurrence. Coverage shall be sufficiently broad to respond to the duties and obligations as is undertaken by the contractor in this agreement and shall include, but not be limited to, claims involving infringement of intellectual property, copyright, trademark, invasion of privacy violations, information theft, release of private information, extortion and network security. In addition, including special coverage extensions where applicable. Employer's liability limits of \$1,000,000 shall be required.

22.5 Technology Professional Liability/E&O

Contractor shall maintain appropriate coverage to the Contractor's profession and work hereunder, with limits not less than \$2,000,000 per occurrence. Coverage shall be sufficiently broad to respond to the duties and obligations as is undertaken by the Contractor in this agreement and shall include, but not be limited to, claims involving infringement of intellectual property, copyright, trademark, invasion of privacy violations, information theft, release of private information, extortion and network security.

Please provide the following if policies provide claims-made coverage:

- a. The Retroactive Date must be shown, and must be before the date of the contract or the beginning of contract work.
- b. Insurance must be maintained and evidence of insurance must be provided ***for at least five (5) years after completion of the contract of work.***
- c. If coverage is canceled or non-renewed, and not replaced ***with another claims-made policy form with a Retroactive Date prior to*** the contract effective date, the Contractor must purchase “extended reporting” coverage for a minimum of ***five (5)*** years after completion of work.

22.6 Cyber Liability Insurance

Contractor shall maintain Cyber Liability Insurance, with limits not less than **\$5,000,000**. Coverage shall be sufficiently broad to respond to the duties and obligations as is undertaken by Contractor in this agreement and shall include, but not be limited to, claims involving security breach, system failure, data recovery, business interruption, cyber extortion, social engineering, infringement of intellectual property, including but not limited to infringement of copyright, trademark, trade dress, invasion of privacy violations, information theft, damage to or destruction of electronic information, release of private information, and alteration of electronic information. The policy shall provide coverage for breach response costs, regulatory fines, and penalties as well as credit monitoring expenses.

22. Service Level Agreements (SLAs)

This section includes performance specifications that are applicable to the HDIS. It contains SLA tables with SLA names and descriptions that provide the State’s framework, requirements relating to service level commitments, and the implications of meeting versus failing to meet the requirements and objectives, as applicable.

The mechanism set out herein will be implemented to manage the Contractor’s performance against each Service Level and to monitor the overall performance of the Contractor in delivery of the HDIS system.

Since the Contractor is maintaining a cloud SaaS solution where the HDIS solution is providing a service to the State stakeholders, Service Level Agreements (SLA) are critical for ensuring that the provided service meets the needs of the stakeholders and applies appropriate penalties should the service fall below contractually established thresholds.

Refer to [EXHIBIT E: SERVICE LEVEL AGREEMENT](#) for the SLA's specific to this contract.

23. Liquidated Damages

Liquidated Damages are intended to encourage timely completion of tasks, activities and deliverables, and the provision of reliable and responsive services from the Contractor. The purpose of this Liquidated Damages provision is to ensure adherence to the requirements of the Agreement and to set an amount in advance of contractual non-compliance to compensate the Cal ICH for damages that are impractical or extremely difficult to estimate, but which would be sustained by the Cal ICH in the event the Contractor fails to perform services as agreed.

The Liquidated Damages are intended to be a reasonable estimate of the damages and costs Cal ICH would sustain as a result of non-compliance to the terms of the Contract. These amounts are not punitive. The Cal ICH and Contractor, therefore, agree that in the event the Contractor fails to perform certain agreed Cal ICH upon services in a timely manner as specified, the Cal ICH may assess Contractor such amounts as Liquidated Damages.

23.1. Payment of Liquidated Damages

Cal ICH will notify the Contractor in writing of any claim for Liquidated Damages pursuant to this section on or before the date Cal ICH deducts such sums from money payable to the Contractor. If Cal ICH imposes Liquidated Damages, upon notification by Cal ICH, the Contractor must show the Liquidated Damages as a subtracted item from its invoice(s) to Cal ICH.

Imposition of Liquidated Damages does not constitute a waiver of the State's right to issue a Stop Work Order, as provided in Section 18 Stop Work of the GSPD-402ITGP or to terminate the Agreement pursuant to Section 16.3 Termination for Default of the GSPD-402ITGP. In the event of such a termination, the State shall be entitled at its discretion to recover actual damages caused by the Contractor's failure to perform its obligations under this Agreement.

23.2. Liquidated Damages Cap

If imposed, except for [SECTION 7.2.7. Security Incident Management](#), Liquidated Damages will not exceed twenty percent (20%) of the Contract Amount.

The Liquidated Damages are outlined in [EXHIBIT E: SERVICE LEVEL AGREEMENT](#).

24. Budget Detail and Payment Provisions

1. AGREEMENT AMOUNT

The maximum amount of the base contract payable under this contract will be \$TBD. The maximum amount of each contract extension is \$TBD per year and shall not exceed \$TBD for the total contract amount.

2. BUDGET DETAIL

Payment to the Contractor will be made as set forth in [EXHIBIT A: COST WORKBOOK](#)

3. ADDITIONAL SOFTWARE LICENSES

The total number of licenses may increase, but the associated cost will not exceed 20% of the combined total cost outlined in Tabs 3 Product Cost (monthly), 4 Hosting Cost (monthly), and 5 Product Cost (annually) for Years 2 through 5 ([EXHIBIT A: COST WORKBOOK](#)). The additional licenses will be allocated and utilized based on the operational needs of Cal ICH.

4. INVOICING AND PAYMENT

- a. For services satisfactorily rendered and upon receipt and approval of the invoices, the state agrees to compensate the Contractor for the agreed-upon Monthly Invoices for Maintenance and Operation, Hosting Subscriptions, Monthly Software Subscriptions, and Yearly Software Subscriptions as indicated in the [EXHIBIT A: COST WORKBOOK](#).
- b. The Invoices must include all necessary supporting details as applicable. Refer to [SECTION 15. Deliverable Requirements](#) and [SECTION 8. Statutory and Council Mandates](#) for line items that are considered supporting documents in the approval of the invoices submitted.
 - i. Include the Agreement Number
 - ii. Include a certification statement signed by the Contractor, attesting to the accuracy of the invoice data
 - iii. Include a unique invoice ID Number, the current date and the date coverage of the invoices. All dates must be in MM/DD/YYYY format.
 - iv. Invoices shall be submitted, not more frequently than monthly in arrears to:
Cal ICH Contract Manager
500 Capitol Mall, Suite 1850
Sacramento, CA 95814.
- c. If the Invoice is inaccurate and/or the Cal ICH does not accept the identified tasks and activities, the payment for invoice(s) shall be withheld, and the Contractor shall

- be notified. The Contractor must take timely and appropriate measures to correct or remedy the reason(s) for non-acceptance and demonstrate to the Cal ICH that the Contractor has successfully completed the scheduled work for each task and activity before payment shall be made. Inaccurate invoices will be returned by the Cal ICH to the Contractor for correction. The Contractor must within five (5) working days correct or remedy the reason(s) for non-acceptance and demonstrate to the Cal ICH that the Contractor has successfully corrected the invoice before payment shall be made.
- d. Payment shall not be due until receipt of an accurate invoice following the date of acceptance of the Reports

5. AMOUNT WITHHELD

In accordance with Public Contract Code §12112, the State will withhold twenty percent (20%) from each invoiced payment amount related to work performed under a [SECTION 8. Statutory and Council Mandates](#), as specified in the Statement of Work (SOW). The amount withheld for each specific work deliverable will be paid within 60 days of State's approval of the corresponding [EXHIBIT D: WOA ACCEPTANCE FORM](#).

6. BUDGET CONTINGENCY CLAUSE

It is mutually agreed that if the Budget Act of the current year and/or any subsequent years covered under this Agreement does not appropriate sufficient funds for the program, this Agreement shall be of no further force and effect. In this event, the state shall have no liability to pay any funds whatsoever to the Contractor or to furnish any other considerations under this Agreement and Contractor shall not be obligated to perform any provisions of this Agreement.

If funding for any fiscal year is reduced or deleted by the Budget Act for purposes of this program, the state shall have the option to either cancel this Agreement with no liability occurring to the state or Offer an Agreement Amendment to the Contractor to reflect the reduced amount.

6. PROMPT PAYMENT CLAUSE

Payment will be made in accordance with and within the time specified in Government Code, Chapter 4.5 (commencing with Section 927).

7. TRAVEL AND PER DIEM CLAUSE:

Travel and per diem expenses incurred by the Contractor shall not be paid by the state.

8. FINAL BILLING

Invoices for services must be received by the state within 90 days following each state fiscal year, or

90 days following the end of the contract term, whichever comes first. The final invoice must include the statement “Final Billing” and a Contractor's Release executed by the Contractor.

24.1. SALES TAX

Sales tax is not to be included in [EXHIBIT A: COST WORKBOOK](#). If awarded the Contract, sales tax, if applicable, should be added at time of invoicing. The sales tax rate applied should be based on the rate of the area where the service is to be provided. See California Department of Tax and Fee Administration Regulation 1502 (f) (1) (D).

25. GSPD-401IT General Provisions – Information Technology

The current version of the GSPD-ITGP (Cloud) (02/20/2025) will be incorporated into the Agreement resulting from this contract

- [IT General Provisions-Cloud-DGS-PD-402-ITGP-02202025](#)

26. GenAI Technology Use & Reporting

The Contractor must notify the State in writing if it: (1) intends to provide GenAI as a deliverable to the State; or (2), intends to utilize GenAI, including GenAI from third parties, to complete all or a portion of any deliverable that materially impacts: (i) functionality of a State system, (ii) risk to the State, or (iii) Contract performance. For avoidance of doubt, the term “materially impacts” as used in this section shall have the same meaning set forth in the State Administrative Manual (SAM) § 4986.2 Definitions for GenAI.

