



Angela Stott

Infrastructure Operations Service Desk Lead

Angela is Accenture's U.S. Service Desk Delivery Lead. Throughout her extensive 28-year career, she manages operational productivity within the Service Desk organization—confirming that quality and performance targets are developed, maintained, and achieved.

One of Angela's many noteworthy career achievements was supporting a client with multiple locations globally. She managed the staffing and delivery of the client's 24/7 service desk for their locations in Brazil, Romania, and Canada.

Angela also has public sector experience leading the service desk for a large state integrated eligibility system.

For the CalSAWS project, she aims to build an efficient and effective team while fostering an inclusive and respectful environment for all.

“As a mother, it brings me satisfaction that the work we do will help other mothers and families by providing the benefits they need.”

18 Years of Service Desk Manager experience

3 Years in Public Service Industry

28 Years with Accenture

CliftonStrengths

Learner | Harmony | Deliberative

Angela's passion for learning drives her to continually improve, helping to bring innovative ideas to the table. A natural leader, she looks for consensus to bring teams together. Angela is uniquely strong in anticipating obstacles and making decisions with care.

SOCIAL STYLE

Analytical

Analyticals are organized, orderly, and methodical. Usually, they are task-oriented, use facts and data, and tend to speak slowly.

Mandatory Qualifications:

Req#	Mandatory Qualification	Meets qual.	Total Exp.
I-S27	A minimum of two (2) years of lead experience within the past five (5) years working in a service desk/help desk.	EXCEED	3 years, 10 months
I-S28	A minimum of two (2) years of experience within the past five (5) years working in a help desk environment serving over 2,500 end users.	EXCEED	3 years, 10 months
I-S29	A minimum of two (2) years of experience within the past five (5) years with the ServiceNow platform and tools.	EXCEED	3 years, 10 months
I-S30	Hold and maintain for the duration of the contract an ITIL certification.	MEET	ITIL Certified



Eric Hill

Infrastructure AWS Cloud Manager

Eric has been passionate about technology for as long as he can remember. Throughout his life, he has built a framework of knowledge and an extensive understanding of how IT systems interoperate.

Eric enjoys learning about new technologies and techniques, with a personal goal to learn something new every day. He is particularly passionate about machine learning, IT automation, and designing self-healing systems.

One of Eric's biggest professional accomplishments was his work for State Farm, a nationwide home and auto insurance company. He helped design and execute their enterprise vault implementation and led multiple development teams to migrate applications onto the vault over three years.

“The hard part of cloud success is making sure you don't lose sight of what's important in the forest of business while looking at all the pretty technical trees.”

12 Year of Cloud experience

3 Years in Public Service Industry

4 Years with Accenture

CliftonStrengths

Activator | Responsibility | Arranger

Eric is a strategic leader. He analyzes and absorbs information and helps the team make better decisions. Eric has a niche for pulling teams together and building strong relationships.

SOCIAL STYLE

Driving

Drivers are action- and goal-oriented, strive for results, and react quickly. They are independent, disciplined, practical, and efficient.

Mandatory Qualifications:

Req#	Mandatory Qualification	Meets qual.	Total Exp.
I-S31	A minimum of three (3) years of experience managing and maintaining cloud-computing on a large complex information technology (IT) system.	EXCEED	3 years, 8 months
I-S32	A minimum of three (3) years of experience as an AWS Solutions Architect.	EXCEED	3 years, 8 months
I-S33	A minimum of two (2) years of experience in application integration within an AWS cloud hosted application.	MEET	2 years
I-S34	Experience in migrating at least one (1) Web application(s) (e.g., Oracle) from an on-premises environment to the AWS cloud.	EXCEED	1 year, 2 months
I-S35	Hold and maintain for the duration of the contract a cloud specific certification that includes secure cloud architecture concepts, such as Certified Cloud Security Professional (CCSP), AWS solutions architect, or AWS security specialization.	EXCEED	AWS Security Specialty, AWS Solutions Architect - Professional Certified

3.2.2 Infrastructure Key Staff Client References

RFP # 5.2.2.2.1

The purpose of the Staff reference requirements is to provide the Consortium with the ability to assess Key Staff experience in supplying similar or relevant services to those identified in this solicitation. Key Staff Client References contained in this section must be met and documented according to Section 6 - Proposal Structure and Submission. The Consortium may contact references listed to verify the information provided by the Bidder. Any conflicting information may result in the Proposal being deemed nonresponsive.

Accenture confirms that Key Staff Client References contained in this section have been met and documented according to RFP Section 6 Proposal Structure and Submission. We acknowledge that the Consortium may contact references listed to verify the information provided and these contact references have been notified of such. We acknowledge that any conflicting information may result in the Proposal being deemed nonresponsive.

3.3 Staffing Experience Details

RFP # 6.3.3.5.2

3.3.1 Key Staff Resumes and Qualifications

The Bidder shall provide Key Staff résumés and qualifications for all Key Staff in accordance with the format prescribed in Attachment A10 – Infrastructure Staff Resumes and Qualifications.

Accenture confirms that we provide the requested Key Staff resumes and qualifications for all Key Staff in accordance with the format prescribed in Attachment A10 – Infrastructure Key Staff Resumes and Qualifications, Parts 1 and 2; and Attachment A10 – Infrastructure Key Staff Qualifications, Part 3. Key Staff resumes are in 9. Section 6 – Business Proposal Attachments.

3.3.2 Individual Reference Checks

The Bidder shall provide two (2) Individual Reference Checks for all Key Staff in accordance with the format prescribed in Attachment A11 – Infrastructure Staff Reference Form.

Accenture provides a minimum of two Individual Reference Checks for all Key Staff in accordance with the format prescribed in Attachment A11 - Infrastructure Staff Reference Form. Individual Reference Check forms for each Key Staff member are in 9. Section 6 – Business Proposal Attachments.

The required number of references are provided in Attachment A11 – Infrastructure Staff Reference Form, for each of our proposed Key Staff. Following is the list of Key Staff in order of their reference check forms:

1) Infrastructure Project Manager—Arnold Malvick

- Reference 1: CalSAWS Consortium—CalSAWS
- Reference 2: Freeport-McMoRan—Infrastructure, Application, and Security Managed Services.

2) Infrastructure PMO Lead—Lulu Fou

- Reference 1: CalSAWS Consortium—CalSAWS
- Reference 2: LA County Department of Public Social Services (DPSS)—LEADER Replacement System (LRS)

3) Infrastructure Delivery Integration Manager—James Gnesda

- Reference 1: California Department of Public Health (CDPH)—CDPH Vaccine Management
- Reference 2: State of California—California Healthcare Eligibility, Enrollment, and Retention System (CalHEERS)

4) Infrastructure Transition Manager—Rick Costa

- Reference 1: OhioHealth—OhioHealth IT Outsourcing (ITO) project
- Reference 2 - The Nature's Bounty Company (Now a division of Nestle)—IT Outsourcing

5) Infrastructure Operations Manager—Jeremy Grecian

- Reference 1: CalSAWS Consortium—CalSAWS
- Reference 2: Ross Stores, Inc. —Ross Technologies Support

6) Infrastructure Security Manager—Ben Trogia

- Reference 1: California Department of Public Health (CDPH)—CalCONNECT
- Reference 2: State of California—California Healthcare Eligibility, Enrollment, and Retention System (CalHEERS)
- Reference 3: State of California—California Healthcare Eligibility, Enrollment, and Retention System (CalHEERS)

7) Infrastructure Operations Service Desk Lead—Angela Stott

- Reference 1: Dana—Dana Service Desk
- Reference 2: Corteva—Corteva Service Desk

8) Infrastructure AWS Manager—Eric Hill

- Reference 1: Lululemon—Terraform Enterprise Implementation
- Reference 2: National Insurance Company—Cloud Automation/Security Compliance Controls
- Reference 3: National Insurance Company—Cloud Automation/Security Compliance Controls

7. Section 4 Understanding and Approach to Infrastructure Services



Accelerate the
momentum

7. Section 4 – Understanding and Approach to Infrastructure Services

RFP #: 6.3.3.6 / RFP #: 5.2.3 Infrastructure Understanding and Approach

In October 2023, CalSAWS will complete an immense undertaking and achieve a historic and monumental milestone. For the first time in California's history, all 58 counties will use a single, statewide integrated eligibility system, the largest system of its kind ever built. This achievement will go in the books as another successful milestone that the Consortium and Accenture have delivered together to the 58 counties and other stakeholders.

Our joint teams have two decades of momentum going into the next phase of CalSAWS. The Consortium desires to accelerate momentum in our shared journey to deliver the best integrated eligibility system in the country. Accenture is fully aligned to continue evolving and improving the system to take further advantage of cloud technologies, expediting system changes, and advancing our award-winning ongoing innovation program. These changes will keep the system relevant and modern for many years to come, increasing the longevity of this mission-critical platform. Systems like CalSAWS take years to build and require a significant commitment of resources. As such, elongating the life of such systems is imperative and Accenture's approach is key to achieving that.

Accenture's Guiding Principles for CalSAWS

Accelerating momentum and keeping a system 'alive and thriving' requires long-term thinking, thoughtful planning, flawless execution, and an innovative mindset. At Accenture, we call this the 'Living Systems' approach, comprised of a **Strong Body (architecture and security)**, **Warm Heart (collaboration and communication)**, and **Curious Mind (innovation)**. Accenture and the Consortium have informally been operating in the Living Systems approach from the beginning. In the next phase of our shared journey, we want to formalize this approach. To achieve success in this approach, we have set 12 very important **guiding principles** for Infrastructure Services (Figure 4-1) that align with your vision:

Fully Integrated CalSAWS Organization	Predictable and Responsive System Behavior	Proactive Risk Identification and Mitigation	High Availability With Minimal Downtime
Strengthen Operational Security	Timely Transition With Zero Disruption	Outstanding Customer Experience	Enhanced Communication
Timely and Responsive Services	Increased Operating Efficiency	Ongoing Cost Optimization	Timely Software Upgrades

4 CLS IME 22.0037a

Figure 4-1. The Accenture team will apply these guiding principles to continue delivering successes

Our entire Accenture team will consistently use these principles to help make the right choices every day while delivering on our responsibilities, when recommending solution options, working with other vendors, addressing challenges, mitigating risks, and executing tasks.

Highlights of Our Proposed Solution and Approach

Relying on Accenture's 22 years of experience at CalSAWS and in operating high-performance, innovative, and secure systems worldwide, we collaborated with AWS, evaluated various solution ideas against our principles, and finalized our proposed approach. Figure 4-2 reflects how we approached the solution for this transformation and the key elements of our approach. We call these

key elements the '**Acceleration Essentials.**' This approach enables CalSAWS to continue to operate and mature as a "Best in Class" solution. The system will continue to operate with the speed, ease, and reliability that county staff require to serve their customers in a timely and efficient manner.

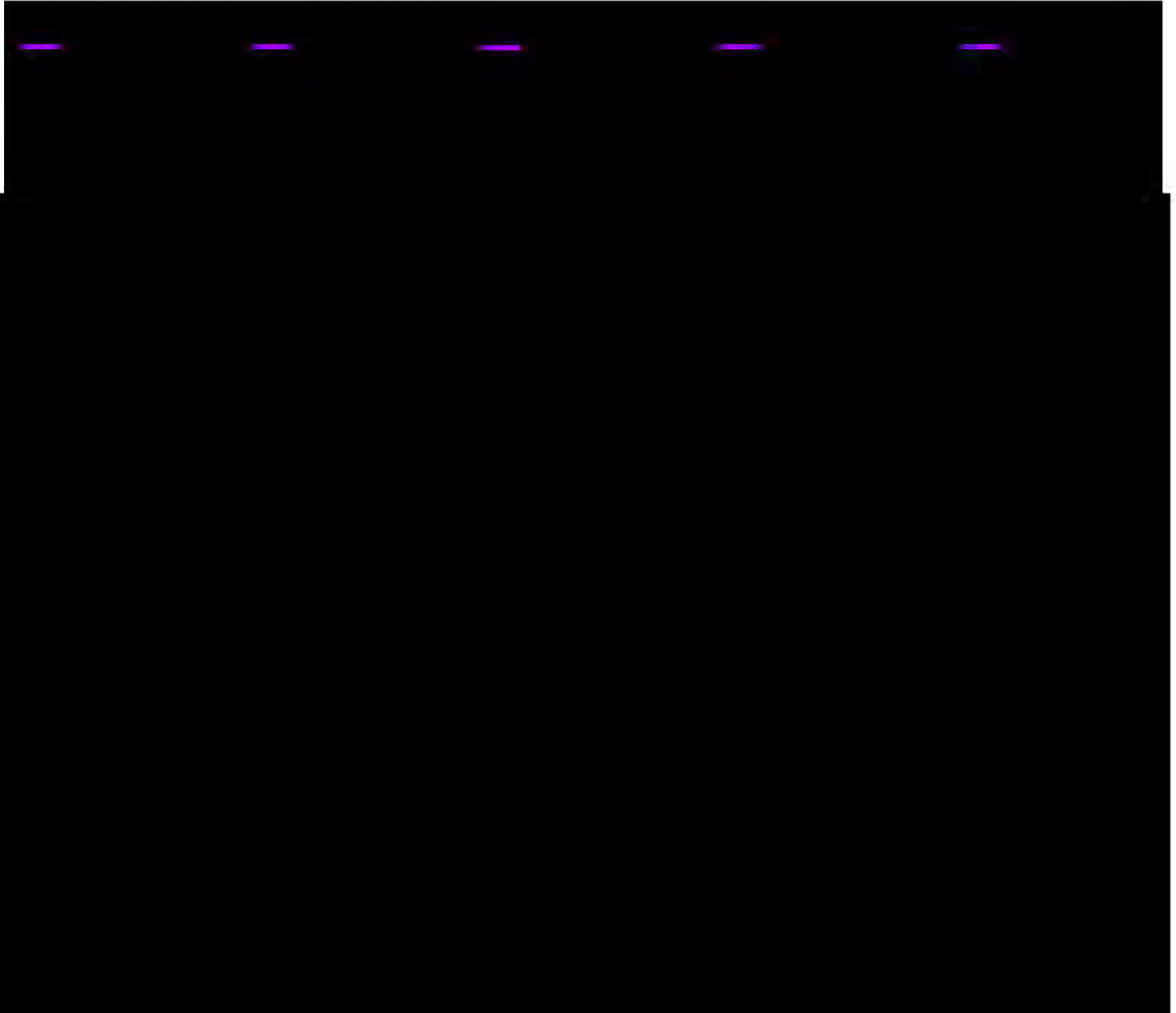


Figure 4-2. Our solution is powered by these [REDACTED] to realize CalSAWS' vision

A foundational element of our approach is **Continuous Improvement**. With constantly changing technologies, regulations, counties' business processes, user expectations and the security threat landscape, Accenture is committed to a project-wide Continuous Improvement Program (CIP) that allows the CalSAWS Project to adapt, grow, and stay ahead of and embrace these changes.

A foundational software tool that enables many of the key elements listed above is called

[REDACTED] This tool is a **one-of-a-kind product that brings automation to many aspects of operating systems like CalSAWS.** [REDACTED] is a future-ready Intelligent Automation platform that heavily leverages data, artificial intelligence (AI), technology, and automation to improve speed and agility, create future-ready applications, enable an intelligent business, drive a business-KPI culture, and commit to higher accountability. Accenture developed this as a COTS product and it is used widely

at our clients to increase efficiency, reduce costs, and minimize errors. Accenture will deploy this product in the Consortium's AWS account to comply with the architecture and security requirements. We will implement this platform with its automation and artificial intelligence enablers to integrate with CalSAWS' tools and processes and build an integrated intelligent automation platform. Figure 4-3 below outlines the various components of this product.

