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**CalSAWS M&O RFP #01-2022  
VOLUME 1A – INFRASTRUCTURE BUSINESS BAFO**

**Approach to Imaging Services**

August 29, 2023

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## Overall plan to deliver Imaging Services

Kyndryl’s Imaging solution for CalSAWS is centered on a product called ImageTrust. Kyndryl partners with ECM Today to implement and support the ImageTrust product with clients who have similar scale and data requirements as CalSAWS.

### 5.2.4.1.1 ImageTrust Overview

The ImageTrust product is a modern, browser-based, web-capture imaging and migration capability that continues to grow and mature as technology advances. The product has AI capabilities built in and delivers increased accuracy and trusted content to clients through its robust integrations and process automation functionality. ImageTrust is a browser-based thin-client application that has no comprehensive system to install which greatly simplifies the process and lead time required to stand up a production-ready environment. Another advantage of the browser-based model is that software does not have to be installed on a user’s PC users and jobs can be centrally managed.

Some of Image Trust’s existing state agency customers are Pennsylvania Department of Health Services (DHS), Michigan DHS, Florida DHS, Indiana DHS, Wisconsin DHS and New Jersey DHS. In California, San Diego County and Tulare County are currently using the ImageTrust solution in their Health Services departments to capture documents. San Diego County has been using the ImageTrust solution for more than 5 years and are currently in the process of standardizing on the ImageTrust document capture solution across all programs within the Health Services department.

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Figure 1: Kyndryl’s Communication Cadence

ImageTrust makes indexing easy. Indexing is essential for classifying documents and assigning index data to support established taxonomies. The metadata created by indexing is part of each Index Field definition. When documents are exported with their metadata to permanent storage, field definitions will match the fields that are defined in the permanent storage, thus allowing users to easily search and retrieve relevant documents.

ImageTrust supports data extraction and indexing through:

* Manual Entry
* Bar Code Reading
* Database Lookups
* Zonal, Free form and AI Based Extraction
* Rubber band OCR

ImageTrust employs real time redaction to protect an enterprise against the inadvertent and unintentional release of confidential information. ImageTrust real time redaction gives organizations a powerful way to easily redact information from a variety of document types, whether structured, semi-structured, or unstructured. This automated redaction solution gives an organization a way to safely distribute content while granting permissions to see un-redacted content to specific qualified users.

ImageTrust supports data redaction through:

* Keyword Search
* Pre-defined Pattern Search
* Rubber band Redaction
* Leveraging Natural Language Processing to automatically redact PII based on content type

### 5.2.4.1.2 ECM Today Overview

ECM Today brings over 30 years of experience implementing Imaging and Electronic Content Management systems for companies, healthcare providers, and government agencies throughout the US. ECM Today are Kyndryl’s trusted experts with the ImageTrust product and bring in-depth imaging expertise to Kyndryl’s solution. ECM Today has implemented Imagining solutions for organizations with hundreds of users in multiple locations processing thousands of documents daily. Some example clients are New York State Housing and Community Renewal, NYC Metropolitan Transit Authority, and County governments in New York, New Jersey, and Texas. ECM Today’s staff consists of Certified Document Imaging Architects, System Engineers, Document Imaging Programmers, Content Management Specialists, as well as scanning, image processing, and warehousing personnel. ECM Today’s expert resources provide user-centered imaging analysis, project management, operational support, user training, and ongoing maintenance and support of the product implementation.

Kyndryl has selected ECM Today and ImageTrust for CalSAWS as they have demonstrated the capability to be flexible, nimble and adapt to changes in local legislation, program/policy, and emerging technologies.

## Approach from Transition-In to Maintaining

We will begin by conducting a thorough assessment of CalSAWS’ imaging needs, objectives, performance, and existing solutions during the Transition In phase. Our goal is to identify key pain points, challenges, and opportunities for improvement with Kyndryl’s solution. To do this we will engage the CalSAWS key Imaging stakeholders, including management, IT, operations, existing vendor, and all other relevant departments. Understanding their requirements, concerns, and expectations regarding the imaging services transition is key to our planning and success.

We separate the Imaging Transition-In process into two phases. The first consists of Analysis, Requirements, and Design with each County and the second consists of implementation which is considered completed with a production release. Given each county may have its own unique requirements we will execute each county as its own workstream so that results can be achieved iteratively, and we do not create dependency between end clients. Once a design is complete for a given county the ECM today team will begin development. We expect most of the development will be completed within the Transition In phase but will need to conduct analysis to confirm exact durations for each county.

Assessment, Design, and implementation work is led by two key resources, the Operations Project Manager (OPM) and the Technology project manager (TPM). The OPM is assigned to CalSAWS and will stay with the project from the first kickoff meeting throughout day 2 operations, leading the operational support team. Bringing the OPM into the development project ensures the operators perspective is built into the solution and there is no need for turnovers to a second support team later. The TPM on the other hand works with many clients and their expertise is centered around building and implementing. They lead the technical team that stands the solutions up and bring knowledge from dozens of prior implementations and clients to the effort.