27. Glossary of Terms

Glossary of Terms	
Term/Acronym	Definition
Cal ICH	The California Interagency Council on Homelessness (Cal ICH) was created by SB 1380 in 2017 as the Homeless Coordinating and Financing Council to oversee the implementation of Housing First policies, guidelines, and regulations to reduce the prevalence and duration of homelessness in California. In 2021, Governor Newsom signed AB 1220 into law, which renamed and restructured the Council to continue California’s forward momentum towards the state’s broader vision for greater statewide leadership and coordination around its response to the homelessness crisis. The Council's

	mission is to develop policies and identify resources, benefits, and services to prevent and work toward ending homelessness in California.
CoC	A Continuum of Care (CoC) is a regional or local planning body composed of representatives of organizations that coordinate housing and services funding for homeless individuals and families. CoCs are responsible for designating an entity to administer their local HMIS.
HMIS	The Homeless Management Information System (HMIS) is a web-based database that collects and stores data on persons who access the homeless service system. It is used by local organizations and CoCs to comply with federal standards and to improve the provision of housing and services to individuals and families who are experiencing homelessness. The HMIS Data Standards, developed by Department of Housing and Urban Development (HUD), the U.S. Department of Health and Human Services (HHS), and the U.S. Department of Veterans Affairs (VA), provide communities with baseline data collection requirements for standardized data collection about persons experiencing homelessness. See https://www.hudexchange.info/resource/3824/hmis-data-dictionary/
HDIS	The Homeless Data Integration System (HDIS) is California's statewide data warehouse that aggregates data collected by the 44 CoCs on services provided to people experiencing or at-risk of homelessness.
HUD	Housing and Urban Development (HUD) prescribes the data elements (HMIS Data Standards Manual) that is collected in the HMIS.
CA SPM	The California System Performance Measures (CA SPMs) are a series of metrics developed by Cal ICH, pursuant to Health and Safety Code §50220.7, that use HDIS data to help the state and local jurisdictions assess their progress toward preventing, reducing, and ending homelessness.
PRA	The Public Records Act (PRA) is a law that ensures public access to government records. It requires state and local agencies to make their records available for public inspection unless there is a specific reason for keeping them confidential. The goal is to promote transparency and allow the public to monitor the functioning of government.
HHAP	HHAP stands for Homeless Housing, Assistance, and Prevention. It's a

	grant program designed to provide funding to cities, counties, and Continuums of Care (CoCs) to help prevent and end homelessness. The program offers flexible funding to support regional coordination and develop local capacity to address homelessness.
AB977	Assembly Bill 977 (AB 977) is a California law that requires grantees of state-funded homelessness programs to enter specific data elements related to individuals and families into their local Homeless Management Information System (HMIS). The goal is to create a more accurate account of the individuals served by the homelessness response system and to improve the understanding of the effects of state-funded homelessness programs.
SB914	Senate Bill 914 (SB 914) , also known as the HELP (Homeless Equity for Left Behind Populations) Act , is a California law aimed at addressing homelessness among specific vulnerable populations.
AB799	Assembly Bill 799 (AB 799) in California is focused on enhancing the efforts of the Interagency Council on Homelessness . The goal of AB 799 is to improve the coordination and transparency of state-funded homelessness programs, ensuring better data collection and public access to information.
OTSI	The Office of Technology and Solutions Integration (OTSI) is an organization within the California Health & Human Services Agency (Cal HHS) that focuses on turning data into actionable insights to improve health and human services.
CDT	The California Department of Technology (CDT) is a state agency responsible for overseeing the strategic planning, project delivery, procurement, policy, and standards for information technology (IT).
BUCP	A Business Use Case Proposal (BUCP) is a data sharing agreement between California state Departments and Agencies that outlines why the data is being shared to the requestor and the mechanics of the data transfer.
SB 1380	Senate Bill 1380 (SB 1380) established the Homeless Coordinating and Financing Council (now, Cal ICH) to oversee the implementation of the Housing First guidelines and regulations and, among other things, to identify resources, benefits, and services that can be accessed to prevent and end homelessness in California.
AB 1220	Assembly Bill 1220 (AB 1220) renamed HCFC to Cal ICH.

SaaS	Software as a Service (SaaS), is a cloud-based delivery model in which applications are hosted by a third-party provider and made available to users over the internet.
PII	Personally Identifiable Information (PII), refers to any data that can be used to identify, contact, or locate a single individual either directly or indirectly. Direct Identifiers can include the following: Full Name, Social Security Number (SSN), Driver's License Number, Passport Number. Indirect Identifiers can include the following: Date of Birth, Gender and ZIP Code.
ETL	Extract, Transform and Load (ETL), is a data integration process used to collect data from multiple sources, transform it into a consistent format, and load it into a target system – typically a data warehouse, data lake, or analytics platform.
UAT	User Acceptance Testing (UAT), is the final phase of the software testing lifecycle where end users validate that a system meets their business requirements and is ready for production deployment.
RBAC	Role-based access control (RBAC), is a security and access management model that restricts system access based on a user's role within an organization. Instead of assigning permissions to individual users, access rights are assigned to roles, and users are then assigned to those roles. This model helps enforce the principle of least privilege, ensuring users only have access to the information and systems necessary for their job functions.
SLA	Service Level Agreement (SLA), is a formal contract between a service provider and a customer that defines the expected level of service, including performance metrics, responsibilities, and remediation procedures if service levels are not met.
CSV	Comma-Separated Values (CSV) file is a plain text file format used to store tabular data, such as numbers and text, in a structured, row-column format. Each line in a CSV file represents a data record, and each record consists of fields separated by a delimiter i.e. comma, pipe, semi-colon, or tab.
MDM	Master Data Management (MDM), is a discipline, technology, and set of processes used to define, manage, and maintain a single, consistent, and authoritative source of master data across an organization.

ODS	Operational Data Store (ODS), is a centralized database that integrates data from multiple operational systems in near real-time to support reporting, monitoring, and operational decision-making. Unlike a data warehouse, which is optimized for historical analysis, an ODS is designed for current, up-to-date data and is often used as a staging area for downstream analytics or business intelligence systems.
HIPAA	Health Insurance Portability and Accountability Act (HIPAA), is a U.S. federal law that establishes national standards to protect individuals' medical records and other personal health information (PHI). It applies to healthcare providers, health plans, clearinghouses, and their business associates that handle PHI.
KPI	Key Performance Indicator (KPI), is a quantifiable metric used to evaluate the success or performance of an individual, team, process, or organization in achieving specific strategic or operational goals.
UX	User Experience (UX) refers to the overall experience a person has when interacting with a product, system, or service, particularly in terms of usability, accessibility, efficiency, and emotional satisfaction. UX encompasses every aspect of the user's interaction, from the interface design and navigation to the content, performance, and support. It is a human-centered discipline that aims to create products that are useful, usable, and delightful.

EXHIBIT A: COST WORKBOOK

1. COST WORKBOOK

The cost workbook shall be completed in accordance with the instructions in the [SECTION 4. COST](#) and [SECTION 5. PROPOSAL/BID FORMAT AND SUBMISSION REQUIREMENTS](#) . Cost workbook shall be submitted with the Bidder's Proposal in [SECTION 5.4.2. VOLUME 2: COST](#) , and uploaded electronically.

Refer to the Excel Workbook file on Cal eProcure labeled, "[EXHIBIT A: COST WORKBOOK](#)" for submission of your Cost Data.

EXHIBIT B: DELIVERABLES TABLE

1. DELIVERABLES TABLE

Bidder must indicate agreement to each of the deliverables listed in the table below as described in [SECTION 15. Deliverable Requirements](#). By indicating “Yes,” the Bidder affirms that it understands the requirement and agrees to comply with the requirement. Answering “No” to any of the mandatory deliverables listed in the Proposal will result in the proposal being deemed non-responsive.

1.1 Project Management

No	Deliverable	Frequency/Timelines	Yes/No
1	Sprint Planning Document	Every sprint, bi-weekly at the minimum	
2	JIRA Dashboard Screenshot	Daily updates/ongoing	
3	Meeting Minutes	At minimum, twice a week.	

1.2 Platform Management

1.2.1 Licensing Management			
No	Deliverable	Frequency/ Timelines	Yes/No
1	Licensing Needs Assessment Document	As required, 3 months before renewal of annual licenses and yearly for monthly subscriptions.	

1.2.2 Performance Management			
No	Deliverable	Frequency/ Timelines	Yes/No
1	Monthly Performance Monitoring Status Report	Monthly	
2	SLA Compliance Tracking Report	Monthly	

1.2.3 Availability Management			
No	Deliverable	Frequency/ Timelines	Yes/No
1	Monthly Availability Monitoring Status Report	Monthly	

2	SLA Compliance Tracking	Monthly	
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1.2.4 Scalability Management

No	Deliverable	Frequency/Timelines	Yes/No
1	Quarterly Scalability Review Report	Quarterly	

1.2.5 Environment Management

No	Deliverable	Frequency/Timelines	Yes/No
1	Environment Setup & Configuration Document	Ongoing	
2	Environment Refresh Procedures	Ongoing	
3	Change Management Process Document	Ongoing	

1.2.6 User Management

No	Deliverable	Frequency/Timelines	Yes/No
1	User Access Management Framework Document	Ongoing	
2	Access Management Reporting	Quarterly	

1.2.7 Security Management

No	Deliverable	Frequency/Timelines	Yes/No
1	Security Breach Report	Within 24 hours of breach discovery	
2	Security Breach Resolution	Within the Resolution Timeframe criteria based on the category of data breach.	

1.2.8 Incident Management

No	Deliverable	Frequency/Timelines	Yes/No
1	Incident Management Plan	Initial + Updates as needed	
2	Incident Documentation & Root Cause Analysis	Per incident	
3	Incident Reporting to Stakeholders	Monthly	

1.2.9 Software Updates, Vulnerability Scanning and Patch Management

No	Deliverable	Frequency/Timelines	Yes/No
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1	Software Updates and Patch Management Process Document	Initial + Updates as needed	
2	Vulnerability Scanning Document	Monthly	
3	Vulnerability Remediation Plan	Monthly	
4	Communication Plan	Prior to each deployment	
5	Audit Trails and Compliance Records	Continuous	
6	Software Updates and Patch Status Reporting	Monthly or per patch cycle	

1.3 HDIS Data Management

1.3.1 Data Release Management			
No	Deliverable	Frequency/Timelines	Yes/No
1	Quarterly Data Release Plan	Quarterly	
2	HUD Data Standards Document	Every two years	
3	Work Product Updates - Refer to the table, Work Products in SECTION 2. Description of Services	Quarterly and Ongoing	

1.3.2 Data Governance			
No	Deliverable	Frequency/Timelines	Yes/No
1	Data Management Plan	Ongoing	
2	Data Suppression and Retention Document	As needed	

1.3.3 Data Archive			
No	Deliverable	Frequency/Timelines	Yes/No
1	HDIS Archive Environment Document	Quarterly	

1.3.4 Data Transfer			
No	Deliverable	Frequency/Timelines	Yes/No
1	Secure Data Transfer Document	Ongoing	

1.4 Documentation

No	Deliverable Name	Frequency/Timelines	Yes/No
1	System Architecture Documentation	Quarterly or as needed	
2	Configuration and Deployment Documentation	Every release/change	
3	Operational Procedures	Bi-annually or as needed	

5	Data Management and ETL Pipelines	Monthly or per change	
6	User Manuals and Training Guides	Annually or per release	
7	Maintenance and Monitoring Guides	Quarterly	
8	Change Management Records	Continuous	
9	Disaster Recovery and Business Continuity Plans	Annually or per DR test	
10	Integration and API Documentation	Every release	
11	Performance and Audit Logs	Monthly	

1.5 Managed IT/Helpdesk

1.5 Managed IT/Helpdesk			
No	Deliverable	Frequency/Timelines	Yes/No
1	Monthly Managed IT/Helpdesk Report	Monthly	

EXHIBIT C: WORK ORDER AUTHORIZATION

Work Authorization Form (WOA)

PART 1: GENERAL INFORMATION

Contractor Name:	
Cal ICH Agreement Number:	
Work Authorization Number:	
Work Authorization Category	

PART 2: WORK AUTHORIZATION DESCRIPTION

Purpose/Objective/Goal:	
Schedule of Activities/Tasks:	
State Responsibilities:	
Acceptance Criteria:	
Payment Model (Actual Hours with Not to Exceed, No Cost):	
Payment Provisions:	

PART 3: PERSONNEL

Item	Name of Personnel	Classification	Est Total Hours	Unit Cost	Total Cost
01					
02					
				Total Cost	

PART 4: DELIVERABLE DESCRIPTION

Del #	Deliverable	Description
01		

02		

PART 5: SOFTWARE REQUIREMENTS (an Amendment will be required)

Item	Software	No of Users	Cost
01			
02			

PART 6: APPROVAL SIGNATURES

SIGNATURE		DATE OF APPROVAL	
Contractor Printed Name:			
Contractor Title:			
SIGNATURE		DATE OF APPROVAL	
Cal ICH Printed Name:			
Title: Cal ICH HDIS Manager			
SIGNATURE		DATE OF APPROVAL	
Cal ICH Printed Name:			
Title: Cal ICH HDIS Business Owner			