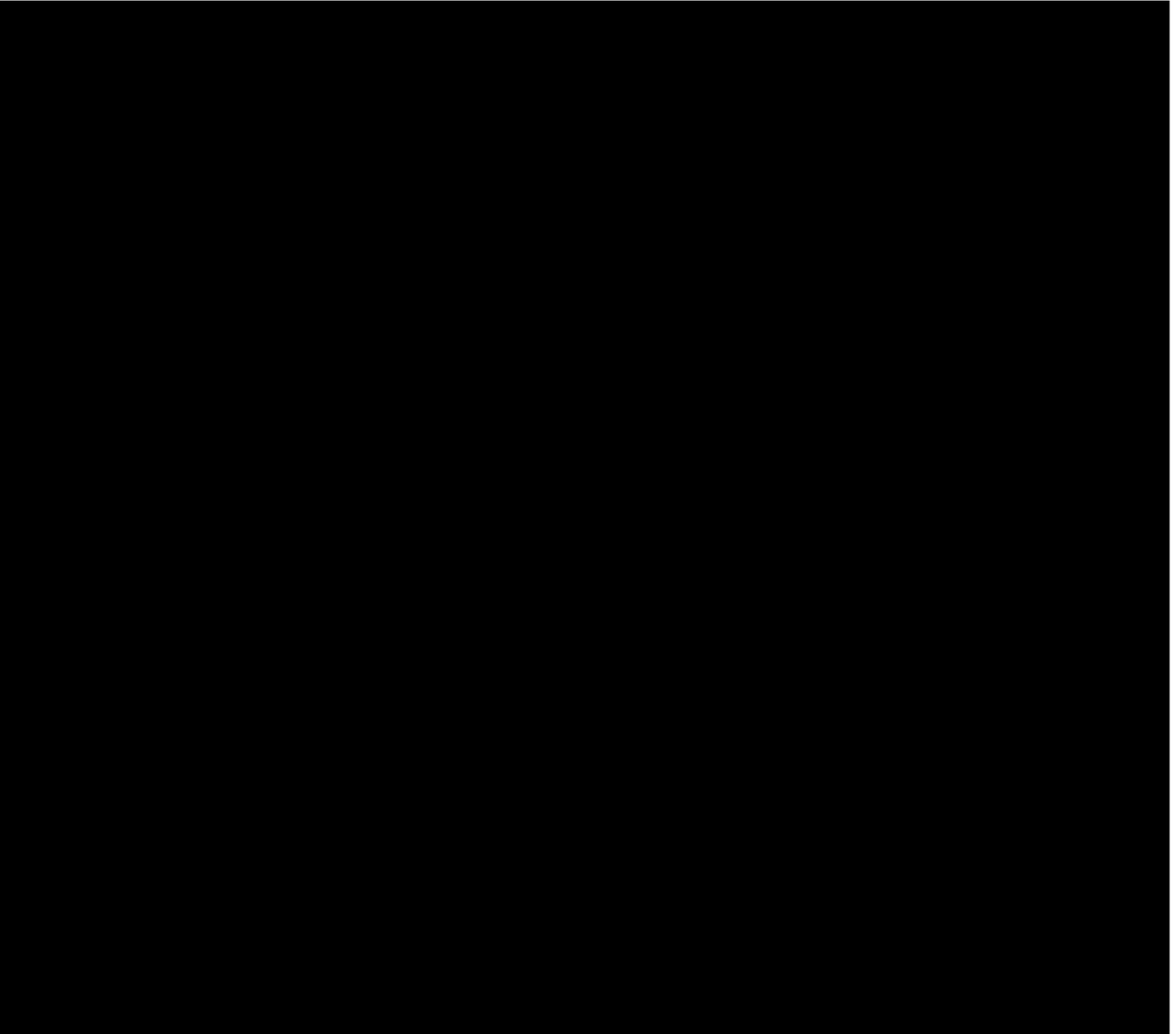


Figure 4-3. Accenture's [REDACTED] software is foundational to increase efficiency and reduce costs.

In the following sections, we describe our understanding and approach to each of the five topics requested within the RFP. [REDACTED] is referenced in each of these areas, and we describe how it enables our proposed approach within that area. The acceleration essentials depicted in Figure 4-2 above, including the foundational Continuous Improvement plan for each area, are described in their respective sections, and are key to help us realize CalSAWS' vision and objectives.

4.1 Integrated Multi-Contractor Environment

RFP # 5.2.3.1 (RFP Table # 31)

At the start of the C-IV Project in 2001, the Consortium and Accenture established a "One Team" concept that integrated the Consortium, Accenture, and Quality Assurance (QA) staff. Over the years we embraced the integrated multi-contractor environment and successfully delivered the C-IV system migration and the first wave of CalWIN migrations. We look forward to working with the Consortium, CalSAWS contractors, Delivery Integration Office (DIO), Chief Deputy Director, and the CalSAWS Project Management Office (PMO) as "One Team" on the next phase of this journey. The following two guiding principles underscore our understanding:

- **Fully integrated CalSAWS organization:** The Consortium and its partners can work as an integrated organization. With the DIO in place, the Consortium can realize a unified vision with consolidated and aligned priorities, effective decision-making, and accelerate outcomes to customers.
- **Enhanced communication:** Communicating and sharing knowledge across teams transparently—ignoring employer delineations—promotes the "One Team" concept that can reduce risks and potential gaps in services.

Table 4-1 describes the six overarching themes—Acceleration Essentials—of our multi-contractor environment approach for CalSAWS.

What We Bring	What You Get
Centralized governance that incorporates all CalSAWS project teams	Rapid Resolution: Improves decision-making, clear escalation paths, and faster resolution of issues
Common communications protocols across the CalSAWS project	Team Harmony: Delivers open and consistent collaboration among the project team and stakeholders
Enterprise project processes and tools for consistency	Ease of Working: Fosters collaboration and automates cross-team touchpoints
Shared objectives for success	Alignment of Priorities: Reduces gaps, overlaps, and conflicts in scope and expectations
Contractor Success Champions , one each for BenefitsCal, M&E Contractor and the Print Contractor	Better Handoffs: Improves delivery of shared services and common tasks
Cultural alignment using inclusion and diversity initiatives	Sustains the "One Team" Culture: Complements the formal governance structure and responsibility assignment

Table 4-1. The Features (What We Bring) and the Benefits (What You Get) of our approach enables a fully integrated CalSAWS organization while facilitating enhanced communications.

The Accenture Advantage

Your Success Accelerated

- **Rapid Resolution:** Faster problem resolution with the contractor who knows your frameworks and solutions better than anyone
- **County Experience:** Proven partner that has successfully delivered mission-critical applications for California counties (Merced County MAGIC System, C-IV, LEADER Replacement System (LRS), CalSAWS)
- **Ability to Accelerate:** Minimal transition-in scope because we already perform the infrastructure services
- **Better Integration:** Contractor Success Champions dedicated to supporting integration with other contractor teams

4.1.1 Scope of Work Management

Item # I-UA1

Describe your approach to managing your scope of work and how you will coordinate with other involved CalSAWS contractors and the CalSAWS Delivery Integration Team to ensure understanding and agreement of the roles and responsibilities of each Contractor and the Consortium.

4.1.1.1 Approach to Managing Our Scope of Work

Accenture's approach to managing our scope starts by establishing the foundation for multi-contractor integration and scope management with centralized processes. During transition, we will work collaboratively with key stakeholders to evolve the existing processes with new enhancements to create consistency across the organization.

We will bring in operational best practices to manage our scope using aspects of the current CalSAWS multi-contractor environment and similar complex environments from government projects across the country. This includes multi-contractor environments with clients such as the Texas Department of Transportation (TxDOT) where we work with CGI, and at Ohio Benefits where we work with Deloitte. Based on our direct experience with CalSAWS and with projects similar in size and nature, we know there are several common challenges that arise such as accountability for

outcomes, varied organizational processes, cultures, ways of working, and gaps or discrepancies in statements of work between contractors. Our approach addresses each of these challenges through centralized governance processes, a robust DIO framework, and an enterprise PMO and project management processes. With this approach you get the benefit of proven methods that bring contractors together as one team, the advantage of a single point of management, and consistent processes across organizations.



What Our Clients Say...

Accenture provides proactive customer service to Federal Student Aid (FSA) and ensures that management of the project meets acceptable standards.

— Sharon Hutson,
Program Analyst FAC-COR Level III

2 CLS IME 22.0243

Enterprise Project Processes



Enterprise
project
processes
and tools

Our approach for managing the infrastructure scope of work includes the following:

- **Enterprise project management processes**
- **Infrastructure operations management plans and procedures**

The Enterprise and Infrastructure processes and plans will integrate with other teams' processes to effectively align and coordinate across the organization. We will establish the foundation for multi-contractor integration and scope management with centralized processes—based on those used today, and with new enhancements—to create consistency and provide access to common information. Figure 4-4 describes the PCD's enterprise project management processes. The Enterprise project management processes are color coded (purple and green) to showcase the blend of current and new processes that we bring to manage our scope of work as we solidify the integrated multi-contractor environment and the vision of the Consortium.



What Our Clients Say...

Lulu, the PMO Lead, is highly skilled and efficient, and always goes above and beyond to provide excellent customer services.

~ Holly Murphy,
CalSAWS PMO Director

2 CLS IME 22.0229

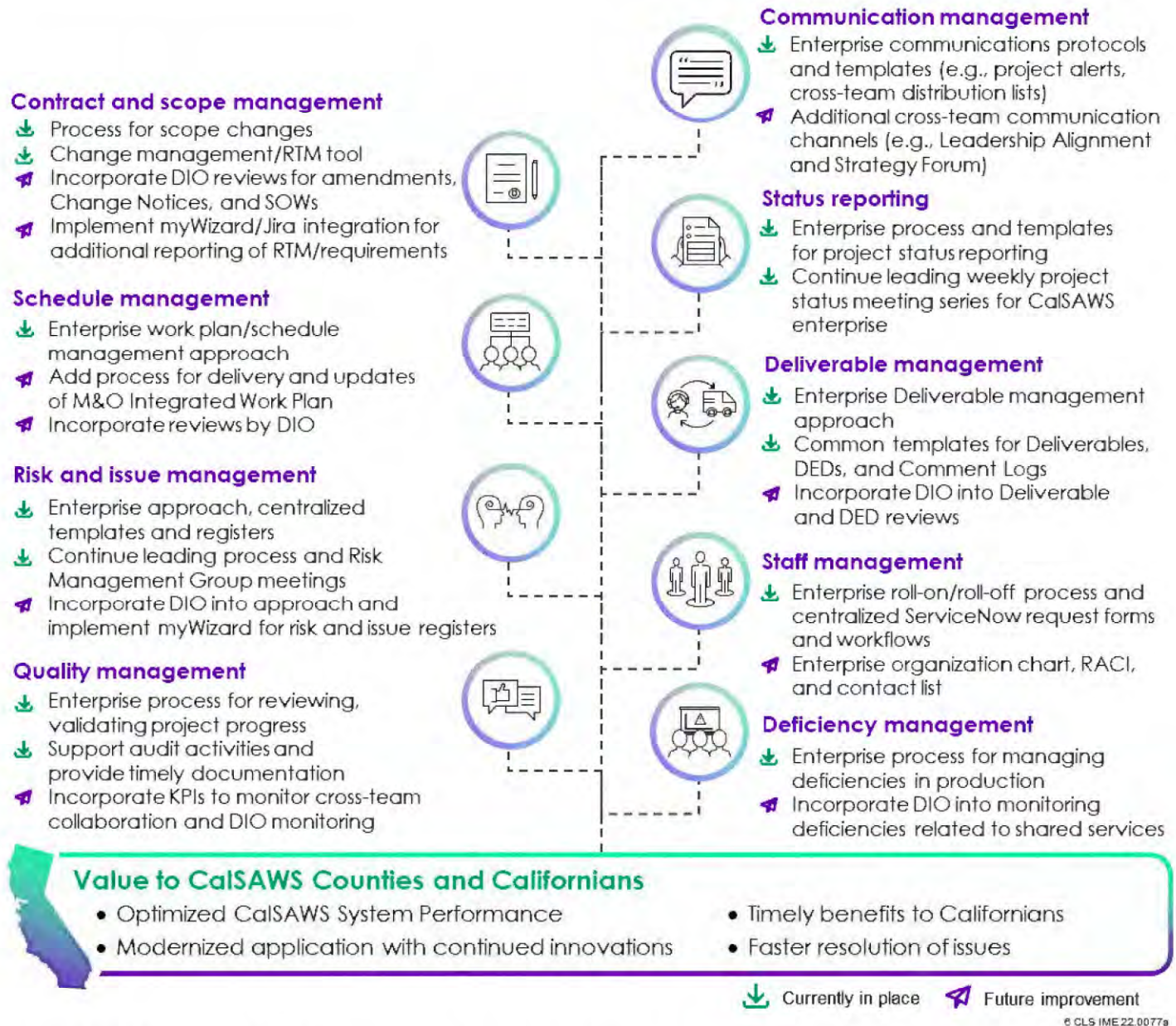


Figure 4-4. Proven project management processes allow us to effectively manage the scope of work for better delivery of services to the counties and Californians.

To put these processes in place, we will work collaboratively with all key stakeholders during transition to achieve the objectives of an integrated multi-contractor environment.

Accenture will perform three major activities:

- **Hold Joint Planning Sessions:** At the outset of the Transition-In period, our PMO lead, and Infrastructure team leads will conduct joint planning sessions with Consortium and other CalSAWS contractor team leads to plan and develop process enhancements. For example, we will incorporate the DIO's role into project and operational management processes by updating the current risk and issue management process to align to the Consortium's new CalSAWS vision. Accenture will jointly verify the enhanced processes align with the Consortium's enterprise and M&E Project Control Documents (PCDs), M&E Services Plan, and other teams' processes. This will reduce gaps and confirm cross-team agreement of processes, leading to better collaboration and shared success.

- **Establish an Enterprise PMO:** We will work with the Consortium and other CalSAWS contractors to implement an integrated enterprise PMO, which is essential to manage processes consistently across the organization. The enterprise PMO will work closely with the DIO team to manage the multi-contractor environment according to the project management processes documented in the PCDs. If Accenture is also selected as the M&E Contractor, we will partner with the Consortium to deliver a consolidated PCD for both Infrastructure and M&E services for additional operational efficiency and to centralize project management plans.
- **Document Processes:** The enhanced project management and operational management processes will be based on PMI's PMBOK, CMMI standards, and ITIL best practices to achieve your vision with reduced delivery risk. We will document the enhanced processes in the Infrastructure Project Control Document, Infrastructure Services Plan, and related Operational Working Documents (OWDs) that we will deliver, execute, and maintain.

On-time Deliverables



To date, we delivered **all 81 Deliverables** for the CalSAWS DD&I Project **on time**, and received **100% approval**.



Delivered and received approval **on time** for **all Deliverables** for the C-IV Project.

2 CLS IME 22.0247

Accenture will manage our infrastructure scope of work using existing processes and procedures that have been successful thus far, and by bringing in new project management and operational management processes where required. Figure 4-5 depicts the Infrastructure services plans and procedures with existing work products (in green) and new work products (in purple).

Project Management Support

- ↓ Project management support processes
- ↗ Incorporate DIO role into support processes)

Hardware and Software Management Plan, Asset Management Plan

- ↓ Processes for hardware and software maintenance and management, and asset management
- ↗ New single, integrated HAM/SAM platform
- ↗ myWizard reporting for infrastructure-related event correlation

Innovation and Application Architecture Evolution Support Approach

- ↗ Joint planning sessions to develop approach for multi-contractor environment

Service Desk Plan

- ↓ Tiered Service Desk approach and ServiceNow solution
- ↗ New and enhanced channels for user issue resolution and request fulfillment

Project Support Plan

- ↓ Enterprise project support processes, such as roll-on/roll-off support and Microsoft Office 365 management

Documentation Maintenance Plan

- ↗ Plan for developing, delivering, and maintaining detailed technical integration design documents and Infrastructure Deliverables such as Network Design Plan

Network Operations Plan, CalSAWS System Operations Plan, Configuration Management Plan, Capacity Management Plan, Technical Management Plan

- ↓ Production operations processes
- ↗ Joint planning sessions to confirm processes and identify improvements for multi-contractor environment

Performance Management Plan

- ↓ Performance management processes
- ↗ myWizard automated dashboards for performance and security monitoring
- ↗ Event-driven microservices approach for performance management



Currently in place



Future improvement

CLS IME 22.0237

Figure 4-5. Proven operational plans and procedures will help us deliver with reduced risk.

4.1.1.2 Approach to Understand and Agree on Roles and Responsibilities

Our approach to ensure understanding and agreement of the roles and responsibilities of each Contractor and the Consortium starts by establishing a foundation of enterprise project processes, a centralized governance framework, shared objectives for success, and open communication. We will build on that foundation by using our accelerators, shown in Figure 4-6 that will allow us to work as a sustainable, integrated CalSAWS organization which is a combination of the existing (Green) and new (Purple) components.

