


# Cloud Migration Acquisition Journey

Agency X is moving from a legacy mainframe infrastructure to the cloud. They will need “Cloud Migration Support Services” for the migration. Agency X has **agency buy-in**, a **healthy relationship with the business office** and an **annual budget of ~ \$3M**

## Defining Requirements




**Contracting Officer**  
Lead for the acquisition and sole person to bind the government in contract  
*“My goal is to guide the acquisition process smoothly from inception to award.”*

Confirm that funding is secured

Work with Tech Lead & Business Owner to understand and document requirements

Review the draft SOO/PWS




**Tech Lead**  
Main point of contact for all technical matters  
*“I want this contract to be awarded to the most capable vendor and meet all of our technical requirements.”*

Help define scope of the buy, such as volume of data and availability requirements

Identify system and security constraints

Determine appropriate technical environment



**Business Owner**  
Establishes and carries the long-term program vision  
*“I need this contract to get our systems to the place where they need to be.”*

Identify the problem that the acquisition is trying to solve


Get leadership buy-in for an acquisition

Identify budget, organizational, and prioritization constraints

Secure funding

Write a draft SOO/PWS with input from Tech Lead

Create Independent Government Cost Estimate (IGCE)




**Pain Points**  
Common problems and challenges

Difficulty getting leadership on board

Attachment to the incumbent vendor gets in the way of a competitive process centered on the problem the acquisition is addressing

Justifying budget

CO doesn't receive clear or accurate requirements



**Resources**  
Examples and templates

CoE Cloud Adoption Playbook

Performance Work Statement (PWS)

Independent Government Cost Estimate (IGCE)

## Market Research

Share draft SOO with industry

Incorporate feedback from industry

Post RFIs to introduce need and further define scope

Host Industry Day events

Use tech expertise to survey marketplace

Review RFI findings or other Market Research efforts to identify sources

May hold 1:1 meetings with industry

Review Market Research findings to confirm they are meeting the government's need

Share marketplace expertise with CO

May hold 1:1 meetings with industry

Not enough time to do thorough research

Don't know who to engage with from industry

Customer agency feels locked in to incumbent vendor

Government doesn't engage with industry at all

Characteristics of Ideal Vendor

RFI Synopsis

## Solicitation

Incorporate innovative methods like transparent budget ranges and modular contracting

Build the acquisition package with RFQ, SOO, clauses and provisions

Coordinate legal/policy review of the solicitation

Post solicitation in appropriate channel (eBuy, GitHub, etc.) to sources identified in Market Research phase

Use market research and knowledge to help build acquisition package

Review solicitation to ensure tech requirements are clear and accurate

Use market research and knowledge to help build acquisition package

Review solicitation to ensure requirements accurately reflect the government's need

Solicitation lacks clear technical requirements due to lack of internal tech expertise

Insufficient collaboration leads to a solicitation that doesn't meet customer needs or comply with existing systems

Solicitation wasn't shared with ideal vendors

Internal review process is cumbersome and may delay acquisition

Finding an oversight in the solicitation could lead to a retraction

Request For Quotation (RFQ)

Vendor Price Sheet

Quality Assurance Surveillance Plan (QASP)

## Evaluation

Prepare instructions/ documents for the evaluation team

Review & consolidate technical evaluations

Conduct price analysis

Draft award decision memo that summarizes technical and price analysis

Serve on the technical evaluation team

Evaluate bids in accordance with RFQ (emphasis on tech capability)

Assess internal organizational capacity to manage migration

Acquire additional staff if needed

Serve on the technical evaluation team

Evaluate bids in accordance with RFQ

Document evaluation thoroughly and clearly

Hard to find vendors who specialize in less common platforms

Evaluations take a lot of time that tech leads / business owners don't have

Internal resistance comes to a head as change is imminent

May feel rushed to make an award due to deadlines

FAI Periodic Table cards

## Award!

Coordinate pre-award legal/policy review

Prepare contract file

Send award notification to awardee

Host Kick-off meeting for stakeholders to review requirements and plan next steps

Document evaluation thoroughly and clearly

Start to prepare for migration

Communicate plan to internal team and vendor

Communicate plan to leadership and stakeholders

Significant time delay between evaluation and award

Budget or staffing has changed since Evaluation stage

Acquisition systems are unreliable and difficult to use

Internal review process is cumbersome and may delay acquisition