EXHIBIT D: WOA ACCEPTANCE FORM

Work Authorization Acceptance Form

PART 1: GENERAL INFORMATION

Contractor Name	
Cal ICH Agreement	
Work Authorization Number	

PART 2: DELIVERABLES

Del #	Deliverable Name/Description
01	
02	

PART 3: APPROVAL SIGNATURE(S)

The Deliverables listed in Part 2 are:

☐	Approved as is	
☐	Denied – Does not meet expectations	Explain denial:

SIGNATURE	DATE OF APPROVAL
Contractor Printed Name:	
Contractor Title:	
SIGNATURE	DATE OF APPROVAL

Cal ICH Printed Name:	
Title: Cal ICH HDIS IT Manager	

EXHIBIT E: SERVICE LEVEL AGREEMENT

SERVICE LEVEL AGREEMENTS (SLA)

1. Service Level Agreement for Performance Management

HDIS Performance Management SLA	
Title	Description
Name	HDIS Performance Management
SLAs	1. 90% of the dashboard pages are loaded completely in less than five (5) seconds, 24 hours a day, and 7 days a week. 2. 90% of the HDIS queries are completed in less than sixty (60) seconds.
Measurement Process	Measurement will be performed using the web log analysis tool that is native to Snowflake and Tableau. This functionality allows for parsing the server log files from a web server, System Response Time SLA 1: For Tableau, the web log analysis will be used to determine the page load speeds for all web pages of the HDIS application and verify if 90% of the pages are loaded in less than five(5) seconds. System Response Time SLA 2: For Snowflake, the web log analysis will be used to evaluate the query execution of HDIS queries to be completed in less than 60 seconds for medium to complex SQL.
Liquidated Damages	System Response Time for SLA 1 and SLA 2: The State will evaluate the Contractor's performance on a monthly basis. For each month in which the Contractor fails to meet the required SLA, the State may assess Liquidated Damages in the form of price credits. Price credits shall be applied as deductions against future invoice(s) until fully satisfied. For purposes of Liquidated Damages, the State shall count and assess failures on a monthly basis. At the beginning of each month, the Failure count resets. Cal ICH will calculate the Liquidated Damages amount by applying the percentage listed in the table below to the annual Maintenance and Operations (M&O) and Product Cost of the Contract. The annual amount is defined as the twelve (12)-month period beginning on the Contract Start Date and recurring in successive twelve (12)-month intervals thereafter.

Title	Description												
	<table> <tr> <th>FAILURE TO MEET SLA</th><th>LIQUIDATED DAMAGES AMOUNT</th></tr> <tr> <td>First Failure</td><td>Meeting to discuss, no LDs assessed.</td></tr> <tr> <td>Second Failure</td><td>0.020% Price credit</td></tr> <tr> <td>Third Failure</td><td>0.040% Price credit</td></tr> <tr> <td>Fourth Failure</td><td>0.060% Price credit</td></tr> <tr> <td>Greater than four failures</td><td>0.080% Price credit</td></tr> </table>	FAILURE TO MEET SLA	LIQUIDATED DAMAGES AMOUNT	First Failure	Meeting to discuss, no LDs assessed.	Second Failure	0.020% Price credit	Third Failure	0.040% Price credit	Fourth Failure	0.060% Price credit	Greater than four failures	0.080% Price credit
FAILURE TO MEET SLA	LIQUIDATED DAMAGES AMOUNT												
First Failure	Meeting to discuss, no LDs assessed.												
Second Failure	0.020% Price credit												
Third Failure	0.040% Price credit												
Fourth Failure	0.060% Price credit												
Greater than four failures	0.080% Price credit												
Measurement Period	Monthly, throughout the duration of the contract												
Reporting	The Contractor shall provide a Monthly System Performance Report and an immediate report should any of the SLA's are not met.												

2. Service Level Agreement for Availability Management

HDIS Availability Management SLA	
Title	Description
Name	HDIS Availability Management: Production Environment
SLA	The HDIS must be available 99.00%, 24 hours a day, 7 days a week except scheduled downtime.
Measurement Process	The Contractor shall be responsible for meeting the HDIS Availability SLA. The HDIS Availability SLA shall be calculated as follows: • $(100 * \text{Data Element A}) / (\text{Data Element B})$ • Definitions: 1. Data Element A = (Month Minutes) – (Contractor-Scheduled Downtime Minutes) – (Downtime Minutes Not Attributable to the Contractor) – (Unscheduled Downtime Minutes Attributable to the Contractor) 2. Data Element B = (Month Minutes) – (Contractor-Scheduled Scheduled Downtime Minutes) – (Downtime Minutes Not Attributable to the Contractor) 3. Month Minutes: The number of minutes within the reporting period. 4. Contractor-Scheduled Downtime Minutes = The number of minutes of

Title	Description												
	Contractor-scheduled, State-approved downtime during the reporting period. All planned maintenance Downtime and requests for HDIS System Downtime shall be made to the State in advance and approved by the State. 5. Downtime Minutes Not Attributable to the Contractor = The number of minutes of downtime during the reporting period that is not attributable to or caused by the Contractor (e.g., State-directed downtime, interruption of services due to State connectivity issues, etc.)). 6. Unscheduled Downtime Minutes Attributable to the Contractor = The number of minutes of unscheduled, non-State-directed downtime as defined by the duration of all Priority Level 1 and Priority Level 2 incidents that are caused by the Contractor that impact the system during the reporting period.												
Liquidated Damages	The State will evaluate the Contractor's performance on a monthly basis. For each month in which the Contractor fails to meet the required SLA, the State may assess Liquidated Damages in the form of price credits. Price credits shall be applied as deductions against future invoice(s) until fully satisfied. For purposes of Liquidated Damages, the State shall count and assess failures on a monthly basis. At the beginning of each month, the Failure count resets. Cal ICH will calculate the Liquidated Damages amount by applying the percentage listed in the table below to the annual Maintenance and Operations (M&O) and Product Cost of the Contract. The annual amount is defined as the twelve (12)-month period beginning on the Contract Start Date and recurring in successive twelve (12)-month intervals thereafter. <table data-bbox="551 1433 1499 1889"> <tr> <th data-bbox="551 1433 937 1506">FAILURE TO MEET SLA</th><th data-bbox="937 1433 1499 1506">LIQUIDATED DAMAGES AMOUNT</th></tr> <tr> <td data-bbox="551 1506 937 1579">First Failure</td><td data-bbox="937 1506 1499 1579">Meeting to discuss, no LDs assessed</td></tr> <tr> <td data-bbox="551 1579 937 1654">Second Failure</td><td data-bbox="937 1579 1499 1654">0.020% Price credit</td></tr> <tr> <td data-bbox="551 1654 937 1729">Third Failure</td><td data-bbox="937 1654 1499 1729">0.040% Price credit</td></tr> <tr> <td data-bbox="551 1729 937 1804">Fourth Failure</td><td data-bbox="937 1729 1499 1804">0.060% Price credit</td></tr> <tr> <td data-bbox="551 1804 937 1880">Greater than four failures</td><td data-bbox="937 1804 1499 1880">0.080% Price credit</td></tr> </table>	FAILURE TO MEET SLA	LIQUIDATED DAMAGES AMOUNT	First Failure	Meeting to discuss, no LDs assessed	Second Failure	0.020% Price credit	Third Failure	0.040% Price credit	Fourth Failure	0.060% Price credit	Greater than four failures	0.080% Price credit
FAILURE TO MEET SLA	LIQUIDATED DAMAGES AMOUNT												
First Failure	Meeting to discuss, no LDs assessed												
Second Failure	0.020% Price credit												
Third Failure	0.040% Price credit												
Fourth Failure	0.060% Price credit												
Greater than four failures	0.080% Price credit												
Measurement Period	Monthly, throughout the duration of the contract.												

Title	Description
Reporting	Any Unscheduled Downtime Minutes Attributable to the Contractor must be reported to the State within thirty (30) minutes of occurrence and documented and explained in writing to the State within forty-eight (48) hours. The Contractor shall report all occurrences and duration of each such Downtime, on the fifth day of the calendar month for the prior calendar month.

3. Service Level Agreement for Security Incident Management

HDIS Security Incident Management: Notification Response Time SLA									
Title	Description								
Name	HDIS Security Incident Management: Notification Response Time								
SLA	Any breach of the HDIS shall be reported to Cal ICH immediately upon discovery.								
Measurement Processes	Measurements will be performed from the time the Contractor learned of the incident to when Cal ICH received written notification.								
Liquidated Damages	The State will evaluate the Contractor's performance on a monthly basis. For each month in which the Contractor fails to meet the required SLA, the State may assess Liquidated Damages in the form of price credits. Price credits shall be applied as deductions against future invoice(s) until fully satisfied. For purposes of Liquidated Damages, the State shall count and assess failures on a monthly basis. At the beginning of each month, the Failure count resets. Cal ICH will calculate the Liquidated Damages amount by applying the percentage listed in the table below to the annual Maintenance and Operations (M&O) and Product Cost of the Contract. The annual amount is defined as the twelve (12)-month period beginning on the Contract Start Date and recurring in successive twelve (12)-month intervals thereafter. <table border="1"> <thead> <tr> <th>FAILURE TO MEET SLA</th><th>LIQUIDATED DAMAGES AMOUNT</th></tr> </thead> <tbody> <tr> <td>First Failure</td><td>0.15% Price credit</td></tr> <tr> <td>Second Failure</td><td>0.25% Price credit</td></tr> <tr> <td>Third Failure</td><td>0.35% Price credit</td></tr> </tbody> </table>	FAILURE TO MEET SLA	LIQUIDATED DAMAGES AMOUNT	First Failure	0.15% Price credit	Second Failure	0.25% Price credit	Third Failure	0.35% Price credit
FAILURE TO MEET SLA	LIQUIDATED DAMAGES AMOUNT								
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Title	Description						
	<table> <tr> <th>FAILURE TO MEET SLA</th><th>LIQUIDATED DAMAGES AMOUNT</th></tr> <tr> <td>Fourth Failure</td><td>0.45% Price credit</td></tr> <tr> <td>Greater than four failures</td><td>0.50% Price credit</td></tr> </table>	FAILURE TO MEET SLA	LIQUIDATED DAMAGES AMOUNT	Fourth Failure	0.45% Price credit	Greater than four failures	0.50% Price credit
FAILURE TO MEET SLA	LIQUIDATED DAMAGES AMOUNT						
Fourth Failure	0.45% Price credit						
Greater than four failures	0.50% Price credit						
Measurement Period	Per Incident						
Reporting	Any breach of the HDIS shall be reported to Cal ICH immediately upon discovery. Within 24 hours of the discovery of the breach, Cal ICH shall be provided with details related to the breach, including the specific data accessed, whether the data was encrypted or unencrypted, whether it included personal identifying information (e.g. name, date of birth, social security number), and the approximate date range, to the greatest degree of confidence possible, that the breached data was accessed and all other required notice information contained in Civil Code section 1798.29(d).						