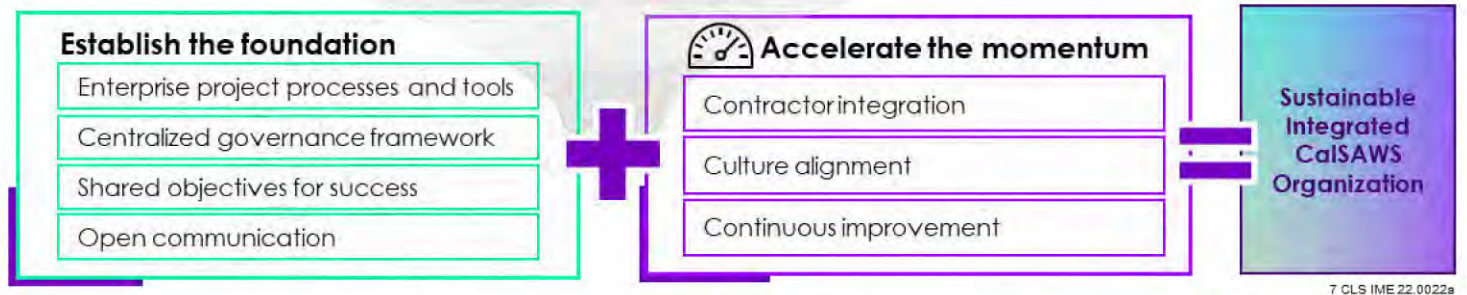


Figure 4-6. Sustainable Integrated CalSAWS Organization Model.

Centralized Governance Framework



Starting with the CalSAWS Governance Plan, we will lead joint planning sessions with the DIO, Consortium, and other CalSAWS contractors to develop the integrated governance framework for the enterprise CalSAWS organization. The framework will define each team's roles and responsibilities on the CalSAWS project and relationships between teams. This new framework will improve trust and accountability and enable better decision-making and clear escalation paths. The

governance framework includes three tiers:

- **Executive Tier:** Strategic direction comes from the CalSAWS Leadership Team, including the Consortium Executive Director, Section Directors, and CalSAWS contractor executives, with input from the Joint Powers Authority (JPA) Board of Directors, Project Steering Committee, and State and Federal sponsors. A regular meeting will be held to align leadership personnel on schedules, status, dependencies, and resolve escalated issues that supplements the existing management meetings.
- **DIO Tier:** Delivery Integration Managers and the CalSAWS Chief Deputy Director will plan, develop, and implement the DIO framework, including the centralized governance framework and processes. The DIO and PMO will review and maintain the Maintenance and Operations (M&O) Integrated Work Plan, statements of work, and Services Plan Deliverables to align teams and support the resolution of identified gaps, overlaps, or conflicts.
- **Operational Tier:** Integrated teams will incorporate the Consortium and contractors to collaborate, communicate, plan, and deliver services. Team leads will direct the delivery of their teams' work, manage work plans, and use tools such as Accenture's myWizard to monitor service level agreements (SLAs), report status, and identify and manage risks and issues.

Figure 4-7 depicts how the governance processes promotes cross-team collaboration at all levels using a “top-down” approach for strategic planning and a “bottom-up” approach for reporting, information sharing, and risk and issue escalation.

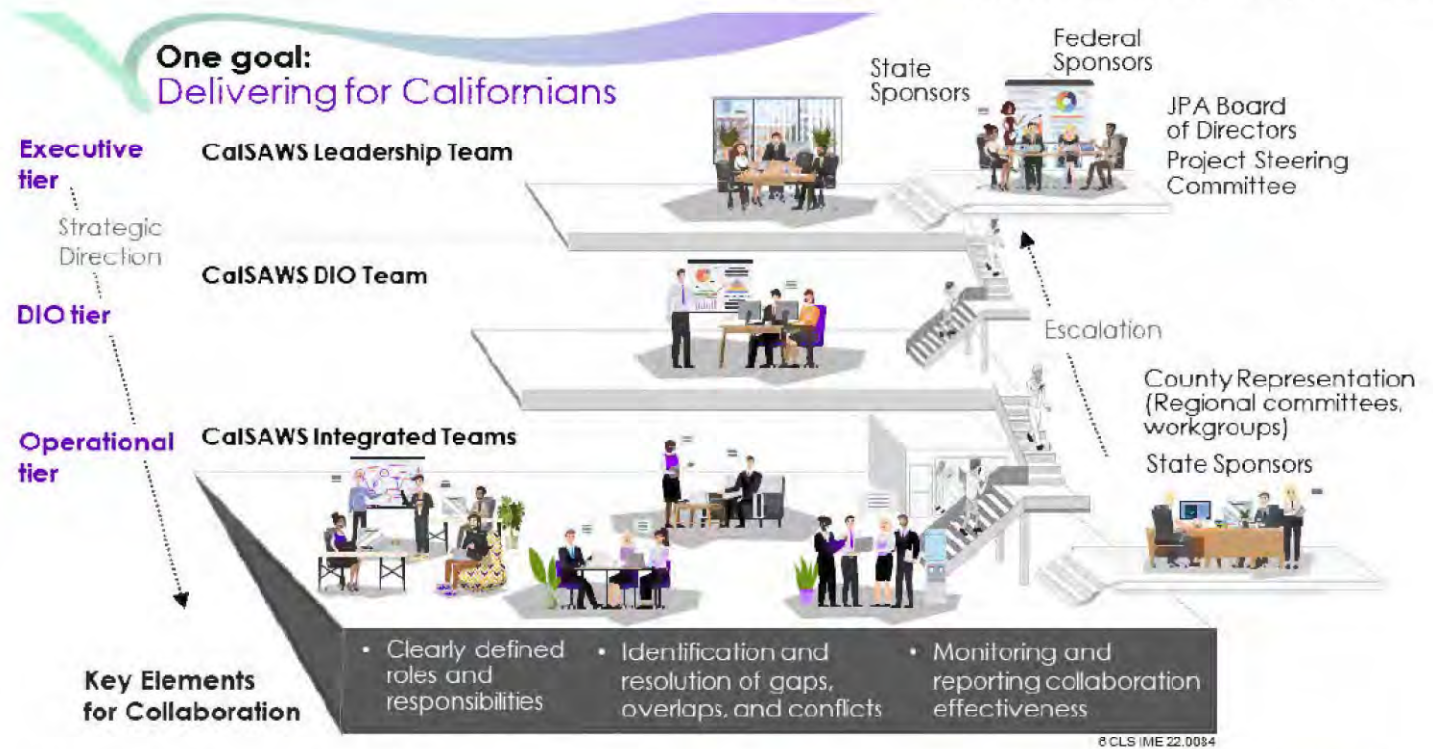


Figure 4-7. The centralized governance framework promotes active involvement at every level.

See Table 4-4 in Section 4.1.2.1 Approach to Collaborating with the M&E Contractor for Shared Services on the activities to deliver shared services with the M&E Contractor and other CalSAWS contractors.

Effectiveness of Centralized Governance

Effective collaboration and cooperation are the responsibility of all CalSAWS team members. To fully realize the centralized governance framework, every organization from the Consortium and each of the Consortium's contractors must emphasize the importance of collaborating—we only reach the summit of success when we work together for a common goal. We propose all CalSAWS teams incorporate the following elements in their governance and operations:

- ☐ **Clearly defined roles and responsibilities:** With the oversight of the DIO, we will jointly develop an integrated RACI with the Consortium and other CalSAWS contractors that will be maintained throughout the program. An integrated organization chart will also be developed collaboratively and maintained within the CalSAWS Project's Pingboard tool for access by all project staff.



- ☐ **Proactive identification and resolution of gaps, overlaps, or conflicts:** Our PMO will develop, deliver, and maintain Infrastructure and Transition-In Work Schedules using Microsoft Project. We will collaborate with the DIO and other CalSAWS contractors to integrate the schedules into the M&O Integrated Work Plan that will align the workstreams. If gaps in scope or disputes in approaches arise, we will collaborate with the other CalSAWS contractors through our Delivery Integration Manager to resolve them and will use the DIO for escalations.

The Power of We

We have worked closely with the Consortium and contractors as "One Team" including:

- Amazon Web Services (AWS) (on the Accenture Team) to migrate the LRS to the cloud
- Deloitte to implement CalSAWS application programming interfaces (APIs) for the BenefitsCal portal
- Gainwell to transition print services for LRS/CalSAWS to CalSAWS central print
- Hyland to migrate the 39 C-IV counties to CalSAWS imaging



Monitoring and reporting on the effectiveness of our collaboration as contractors: Our Infrastructure Delivery Integration Manager, James Gnesda, will collaborate with the CalSAWS Chief Deputy Director, the DIO, other contractor Delivery Integration Managers, and the CalSAWS Leadership Team to define, adopt, and monitor key performance indicators (KPIs) that measure contractors' impacts and counties' business outcomes, and that complement contractual SLAs. He will also prepare and provide a balanced scorecard, like the example in Figure 4-8. Enterprise tools such as Accenture's myWizard will also be used for generating reports on these KPIs and other project metrics relating to cross-contractor collaboration.

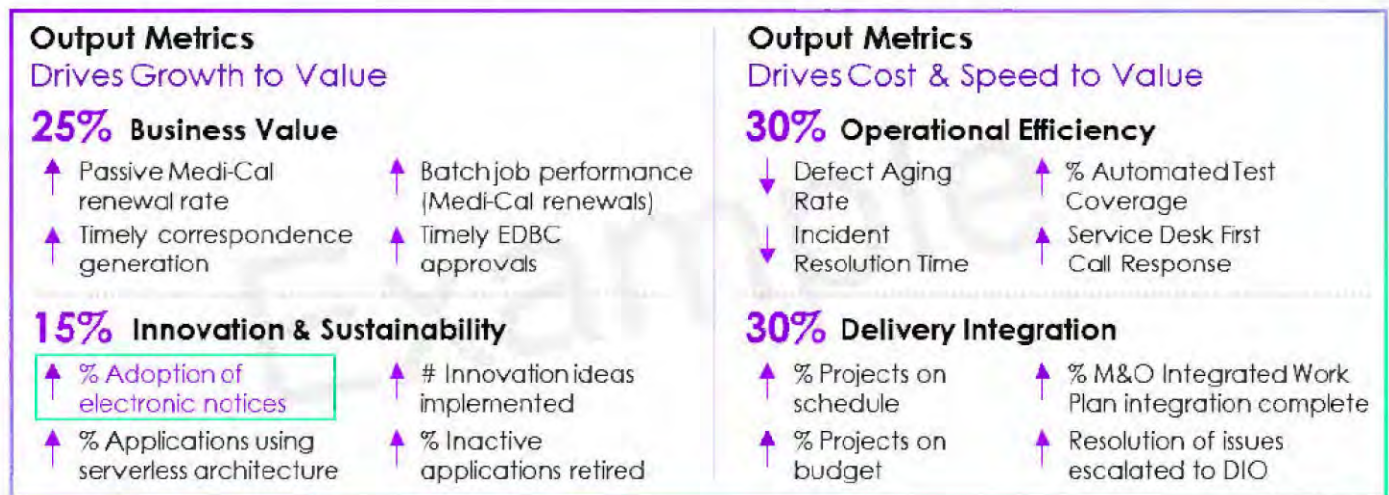
Shared Objectives for Success



Shared
objectives
for success

For a multi-contractor environment to succeed, and for each contractor to understand and agree on roles and responsibilities, it is imperative that all participating organizations define and align on a common set of objectives from the start. Such shared objectives answer the following questions: How do we define shared success? What are the guiding principles to which we can all agree? How do we individually contribute to the shared success? Our Infrastructure Delivery Integration Manager, James Gnesda, will work with the DIO to facilitate these discussions with the other contractors to build shared objectives early in the Transition-In period and ensure understanding and agreement across CalSAWS contractors. Our approach to enable alignment on shared objectives includes the following components:

- **Leadership alignment:** We will hold a recurring Leadership Strategy and Alignment Forum with executives from all workstreams for ongoing discussion and alignment of priorities and goals.
- **Frequent, open communication:** At the executive level, we will participate in various meetings, including Project Steering Committee and JPA Board of Directors meetings. At the operational level, we will set up regular meetings between the PMO and DIO, and between other workstream teams for ongoing communication.
- **Balanced scorecard:** Figure 4-8 illustrates an example balanced scorecard (BSC) we propose to measure the effectiveness of our collaboration as contractors. The purpose of the BSC is to measure areas such as innovation and sustainability with KPIs (such as the adoption rate of electronic notifications). Providing visibility to such metrics will help to deliver your desired outcomes. This is an example of "you get what you measure."



4 CL3 IME 22.0387

Figure 4-8. The BSC provides a balanced approach to measuring success based on outcomes.

We will report the value-based KPIs driven by the CalSAWS Leadership's strategic direction which will cover CalSAWS-targeted value areas. As an example, Figure 4-8 shows a possible future objective under the Innovation & Sustainability category where we might increase clients' adoption of electronic notification of correspondence. In this scenario, the contractors need to align. Multiple teams would collaborate to deliver components of the solution—Infrastructure implementing a text notification campaign to inform clients, M&E adding a description for electronic form/notices on printed correspondences, Central Print confirming the revised correspondences conform to printer requirements, and BenefitsCal adding an announcement on the portal. Other examples of shared success objective could be to reduce CalFresh error rates, and all contractors will have a part to play in achieving that objective. Throughout delivery, the BSC would help monitor our interactions and their effectiveness.

Our experience in multi-contractor environments shows that all teams need to align on the main objective, so the organization can successfully deliver a complete solution which positively impacts system users and clients.

Open Communication



Open communication

Open communication can improve understanding and agreement of roles, responsibilities, and shared objectives for success, resulting in better collaboration and service delivery.

Enhance Current Communication Protocols: We will use the CalSAWS Communications Management Plan and enhance the current communication protocols, building on existing processes. Our goal is "no surprises." In developing enhancements for enterprise communications protocols, we will collaborate with the Consortium, DIO team, and other CalSAWS contractors to align the enhanced processes, including the roles and responsibilities, triggers, content, channels, and audiences for each communication protocol.

[illegible]

Contractor Success Champions for Contractor Integration

Our approach for coordinating with other CalSAWS contractors to ensure understanding and agreement of the roles and responsibilities includes dedicating Contractor Success Champions. We propose **one Contractor Success Champion for each contractor**, who will manage the complexities of coordinating with the CalSAWS teams by communicating daily with the other contractors. We will dedicate Jason Osterwald as our M&E champion, Melissa Mendoza as our BenefitsCal champion, and Sreekanth Kalvoju as our Central Print champion.

On-time API Delivery

API
100%

Delivered **all CalSAWS APIs and environments on schedule** to support the go-live of Deloitte's BenefitsCal portal in 2021.

CLS IME 22.0248

Simplify Coordination and Align Expectations: Contractor Success Champions will simplify coordination by providing a single point of contact to support each of the other contractor teams. From our experience in multi-contractor environments, when a team has someone who is focused on leading coordination with other teams, expectations remained aligned for scope and schedule, resulting in on-time delivery. Contractor Success Champions will operate under the Delivery Integration Manager for the DIO team to monitor project progress, measure effectiveness of collaboration using the balanced scorecard, and confirm scope alignment between teams. The Contractor Success Champions will work with their counterparts on the other contractors' teams to ensure alignment on the overall project objectives and schedule, tasks, and related cross-team handoffs for implementing changes to the CalSAWS system, BenefitsCal Portal, and Central Print.



CLS IME 22.0213

Culture Alignment



Effective collaboration requires all CalSAWS project teams across the Consortium and CalSAWS contractors to align to the CalSAWS "One Team" culture. Understanding the importance of the CalSAWS "One Team" culture and one's role in that culture is essential to ensuring each project team member knows their responsibility in cross-team collaboration for the collective benefit of the CalSAWS enterprise organization. Our approach will continue to include leading Cultural Transformation and Inclusion, Diversity, and Equity Advancement (IDEA) programs and initiatives, like the Mentor/Mentee Buddy Program and Table Talk sessions with the Consortium. These programs build and maintain relationships and bonds between CalSAWS project staff, complementing the formal governance framework, and help to sustain the CalSAWS "One Team" culture. Additional activities to align the culture across teams include:

- **Onboarding:** As new staff join the project; we will provide overviews of the CalSAWS Cultural Transformation and IDEA programs to foster alignment to the "One Team" culture from the start.
- **Social styles training:** We will work with the Consortium to train potential new contractors at the start of Transition-In and hold ongoing team building events for the CalSAWS Leadership Team.
- **Surveys:** We will continue to survey the CalSAWS enterprise organization on a quarterly basis to get inputs from the project staff on gaps and needs to evolve these programs.
- **Organizational Change Management Plan:** We will deliver and maintain the plan through the project to continue encouraging the "One Team" culture as the organization evolves.

The Cultural Transformation initiative has been crucial in transforming and creating the existing "One Team" and "Power of 58" cultures. As CalSAWS faces new challenges and opportunities, we will collaborate to build these programs to come together and reach a common understanding of events affecting our work.