Operations Project Manager (OPM): The OPM oversees Analysis-Assessment, works with Technology Project Manager in the Design Phase, coordinates Training and Testing, and User interactions during Roll-Out. The OPM creates the procedures and processes for ongoing Maintenance and User support.

Technology Project Manager (TPM): The TPM has access to all software partners and their environments that integrate with or are affected by Imaging and Document Migration initiative. Responsibilities include development, engineering, testing and quality assurance, product management, and technical support.

The Implementation process is built on the Solution Design Document (SDD) created from the discovery and analysis conducted at the start of Transition In. The solution design document acts as a statement of work for implementation within each County and includes requirements, deliverables, procedures, and processes, and incorporates all applicable SLAs. The SDD is presented for acceptance and user sign-off by relevant County and CalSAWS stakeholders. After SDD approval detailed project plans and implementation schedule are finalized and communicated.

Key SDD Provisions:

* Defined Requirements
* List of key contacts for the entire project team created
* Implementation schedule
* Description of project deliverables
* Functional requirements with details
* Technical assumptions
* Customer’s responsibilities

### 5.2.4.2.1 Development & Unit Testing

Development will be done at ECM TODAY facilities whenever possible. Development includes the creation of traditional code, configuration files, and application scripting. All development is monitored so that it is aligned to the previously defined requirements. Any changes to the original requirements go through a Change Request process. Unit Testing is the first level of testing performed and focuses primarily on the business logic within each unit. Upon completion of Unit Testing, the developed code will then be tested in Systems Testing, to verify that all Units function correctly together. Testing includes Operations staff who will become trainers and support staff during roll-out and continue as part of ongoing support staff.

### 5.2.4.2.2 Implementation

The Implementation plan will be developed by the OPM, CalSAWS, and County stakeholders. We begin implementation with a single site and then leverage lessons learned to create a template to expedite the rollout-out subsequent counties. The Implementation plan is developed to manage this phase and include business rules, processes, and timetables for moving code into the secure production environment.

### 5.2.4.2.3 Systems Testing

System Testing is performed in a test environment focusing on the functionality of the entire application and following previously created test scripts. The intent is to verify that the various system units being changed or added do indeed perform when linked together as a whole. Verification testing is performed in the production environment before being made available to the end user, to confirm functionality is working to specification. System Testing includes operations staff who will become trainers and support staff during roll-out and continue as part of ongoing support staff.

### 5.2.4.2.4 User Training

Training is integral both to successful implementation and to the successful operation and maintenance of the ongoing system. Training documentation and classes will provide informational continuity to both local Systems Administrator’s and End User’s. Training is regularly updated to stay correct and built into onboarding training of our Service Desk Agents. We focus on properly training ECM Today’s administrators on CalSAWS County configurations to ensure a continuously well performing application. Training provided to end users is web-based and can be in-person in Counties desire.

## Approach to Operating

Kyndryl will provide all operational support to the ImageTrust solution. We will also integrate ECM Today’s support experts into our CalSAWS Service Desk solution. End Users who select Imaging Support when calling in for software supported will be directed to an ECM Today CalSAWS support experts who can quickly triage and assign issues. When remediation is required support tickets are assigned to the ImageTrust system administrators under the leadership of the OPM assigned to CalSAWS. ServiceNow will be used to track tickets from initiation to completion following our Service Desk model for software support.

## Approach to Enhancing Imaging Services

Kyndryl’s approach to enhancing Imaging Services starts with establishing a feedback loop with end users to gather insights and suggestions for improvement, allowing us to continuously refine and enhance the service. We achieve this with biannual user surveys and informal conversations between our delivery leaders and County stakeholders. User training is continuously enhanced as content is refined and expanded based on Service Requests from end users.

Simple enhancements are made by our operational team and larger enchantments which require investment are submitted to CalSAWS as Shark Tank ideas. Kyndryl has recently helped a similar client integrate predictive analytics into their imagining solution to help their business team identify trends and potential issues based on historical imaging data, aiding in early detection and proactive decision-making.

Another example of a recent client Imaging enhancement was the development of an automated reporting template that client now uses to provide consistent analysis of imaging results while reducing manual reporting efforts and enhancing consistency.

Given the nature of CalSAWS’ business, regulatory compliance enhancements will be required as rules change. Kyndryl stays up to date with these industry regulations and standards and will partner with CalSAWS to determine the best corrective actions to ensure the solution meets the necessary compliance requirements for the imaging data.

Another key focus of enhancement to the solution will be from a cost perspective. Kyndryl and ECM Today experts will continuously present CalSAWS options and strategies to reduce cost of the solution, for example potentially through optimizing resource allocation, bulk processing, volume discounts, or other technology-driven efficiencies.