HDIS Security Incident Management: Resolution Response Time SLA

Title	Description						
Name	HDIS Security Incident Management: Resolution Response Time						
SLA	When determining the resolution timeframe criteria, it shall be defined by the most sensitive data included in the breach. <table> <tr> <th>CATEGORY</th><th>RESOLUTION TIMEFRAME CRITERIA</th></tr> <tr> <td>Data Breach Involving PII (Personal Identifying Information)</td><td>Not more than 1 hour from the discovery</td></tr> <tr> <td>Data Breach Involving All Other Data Types</td><td>Not more than 12 hours from the discovery</td></tr> </table>	CATEGORY	RESOLUTION TIMEFRAME CRITERIA	Data Breach Involving PII (Personal Identifying Information)	Not more than 1 hour from the discovery	Data Breach Involving All Other Data Types	Not more than 12 hours from the discovery
CATEGORY	RESOLUTION TIMEFRAME CRITERIA						
Data Breach Involving PII (Personal Identifying Information)	Not more than 1 hour from the discovery						
Data Breach Involving All Other Data Types	Not more than 12 hours from the discovery						
Measurement Processes	If the actual resolution response time is greater than the SLA for the resolution timeframe criteria, the SLA is not met.						
Liquidated Damages	The State will evaluate the Contractor's performance on a monthly basis. For each month in which the Contractor fails to meet the required SLA, the State						

Title	Description												
	may assess Liquidated Damages in the form of price credits. Price credits shall be applied as deductions against future invoice(s) until fully satisfied. For purposes of Liquidated Damages, the State shall count and assess failures on a monthly basis. At the beginning of each month, the Failure count resets. Cal ICH will calculate the Liquidated Damages amount by applying the percentage listed in the table below to the annual Maintenance and Operations (M&O) and Product Cost of the Contract. The annual amount is defined as the twelve (12)-month period beginning on the Contract Start Date and recurring in successive twelve (12)-month intervals thereafter. <table border="1" data-bbox="568 685 1479 1143"> <thead> <tr> <th>FAILURE TO MEET SLA</th><th>LIQUIDATED DAMAGES AMOUNT</th></tr> </thead> <tbody> <tr> <td>First Failure</td><td>0.40% Price credit</td></tr> <tr> <td>Second Failure</td><td>0.50% Price credit</td></tr> <tr> <td>Third Failure</td><td>0.60% Price credit</td></tr> <tr> <td>Fourth Failure</td><td>0.70% Price credit</td></tr> <tr> <td>Greater than four failures</td><td>0.80% Price credit</td></tr> </tbody> </table>	FAILURE TO MEET SLA	LIQUIDATED DAMAGES AMOUNT	First Failure	0.40% Price credit	Second Failure	0.50% Price credit	Third Failure	0.60% Price credit	Fourth Failure	0.70% Price credit	Greater than four failures	0.80% Price credit
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Third Failure	0.60% Price credit												
Fourth Failure	0.70% Price credit												
Greater than four failures	0.80% Price credit												
Measurement Period	Per Incident												
Reporting	Any breach of the HDIS shall be reported to Cal ICH immediately upon discovery. Updates to the mitigation of an ongoing incident shall require hourly updates to Cal ICH until the incident is resolved. Cal ICH requires the contractor to report any breach within 24 hours and to prepare a report that contains the required notice information in California Civil Code section 1798.29(d).												

4. Service Level Agreement for Incident Management

HDIS Incident Management SLA	
Title	Description
Name	HDIS Incident Management
Priority Definition	1. Priority 1 (Critical Impact-Service Unusable in Production) – business impact is critical, and no workaround is available. Examples of Priority 1 incidents include,

Title	Description
	but are not limited to, the following: the application or infrastructure is unusable in production, having a significant rate of user-facing errors. 2. Priority 2 (High Impact – Service Use Severely Impaired) – the infrastructure is degraded in production, having a noticeable rate of user-facing errors. A workaround to mitigate the critical business impact is available. 3. Priority 3 (Medium Impact – Service Use Partially Impaired) – the issue is limited in scope and/or severity. The issue has no user-visible impact. Business impact is low (i.e. inconvenience or minor business processes affected). 4. Priority 4 (Low Impact – Service Fully Usable) – little to no business or technical impact. Suitable for consultative tickets where in-depth analysis, troubleshooting or consultancy are preferred to more frequent communications.
SLA	1. Priority 1 incidents shall have an initial response time of one hour. The Contractor shall then continuously work on the resolution 24 hours a day, 7 days a week until complete resolution of the system issue or agreement from the Department to lower the priority to Priority 3 or 4. 2. Priority 2 incidents shall have an initial response time of four hours. The Contractor shall then continuously work during normal business hours(8:00 AM to 5:00 PM Pacific Standard Time) on resolution until complete resolution of the system issue or agreement from the Department to lower the priority to Priority 3 or 4. 3. Priority 3 incidents shall have an initial response time of 24 hours. The Contractor shall then work on the resolution during normal business hours until resolution. 4. Priority 4 incidents shall have an initial response time of 48 hours. The Contractor shall then work on the resolution during normal business hours until resolution. The Contractors' incident or ticketing system tool of record shall serve as the system of record for the purposes of enforcing the durations identified. Resolved = Incident remediation released to production and the incident has not re-occurred.
Measurement Process	If a production system incident resolution time is greater than the SLA for the incident priority, the SLA for that incident is not met.
Liquidated Damages	The State will evaluate the Contractor's performance on a monthly basis. For each month in which the Contractor fails to meet the required SLA, the State may assess Liquidated Damages in the form of price credits. Price credits shall be applied as deductions against future invoice(s) until fully satisfied.

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Greater than four failures	0.050% Price credit	0.025% Price credit	0.015% Price credit																						
Measurement Period	Per Priority 1, 2, 3, or 4 Incident throughout the duration of the contract																								
Reporting	The Contractor shall generate a monthly report from the Contractor's service management tool based on Incident Priority Level, Opened Date, Target and Actual Resolution Dates, Impact to Operations, Mitigation Steps, and Recovery Plan.																								

5. Service Level Agreement for Key Staff Replacement

This section defines the service level agreements for the Agreement. The table below summarizes service levels in the areas of key staff replacement.

Key Staff Replacement	
TITLE	DESCRIPTION
Name	Key Staff Replacement

TITLE	DESCRIPTION
SLA	Key staff must be replaced within the timeframe and the process in accordance with SECTION 17. KEY STAFF CHANGES .
Measurement Process	The start date of the measurement begins with the date the Contractor provided notification plus the number of days as defined in SECTION 17. KEY STAFF CHANGES . Key staff positions shall not be filled with state employees to fulfill the roles and responsibilities of the position in a temporary capacity and/or maintain responsibility for a Contractor's key staff position.
Liquidated Damages	For each State business day, over the number of days required to replace key staff, as defined in SECTION 17. KEY STAFF CHANGES . The State may assess liquidated damages in the amount of the key Staff hourly rate defined in the SECTION 1. COST WORKBOOK multiplied by eight (8) hours per business day until an approved key staff replacement starts.
Measured Period	Daily, for each key staff position that has not been filled within the number of days required.
Reporting	The State shall report delays to key staff fulfillment to the Contractor's Project Manager.

EXHIBIT F: SPECIAL TERMS AND CONDITIONS

Special Terms and Conditions

1. LICENSES AND PERMITS: The Contractor shall be an individual or firm licensed to do business in California and shall obtain at his/her expense all license(s) and permit(s) required by law for accomplishing any work required in connection with this Agreement. In the event the Contractor fails to keep in effect at all times all required license(s) and permit (s), the State may, in addition to other remedies it may have, terminate this Contract upon occurrence of such event.
2. Total Contract Price
 - A. Total Contract Price will be outlined in Exhibit C: Cost Workbook
 - B. Payment Schedule for Unanticipated Tasks through WOA
 - a. Each WOA spans no more than thirty (30) calendar days in length.
 - b. Payment can be attributed to all the specified work products and deliverables based upon what portion of the WOA is accepted by the State.
 - c. Invoicing and payment to the Contractor shall be based upon the State accepting the scope of each mutually defined and approved WOA.

EXHIBIT G: KEY STAFF REPLACEMENT

1. Key Staff Replacement

Contractor Name		Contractor Phone No.	Date
Agreement Number		Project Name	
Key Staff to Be Added	Key Staff Replaced	Proposed Effective Date	Key Staff Position
Reason for Substitution/Comments:			
• Proposed Key Staff Qualifications (Refer to Solicitation) • Proposed Key Staff Resume Attached			
State Acceptance		Contractor Acceptance	
By (Authorized Signature)		By (Authorized Signature)	
Printed Name of Person Signing		Printed Name of Person Signing	
Title		Title	

EXHIBIT H: TRANSITION IN PLAN

1. TRANSITION IN PLAN

Transition Period: July 2027 to Dec 2027 (To be Determined)

Primary Parties: Incoming Contractor, Outgoing Contractor, Cal ICH (State)

1. Purpose & Objectives

The purpose of this Transition In Plan is to ensure a seamless onboarding of the Incoming Contractor and transfer of operational ownership for all HDIS platforms, services, data management, and support functions from the Outgoing Contractor to the Incoming Contractor and Cal ICH staff.

Objectives

- Establish full operational readiness for HDIS and supporting platforms (Informatica IDMC & MDM, Snowflake, Tableau, Monitoring & Operations).
- Execute knowledge transfer with shadow → lead → own progression.
- Validate governance, security, compliance, and DR readiness.
- Maintain service continuity, meeting SLA commitments throughout the transition.
- Complete licensing transitions and vendor relationship handoffs with no interruption.

2. Scope

This plan covers Transition In for the following domains (aligned to Transition Out areas):

1. Project Management & Governance
2. HDIS Platform Management / Managed IT
3. Informatica IDMC (Intelligent Data Management Cloud)
4. Informatica MDM (on-prem)
5. Snowflake Data Platform
6. Tableau Cloud
7. Software Licensing
8. HDIS Data Management (quarterly refresh process)
9. Contract Initiation & Compliance Readiness
10. Cutover & Post-Transition Stabilization

3. Transition Period

- Transition period is July 2027 – December 2027, with Incoming Contractor shadowing Q1 load (July) and owning Q2 load (Aug–Oct 2027) per Transition Out plan.
- Outgoing Contractor continues support during transition per contractual terms and provides all documentation, runbooks, SOPs, and system configurations.
- Cal ICH approves entry/exit criteria and transition acceptance deliverables.

- Access provisioning (AD/Okta, RBAC in Snowflake/IDMC/MDM/Tableau) will be pre-authorized by Cal ICH.
- Licensing constraints (OEM-bound licenses such as Datto) may require replacement strategy coordinated with Cal ICH.

4. Governance & Roles

4.1 Key Roles

- Cal ICH (State): Sponsor, approvals, compliance oversight, environment owner.
- Incoming Contractor: Operational lead; implements configurations, processes, and support ownership.
- Outgoing Contractor: Knowledge transfer provider; continues service delivery during shadow phase; delivers all artifacts.

4.2 RACI (Summary)

Workstream	Responsible (R)	Accountable (A)	Consulted (C)	Informed (I)
Project Mgmt. & Governance	Incoming Contractor	Cal ICH	Outgoing Contractor	Stakeholders
Managed IT / HDIS Platform	Incoming Contractor	Cal ICH	Outgoing Contractor	Stakeholders
IDMC	Incoming Contractor	Cal ICH	Outgoing Contractor	Stakeholders
MDM (on-prem)	Incoming Contractor	Cal ICH	Outgoing Contractor	Stakeholders
Snowflake	Incoming Contractor	Cal ICH	Outgoing Contractor	Stakeholders
Tableau	Incoming Contractor	Cal ICH	Outgoing Contractor	Stakeholders
Licensing	Incoming Contractor	Cal ICH	Outgoing Contractor	Stakeholders
Data Management	Incoming Contractor	Cal ICH	Outgoing Contractor	Stakeholders
Compliance & Contract Initiation	Incoming Contractor	Cal ICH	Outgoing Contractor	Stakeholders
Cutover & Stabilization	Incoming Contractor	Cal ICH	Outgoing Contractor	Stakeholders

5. Timeline & Milestones (July–Dec 2027)

- July 2027: Kickoff, access provisioning, documentation validation; Incoming Contractor shadows

Q1 data load; governance cadence established.