2 CLS IME 22.0235

Multi-Contractor Environment Enhancement Timeline

Because the CalSAWS project currently operates in a multi-contractor environment and the supporting frameworks and processes are operational, our timeline for enhancing those frameworks and processes begins at the start of the Transition-In period and goes through stabilization, as reflected in Figure 4-9. We will approach the transformation to a fully integrated CalSAWS organization in three phases: Plan & Design, Operationalize, and Continuous Improvements. Activities include the following:

- **Develop a Multi-Contractor Environment Transformation Plan:** This plan includes assessing the as-is governance framework and project management and operational processes to design enhancements aligned to the future CalSAWS vision. The plan will detail tools, deliverables and approval processes, roles and responsibilities based on the CalSAWS Governance Plan, meeting cadence, implementation plan, and FAQs.
- **Gather Stakeholder Feedback:** Lead joint planning and design sessions with the Consortium, DIO, and CalSAWS contractors to gather comprehensive input for updates to the frameworks and processes agreed upon between the organizations. We will obtain input from major stakeholders, such as the State sponsors, CalSAWS Project Steering Committee, and JPA Board of Directors, as appropriate.
- **Manage Change:** Jointly develop and execute a Change Management Plan that addresses the approach to communicate and operationalize the framework and process enhancements for successful adoption of these frameworks and processes.

Strategic Direction. Delivering Results.

- Frequent communication of objectives, schedules, and milestone
- Clearly defined roles, responsibilities, and objectives
- Proactive issue management and escalation
- Constant quality assurance and continuous improvement by monitoring and reporting on KPIs

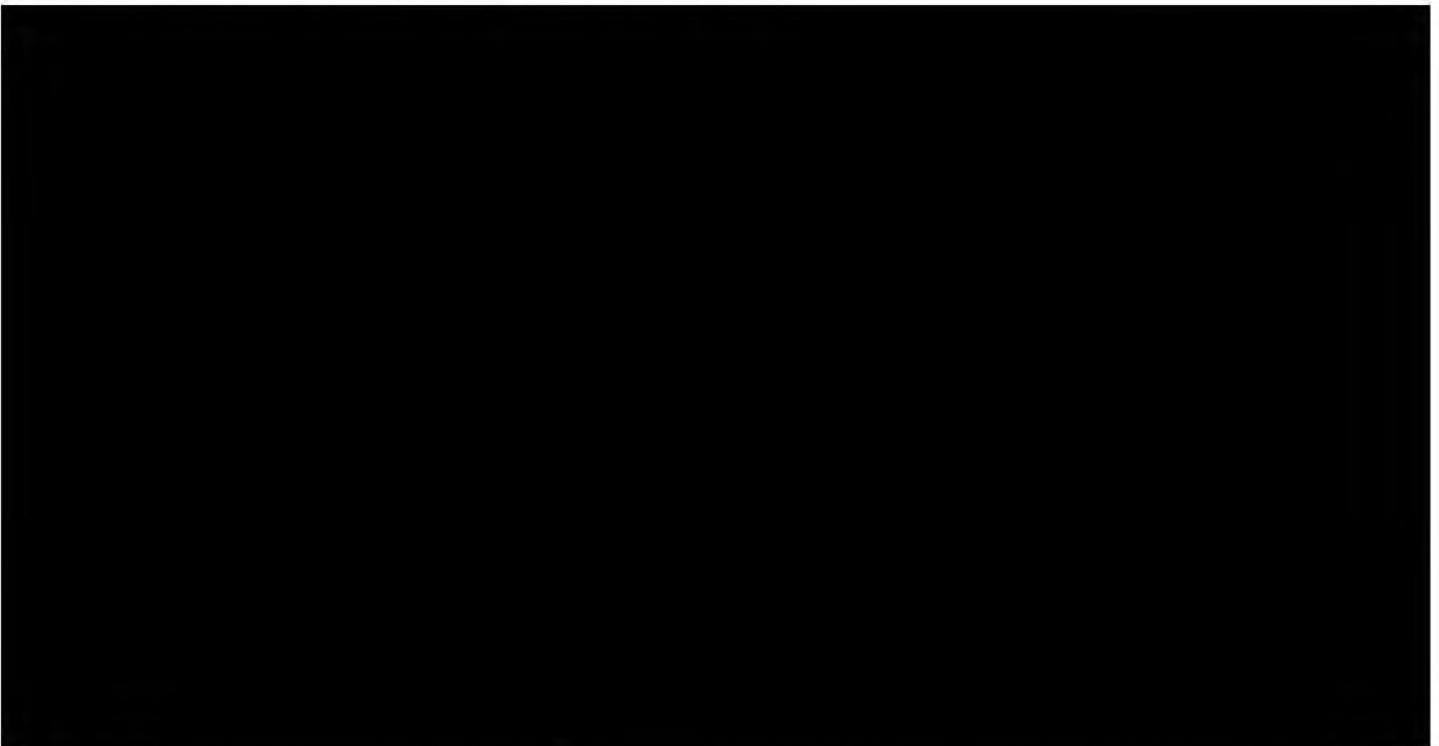


Figure 4-9. We propose a realistic timeline for implementing and operationalizing new frameworks and processes to work effectively in a multi-contractor environment.

We want to be clear—this timeline is to transform the existing project, scope, and operational frameworks and processes Accenture has today for the CalSAWS multi-contractor environment. There will not be a traditional transition-in for Accenture. We will use the Transition-In period to deploy enhanced frameworks and processes tailored to the new multi-contractor environment. This timeline is based on finalizing the updated frameworks and enterprise processes with key stakeholders' buy-in for the delivery of infrastructure deliverables such as the Infrastructure Project Control Document, Infrastructure Work Schedule, Infrastructure Services Plan and Operational Working Documents, and work products like the Infrastructure Organization Chart, integrated RACI, Contact List, and CalSAWS OCM Plan.

Continuous Improvement and Innovation



As a global company, we are dedicated to innovation—using current technologies to create value, while exploring emerging advancements in technology. We will bring these insights for innovation and improvement to the Consortium. Every CalSAWS project team plays an important role in continuously identifying improvements and innovations.

To accelerate the CalSAWS culture of continuous improvement and innovation, we will use a project-wide Continuous Improvement Program (CIP) that will evaluate and implement ongoing improvements to the frameworks and processes for managing work and collaborating in the CalSAWS multi-contractor environment. Sean Swift, our CIP Lead will work with our Project and Delivery Manager, PMO and Infrastructure, the DIO team, and other CalSAWS contractors to:

- Determine the overall effectiveness of the strategies we use for managing the scope of work
- Anticipate trends and identifying new technologies across the industry that can help deliver innovation and process efficiencies for the Consortium and CalSAWS project
- Accommodate material changes as organizations and the project naturally evolve over time
- Seek consensus on improvement ideas to focus on for the next quarter.
- Develop and implement the approved improvement ideas for continuous quality improvements

Our Contractor Success Champions and DIO Integration Manager will lead retrospective reviews with their CalSAWS DIO Integration Managers counterparts after each shared objective/project completes to identify areas for improvement. We will use the results of the retrospectives to develop and implement process improvements for the delivery of future objectives.

4.1.1.3 Tools and Technology

Table 4-2 describes the new tools and technology we will use to manage the infrastructure scope of work. myWizard will replace multiple existing CalSAWS tools and provide additional reporting capabilities. Use of enterprise tools such as myWizard will facilitate collaboration and automate additional cross-team touchpoints for improved operational efficiencies. User access rights to MyWizard will be defined and provided to authorized users during transition.

Tool	Features and Benefits

Tool	Features and Benefits
Microsoft Project	<ul style="list-style-type: none"> Provides an enterprise scheduling tool for developing and maintaining the Infrastructure Work Schedule and Transition-In Work Schedule Allows linking of multiple subproject work plan files together to develop and maintain a master project plan (M&O Integrated Work Plan)
ServiceNow	<ul style="list-style-type: none"> Supports workflows for enterprise staff management processes such as CalSAWS project staff roll on/off requests and related technology enablement requests
Pingboard	<ul style="list-style-type: none"> Provides an enterprise staff engagement tool that gives project staff access to a live enterprise-wide organization chart, staff directories, profiles, peer recognition, and milestone recognition, which promote transparency and drive engagement for the "One Team" culture
DevSecOps Tools	<ul style="list-style-type: none"> Jira: Provides the team with common information, eliminates duplicative or disparate tools, and reduces total cost of ownership [REDACTED] [REDACTED] [REDACTED] AWS Terraform and Amplify: Uses infrastructure as code (IaC) to efficiently define and deploy infrastructure for the CalSAWS system, and support the M&E team's SDLC processes

Table 4-2. Our tools and technology will help effectively and efficiently manage our scope of work.

4.1.1.4 Results Delivered

Coordinating with Other Contractors at CalSAWS while managing our scope of work.

Our Approach in Action:

We embraced the collaboration needed through our "One Team" approach to deliver services for CalSAWS starting in 2004 with four counties, expanding to 35 counties in 2010, and then in 2015 to deliver the LRS for Los Angeles County.

When additional contractors joined the CalSAWS organization—such as ClearBest, Cambria, Deloitte, and Gainwell—we led with the Consortium the effort to incorporate those teams into our enterprise project management processes to help integrate them into operations. We also led the initiatives for the Cultural Transformation and IDEA programs across the CalSAWS enterprise organization.

Results Delivered:

- Created efficiencies for the collective good of the organization by leading "badge-less" processes
- Strengthened relationships across the CalSAWS enterprise organization, which led to better collaboration and delivery on shared objectives



Operating in a Multi-contractor Environment for New York City



Our Approach in Action:

Accenture's ongoing delivery of the ACCESS HRA project for the New York City Department of Social Services has been accomplished in a complex but collaborative multi-contractor environment that included Diona, IBM (Merative), and KPMG. Accenture partnered with New York City to establish a shared definition of success that guided the integrated team's work, used integrated workplans for alignment across teams, and sponsored a regular series of cross-team events to build relationships and cooperation. This effective collaboration resulted in the delivery of a transformed service model that achieved the client's vision.

Results Delivered:

- Lowered cost of ownership and allowed the client to take on enhancements and software upgrades on schedule and at low cost
- Common human-centered design processes provided a better end-user experience

4.1.1.5 How We Exceed the Requirement

We go over and above the requirements for managing in a multi-contractor environment in the areas described in Table 4-3.

Going Over and Above	Benefit
Business Outcomes Balanced Scorecard Includes DIO and other CalSAWS contractors' input to produce and display KPI reporting on contractor collaboration and business outcomes.	<ul style="list-style-type: none"> • Achieve Integrated Outcomes: Helps achieve business outcomes such as staying on schedule and delivering reliable operations (you get what you measure) • Better Visibility into Contractor Performance: Provides a timely and intuitive view of KPIs and SLAs to allow leadership to understand every contractor's performance
Contractor Success Champions Dedicated experienced team members accountable for and committed to managing successful integration with the other CalSAWS contractors and teams in addition to the Delivery Integration Manager.	<ul style="list-style-type: none"> • Increase Enterprise Effectiveness: Ensures seamless coordination between teams by providing an individual who is more than a point of contact for each of the other contractors to rally around • Achieve Shared Objectives: Helps build and strengthen relationships between project staff across teams, which improves collaboration and integration to achieve shared success objectives
Industry Experts and SMEs Accenture's unmatched scale and global reach allows us to bring experts to CalSAWS.	<ul style="list-style-type: none"> • Continue to be a Best-in-Class Solution: Provides insight into topics from diversity and inclusion (IDEA) to state-of-the-art architectures for security and performance in the cloud, and more

Table 4-3. Our approach provides the Consortium additional benefits to enhance how contractors will work together while enabling Accenture to effectively manage our work.

4.1.2 Collaborating with M&E Contractor for Shared Services

Item # I-UA2

Describe your approach to working and collaborating with the CalSAWS M&E Contractor to perform shared services, such as security, and supporting Application Evolution and Innovation.

4.1.2.1 Approach to Collaborating with the M&E Contractor for Shared Services

In this section, we describe our approach to working and collaborating with the CalSAWS M&E Contractor to perform shared services such as security and supporting their application evolution and innovation scope of work. We are also submitting a proposal for the M&E scope of work and understand how the complexities of integrating effective infrastructure support is essential to successful M&E design, development, and deployment for application evolution, system change requests, and security. We also highlight our expectations for the M&E Contractor to achieve shared objectives. Our "One Team" approach for collaborating with the M&E team remains unchanged whether Accenture or another contractor is awarded the M&E scope of work.

With our approach, you get the benefit of proven methods and tools that encourage teams to work together with shared goals. As the only contractor that has worked within this environment for the entire span of the Consortium's existence, our experience has proven the effectiveness of centralized governance, processes, tools, and open communication in collaborating with M&E teams for C-IV, LRS, and CalSAWS to deliver shared services. During the CalSAWS DD&I Project, we identified the need for additional APIs to support the BenefitsCal portal and collaborated with the Deloitte BenefitsCal team to gather requirements, and design, test, and implement the APIs. Our close collaboration was essential in delivering the shared service projects successfully within tight timeframes. We base our approach for collaborating with the M&E Contractor and other contractors on this well-established foundation and focus on continuous improvement that we use for managing integrated work, described in Section 4.1.1.2 Approach to Understand and Agree on Roles and Responsibilities.



What Our Clients Say...

I have a long history of having Accenture as the vendor and have consistently experienced a knowledgeable, collaborative working experience.

— Karen Rapponotti,
CalSAWS Policy, Design & Governance
Director

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Centralized Governance Framework

Using the centralized governance framework for the CalSAWS enterprise organization described in Section 4.1.1.2 Approach to Understand and Agree on Roles and Responsibilities, our Infrastructure team leads will jointly develop with the M&E team a RACI that captures the roles and responsibilities of each team at the operational level. The Infrastructure team will jointly lead this effort as part of enhancing our enterprise processes for delivering shared services with the M&E team. This alignment and transparency will help to define the integrations between the teams, which leads to better collaboration and improved delivery of shared services and objectives.



Centralized
governance

Open Communication

Our approach for open communication, described earlier in Section 4.1.1.2 Approach to Understand and Agree on Roles and Responsibilities, is essential for collaborating effectively with the M&E team. **Jason Osterwald, our Contractor Success Champion for the M&E team** will work with our Delivery Integration Manager and focus on developing the enterprise processes for delivering shared services with the M&E team, which are listed in the next section. We will collaborate with M&E team leads to review and enhance communication protocols that align to those



Open
communication

operational processes. This joint development of changes to communication protocols will also include identifying metrics and data that can be shared across teams to provide insight into the progress and health of shared services and shared objectives, which helps drive improvements in communication between teams.

Enterprise Project Processes for Working and Collaborating with the CalSAWS M&E Contractor to Perform Shared Services

Our approach for working and collaborating with the CalSAWS M&E Contractor to perform shared services, such as security and supporting Application Evolution and Innovation, is based on following enterprise processes for effective coordination. The Multi-Contractor Environment Transformation Plan delivered at the beginning of the Transition-In period will describe our approach for collaborating with the M&E team and Consortium to enhance these operational processes for the Infrastructure Services Plan. The jointly developed processes will ignore organizational and contractor delineations to identify improvement opportunities that benefit the entire CalSAWS organization.



Table 4-4 outlines major tasks and activities for how we will collaborate with the CalSAWS M&E team to perform shared services, support Application Evolution and Innovation, and our expectations for how the M&E team will support our delivery of Infrastructure services. Although this section focuses on how we will collaborate with the M&E team, the tasks and activities listed for security and supporting application changes also describe how we will collaborate with other CalSAWS teams, such as the BenefitsCal team, to support their workstreams and achieve shared objectives for success.

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Continuous Improvement and Innovation

- Conduct retrospectives following the completion of each project to identify and assess lessons learned and best practices.
- Develop and implement the approved improvement ideas in processes to benefit future projects.

4.1.2.2 Tools and Technology

Table 4-5 lists the tools we will use to collaborate with the M&E Contractor to support shared services.

Tool	Features and Benefits
ServiceNow	<ul style="list-style-type: none"> Provides an IT Service Management tool that integrates with ALM applications (such as Gitlab) for improved coordination between Infrastructure and M&E teams Provides a central communication channel between Tier 3 teams and the Service Desk, uses data-driven approach to identify new knowledge articles that need to be created by Tier 3 teams, automates routing to the correct Tier 3 team based on categorization
IBM Cognos Analytics	<ul style="list-style-type: none"> Integrates and retrieves data from different tools or applications, analyzes them, and translates them into information that is displayed on tiles, dashboards, and reports. This helps us to look at application maintenance health and incident analysis, to support M&E services
Dynatrace	<ul style="list-style-type: none"> Measures the performance across the core of the application and time between pages Embeds JavaScript in application pages for end-to-end performance Provides a small set of online transactions that execute periodically to measure SLAs

Table 4-5. Our tools and technology will foster integration and collaboration with the M&E Contractor.

4.1.2.3 Results Delivered

Supporting CalSAWS General Assistance/General Relief (GA/GR)

Our Approach in Action:

To support seamless integration of the CalWIN GA/GR correspondence functionality with the CalSAWS system, our Infrastructure team collaborated with the Gainwell GA/GR Correspondence Service team. To do this we were in constant communication with the Gainwell team to analyze requirements for the API endpoints, jointly planning the changes to both systems, and performing integrated testing and deployments.

Results Delivered:

- Implemented new APIs to orchestrate calls initiated by the CalSAWS system for the GA/GR correspondence service to send correspondence back to CalSAWS for storing and printing.



4.1.2.4 How We Exceed the Requirement

Our approach for collaborating with the M&E Contractor to support shared services will exceed the requirements as detailed in Table 4-6.

Going Over and Above	Benefit
<p>Provide an additional key role—the Continuous Improvement Manager</p> <p>The Continuous Improvement (CI) Manager will identify efficiencies through:</p> <ul style="list-style-type: none"> Joint planning sessions with the M&E team will identify opportunities to improve processes for shared services and objectives with the Infrastructure team 	<ul style="list-style-type: none"> Improves Adaptability: Allows processes to better adapt to changes in contractors and organizational structures Increases Enterprise Effectiveness: Helps identify improvements to processes to benefit the entire CalSAWS enterprise Achieves Shared Objectives: Provides additional focus on collaboration to drive successful

Going Over and Above	Benefit
<ul style="list-style-type: none"> Sharing best practices for an incoming M&E Contractor on ongoing basis (beyond the Transition-In period) 	delivery of shared services and achievement of shared objectives for transition-in and beyond
Dedicated M&E Contractor Success Champion	<ul style="list-style-type: none"> Improves Integration: Provides focus on M&E integration leading to better overall integration and delivery of shared services

Table 4-6. Our approach provides the Consortium additional benefits to enhance how we will work with the M&E Contractor.

4.1.3 Major Risks and Proposed Mitigation Strategies

Item # I-UA3

Identify major risks inherent in the Integrated Multi-Contractor Environment and your proposed mitigation strategies.

At the outset of the Transition-In period, major inherent risks to the multi-contractor environment will be incorporated into the CalSAWS central risk log for transparency and escalated to the CalSAWS Project Leadership team for close monitoring until mitigated. Effective decision-making and successful risk mitigation will require all existing and new CalSAWS contractors to have transparent conversations about these risks and actively participate in the execution of mitigation strategies.

As we developed our response, when we assigned a probability to the likelihood that the risk would be realized and become an issue, we did this from the perspective of Accenture as the selected Infrastructure Contractor. In practice, we would work with the Consortium and the other contractors to assign values to probability and impact. Also, another contractor would have a different probability, likely higher, of these risks becoming issues.

For the following risks, we based the probability, impact, exposure, level, and category based on the Appendix F – Risk and Issues Management Plan of the CalSAWS PCD.

- **Probability:** Five risk probability categories from 10% Highly Unlikely to 70% (and over) Highly Likely
- **Impact:** Uses an ordinal scale with values ranging from 1 (lowest) to 5 (substantial) to measure the impact of the risk in four performance areas: cost, schedule, technical, and quality
- **Exposure:** Calculated value based on the assigned probability and the impact
- **Level:** Categorized as low, medium, or high based on the risk probability and risk impact value

Risk 1: Delays and/or Cost Overruns Due to Gaps in Scope

Probability	Impact	Exposure	Level	Category
90%	5	4.5	High	Schedule
Trigger		Customers Impacted	Owner	
Identification of a gap that causes delays to the project schedule or cost overruns		CalSAWS Counties, Customers	CalSAWS Chief Deputy Director, Delivery Integration Managers	
Risk Description				
Identified gaps in scope and expectations between contractors, and a lack of accountability, may require time to resolve, which results in operational inefficiencies, delays in the project schedule, and cost overruns.				
Proactive Mitigation Strategy				

- To mitigate the risk of potential gaps in scope and expectations, upon contract award, our strategies include:
- Partner with the Consortium to review other contractor's contracts to identify gaps prior to contract start
 - Lead joint planning sessions for collaborative development of an integrated RACI to establish a shared understanding of contractors' expectations and how they fit together to deliver shared services and solutions
 - Perform ongoing regular reviews of the PCDs, Infrastructure Services Plan, M&E Services Plan, and other operational documents in collaboration with the CalSAWS contractors and the DIO to further refine processes for shared services and identify improvements for tighter alignment of scope and expectations across the teams
 - Use Contractor Success Champions to ensure scope and expectations between contractors remain aligned and will improve the understanding of cross-contractor dependencies.

Prior to contract award, we recommend the Consortium conduct analyses of all Infrastructure and M&E proposals, as well as contractors' SOWs/contracts, roles and responsibilities, and schedules to identify scope gaps as early as possible, minimizing impacts on the project schedule and budget. We also respectfully suggest the Consortium consider an increase to Consortium/DIO staffing and workloads required to support and facilitate multiple concurrent transitions and integration activities for the Transition period and incorporate time within the CalSAWS procurement schedule to incorporate necessary contract changes to resolve gaps prior to the contract start dates.

Risk 2: Misalignment of Existing Agreements and the RFP

Probability	Impact	Exposure	Level	Category
90%	3	2.7	High	Stakeholder
Trigger		Customers Impacted	Owner	
DIO team confirms gaps in requirements and staffing		Consortium, DIO team	CalSAWS Chief Deputy Director, Project Managers	
Risk Description				
Existing contracts that are out of this RFP's scope (such as BenefitsCol and Print Services) may not have requirements for contractor(s) to participate in integration activities, transition-in/out activities, and the CalSAWS DIO framework. This can lead to incomplete integration of those contractor(s) into the CalSAWS enterprise organization, which can result in schedule delays and other risks when delivering shared services and achieving shared objectives for CalSAWS.				
Proactive Mitigation Strategy				

Upon contract award, we will partner with the Consortium and the other contractors to assess whether existing ongoing agreements contain misalignments with the new contracts pertaining to requirements and staffing levels to participate in integration, transition, and DIO activities. Prior to contract award, we also recommend the Consortium update existing agreements before finalizing new Infrastructure and M&E agreements.

Risk 3: Disparate Team Cultures

Probability	Impact	Exposure	Level	Category
50%	4	2.0	Medium	Stakeholder
Trigger		Customers Impacted	Owner	
A new contractor is selected for the future M&E and/or Infrastructure contracts		Consortium, DIO Team	CalSAWS Chief Deputy Director, M&E and Infrastructure Contractor Project Managers (as applicable)	

Risk Description

A new contractor will require time to adopt the CalSAWS One Team culture and build relationships which may delay integration activities across CalSAWS.

Proactive Mitigation Strategy

To mitigate the risk of disparate or conflicting team cultures, we will:

- Require the Delivery Integration Managers to jointly define clear roles and responsibilities
- Document the processes and governance expectations to guide the interactions between contractors
- Partner with the Consortium to develop a "One Team" culture orientation program to ease transition and drive ongoing initiatives—such as social styles training and team building events—to develop relationships and incorporate new contractors into the CalSAWS community

Accenture partnered with the Consortium to implement the original One Team concept for the C-IV project in 2001. We continue to be a leader in today's One Team culture by driving cultural initiatives such as the enterprise-wide inclusion and diversity workshops and helping other CalSAWS contractors achieve success, such as providing functional support for Deloitte's implementation support services for the ColWIN counties' migration to CalSAWS. This risk would be mitigated if we are selected as the future contractors for both M&E and Infrastructure.

Risk 4: Lack of Effective Coordination with the M&E Contractor

Probability	Impact	Exposure	Level	Category
30%	3	0.9	Medium	Quality, Cost, Stakeholder
Trigger		Customers Impacted		Owner
Lack of coordination between contractors causes system performance issues, delays in ticket resolution, or increased software costs		State, CalSAWS Counties, Customers, Consortium		CalSAWS Chief Deputy Director, Contractor Delivery Integration and Project Managers, Service Desk

Risk Description

Lack of coordination and accountability from the M&E Contractor can negatively impact the Infrastructure Contractor's delivery of services including system performance, timely Service Desk ticket resolution, and management of software costs.

Proactive Mitigation Strategy

To ensure coordination and accountability between contractors, our mitigation strategies include:

- **Enhanced collaboration:** We will support the DIO in developing and documenting clear roles and responsibilities, governance, and transition plans. We will work with the M&E Contractor to collaborate on the planning of system changes to avoid adversely impacting Infrastructure support and software costs and will coordinate on the planning of software utilization and required software updates, their timing, and impact on CalSAWS. In addition, we will have Service Desk liaisons for every Tier 3 contractor attend each contractor's release management and greenlight meetings to learn about upcoming functionality.
- **Enhanced communication:** We will enhance communication and transparency by developing comprehensive plans in the Infrastructure Services Plan and Project Control Document (PCD) that will document expectations and processes for communication between the Infrastructure and M&E Contractors. We will also deploy Contractor Success Champions to ensure scope and expectations between contractors remain aligned. We will promote open communication and knowledge sharing by conducting regularly scheduled touchpoints with teams.

Risk 5: Ineffective Change Management and Communication

Probability	Impact	Exposure	Level	Category
30%	3	0.9	Medium	Schedule, Quality, Cost
Trigger	Customers Impacted		Owner	
Lack of communication impacting schedule, cost, or resources	Consortium, Contractors, Sponsors, CalSAWS Counties		Consortium, Contractor executives	

Risk Description

The Consortium's vision for the future includes dramatic changes to how CalSAWS will be organized and delivered to the Counties. Managing change and communicating effectively across all aspects of the Consortium, Counties, and contractors is essential to meeting that vision. Ineffective management of the change and communication could lead to schedule, quality, and cost issues.

Proactive Mitigation Strategy

Our mitigation strategy for the risk of ineffective change management includes the following:

- Use the Multi-Contractor Environment Transformation Plan delivered at the outset of the Transition-In period to manage the approach for communicating and managing these changes across the CalSAWS project team and stakeholders
- Collaborate with the Consortium, other CalSAWS contractors, and major stakeholders to identify impacts of the change and affected audiences to manage the communications and strategies for the CalSAWS team's successful adoption of the new multi-contractor organization and associated new and updated processes
- Deploy Contractor Success Champions to lead coordination with other teams and improve communication among your contractors

Because early and effective communication is key to successful change management, the communication strategy will document key stakeholders, project roles, communication needs, frequency, media, and file format. We will incorporate these communications protocols into the Infrastructure PCD's Communication Management Plan and the CalSAWS OCM Plan accordingly. Ongoing updates to the Communication Management Plan will be part of the PCD and within the purview of our continuous improvement objectives.

Risks Conclusion

The individual risks we've discussed above focus on the multi-contractor environment in which each risk is assessed individually, independent of the other risks. We would like you to consider another element in determining the overall project risk—who is doing the work. Accenture submitted proposals for both the Infrastructure and M&E scope of work. Assuming we are awarded both contracts, the overall risk profile of the entire CalSAWS project will be lower, and so will the risk score of each individual risk. Why? For the simple reason that one accountable contractor is more efficient, and the Consortium will have "one throat to choke" when it comes to handling risks and issues. This global reduction of risk is only true for Accenture. Any other contractor would be quickly overwhelmed by the prospect of taking over the immense and complex CalSAWS Infrastructure and M&E Application, while simultaneously attempting to evolve an application with which they are unfamiliar. Just imagine how the Consortium's risk level would increase even more if **two** other contractors attempt to complete their transitions in at the same time. Accenture has been your partner for a long time—now that we've nearly completed the statewide rollout of CalSAWS, we're ready to accelerate the momentum into the CalSAWS M&O organization of the future.

4.2 System Performance

RFP # 5.2.3.2 (RFP Table # 32)

CalSAWS must be fast, available, and secure. To meet this desired goal, we bring our AI-Driven Intelligent Monitoring & Automation Platform that integrates monitoring, assessing, resolving, and optimizing CalSAWS system components across cloud, software, hardware, networks, and DevOps. We have teamed with AWS to continue to provide you a performant infrastructure that is highly secure and continues to meet your service-level expectations as we enter the M&O phase of the largest integrated eligibility system ever implemented. We aim to move our CalSAWS System Performance management from reactive to a proactive, predictive approach. The following guiding principles underscore our understanding:

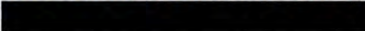
Strengthen Operational Security: keeping Californians' data away from bad actors, we help protect your customers and preserve the hard-earned trust you have built with them.

Predictable and Responsive System Behavior: consistent high performance means county staff and other end users receive the level of service they expect. For example, end users can use imaging-related applications seamlessly, county staff can access LMS/Documents without performance issues, or batch jobs and system updates are executed without disruption.

Timely and Responsive Services: high performance is an expectation beyond the production environments. For example, responsive training environments allow new users to complete training without delays so they can quickly begin working and adding value to the County.

Timely Software Upgrades: a seamless experience with fast and easy interactions allows county staff to complete their tasks quickly and accurately. County staff are more efficient, allowing counties to do more with the same level of resources.

Table 4-7 describes the five overarching themes—Acceleration Essentials—of our System Performance approach for CalSAWS.

What We Bring	What You Get
Increased automation using the 	Higher System Availability, Enhanced Reliability, and Scalability
Proactive performance monitoring using early detection and warning systems	Improved Line-of-sight and Anomaly Detection: For critical infrastructure while promoting proactive notification to users
Self-healing using AI-orchestrated bots	Rapid Resolution: Reduces system issue resolution time before they are widely encountered
Data-driven decision-making using a real-time analytics dashboard	Insight Based Decisions: Promotes faster decision-making for issue resolution



High Performing Secure CalSAWS System

- **Increased Automation** through Accenture myWizard automation suite
- **Proactive Monitoring designed** to improve line-of-sight and anomaly detection
- **Self-healing** AI bots to reduce resolution time
- **AWS/Accenture partnership** to bring unparalleled technical knowledge and expertise
- **Security-First Approach** with automated tools as part of the Defense-in Depth framework
- **Continuous Improvement** as a foundation

What We Bring	What You Get
Proactive security and vulnerability analysis through frequent security testing	Improved Security Posture: Automated logging and Defense-in-Depth approach based on Palo Alto Security Orchestration, Automation and Response (SOAR) integrated with the existing Splunk SIEM environment

Table 4-7. The Features (What We Bring) and the Benefits (What You Get) of our System Performance approach deliver high performance while securing CalSAWS.

4.2.1 Proactively Monitoring and Managing SLAs

Item # I-UA4

Describe your approach to proactively monitoring and managing SLAs to ensure performance requirements and appropriate security measures are met.

4.2.1.1 Approach to Proactively Monitoring and Managing SLAs and Security

This section describes our approach for proactively and predictively monitoring and managing service-level agreements (SLAs) to make sure we meet performance requirements and appropriate security measures. We will implement a real-time dashboard integrating multiple aspects of CalSAWS—cloud, application, network, and DevOps metrics along with business metrics. This real-time dashboard (Integrated Command Center) will be based on an Observability/Telemetry framework. Through this proactive performance monitoring, Consortium-approved users can view with real-time and near real-time dashboards how CalSAWS is performing. Our security monitoring and incident management services also provide near real-time monitoring, detection, and proactive responses to security incidents and intrusion attempts. Our data-driven solution will use trend analysis for forecasting, integrating information including prior months' actuals, State policy changes, and enhancement requests into the dashboards.

Key Success Factors

- Real-time view of the CalSAWS application performance
- Enhanced security with advanced threat detection
- Quarterly retrospectives to drive innovation, cost optimization and continuous improvement

Performance Requirements

Working with the Consortium, we will deliver a highly available, highly usable monitoring platform to present real-time and near real-time data. Our team will harness our multi-tiered Security Operations Center (SOC) to rapidly detect and respond to your security requirements through monitoring system performance and coordinating with various contractor partners. The SOC team will use the existing Splunk tool, and we will implement SOAR for automated logging as well as its machine learning capability to automate security incident management by triggering runbooks. The SOC will drive notification and resolution of any SLA concerns that we identify through the new dashboards.

Our tailored seven-step approach that we illustrate in Figure 4-10 will proactively monitor and manage current and agreed-on future SLAs for CalSAWS while securely enhancing system performance.