- Aug–Oct 2027: IC leads Q2 data load; platform configuration, RBAC, monitoring, DR validation; licensing updates; dashboards QA/release.
- Nov 2027: Full run-through of all operational cycles, audit readiness, SLA validation, sign-offs on workstreams; cutover rehearsals.
- Dec 2027: Full cutover; Outgoing Contractor contract closeout complete; Incoming Contractor assumes 100% ownership with stabilization period and post-cutover support.

6. Entry & Exit Criteria

Entry Criteria

- Cal ICH-approved Transition In Plan and RACI.
- Incoming Contractor has baseline access to all systems (IDMC, MDM, Snowflake, Tableau, AD/Okta, Jira/GitHub/AWS).
- Outgoing Contractor delivers comprehensive documentation packages and runbooks.

Exit Criteria (per workstream)

- Incoming Contractor demonstrates independent execution of processes (loads, patching, monitoring, DR).
- All SOPs, configurations, and knowledge bases validated and stored in State repository.
- SLA reporting and alerting operational, with tested escalation paths.
- Cal ICH sign-off for each artifact set and final Transition In Report.

7. Communication Plan

- Cadence: Weekly Transition Stand-up; Bi-weekly Workstream Deep Dives; Monthly Steering Committee.
- Artifacts: Status report, risk log, decision log, action tracker, issues register, change log.
- Channels: Teams (meetings, chat), Jira (work items), SharePoint (documents), Email (formal notices).
- Escalation: Workstream lead → Incoming Contractor PM → Cal ICH Sponsor

8. Risk & Issue Management

- Key Risks: Access delays, license transfer constraints, data quality issues in Q2, DR gaps, RBAC misconfiguration.
- Mitigation: Early access checklist; vendor engagement plan; dual-run validation; DR tabletop and failover test; RBAC peer review.
- Tracking: Risk log with impact/probability, owner, mitigation, ETA; weekly review.

9. Quality & SLA Management

- SLA Metrics: Data load timeliness, ingestion success rate, incident response & resolution time,

dashboard availability/refresh SLAs, patch compliance.

- Quality Gates: Pre-load checks, post-load validations (record counts, referential integrity, null thresholds), QA → Prod promotion checklists, DR test evidence.
- Reporting: Monthly SLA dashboard; incident metrics; platform performance and cost optimization reports.

10. Detailed Workstreams & Activities

Note:

- Task numbers are aligned to the Transition Out Plan, with Transition In counterparts and acceptance criteria.
- Shadow/lead notes included where applicable.

10.1 Project Management & Governance

Task No.	Transition In Activity	Deliverable / Acceptance	Owner	Target Date
1	Conduct onboarding briefing; validate documentation, Transition In/Out timelines	Signed Documentation Validation Checklist	Incoming Contractor / Outgoing Contractor / Cal ICH	7/16/27
2	Configure Jira (projects, boards, workflows), import sprint/backlog; set roles	Jira Configuration Runbook + access matrix	Incoming Contractor	7/30/27
3	Establish meeting cadences & governance (Steering Committee, workstreams)	Published Calendar & Charter	Incoming Contractor / Cal ICH	7/30/27
4	Build an integrated project schedule with milestones/risks/dependencies	Baseline MSP/Smartsheet schedule approved	Incoming Contractor	7/30/27
5	Adopt M&O deliverables, assign future owners	M&O Ownership Map	Incoming Contractor	7/30/27
6	Catalog external support/ compliance efforts	Compliance Support Register	Incoming Contractor	7/30/27
7	Transition tracking & closeout (by workstream)	Signed Workstream Acceptance (IC/Cal ICH)	Incoming Contractor	7/1–11/30/27

10.2 HDIS Platform Management (Managed IT)

Task No.	Transition In Activity	Deliverable / Acceptance	Owner	Target Date
1	Import HDIS topology; verify environments & connectivity	Platform Topology Diagram verified	Incoming Contractor	7/30/27

Task No.	Transition In Activity	Deliverable / Acceptance	Owner	Target Date
2	Implement security tools & SOPs (Datto/SentinelOne/BlackPoint or replacements)	Security SOPs active; alerts tested	Incoming Contractor	7/30/27
3	Configure AD/Okta structure; access review	Access Governance Report	Incoming Contractor	7/30/27
4	Activate onboarding/offboarding workflow; verify access logs	Workflow documentation; handoff checklist; user access lists	Incoming Contractor	7/30/27
5	Validate DR runbook; schedule DR test; rollback verified	DR Test Evidence & Rollback Plan	Incoming Contractor	7/30/27
6	Implement patching cadence & compliance reporting	Patching Compliance Dashboard	Incoming Contractor	7/30/27
7	Stand-up monitoring & alert thresholds;	Monitoring Architecture & On-call Roster	Incoming Contractor	7/30/27
8	Assume Helpdesk; SLAs; CoC outreach process	Helpdesk SOP & SLA Matrix	Incoming Contractor	7/30/27
9	Adopt full M&O routines/runbooks; acceptance tests	M&O Sign-off	Incoming Contractor	7/30/27
10	Workstream closeout	Cal ICH Approval	Incoming Contractor	7/30/27

10.3 Informatica IDMC

Task No.	Transition In Activity	Deliverable / Acceptance	Owner	Target Date
1	Configure IDMC environments per handoff	IDMC Config Guide (Validated)	Incoming Contractor	7/30/27
2	Implement RBAC; access review & approvals	RBAC Matrix & Audit Trail	Incoming Contractor	7/30/27
3	Deploy file management scripts; unit tests	Script Inventory + Test Evidence	Incoming Contractor	8/13/27
4	Document/validate quarterly load task flows	Task Flow Docs + Timing Map	Incoming Contractor	8/13/27
5	Implement SPM task flows & control points	SPM Flow Diagrams	Incoming Contractor	8/13/27
6	Stand-up exception handling & alerting	Exception scenarios; remediation steps; alerting logic	Incoming Contractor	8/13/27
7	Configure service accounts; rotation policy	Service Account Register	Incoming Contractor	8/13/27
8	Adopt M&O dashboards; ticketing	M&O SOPs & Escalation Matrix	Incoming	8/13/27

Task No.	Transition In Activity	Deliverable / Acceptance	Owner	Target Date
	(Informatica Support)		Contractor	
9	Validate GitHub integration; branching; permissions	Source Control Standards	Incoming Contractor	8/13/27
10	Execute code migration process & approvals	Migration Checklist & Approvals	Incoming Contractor	8/13/27
11	Workstream closeout	Cal ICH Approval	Incoming Contractor	8/15/27

10.4 Informatica MDM (On-Prem)

Task No.	Transition In Activity	Deliverable / Acceptance	Owner	Target Date
1	Review & adopt MDM upgrade runbook; rollback tested	Upgrade SOP + Test Evidence	Incoming Contractor	7/30/27
2	Validate system configuration (env, params, data model)	Config Reference Guide	Incoming Contractor	7/30/27
3	Apply RBAC; provisioning & audit process	Role Matrix & Audit Logs	Incoming Contractor	8/13/27
4	Validate match/merge rules; trust scores; schedule	Match/Merge Documentation	Incoming Contractor	8/13/27
5	Build support playbook; triage & resolution matrix	Support Playbook	Incoming Contractor	8/13/27
6	Inventory service accounts & rotation	Account Inventory	Incoming Contractor	8/13/27
7	Establish quarterly refresh calendar & validation	Refresh Calendar & Validation SOP	Incoming Contractor	8/13/27
8	Adopt M&O routines, dashboards & escalation	M&O Sign-off	Incoming Contractor	8/13/27
9	Workstream closeout	Cal ICH Approval	Incoming Contractor	8/15/27

10.5 Snowflake Platform

Task No.	Transition In Activity	Deliverable / Acceptance	Owner	Target Date
1	Configure identity access (RBAC), MFA, groups	Access Strategy & MFA Evidence	Incoming Contractor	8/6/27
2	Enable monitoring & SLAs; alerts	Monitoring Dashboard + SLAs	Incoming Contractor	8/6/27

Task No.	Transition In Activity	Deliverable / Acceptance	Owner	Target Date
3	Validate environment architecture & metadata	Architecture & Metadata Map	Incoming Contractor	8/6/27
4	Service accounts inventory & credential mgmt.	Service Account Register	Incoming Contractor	8/6/27
5	Assume pipeline orchestration; SLA monitoring	Pipeline Docs & Orchestration SOP	Incoming Contractor	8/6/27
6	Implement data security (masking, encryption)	Security Policy Pack	Incoming Contractor	8/6/27
7	Prepare for 3rd-party audit; response playbook	Audit Readiness Checklist	Incoming Contractor	8/6/27
8	Cost & performance optimization policies	Cost Model & Tuning Reports	Incoming Contractor	8/6/27
9	Quarterly refresh calendar & reconciliation	Refresh & Reconciliation Checklist	Incoming Contractor	8/6/27
10	Adopt M&O runbooks & escalation	M&O Sign-off	Incoming Contractor	8/6/27
11	Workstream closeout	Cal ICH Approval	Incoming Contractor	8/10/27

10.6 Tableau Cloud

Task No.	Transition In Activity	Deliverable / Acceptance	Owner	Target Date
1	Provisioning & deactivation process; access governance	Provisioning SOP & Governance	Incoming Contractor	8/13/27
2	Catalog & validate HDIS Work Products	Dashboard Catalog	Incoming Contractor	8/13/27
3	Validate dashboard logic, calcs, filters, business rules	Logic Mapping Docs	Incoming Contractor	8/27/27
4	Permissions matrix & landing page experience	Permissions & UX Matrix	Incoming Contractor	8/13/27
5	Data source connections & refresh schedules	Connection Map + Schedules	Incoming Contractor	8/13/27
6	Maintenance calendar; DR/failover readiness	Maintenance & DR Checklist	Incoming Contractor	8/13/27
7	QA/validation playbook; sign-off checklist	QA Playbook & Checklist	Incoming Contractor	8/13/27
8	Support guide; resolution flows & escalation	Support Guide	Incoming	8/13/27

Task No.	Transition In Activity	Deliverable / Acceptance	Owner	Target Date
			Contractor	
10	Adopt M&O routines & runbooks	M&O Sign-off	Incoming Contractor	8/6/27
11	Workstream closeout	Cal ICH Approval	Incoming Contractor	8/30/27

10.7 Software Licensing Transition

Task No.	Transition In Activity	Deliverable / Acceptance	Owner	Target Date
1	Validate license inventory & terms	Master License Tracker (IC)	Incoming Contractor / Outgoing Contractor	9/3/27
2	Transition month-to-month licenses (AWS, Jira, GitHub)	Admin & Billing Transfer Evidence	Incoming Contractor	9/3/27
3	OEM-bound licenses replacement plan (Datto, etc.)	Replacement Strategy & 30-day Plan	Incoming Contractor / Cal ICH	9/3/27
4	Import security monitoring configurations	Security Config Summary	Incoming Contractor	9/3/27
5	Cal ICH approval of replacement path	Approved Decision Record	Cal ICH	9/3/27
6	Review annual expirations (Tableau, IDMC, Snowflake, Okta)	Renewal Timeline & Guidance	Incoming Contractor	9/3/27
7	Finalize transfer/renewal (WOA/continuation)	Legal & Financial Docs	Incoming Contractor / Cal ICH	9/3/27
8	Confirm discount impacts & budgeting	Cost Forecast	Incoming Contractor	9/3/27
9	Complete WOA/payment updates	Financial Transition Docs	Incoming Contractor	9/3/27
10	Document vendor contacts, renewals, support	Vendor Contact Handoffs	Incoming Contractor	9/3/27

10.8 HDIS Data Management (Quarterly Refresh)

Shadow Q1 (July). IC runs Q2 (Aug–Oct 2027).