Figure 4-10. Our tailored approach to proactively monitor and manage SLAs creates a real-time view into multiple aspects of CalSAWS.

The following details our seven-step process to proactively monitor and manage your SLAs:

- 1. Establish baseline metrics:** Based on our deep understanding of CalSAWS application and infrastructure and our longstanding relationship with the Consortium, the QA Contractor, and real-time interface partners BenefitsCal, CalHEERS, and FIS (EBT), we will build on the existing business and technical metrics to maximize our ability to proactively monitor and manage the system performance for CalSAWS. In the multi-contractor environment, including the M&E Contractor is essential to set these baseline expectations. Besides meeting the RFP-mandated SLA requirements for online and batch performance metrics, we will provide additional, data-driven analysis around business volume forecasting—like logged-in users, eligibility determination benefit calculations run, and forms generated—and trend analysis to predict performance issues. This approach will enable the Consortium and county users to transparently see what we are measuring while helping us better determine where we apply automation to maintain CalSAWS SLAs.
- 2. Implement customized real-time dashboards:** We will deploy [REDACTED], our integrated automation AI platform and resilient plug-and-play architecture. To monitor and manage system performance for CalSAWS, [REDACTED] will help the Consortium integrate with the ServiceNow ITSM for incident tracking. Built in [REDACTED] and hosted in the CalSAWS environment, data-driven dashboards will enable users to proactively monitor and track all aspects of performance, business volume forecasting, trend analysis, and their impact on SLAs and KPIs, as highlighted in Figure 4-11.



Figure 4-11. Dashboards will provide the Consortium and designated QA contractor teams with real-time performance insights into the system.

3. **Customize and deploy system monitoring:** We understand data-driven system monitoring will require automated and guided approaches for CalSAWS users. Our myWizard platform will help with event correlation and monitoring in-scope landscape by leveraging the existing Splunk enterprise agent and license, and integration with current toolsets such as SolarWinds and AWS CloudWatch to track incident SLAs and business metrics while triggering proactive issue alerts when CalSAWS meets system thresholds. Our site reliability engineer (SRE) and Performance Monitoring teams will continually track service and business-level metrics through dashboards, verifying the system continues to run smoothly. With our two-pronged monitoring effort, we will use robotic process automation (RPA) for proactive early warnings for the most common failure points while a manual, eyes-on-glass effort for functions such as infrastructure capacity issues or data storage usage provides a safeguard for areas that automation does not cover as effectively. Additionally, the Security Orchestration, Automation, and Response (SOAR) platform that integrates with ServiceNow will flag events identified from Splunk Enterprise Cloud logs for use cases such as brute force attacks and distributed denial of service (DDoS).
4. **Review and escalate issues:** For each issue or security threat SOAR identifies, ServiceNow auto-creates a ticket and an email to the designated Consortium and/or Accenture staff members. Our automated ChatOps has real-time information to update designated users regarding incident status. We will also keep our Service Desk notified so that they know about system issues if users call to report the same incident. Our AI-driven monitoring tools will perform initial event correlation, identify root cause, assign incidents to support teams, and, if needed, escalate to the QA team to create a base root-cause analysis (RCA) for critical or recurring issues. With strategically included AWS professional services SMEs on our team, we expect to generate concise and fully transparent RCAs quickly. We will collaborate with other contractors including BenefitsCal, CalHEERS, FIS (EBT), and the M&E Contractor to escalate issues. This approach will streamline the communication process, creating one Critical Incident Response team that will work with you to update you on the progress of the issue while enabling continuous improvement.
5. **Resolve issues:** As part of the self-healing and manual fixes, we can perform automated scaling and implement automated known recovery steps (such as restarts). Our SOC monitoring efforts also include monthly reviews and recommended resolutions of security threats. These proactive

performance management processes will enable our team to respond to any automated actions or deployments that are known or common failures. For example, our server monitoring will reboot the system when thresholds are met and coordinate across the Infrastructure and M&E teams to resolve the issues while finalizing the RCA.

6. **Conduct a quarterly retrospective:** Besides our monthly reporting meetings where we review monthly SLAs and security threats, daily continuous improvement opportunities, and any impacts on SLAs or business-driven KPIs, we will coordinate formal quarterly retrospectives with the Consortium, QA team, and other contractors to discuss the quarter's performance numbers as part of our proposed enterprise-wide Continuous Improvement Program (CIP). This data-driven, continuous improvement effort will enable us to proactively seek feedback on what worked and what areas need improvement while providing opportunities to introduce innovation. At the end of each quarterly cycle, Sean Swift, our CIP Manager, will work with our Performance Management Lead and our AWS team to deliver the following:
 - Summarized metrics and qualitative feedback on the current quarter's performance including suggestions received on this area from our various stakeholders around KPIs and SLAs that were missed or nearly missed
 - Suggestions to change tools, processes, and/or people to improve KPIs and SLAs and address the qualitative feedback, including changing how we track actuals, introducing new metrics for tracking, modifying the performance dashboard, or targeting tuning areas in the infrastructure or online/batch code for performance improvement
 - To build and increase cybersecurity resilience, introduce service upgrades, new releases, and enhancements that align with the CalSAWS business strategy and overall growth
 - Seek consensus on improvement ideas to emphasize for the next quarter
7. **Implement feedback:** To make the quarterly meetings more effective, we will update dashboards based on the retrospective, data-driven feedback we receive. Feedback is auto-ingested into the system using our intelligent knowledge management tools—Klewer and Quasar. We will coordinate with the Performance Improvement team and the M&E contractor to proactively implement identified performance concerns while enabling the team to update existing dashboards or add new dashboards based on the quarterly retrospectives. Besides working together to continuously refine the dashboards, our approach will accelerate turnaround on issues, improving CalSAWS reliability for every user.

Our team will be led by Infrastructure Performance Manager, Sumeet Patil. He brings 20 years of experience in designing, developing, configuring, and delivering innovative software architecture solutions, including the last 14 years serving the C-IV and CalSAWS. As part of our seven-step approach, our team will track the following key metrics to monitor and manage current and agreed-upon future SLAs:

- **Infrastructure metrics:** These metrics include network uptime (circuits), network latency, network jitter and packet loss, database table space, database performance (like CPU, memory, and disk IO), backup health, and data sync.
- **M&E metrics:** We will coordinate with the M&E Contractor to measure the following:
 - Base system: Including page load, database response times, and batch job performance
 - Business key performance indicators (KPIs): Coordinating with the M&E Contractor, build out KPIs to allow the SRE lead to more effectively communicate system issues while the M&E team is researching and resolving the issue (note that these KPIs will



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be reported on the business scorecard as described in Section 4.1 Integrated Multi-Contractor Environment

- Adjacent systems: Network performance as it relates to CalSAWS for systems including Hyland imaging, contact center, OCAT, and Child Care Portal
- Ancillary systems: Application program interfaces (APIs) performance for the BenefitsCal portal, imaging, task, appointment, and GA/GR form service
- Serverless: Support the M&E Contractor throughout their application evolution effort to a serverless approach and make appropriate updates to SLA/monitoring

Security

Throughout our seven-step approach, security will remain foremost in our CalSAWS solution. Using the Splunk and ServiceNow platforms, we will integrate our SOC team to proactively adhere to your security and governance-related processes, as we highlight in Figure 4-12. We will integrate the Splunk Enterprise Security solution with the CalSAWS ServiceNow for auto-ticketing, which will reduce "eyes-on-glass" monitoring. We will also integrate SOAR with Splunk to automate security logging.

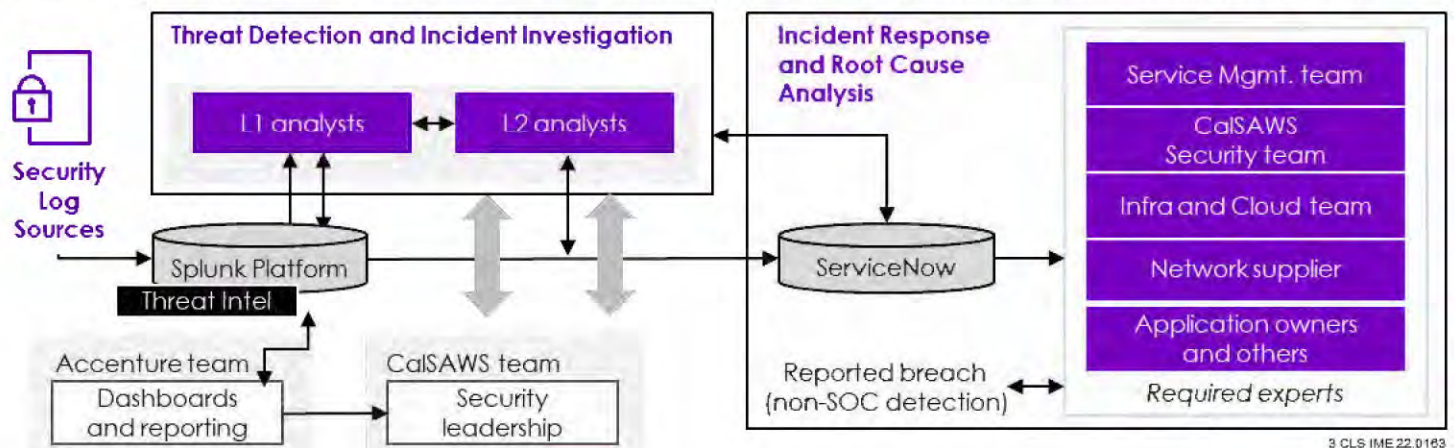


Figure 4-12. We offer the Consortium near real-time monitoring, detection, and proactive response to security incidents and intrusion attempts 24/7.

Our approach features a threat detection and incident investigation process focused on continuously improving your security offering in ServiceNow based on the following activities:

- Log data of onboarded sources analyzed by Splunk
- Develop reports and dashboards
- Identify notable events for analyst review
- Investigate and classify incidents
- Auto-assign tickets to the appropriate response team based on the runbook
- Collaborate with the appropriate stakeholders for incident response and RCA
- Provide recommendations to improve visibility, detection, and response
- Request incident investigation support for non-Splunk-generated incidents per email

Our Recognized Security Capability

Security accolades from technology leaders and independent industry analysts

Everest Group IT Security Services PEAK Matrix Assessment 2022: North America: Leader

HFS Research Top 10: Cybersecurity Service Providers, 2022: No. 1 Cybersecurity provider

Forrester Wave: Global Cybersecurity Consulting Providers, Q4 2021: Leader in Global Cybersecurity Consulting

IDC Marketscape Worldwide Incident Readiness Services, 2021 Vendor Assessment: Leader in Worldwide Incident Readiness Services

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Additionally, we provide the Consortium advanced threat detection capabilities through our endpoint security management to help CalSAWS proactively detect and counter the most complex and persistent cybersecurity threats. Unlike a traditional monitoring capability, our approach combines actionable threat intelligence with testable hypotheses to drive outcome-based threat-hunting operations. Besides the SOC monitoring capability, we will develop and execute threat-hunting plans and share these findings monthly with relevant stakeholders

along with recommendations. With SOAR, we will also improve the current SOC monitoring operations by aligning security tools and automating repetitive manual tasks to yield faster incident response capabilities with speed at scale while strengthening defenses through integrated tools, processes, and teams. Our Infrastructure Security Manager, Ben Troglia will work with our Infrastructure Performance Manager, Sumeet Patil to deliver enhanced security processes while verifying we meet performance requirements. Ben brings nearly a decade of delivering field-tested security solutions to our clients.

To augment our SOC, we will share with the Consortium the following security offerings:

- **Governance, Risk, and Compliance (GRC) Services:** Our service optimizes compliance management using our System Security Plan (SSP) to provide the security planning requirements that apply to each stage of CalSAWS system and application lifecycles
- **Network Security Management:** We will provide CalSAWS with managing network security appliances and maintaining rule definitions such as Cisco firewalls, intrusion prevention systems, Zscaler ZPA, and web application firewalls
- **Email Security and Anti-Phishing:** We will support the Cisco Email Security and Cofense solution in spam/phishing mail detection and filtering
- **Identity and Access Management (IAM):** Our IAM services for CalSAWS will verify we manage identities and access in compliance with CalSAWS security policies using CalSAWS' ForgeRock solution
- **Accenture Cloud Security:** We deploy managed security service and compliance of applications and services on AWS using AWS-native security services such as AWS Firewall, AWS WAF, AWS Shield Advanced, AWS GuardDuty, AWS Config, Key Management System (KMS), Secrets Manager, AWS IAM, and AWS IAM Identity Center. With our 14-year partnership that includes 1,000 completed projects and 100,000 workload migrations, we bring unrivaled expertise delivering AWS solutions

Accenture Security has the required skills, accelerators, and extensive experience in supporting multiple other public sector clients with initiatives across the cybersecurity service spectrum including cyber strategy, cyber resilience (like endpoint detection and response), and cyber protection (like privileged identity management and data protection). Our Security team will work with CalSAWS to support such initiatives and handle such requests through appropriate change management processes as standalone projects over and above the current scope of services.



Based on best practices from our work on CalSAWS along with our experience supporting other state IE systems as well as vital efforts like HealthCare.gov and COVID vaccine tracking systems, we understand how to proactively and securely monitor and manage SLAs for CalSAWS. Our seven-step approach will provide the Consortium with increased focus on meeting SLAs proactively while delivering early detection and remediation. Backed by our SOC, our solution delivers 24/7 security operations, automated search with correlation and containment, rationalized tools and capabilities, outcomes-based results, and enhanced cyber resilience for the Consortium. A renewed focus on innovative automation will also promote higher reliability and consistency. Additionally, the dashboards we envision for CalSAWS will deliver increased transparency to the Consortium on SLA statuses.

We considered various alternatives, such as maintaining our approach featuring automated monitoring of primary notifications or manual monitoring by a split focus team. We believe the automated approach works well but requires predefined "issues" and lacks the ability to respond creatively or to map to issues related to business service impacts. Likewise, the manual solution has its positives, but does not allow the proper focus on system performance, features slower turnaround on notification and RCAs, and increases the likelihood of discovering an issue only after it has affected the system. Instead of choosing a solely automated or manual solution, we selected a blended approach that will bring the most innovative, value-driven results for you.

Implementation Timeline



As your current Infrastructure contractor, we will not need to come up to speed or require orientation on the current infrastructure. Rather than just transitioning, we will transform the performance and security monitoring beginning Day 1. Our SRE and Performance Monitoring teams will dedicate themselves to several key tasks, including establishing the baseline expectations with the Consortium, QA and other CalSAWS contractors, developing the dashboards and implementing myWizard integrations. Our dedicated team will help manage the transition into new tools and tracking while verifying that we still monitor and report on system performance. Weekly trend and forecasting analysis will show improved focus on prevention of issues rather than only resolution of issues. The proposed implementation timeline for the transformation activities is based on getting the needed participation from the Consortium and the M&E Contractor for dependent activities.

Our team will keep the focus on timely issue resolution, as Figure 4-13 highlights.

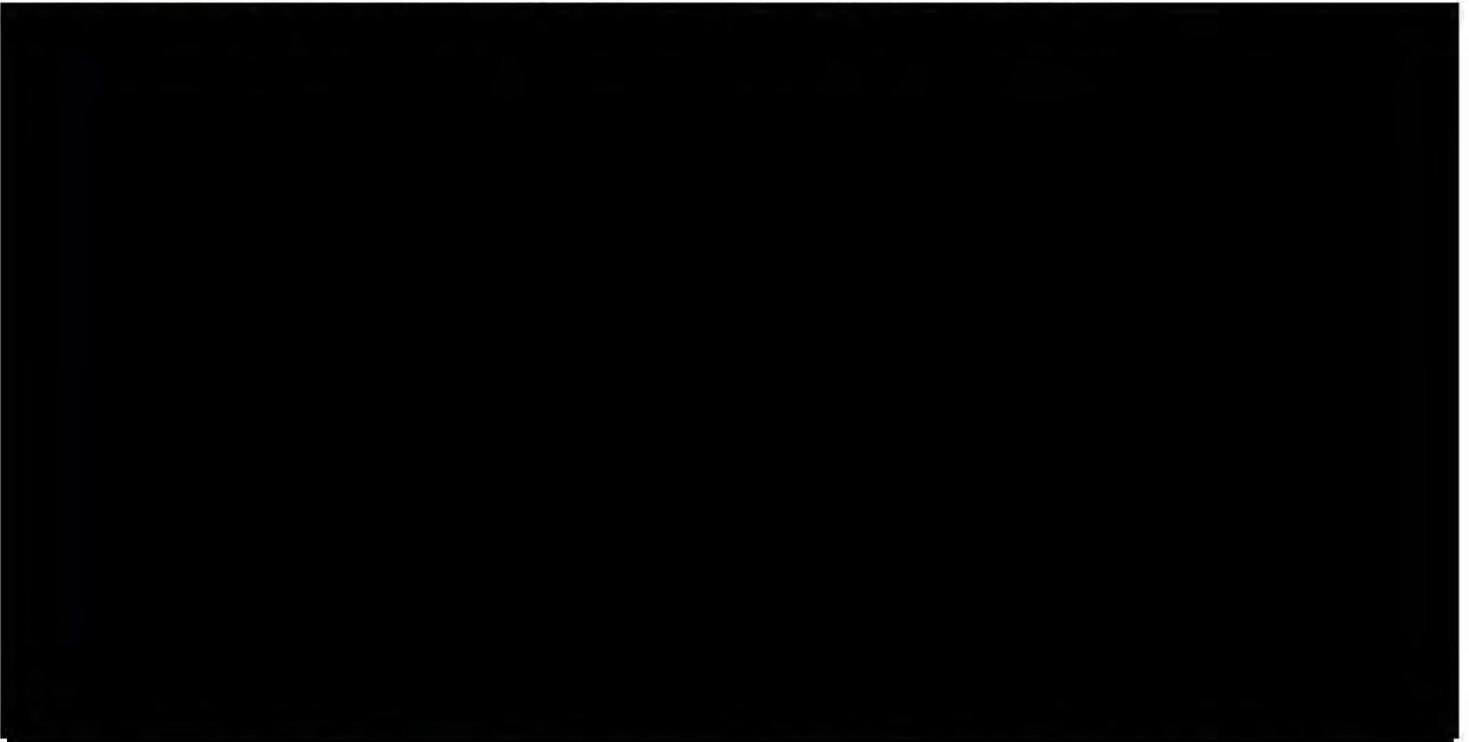


Figure 4-13. We will smoothly implement our seven-step process to proactively monitor and manage SLAs for CalSAWS.

Continuous Improvement and Innovation

In addition to the quarterly CIP process, we will report and discuss weekly metrics with the Consortium for continuous improvement opportunities. Creating a mapping of functionality (KPIs) to system impact will also help us improve the time to notify counties, their staff, and other stakeholders. Through these interactions, we can jointly review and align on the recommendations to refine the monitoring capabilities through added indicators. Our Accenture and AWS teams includes senior specialists with deep experience who will periodically evaluate the overall effectiveness of our system performance work and provide recommendations for improvement. We will also receive quarterly input from our national network of system performance experts regarding new trends or practices in the market that we could apply to CalSAWS.

4.2.1.2 Tools and Technology

Besides the numerous tools we already use for proactively monitoring and managing system performance for CalSAWS based on their functional fit and ability to maximize existing spends, we are introducing the new toolsets we detail in Table 4-8 for our proactive monitoring approach.

Palo Alto Security Orchestration, Automation, and Response	<ul style="list-style-type: none"> Automates and orchestrates the security event response with defined workflows Improves operational efficiency in incident handling Minimizes response time

Table 4-8. Our new technology offerings will provide secure monitoring and management of SLAs.

4.2.1.3 Results Delivered

Proactive SLA management at CalSAWS

Our Approach in Action:

In the last several years, our teams have implemented numerous solutions to proactively monitor and manage CalSAWS SLAs. We recently created a monitoring alert that measures traffic fluctuations to identify when certain counties are having issues.

Our CalSAWS dashboard and SLA monitoring alert notifies users when Screen-To-Screen SLAs are Red. We can identify the transactions contributing to the breakage, so the team can update the SQL plan for the backend query and verify the SLA was successfully met that day.

Results Delivered:

- Alert identified internet outage for Glenn County
- Alerted Marin County could not receive OTP email.
- Proactively react to “hogging threads” to avoid impact to users, including restarting servers
- Created an Apache alert to pinpoint general lag issues
- Created AMP Transaction Count Variance to identify when utilities, tasks, or views are not getting recorded.



Intelligent automation success for Danish Multinational Brewer

Our Approach in Action:

Our client had a high number of complex systems, custom developments, and applications across landscapes with multiple tech frameworks that led to siloed operations and hampered standardizations.

Using a similar seven step approach, we substantially simplified the entire IT application landscape and implemented intelligent monitoring, event management and automation through myWizard, Infra360, Cloud360, AlertCenter, Self Healing BOTS, all part of our myWizard AIOps platform. We also implemented ServiceNow integration, alerts, and notifications.

This led to improved operational efficiency and delivery speed, while ensuring no business process disruptions.

Results Delivered:

- 60% reduction in effort for monitoring and end-to-end auditing solution for databases
- 70% reduction in P1 and P2 tickets resolution
- 99.99% system availability



4.2.1.4 How We Exceed the Requirement

Our approach for proactively monitoring and managing system performance SLAs and security for CalSAWS will exceed the requirements in several ways, including extensive automation and integration of multiple data sources using myWizard; the formal quarterly continuous improvement process; implementation of the transformed reporting and monitoring capabilities in the first six months and bringing in national experts regularly to provide guidance, feedback, and perspective. Table 4-9 provides additional points of how we exceed your requirements.

Going Over and Above	Benefit
Extensive, intuitive real-time and trend analysis tools using myWizard	<ul style="list-style-type: none"> • Increases Transparency and Management of Operational Performance: Real-time monitoring of SLAs available to enterprise-wide authorized staff, exhaustive historical trends presented to decision-makers in near real-time
Vulnerability scans performed more frequently than required	<ul style="list-style-type: none"> • Reduces Security Risks: Weekly infrastructure vulnerability scans to proactively identify threats and vulnerabilities
Use of AI and machine learning to automate incident detection and reporting above required	<ul style="list-style-type: none"> • Fast Incident Management: Using Security, Orchestration, Automation and Response (SOAR) to automate typically manual tasks for fast incident management
Greater collaboration with M&E Contractor focuses on predictive performance analysis	<ul style="list-style-type: none"> • Mitigates Risk of Production Performance Issues: Proactively builds performance in from the Design and Build phases long before Test to mitigate application performance issues before they affect the SLAs

Table 4-9. The Consortium will gain numerous benefits from our system performance monitoring and management approach.

4.2.2 Proactively Assessing System Performance

Item # I-UA5

Describe your approach to proactively assessing CalSAWS system performance, and how you will optimize and continually improve system performance.

Based on your experience, describe how your past system performance and SLA management processes delivered improved system performance and measures and the extent to which you met or exceeded stated SLAs.

4.2.2.1 Approach to Proactively Assessing System Performance

For those of us in the IT business, we have learned that the earlier we identify a problem, the smaller is the impact. In this section, we describe our approach to proactively assess CalSAWS system performance and how we will optimize and continually improve system performance. We also address, based on our experience, how our past system performance and SLA management processes delivered improved system performance and measures and the extent to which we met or exceeded those stated SLAs.

Our approach for proactively assessing system performance creates a foundation for CalSAWS to move from a reactive approach towards a data-driven proactive and predictive approach for system performance management. The basis of our foundation is provided by our proposed tools and process framework to accelerate the changes to monitoring and managing CalSAWS system performance. We continuously collect data by way of proactive alerts, perform analysis based on AI-driven event correlation and provide insights based on industry leading practices.

Assessing system performance for CalSAWS requires a constant focus on continuous improvement as we gather multiple inputs. These turn into individual priorities based on the analysis performed by the performance management teams' retrospectives. We will work collaboratively with the DIO and the M&E Contractor, as well as the other CalSAWS contractors, to identify drivers that may affect system performance such as planned changes, major business events etc. to enable appropriate forecasting of system performance needs.

Key Success Factors

- Weekly, proactive monitoring of key performance metrics
- Prioritization of the most impactful resolutions
 - Trend and forecast analysis to drive informed decision making

Today, we apply many of these same principles to implement alerts and monitoring tools such as Cast Exception alerts (server monitoring), the AMP monitoring tool (lag issue identification at the county and office level), and performance testing (high response time identification) to improve system performance and meet your stated SLAs.



Our proposed approach is collaborative and all-encompassing. It is not limited to only monitoring the infrastructure and application stacks. We propose our Cloud Control Plane (CCP) framework to deliver enhanced performance management at multiple levels. The CCP is a wholistic approach to instilling transparency, orchestrating change, driving innovation, and delivering higher, more cost-effective IT performance. Our framework will enable a consistent, unified, real-time view into what's working and what's not across the CalSAWS environment. The CCP brings together a modular collection of tools, services and platforms that help achieve the goals of active budget control and predictive operations, promoting compliance while enabling automation, infrastructure as code, and business insights across these areas:

- **FinOps:** Identifies show and charge-back of cloud costs and license costs
- **AIOps:** Monitors full stack from application and middleware down to the cloud platform layer to gain insight and enable predictive maintenance
- **SecOps:** Offers intra- and inter-estate security
- **DevOps:** Automates numerous operational tasks, reducing reaction times and outages caused by human error
- **GitOps:** Using tools such as GitLab, provides a repository as the central source of truth for infrastructure estates, reducing configuration drift and enabling next-generation business continuity management
- **BizOps:** Delivers business and technology alignment through real-time insight into the entire technology stack

Optimizing and Continually Improving System Performance

With our CCP based approach, we will build and manage at scale, optimizing and continually improving system performance while maintaining security compliance with services, and reducing cloud costs. The move to a serverless, microservices based architecture and adoption of DevSecOps will further unlock real-time observability into performance of applications, data, and infrastructure. Additionally, machine learning and AI-based recommendations and insights will be enabled through our myWizard based automation framework.

As part of CCP AIOps, an entire myWizard suite of tools leads the path for our data-driven solution. It uses trend analysis for forecasting, integrating information including prior months' actuals, State policy changes, and enhancement requests into the dashboards.

We will tightly integrate with CalSAWS existing monitoring tool stack with our Intelligent Monitoring and Automation platform—part of the myWizard suite—to help eradicate false alarms, alert, and notify appropriate staff of incidents with root causes, and bring in self-healing and guided resolutions to keep the system availability high.



What Our Clients Say...

Accenture brought the best people to build, migrate the legacy data and support the successful implementation of the LA County Leader Replacement System (LRS). The implementation completed on time and on budget. The production system was stable, fast and the Accenture team provided high-quality services.

— Hayward Gee,
Former LRS Project Director

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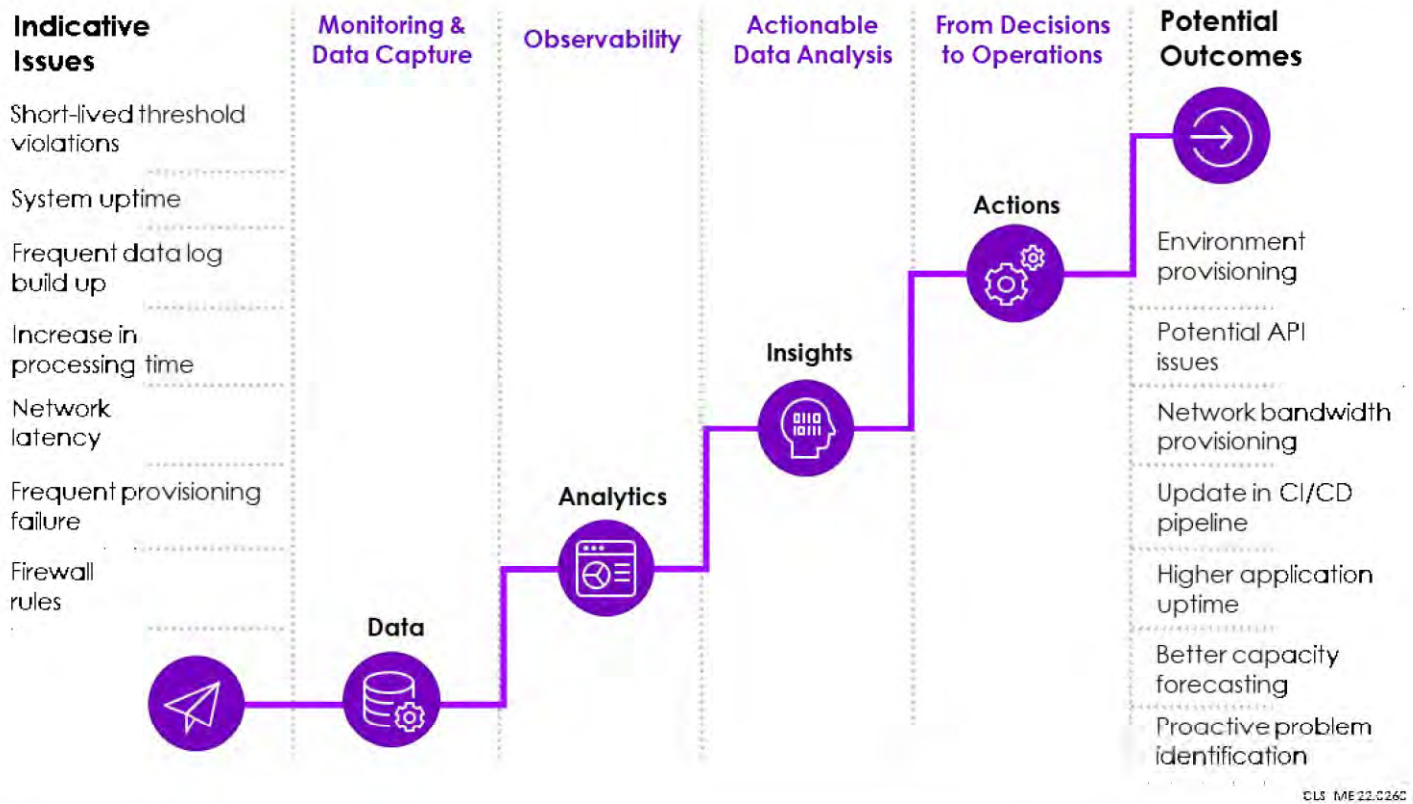


Figure 4-14.

We will collaborate with the DIO, QA Services and other CalSAWS contractors to incorporate this information into our four-step approach, **Monitoring & Data Capture, Observability, Actionable Data Analysis and From Decisions to Operations**, summarized in Figure 4-14 and explained in more detail in the following paragraphs.

1. Monitoring & Data Capture: We have multiple ways to monitor the underlying infrastructure layer to make sure we capture data from the Database(s), Cloud, Infrastructure (i.e., Network, Servers, etc.) and DevSecOps. This data is captured and further processed by our AI-based tools to get meaningful insights. For example: INFRA360 unifies fault, availability, and performance monitoring of infrastructure. It provides a consolidated view of the complete network infrastructure. Another example: HostProcess360, is a Windows and Linux Service monitoring tool that provides support teams with a deep service status and name insight (Figure 4-15).

2. Observability: Observability through open telemetry will be extended and integrated into the common Operational Technology (OT) edge devices to create our industrial operations Data Fabric. This will be our key layer to enable Intelligent Automation.

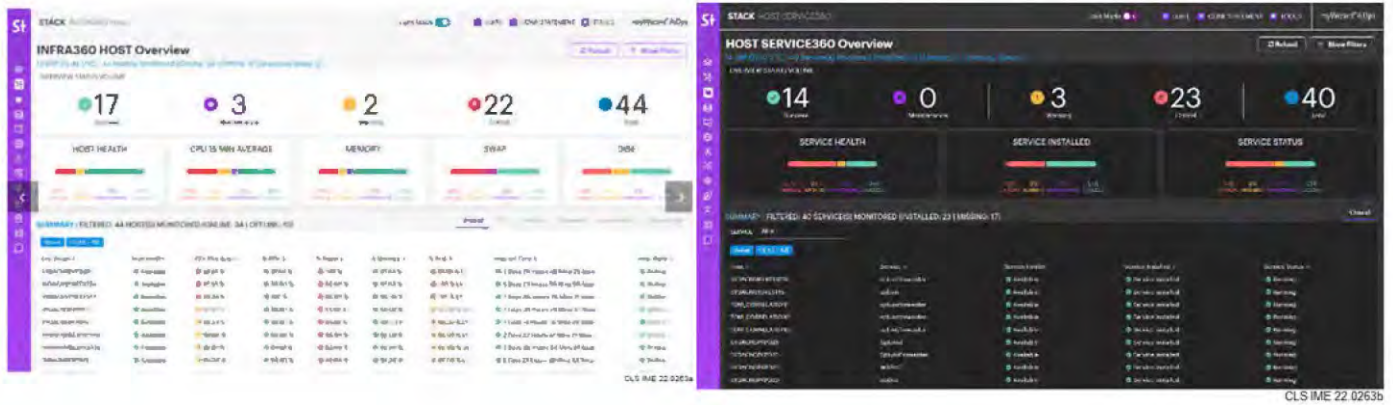


Figure 4-15. INFRA 360 and HostProcess 360 dashboards provides a consolidated data view.