Task No.	Transition In Activity	Deliverable / Acceptance	Owner	Target Window
1	CoC data upload SOP; communications; run Q2 intake	CoC Submission SOP + Comm Plan	Incoming Contractor (Outgoing Contractor shadows Q1)	Jul–Oct 2027
2	Snowflake data load (encryption,	Load Sequence Docs	Incoming Contractor	Jul–Oct

Task No.	Transition In Activity	Deliverable / Acceptance	Owner	Target Window
	movement, storage)	& Path Map		2027
3	File validation (structure, naming, pre-load checks)	File Validation Checklist	Incoming Contractor	Jul–Oct 2027
4	Post-load QA (counts, nulls, referential, QA→Prod)	QA Validation Evidence	Incoming Contractor	Jul–Oct 2027
5	Data refinement (business rules & transforms)	Transformation Logic Docs	Incoming Contractor	Jul–Oct 2027
6	Data mastering workflow (dedupe, entity resolution)	MDM Match/Trust Reports	Incoming Contractor	Jul–Oct 2027
7	Data warehouse load (order, dependencies, exceptions)	DW Load & Exception SOP	Incoming Contractor	Jul–Oct 2027
8	SPM load sequence & mappings	SPM Load Docs	Incoming Contractor	Jul–Oct 2027
9	Data lake refresh (ZCC schedule, versioning, retention)	DL Refresh & Retention SOP	Incoming Contractor	Jul–Oct 2027
10	Dashboard release cycle (QA/ Prod, publication)	Release Checklist & Sign-offs	Incoming Contractor	Jul–Oct 2027
12	Work product updates post-quarterly release	Work Products Release Pack	Incoming Contractor	Jul–Oct 2027
11	Troubleshooting guide for ingestion/transform/reporting	Troubleshooting Playbook	Incoming Contractor	Jul–Oct 2027
10b	Adopt M&O tasks & documentation	M&O Sign-off	Incoming Contractor	10/30/27
11b	Workstream closeout	Cal ICH Approval	Incoming Contractor	11/15/27

10.9 Contract Initiation & Compliance Readiness

Task No.	Transition In Activity	Deliverable / Acceptance	Owner	Target Date
1	Confirm roles & responsibilities (State vs Contractor)	Transition In RACI	Incoming Contractor / Cal ICH	7/9/27
2	Joint support coverage during transition	Support Calendar & Coverage Plan	Incoming Contractor / Outgoing Contractor	7/1–11/30/27
3	Execute training & OJT; populate knowledge repositories	Training Schedules & Repo Links	Incoming Contractor / Outgoing Contractor	7/1–11/30/27
5	Finalize design/config deliverables; sign-offs	Final Design Package	Incoming Contractor	7/1–11/30/27
6	Entry & exit criteria for Transition	Criteria Checklist	Incoming Contractor / Cal ICH	7/1–11/

Task No.	Transition In Activity	Deliverable / Acceptance	Owner	Target Date
	In	(Approved)		30/27
7	Supporting documentation for all transition tasks	SOPs, Guides, Diagrams centralized	Incoming Contractor	7/1–11/30/27
8	Data retention/destruction for superseded assets	Sanitization Certificates	Outgoing Contractor (w/ Incoming Contractor oversight)	7/1–11/30/27
9	Full cutover schedule & Transition In Report	Cutover Timeline + Final Report	Incoming Contractor	11/30/27
10	Tracking tools for status & issues	Live Status Board & Notifications	Incoming Contractor	7/1–11/30/27
11	Transition risk assessment	Risk Log & Mitigation Plan	Incoming Contractor	7/1–11/30/27
12	Post-transition support	Stabilization Plan (Dec 2027)	Incoming Contractor	12/1–12/31/27

11. Cutover Plan (High-Level)

1. Go/No-Go Readiness Review: Verify all workstream exit criteria met; confirm staffing and blackout windows.
2. Pre-Cutover Tasks: Freeze non-critical changes, backup configs, confirm DR availability.
3. Cutover Window: Transition ownership of runbooks, support queues, admin roles, vendor contacts, billing.
4. Validation: Run smoke tests (access, monitoring alerts, pipeline triggers, dashboard availability).
5. Contingency: Rollback steps per DR and change calendar; Outgoing Contractor standby support.
6. Sign-off: Cal ICH formal acceptance; publish Transition In Report.

12. Post-Transition Stabilization (Dec 2027)

- Hypercare: Incoming Contractor provides elevated support coverage and faster SLAs.
- Operational Reviews: Weekly health checks on ingestion success rate, incident trends, platform performance/costs.
- Continuous Improvement Backlog: Document improvement opportunities (automation, governance, cost optimization).
- Final Acceptance: Cal ICH signs off on stabilization completion.

13. Appendices

Appendix A – Detailed RACI (Task-Level)

Appendix B – Document Index

- System Architecture & Topology
- SOPs (M&O, DR, Patching, Helpdesk, Onboarding/Offboarding)
- Platform Configurations (IDMC, MDM, Snowflake, Tableau)
- Security Policies (RBAC, MFA, Masking, Encryption, ZCC)
- Runbooks (Loads, Exception Handling, Code Migration)
- QA & Validation Checklists (Pre-/Post-load, QA→Prod)
- Licensing Tracker & Vendor Contact Sheet
- Risk Log, Issue Register, Decision Log, Change Log
- Training Materials & Knowledge Base Links

14. Signatures

- **Cal ICH Representative:** Date: ____
- **Incoming Contractor (IC) Representative:** Date: ____
- **Outgoing Contractor (OC) Representative:** Date: ____

Appendix A – Detailed RACI (Task-Level)

Workstream / Task	Responsible (R)	Accountable (A)	Consulted (C)	Informed (I)
Project Mgmt – Transition briefing & docs	Outgoing Contractor	Cal ICH	Incoming Contractor	Stakeholders
Project Mgmt – Jira handoff	Outgoing Contractor	Cal ICH	Incoming Contractor	Stakeholders
HDIS Platform – Security software review	Outgoing Contractor	Cal ICH	Incoming Contractor	Stakeholders
HDIS Platform – DR process review	Outgoing Contractor	Cal ICH	Incoming Contractor	Stakeholders
IDMC – Config handoff	Outgoing Contractor	Cal ICH	Incoming Contractor	Stakeholders
IDMC – RBAC review	Outgoing Contractor	Cal ICH	Incoming Contractor	Stakeholders
MDM – Upgrade runbook handoff	Outgoing Contractor	Cal ICH	Incoming Contractor	Stakeholders
Snowflake – Identity & security handoff	Outgoing Contractor	Cal ICH	Incoming Contractor	Stakeholders
Tableau – Dashboard logic handoff	Outgoing Contractor	Cal ICH	Incoming Contractor	Stakeholders
Licensing – Inventory & transfer	Outgoing Contractor	Cal ICH	Incoming Contractor	Stakeholders
Data Mgmt – Quarterly refresh handoff	Outgoing Contractor	Cal ICH	Incoming Contractor	Stakeholders

Workstream / Task	Responsible (R)	Accountable (A)	Consulted (C)	Informed (I)
Contract Closeout – Risk assessment	Outgoing Contractor	Cal ICH	Incoming Contractor	Stakeholders

Appendix B – Document Index

- **System Architecture & Topology**
 - HDIS platform diagrams
 - Snowflake environment architecture
 - Tableau dashboard architecture
- **Configuration Guides**
 - IDMC environment setup
 - MDM configuration reference
 - RBAC matrices for all platforms
- **Runbooks & SOPs**
 - Data load sequences (Snowflake, IDMC, MDM)
 - Exception handling playbooks
 - DR procedures and rollback plans
 - Monitoring & alerting SOPs
- **Security Policies**
 - MFA and RBAC enforcement
 - Data masking and encryption standards
- **Operational Documentation**
 - M&O schedules and escalation paths
 - Helpdesk workflows and SLA matrices
- **Source Control**
 - GitHub repositories and branching strategy
- **Licensing**
 - Master license tracker
 - Vendor contact sheet
- **Compliance**
 - Audit readiness checklists
 - Risk logs and mitigation plans
- **Training Materials**
 - Knowledge transfer session decks
 - Recorded sessions

EXHIBIT I: TRANSITION OUT PLAN

1. TRANSITION OUT PLAN

Transition Period: Estimated to be 6 Months before Contract Expiration

Primary Parties: Outgoing Contractor, Incoming Contractor, Cal ICH (State)

1. Purpose & Objectives

The objective of the Transition Out Plan is to ensure a seamless transition from the Outgoing Contractor to the Incoming Contractor and Cal ICH staff, preserving continuity of operations, security, and compliance, and transferring knowledge and ownership across all platforms and processes.

Objectives

- Execute a structured handoff for HDIS platform, Managed IT, Informatica IDMC, Informatica MDM, Snowflake, Tableau, and Data Management.
- Provide complete documentation, SOPs, runbooks, and training.
- Maintain service levels and support during transition; meet all entry/exit criteria.
- Coordinate software licensing transitions and vendor relationships.
- Complete contract closeout with verifiable data destruction and final reports.

2. Scope

This plan covers Transition Out for the following domains (aligned to Transition In areas):

1. Project Management Transition & Oversight
2. HDIS Platform Management / Managed IT
3. Informatica IDMC (Intelligent Data Management Cloud)
4. Informatica MDM (on-prem)
5. Snowflake Data Platform
6. Tableau Cloud
7. HDIS Software Licensing
8. HDIS Data Management (quarterly refresh)
9. Contract Closeout & Transition Out Execution Plan

3. Transition Period

- Transition period starts July 2027 through December 2027 (To Be Determined), with Incoming Contractor shadowing Q1 load (July) and owning Q2 load (Aug–Oct 2027) per Transition Out plan.
- Outgoing Contractor continues support during transition per contractual terms and provides all documentation, runbooks, SOPs, and system configurations.
- Cal ICH approves entry/exit criteria and transition acceptance deliverables.
- Access provisioning (AD/Okta, RBAC in Snowflake/IDMC/MDM/Tableau) will be pre-authorized by

Cal ICH.

- Licensing constraints (OEM-bound licenses such as Datto) may require replacement strategy coordinated with Cal ICH.

4. Governance & Roles

4.1 Key Roles

- Cal ICH: Sponsor and owner; approvals, compliance oversight, coordination.
- Outgoing Contractor: Delivers knowledge transfer, documentation, and continuous support during transition; meets all handoff and exit criteria.
- Incoming Contractor: Shadows, receives knowledge transfer, and assumes ownership per schedule.

4.2 RACI (Summary)

Workstream	Responsible (R)	Accountable (A)	Consulted (C)	Informed (I)
Project Mgmt. Transition & Oversight	Outgoing Contractor	Cal ICH	Incoming Contractor	Stakeholders
HDIS Platform / Managed IT	Outgoing Contractor	Cal ICH	Incoming Contractor	Stakeholders
Informatica IDMC	Outgoing Contractor	Cal ICH	Incoming Contractor	Stakeholders
Informatica MDM (on-prem)	Outgoing Contractor	Cal ICH	Incoming Contractor	Stakeholders
Snowflake Data Platform	Outgoing Contractor	Cal ICH	Incoming Contractor	Stakeholders
Tableau Cloud	Outgoing Contractor	Cal ICH	Incoming Contractor	Stakeholders
Software Licensing	Outgoing Contractor	Cal ICH	Incoming Contractor	Stakeholders
HDIS Data Management	Outgoing Contractor	Cal ICH	Incoming Contractor	Stakeholders
Contract Closeout & Execution	Outgoing Contractor	Cal ICH	Incoming Contractor	Stakeholders

5. Timeline & Milestones (July–Dec 20XX)

- July 20XX: Transition briefing; access synchronization; documentation handoff; Incoming Contractor shadows Q1 data load.
- Aug–Oct 20XX: IC leads Q2 data load; OC continues handoffs for platforms (IDMC, MDM, Snowflake, Tableau); licensing transitions; M&O ownership mapping.

- Nov 20XX: Complete workstream sign-offs; finalize contract closeout deliverables; cutover scheduling and readiness.
- Dec 20XX: Post-Transition Support from Outgoing Contractor (Dec 1–31); finalize outstanding items; submit Transition Out Report.

6. Entry & Exit Criteria

Entry Criteria

- Transition Out Plan approved and published.
- Incoming Contractor/Cal ICH access provisioned (tools, platforms, repositories).
- Outgoing Contractor provides current documentation, SOPs, runbooks, configurations.

Exit Criteria (per workstream)

- All handoff deliverables completed and accepted (Cal ICH/Incoming Contractor sign-off).
- Knowledge transfer completed; Incoming Contractor demonstrates independent execution.
- SLA tracking, monitoring, and escalation paths implemented for Incoming Contractor.
- Transition Out Report submitted with unresolved items and recommendations.

7. Communication Plan

- Cadence: Weekly Transition Stand-up; Bi-weekly Workstream reviews; Monthly Steering Committee.
- Artifacts: Status reports, risk log, issues register, decision log, change log.
- Channels: Teams, Jira (work items), SharePoint (documents), Email (formal notices).
- Escalation: Workstream Leads → Outgoing Contractor PM → Cal ICH Sponsor.

8. Risk & Issue Management

- Key Risks: Access provisioning delays; RBAC misalignments; licensing transfers (OEM-bound); data quality issues; DR readiness.
- Mitigations: Early access checklist; RBAC review; vendor engagement for OEMs; dual-run validations; DR tabletop and rollback testing.
- Tracking: Risk log with impact/probability, mitigation owner, target dates; reviewed weekly.

9. Quality & SLA Management

- SLA Metrics: Data load timeliness, ingestion success rate, incident response & resolution time, dashboard availability/refresh SLAs, patch compliance.
- Quality Gates: Pre-load checks, post-load validations (record counts, referential integrity, null thresholds), QA → Prod promotion checklists, DR test evidence.
- Reporting: Monthly SLA dashboard; incident metrics; platform performance and cost optimization reports.

10. Detailed Workstreams & Activities

Notes:

- Task numbers are aligned to the Transition Out Plan, with Transition In counterparts and acceptance criteria.
- Shadow/lead notes included where applicable.

10.1 Project Management Transition & Oversight

Task No.	Task Description	Deliverable Outcome	Owner	Estimated Due Date *Based on the transition period (actual dates to be determined)
1	Transition briefing; review & handoff system documentation	Finalized documentation package with sign-off checklist; Transition In & Out timelines	Outgoing Contractor	7/30/XX
2	Handoff Jira configuration/ workflows & Release Mgmt.	Jira board handoff; user roles; process mapping; export sprint boards & backlog	Outgoing Contractor	7/30/XX
3	Review ongoing meeting cadences	Calendar of recurring meetings with clear ownership	Outgoing Contractor	7/30/XX
4	Validate & hand off project schedule	Updated project timeline with milestones, dependencies, risks	Outgoing Contractor	7/30/XX
5	Review M&O deliverables including all documentation	Checklist of M&O tasks with status and future owners	Outgoing Contractor	7/30/XX
6	Identify and document external support efforts	Summary of compliance/ support initiatives	Outgoing Contractor	7/30/XX
7	Task closeout & sign-offs	Continued support; deliverables exit criteria met; Sign-off (Cal ICH, IC, OC)	Outgoing Contractor	7/1/XX–11/30/XX
—	Data Load (shadow then assume)	IC shadows one data load; next load executed by IC (full responsibility)	OC (IC shadows)	July → Aug–Oct 20XX

10.2 HDIS Platform Management / Managed IT

Task No.	Task Description	Deliverable Outcome	Owner	Estimated Due Date *Based on the transition period (actual dates to be determined)
1	Handoff HDIS Platform components	Documented overview of systems, environments, topology	Outgoing Contractor	7/30/XX
2	Review & document security software	Security tools inventory, configurations, SOPs	Outgoing Contractor	7/30/XX
3	Review Active Directory structure & policies	AD hierarchy, access control summary	Outgoing Contractor	7/30/XX
4	Handoff user onboarding/offboarding processes	Workflow documentation; handoff checklist; user access lists	Outgoing Contractor	7/30/XX
5	Review DR processes	DR playbook; testing status; escalation matrix & schedule; rollback plan	Outgoing Contractor	7/30/XX
6	Handoff server patching policies	Patch cadence; tooling; compliance tracking report	Outgoing Contractor	7/30/XX
7	Review monitoring & alerting software	Monitoring architecture; alert thresholds; schedules	Outgoing Contractor	7/30/XX
8	Handoff helpdesk functions	Ticketing platforms; SLAs; escalation paths; CoC support and outreach	Outgoing Contractor	7/30/XX
9	Review M&O activities & documentation	M&O schedule; SOPs; performance logs; owners; troubleshooting/acceptance tests	Outgoing Contractor	7/30/XX
10	Task closeout & sign-off	Sign-off (Cal ICH, Incoming Contractor, Outgoing Contractor)	Outgoing Contractor	7/30/XX

10.3 Informatica IDMC (Enablement & Knowledge Transfer)

Task No.	Task Description	Deliverable Outcome	Owner	Estimated Due Date *Based on the transition period (actual dates to be determined)
1	Handoff IDMC configuration	Configuration guide outlining environment setup	Outgoing Contractor	7/30/XX
2	Review RBAC	Access matrix with roles, privileges, approval process	Outgoing Contractor	7/30/XX
3	Handoff file management scripts	Script inventory and functional documentation	Outgoing Contractor	8/13/XX
4	Review quarterly load task flows	Documented task flows with timing and input/output mapping	Outgoing Contractor	8/13/XX
5	Handoff SPM load task flows	SPM-specific flow diagrams and control points	Outgoing Contractor	8/13/XX
6	Handoff exception handling	Exception scenarios; remediation steps; alerting logic	Outgoing Contractor	8/13/XX
7	Review service account configurations	List of accounts, roles, rotation policy	Outgoing Contractor	8/13/XX
8	Handoff M&O activities	SOPs; troubleshooting (Informatica support ticket); monitoring dashboards; escalation matrix	Outgoing Contractor	8/13/XX
9	Review source control & GitHub integration	Repos; branching strategy; permissions	Outgoing Contractor	8/13/XX
10	Handoff code migration process	Migration workflow; checklist; approvals	Outgoing Contractor	8/13/XX
11	Task closeout & sign-off	Sign-off (Cal ICH, Incoming Contractor, Outgoing Contractor)	Outgoing Contractor	8/15/XX

10.4 Informatica MDM (Operational Knowledge Transfer & Readiness)

Task No.	Task Description	Deliverable Outcome	Owner	Estimated Due Date *Based on the transition period (actual dates to be determined)
1	Handoff MDM upgrade runbook	Reviewed/updated upgrade SOP with dependencies and rollback plan	Outgoing Contractor	7/30/XX
2	Document MDM configuration	Configuration reference guide (env setup, parameters, data model)	Outgoing Contractor	7/30/XX
3	Review RBAC	Role matrix with permissions, provisioning, audit process	Outgoing Contractor	8/13/XX
4	Handoff match & merge rules	Rules documentation; trust scores; validation schedule; examples	Outgoing Contractor	8/13/XX
5	Review common support requests	Support playbook with examples; triage steps; resolution matrix	Outgoing Contractor	8/13/XX
6	Document service account usage	Inventory of accounts; purpose; credential rotation policies	Outgoing Contractor	8/13/XX
7	Handoff quarterly refresh tasks	Calendar of refresh cycles; procedures; data validation steps	Outgoing Contractor	8/13/XX
8	Review M&O tasks & documentation	Routines; issue resolution; escalation; operational dashboards	Outgoing Contractor	8/13/XX
9	Task closeout & sign-off	Sign-off (Cal ICH, Incoming Contractor, Outgoing Contractor)	Outgoing Contractor	8/15/XX

10.5 Snowflake Platform (Operational Readiness & Knowledge Transfer)

Task No.	Task Description	Deliverable Outcome	Owner	Estimated Due Date *Based on the transition period (actual dates to be determined)
1	Handoff identity access & security	Documented roles; RBAC; MFA policies; user/group access	Outgoing Contractor	8/6/XX

Task No.	Task Description	Deliverable Outcome	Owner	Estimated Due Date *Based on the transition period (actual dates to be determined)
		strategy		
2	Review platform monitoring processes	Monitoring dashboard overview; alerting rules; operational SLAs	Outgoing Contractor	8/6/XX
3	Handoff environment & architecture	Architecture diagram; environment deployment strategy; metadata map	Outgoing Contractor	8/6/XX
4	Review service accounts	Inventory with descriptions; credential management	Outgoing Contractor	8/6/XX
5	Handoff data ingestion/ pipeline mgmt.	Pipeline docs; orchestration logic; SLA monitoring	Outgoing Contractor	8/6/XX
6	Handoff data security configurations	Data masking policies; encryption settings; zero-copy clone strategy	Outgoing Contractor	8/6/XX
7	Review 3rd party audit processes	Audit reports; compliance checklist; response playbook	Outgoing Contractor	8/6/XX
8	Handoff cost & performance optimization	Cost model; warehouse scaling; performance tuning reports	Outgoing Contractor	8/6/XX
9	Review quarterly refresh cycles	Refresh calendar; workflows; reconciliation checklist	Outgoing Contractor	8/6/XX
10	Handoff M&O tasks & documentation	Operational routines; troubleshooting; runbooks; escalation workflows	Outgoing Contractor	8/6/XX
11	Task closeout & sign-off	Sign-off (Cal ICH, Incoming Contractor, Outgoing Contractor)	Outgoing Contractor	8/10/XX

10.6 Tableau Platform (Knowledge Transfer & Operational Oversight)

Task No.	Task Description	Deliverable Outcome	Owner	Estimated Due Date *Based on the transition period (actual dates to be determined)
1	Handoff user onboarding/ terminations	Documented process for provisioning, deactivation, access governance	Outgoing Contractor	8/13/XX
2	Review existing work products (Table 1.0)	Catalog of CoC, public, departmental dashboards; settings & dependencies	Outgoing Contractor	8/13/XX
3	Handoff dashboard logic & calculations	Documentation of calculated fields, filters, business logic mappings	Outgoing Contractor	8/27/XX
4	Review role-based permissions & landing page	Permissions matrix and landing experience by role	Outgoing Contractor	8/13/XX
5	Handoff data source connections	Data connection map & relationship schema; refresh schedules	Outgoing Contractor	8/13/XX
6	Review maintenance & failover activities	Platform maintenance calendar; DR/failover readiness checklist	Outgoing Contractor	8/13/XX
7	Handoff validation & QA tasks	Dashboard validation playbook; sign-off checklist for updates	Outgoing Contractor	8/13/XX
8	Review typical support requests	Support guide with common issues; resolution flows; escalation paths	Outgoing Contractor	8/13/XX
10	Handoff M&O tasks & documentation	Operational routines; troubleshooting; runbooks; escalation workflows	Outgoing Contractor	8/6/XX
11	Task closeout & sign-off	Sign-off (Cal ICH, Incoming Contractor, Outgoing Contractor)	Outgoing Contractor	8/30/XX

10.7 HDIS Software Licensing Transition

Task No.	Task Description	Deliverable Outcome	Owner	Estimated Due Date *Based on the transition period (actual dates to be determined)
1	Inventory all active licenses & terms	Master software license tracker (type, renewal, cost, etc.)	Outgoing Contractor	9/3/XX
2	Transition month-to-month licenses (AWS, Jira, GitHub)	Admin change confirmation; payment method update	Outgoing Contractor	9/3/XX
3	Notify new vendor of OEM-bound licenses (Datto, etc.)	License replacement plan; 30-day transition schedule	Outgoing Contractor	9/3/XX
4	Handoff security monitoring configurations	Configuration summary for Datto RMM, SentinelOne, BlackPoint	Outgoing Contractor	9/3/XX
5	Coordinate with Cal ICH on replacement strategy	Cal ICH-approved replacement path for non-transferable OEM licenses	Outgoing Contractor	9/3/XX
6	Review annual contract expirations	Timeline/renewal guidance for Tableau, Informatica, Snowflake, Okta	Outgoing Contractor	9/3/XX
7	Discuss transfer/renewal strategies with new vendor	Decision log: transfer, WOA process, or continuation with Plante	Outgoing Contractor	9/3/XX
8	Confirm discount implications & budgeting	Licensing cost forecast with/without Plante partner-tier discount	Outgoing Contractor	9/3/XX
9	Finalize legal/financial arrangements (WOA, payments)	Documentation of financial transitions and authorizations	Outgoing Contractor	9/3/XX
10	Document knowledge transfer & contacts per license	Handoff document with vendor contacts, renewal dates, support paths	Outgoing Contractor	9/3/XX

10.8 HDIS Data Management (Quarterly Refresh Process)

Task No.	Task Description	Deliverable Outcome	Owner	Estimated Due Date / Window *Based on the transition period (actual dates to be determined)
1	Handoff data upload from CoCs (Q1 in process; Q2 Aug)	SOP for CoC data submission; file expectations; communication protocols	Outgoing Contractor with Incoming Contractor to shadow	Shadow Q1 (July); Incoming Contractor runs Q2 Aug–Oct
2	Handoff Snowflake data load process	Documentation of load sequence; encryption; file movement; storage paths	Outgoing Contractor with Incoming Contractor to shadow	Shadow Q1 (July); Incoming Contractor runs Q2 Aug–Oct
3	Review file validation processes	Checklist for file structure validation; naming conventions; pre-load checks; errors & warnings	Outgoing Contractor with Incoming Contractor to shadow	Shadow Q1 (July); Incoming Contractor runs Q2 Aug–Oct
4	Review data validation processes	Post-load QA (record counts, null checks, referential tests); QA→Prod promotion	Outgoing Contractor with Incoming Contractor to shadow	Shadow Q1 (July); Incoming Contractor runs Q2 Aug–Oct
5	Handoff data refinement activities	Logic for business rule application and transformations	Outgoing Contractor with Incoming Contractor to shadow	Shadow Q1 (July); Incoming Contractor runs Q2 Aug–Oct
6	Review data mastering workflow	Summary of MDM matching logic (dedup, entity resolution); trust scores	Outgoing Contractor with Incoming Contractor to shadow	Shadow Q1 (July); Incoming Contractor runs Q2 Aug–Oct
7	Handoff data warehouse load	Load order; dependencies; reconciliation; exception handling	Outgoing Contractor with Incoming Contractor to shadow	Shadow Q1 (July); Incoming Contractor runs Q2 Aug–Oct
8	Handoff SPM load sequence	SPM-specific data mappings and load steps	Outgoing Contractor with Incoming Contractor to shadow	Shadow Q1 (July); Incoming Contractor runs Q2 Aug–Oct

Task No.	Task Description	Deliverable Outcome	Owner	Estimated Due Date / Window *Based on the transition period (actual dates to be determined)
9	Handoff data lake refresh	Zero-copy cloning schedule; versioning policies; retention guidelines	Outgoing Contractor with Incoming Contractor to shadow	Shadow Q1 (July); Incoming Contractor runs Q2 Aug–Oct
10	Handoff dashboard release cycle	Release checklist for Tableau dashboards; QA/Prod; validation; publication	Outgoing Contractor with Incoming Contractor to shadow	Shadow Q1 (July); Incoming Contractor runs Q2 Aug–Oct
11	Handoff work product updates post release	Release checklist for work products; validation; publication	Outgoing Contractor with Incoming Contractor to shadow	Shadow Q1 (July); Incoming Contractor runs Q2 Aug–Oct
12	Review typical troubleshooting process	Troubleshooting guide for common ingestion, transformation, reporting issues	Outgoing Contractor with Incoming Contractor to shadow	Shadow Q1 (July); Incoming Contractor runs Q2 Aug–Oct
13	Handoff M&O tasks & documentation	Operational routines; troubleshooting; runbooks; escalation workflows	Outgoing Contractor with Incoming Contractor to shadow	10/30/XX
14	Task closeout & sign-off	Sign-off (Cal ICH, Incoming Contractor, Outgoing Contractor)	Outgoing Contractor with Incoming Contractor to shadow	—

10.9 Contract Closeout & Transition Out Execution Plan

Task No.	Task Description	Deliverable Outcome	Owner	Estimated Due Date *Based on the transition period (actual dates to be determined)
1	Define roles & responsibilities of State and Contractor	RACI matrix across all Transition Out workstreams	Outgoing Contractor	7/9/XX
2	Continue support of operations during transition	Joint support calendar; coverage plan; transition tracking sheet	Outgoing Contractor	7/1/XX–11/30/XX
3	Execute knowledge transfer activities	Formal training schedules; OJT plans; knowledge repositories	Outgoing Contractor	7/1/XX–11/30/XX
5	Finalize/hand off design/config deliverables	Final system design package; configuration settings; sign-off logs	Outgoing Contractor	7/1/XX–11/30/XX
6	Establish entry & exit criteria for Transition Out	Entry/exit criteria checklist aligned to measurable deliverables	Outgoing Contractor	7/1/XX–11/30/XX
7	Develop supporting documentation for all transition tasks	User guides; SOPs; process diagrams; system admin notes	Outgoing Contractor	7/1/XX–11/30/XX
8	Execute contract closeout & data destruction	Data sanitization certificates; disposal practices	Outgoing Contractor	7/1/XX–11/30/XX
9	Develop Transition Out Full Cutover schedule	Detailed timeline; tasks, owners, dependencies, tools, communications; Transition Out Report (exit criteria met; unresolved issues; recommendations)	Outgoing Contractor	7/1/XX–11/30/XX
10	Implement tracking tools for status & issues	Live updates platform; escalation pathways; stakeholder notifications	Outgoing Contractor	7/1/XX–11/30/XX
11	Conduct Transition Out Risk Assessment	Risk log; impact/probability matrix; mitigation steps; escalation protocols	Outgoing Contractor	7/1/XX–11/30/XX
12	Post Transition Support	Post-transition support coverage	Outgoing Contractor	12/1/20XX – 12/31/20XX

11. Cutover Plan (High-Level)

1. Readiness Review (Go/No-Go): Confirm handoffs complete; access validated; DR readiness; support coverage.
2. Pre-Cutover: Freeze non-critical changes; back up configs; confirm escalation/on-call.
3. Cutover Window: Transfer admin roles; support queues; vendor contacts; billing; runbooks.
4. Validation: Smoke tests (access, monitoring alerts, pipeline triggers, dashboards).
5. Contingency: Rollback steps per DR; OC on standby.
6. Acceptance: Cal ICH formal sign-off; Transition Out Report delivered.

12. Post-Transition Support (Dec 1–31, 2027)

- OC provides hyper care coverage, prioritized resolution SLAs.
- Weekly operational health checks: ingestion, incidents, platform performance.
- Outstanding issue remediation tracked to closure.
- Hand off final reports and confirm closure.

13. Appendices

- Appendix A: Detailed RACI (task-level).
- Appendix B: Document Index (architecture, SOPs, runbooks, policies, configs).
- Appendix C: KPI/SLA Definitions (availability, response/resolution, data refresh timeliness, QA thresholds, DR test evidence).

14. Signatures

- **Cal ICH Representative:** Date: ____
- **Incoming Contractor Representative:** __ Date: ____
- **Outgoing Contractor Representative:** __ Date: ____

Appendix A – Detailed RACI (Task-Level)

Workstream / Task	Responsible (R)	Accountable (A)	Consulted (C)	Informed (I)
Project Mgmt. – Transition briefing & docs	Outgoing Contractor	Cal ICH	Incoming Contractor	Stakeholders
Project Mgmt. – Jira handoff	Outgoing Contractor	Cal ICH	Incoming Contractor	Stakeholders
HDIS Platform – Security software review	Outgoing Contractor	Cal ICH	Incoming Contractor	Stakeholders
HDIS Platform – DR process review	Outgoing Contractor	Cal ICH	Incoming Contractor	Stakeholders
IDMC – Config handoff	Outgoing Contractor	Cal ICH	Incoming Contractor	Stakeholders
IDMC – RBAC review	Outgoing	Cal ICH	Incoming	Stakeholders

Workstream / Task	Responsible (R)	Accountable (A)	Consulted (C)	Informed (I)
	Contractor		Contractor	
MDM – Upgrade runbook handoff	Outgoing Contractor	Cal ICH	Incoming Contractor	Stakeholders
Snowflake – Identity & security handoff	Outgoing Contractor	Cal ICH	Incoming Contractor	Stakeholders
Tableau – Dashboard logic handoff	Outgoing Contractor	Cal ICH	Incoming Contractor	Stakeholders
Licensing – Inventory & transfer	Outgoing Contractor	Cal ICH	Incoming Contractor	Stakeholders
Data Mgmt. – Quarterly refresh handoff	Outgoing Contractor	Cal ICH	Incoming Contractor	Stakeholders
Contract Closeout – Risk assessment	Outgoing Contractor	Cal ICH	Incoming Contractor	Stakeholders

Appendix B – Document Index

- **System Architecture & Topology**
 - HDIS platform diagrams
 - Snowflake environment architecture
 - Tableau dashboard architecture
- **Configuration Guides**
 - IDMC environment setup
 - MDM configuration reference
 - RBAC matrices for all platforms
- **Runbooks & SOPs**
 - Data load sequences (Snowflake, IDMC, MDM)
 - Exception handling playbooks
 - DR procedures and rollback plans
 - Monitoring & alerting SOPs
- **Security Policies**
 - MFA and RBAC enforcement
 - Data masking and encryption standards
- **Operational Documentation**
 - M&O schedules and escalation paths
 - Helpdesk workflows and SLA matrices
- **Source Control**

- GitHub repositories and branching strategy

- **Licensing**

- Master license tracker
- Vendor contact sheet

- **Compliance**

- Audit readiness checklists
- Risk logs and mitigation plans

- **Training Materials**

- Knowledge transfer session decks
- OJT plans and recorded sessions