3. Actionable Data Analysis: The deep dive and predictive analytics dashboard provides insights into improvement areas. This combined with the Repetitive Problem Identifier ML algorithm, determines the repeated incidents which can be logged as problem tickets and tracked in the automation journey tracker. This will perform an "eradicate, optimize and automate" set of processes. The output will feed back into the incident lifecycle in the ticket resolver knowledge base.

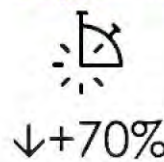
4. From Decisions to Operations: Our myWizard Ticket Analysis augments the role of a data analyst and provides predictive, prescriptive, and descriptive insights from a multitude of available information. It identifies causes for specific data patterns and potential actions to mitigate areas of concern.

Our assessment of performance will lead to clear, concise, and thorough recommendations in areas such as:

- **Network:** Our network monitoring and proactive assessments bandwidth and circuit utilization will allow us to provide recommendations to the Consortium regarding increasing or decreasing bandwidth
- **Capacity:** Our assessments will include predictive outcomes, allowing us to provide you with accurate future capacity requirements in such areas as compute, data storage, and software licensing
- **Operations:** Focusing on system operations, we will deploy automation to optimize environment utilization (provisioning and decommissioning environments faster, reducing costs). Similar tools will allow us to failover from Primary to DR more quickly. Another example of our proactive operations is to clean up old log files more efficiently
- **Application tuning:** Application performance is a true collaborative experience. We will work with the M&E Contractor, making recommendations such as software patching to address performance issues; tuning database calls, indexes, partitioning; environment utilization; and, in general, being available to discuss performance-tuning opportunities

Collaboration with Other CalSAWS Contractors to Optimize Performance: The data gathered through our proposed integrated toolsets is not sufficient to optimize system performance on its own. Our Performance Management team will proactively work with the various CalSAWS contractors and their teams to align the capacity of the infrastructure to the stated performance goals and SLA requirements in alignment with your CalSAWS business needs. We will work with the PMO and DIO teams to provide regular feedback on performance, trend analysis

Super Trigger Run Times



The CalSAWS Accenture team's performance tuning efforts **cut batch super triggers' run time by over 70%**, improving batch SLA results **while loads increased** from migrating additional Counties to the system.

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and anticipated performance degradation. Additionally, SLA tracking and analysis will provide the Consortium with an early indicator of future performance issues that may need remediation. To conduct system performance testing, **we have included two Accenture CalSAWS Application SMEs to assist the M&E Contractor with creating scripts, test execution, and evaluating the results.** Working together, we will synchronize online/batch performance testing efforts, add an online database tailored volume data, and conduct batch runs during and after the online performance test with the tailored dataset. Additionally, as part of the serverless system upgrades, we will work with the M&E Contractor to execute proactive performance assessment before delivery into the production system.

Implementation Timeline

To enact our system performance assessment efforts, we will build on existing processes that we have established in the current system as we illustrate in Figure 4-16. With consistent performance execution, we will assess trends and quickly identify issues before they occur in production. Our proposed quarterly retrospectives will drive continuous improvement and enable us to manage risk as we will build on existing processes while collaborating with the stakeholders during each stage. We will provide a draft of our guide to this transformation effort on Day 1, with a final Consortium-approved version ready in Month 3. We based the proposed implementation timeline for the transformation activities on getting the needed participation from the Consortium and the new M&E Contractor for dependent activities.

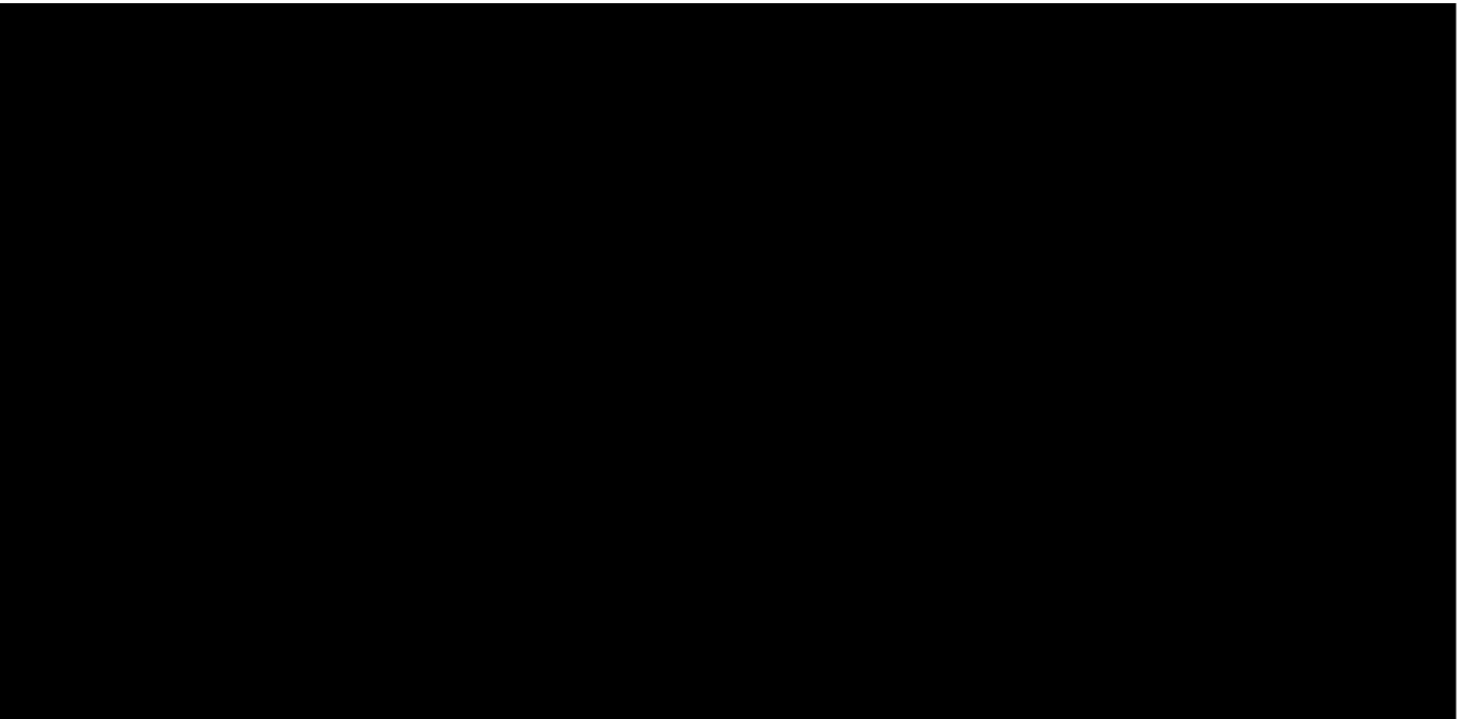


Figure 4-16. Our CalSAWS solution for assessing system performance will involve all stakeholders in driving the priorities to promote a collaborative, informed approach.

Continuous Improvement, Cost Optimization, and Innovation

As part of our project-wide CIP, we will evaluate and implement ongoing improvements to our proactive assessment of system performance, and our system optimizations efforts. Improvement areas may include performance changes, task analysis, network performance, hardware changes, batch logic, and configuration. Led by Sean Swift, our CalSAWS CIP Manager, the program will run

quarterly. At the end of each quarterly cycle, our CIP Manager will work with our Performance lead to deliver the following:

- Coordinate with the Consortium, M&E Contractor, external partners, or other stakeholders to summarize system performance metrics and qualitative feedback on the current quarter's performance, using inputs to drive which system performance optimization changes are planned
- Identify opportunities to optimize cost and improve performance by reducing database size, environment consolidation etc.
- Recommend changes to tools, processes, and/or people based on the qualitative feedback—for example, adjusting how we execute the performance assessment tests or analyze results
- Conduct a quarterly retrospective to present findings and improvement ideas to the Consortium leads, QA contractor, other contractors, and other project stakeholders as applicable
- Seek consensus on improvement ideas to focus on for the next quarter
- Develop and implement the approved improvements for system performance and cost optimization, and system performance assessment ideas

Our team, including AWS Professional Services, has the extensive experience and system knowledge that allows us to quickly and effectively track, execute, and report on performance during all stages of the project from development through production, and for all components of the CalSAWS Infrastructure.

4.2.2.2 Experience Delivering Improved System Performance and Measures

In many jurisdictions and working with many other State and federal organizations, we have implemented our system performance and SLA management processes to deliver improved performance and measures, meeting, and frequently exceeding stated SLAs. Notably, Accenture helped save the Affordable Care Act's federal eligibility exchange website, HealthCare.gov, in our work with the Centers for Medicare & Medicaid Services (CMS).

In 2013, to rescue HealthCare.gov, CMS named Accenture as the prime contractor for application maintenance, system modifications, cloud-based operations, project management, cybersecurity vulnerability mitigation, network, and system engineering, capacity planning, performance testing and monitoring, and batch processing. In just six weeks, we achieved CMS' objective to stabilize and enhance HealthCare.gov while working closely with the original contractor. Our role in capacity planning included monitoring, measuring, and analyzing resource performance. We established capacity baselines that profile the use of resources and establishes an understanding of resource demand. Accurate forecasts served as the basis for forecasting and planning.

We used monitoring insights to create dashboards that tied multiple monitoring data sources together and provided an integrated view. We created, maintained, and shared a set of high-level dashboards for an overview of system performance and stability. These dashboards trend with an even larger suite of dashboards to display more granular data critical to rapid triaging. We also shared over 200 fine-grained dashboard variations across database, network, security, and cross-exchange monitoring categories. Performance monitoring and alerting was a 24/7 activity. Our monitoring tools analyzed the performance of the servers and web applications through the server

HealthCare.gov achievements

- ✚ Triaged and resolved **more than 50,000** individual issues from 2015 through 2022
- 🕒 Decreased load time from **~200 plans** per day to **~420 plans** per hour
- 👤 Supported **more than 45 million** enrollments and **\$200 billion** in total payments since 2015
- 📅 Delivered **700 releases, 99.7% on time** with the remainder delivered no more than seven days after the planned release

2 CLS IME 22.0223

agent and the browser agent. Accenture conducted performance testing to evaluate the speed, responsiveness, and stability of the application under a simulated user workload. During performance testing, we used a full-scale environment with production size and composition of data to meet and exceed expected consumer traffic volumes against the system. Insights from the system performance assessment were used to provide recommendations that were implemented that continually improved system performance.

Healthcare.gov Service Levels

Based on approximately **100 Quality Assurance Surveillance Plan (QASP)** metrics CMS measures annually, we have had **99% compliance since 2015**, missing out on only 10 of the **more than 780 service levels evaluated**.

4 CLS I/ME 22.0110

4.2.2.3 Tools and Technology

As explained earlier, we will use myWizard extensively to proactively assess system performance for CalSAWS. We have also highlighted applicable features of myWizard in 4.2.1.2 Tools and Technology.

4.2.2.4 Results Delivered

The following stories from our experience at CalSAWS and Ohio Benefits detail how our past system performance and SLA management processes delivered improved system performance and measures that met or exceeded stated SLAs.

Enhanced batch completion for CalSAWS

Our Approach in Action:

During the C-IV migration to CalSAWS in 2021, we created a plan for a series of changes that improved batch completion time and future-proofed system performance for increased volumes. Our team targeted the batch and online processes where performance improvement would have the greatest impact for CalSAWS.

Using Kafka, they spread the long-running nightly batch jobs across the day by modifying specific online modules to produce transactions or small micro-batches. This enabled county workers to make case updates as usual while the system collected the transactions at regular, smaller intervals throughout the day, taking the heavy processing out of the nightly batch cycle.

To promote full transparency and collaboration, we conducted weekly meetings with the Consortium and QA to keep everyone informed of status.

Results Delivered:

- Reduced the nightly run times by as much as 80% for the MEDS interface
- Lowered the production batch load by processing 85% of online-generated Notices of Action
- Reducing the execution time by 40% for batch-triggered forms



4.2.2.5 How We Exceed the Requirement

In Table 4-10, we document how our approach will help exceed your requirements to proactively assess and optimize system performance for CalSAWS.

Going Over and Above	Benefit
AI Based Insights through myWizard Platform	<ul style="list-style-type: none"> • Early prediction of performance risks • Comprehensive System Performance Assessment • Opportunities to reduce cloud costs

Table 4-10. Our collaborative approach will enable the Consortium to more effectively assess and optimize system performance and costs.

4.2.3 Major Risks and Mitigation

Item # I-UA6

Identify major risks inherent in multi-contractor system performance requirements and your proposed mitigation strategies.

In an integrated multi-contractor environment, system performance carries inherent risks and challenges for any project, particularly one of the scales of CalSAWS. In this section, we detail the key risks associated with proactively monitoring, managing, and assessing system performance for CalSAWS. We also describe how our mitigation approaches present the safest, highest-quality option for the Consortium.

As we developed our response, when we assigned a probability to the likelihood that the risk would be realized and become an issue, we did this from the perspective of Accenture as the selected Infrastructure contractor. In practice, we would work with the Consortium and the other contractors to assign values to probability and impact. Also, another contractor would have a different probability, likely higher, of these risks becoming issues.

The following tables represent the risks inherent in multi-contractor system performance requirements and how we will mitigate the risks. We have based the probability, impact, exposure, level, and category based on the Appendix F – Risk and Issues Management plan of the CalSAWS PCD.

- **Probability:** Five risk probability categories from 10% Highly Unlikely to 70% (and over) Highly Likely
- **Impact:** Uses an ordinal scale with values ranging from 1 (lowest) to 5 (substantial) to measure the impact of the risk in four performance areas: cost, schedule, technical, and quality
- **Exposure:** Calculated value based on the assigned probability and the impact
- **Level:** Categorized as Low, Medium, or High based on the risk probability and risk impact value

Risk 1: Negative impacts of a Poor M&E Transition-in to System Performance

Probability	Impact	Exposure	Level	Category
30%	5	1.5	Medium	Cost, Stakeholder, Technological
Trigger			Customer Impacted	Owner
The M&E Contractor fails to complete their Transition-In on time			County users, Clients	Performance Monitoring team, M&E Contractor, DIO, QA
Risk Description				
If the M&E Contractor fails to complete their transition in on time, or transitions ineffectively, delays can occur in the evolution of the application to microservices or the migration from Oracle. Further, since performance				

testing requires the M&E vendor to develop performance test scripts, any deficiencies there could result in inadequate performance testing.

Proactive Mitigation Strategy

To address the transition-in challenges due to a delay or deficiency in performance from the M&E Contractor:

- Accenture has included additional staffing during the transition such as the M&E Contractor Success Champion, Change Management, and application SMEs to manage changes in the CalSAWS Infrastructure and in collaboration with the M&E Contractor through transformation to support the move to microservices
- Accenture will coordinate with the M&E Contractor through the DIO and recommends the M&E Contractor consult with the Infrastructure Contractor on system changes to avoid adversely impacting Infrastructure support and components

Risk 2: SLA Conflicts in a Multi-contractor Environment

Probability	Impact	Exposure	Level	Category
50%	2	1.0	Medium	Schedule, Stakeholder, Quality
Trigger	Customer Impacted		Owner	
System performance is affected by multiple contractors	County users, Clients		Performance Monitoring team, M&E team	
Risk Description				
Lack of accountability (i.e., finger-pointing) between the Infrastructure and M&E Contractors regarding missed SLAs can negatively impact system performance.				
Proactive Mitigation Strategy				

As part of our multi-contractor teaming approach in our seven-step process for monitoring and managing SLAs, Accenture will:

- Help define a clear RACI for all operations and application tasks which have a dependency or are shared between the Infrastructure and M&E teams
- Use the DIO forum to appropriately revisit RACI matrices where potential gray areas are discovered for support that may arise through the transformation program or a change in business requirements
- Provide periodic recommendations in areas of concern so they are resolved before they become issues

Risk 3: Challenges with Integrated Dashboards

Probability	Impact	Exposure	Level	Category
10%	5	0.5	Low	Schedule, Quality, Cost
Trigger			Customer Impacted	Owner
Transition issues			County users	Performance Monitoring team
Risk Description				
Challenges in the development of integrated dashboards can occur due to the division of responsibilities between the Infrastructure and M&E Contractors.				
Proactive Mitigation Strategy				

Our strategy for mitigating challenges related to the development of integrated dashboards for service delivery is as follows:

- During the Infrastructure transition planning phase, we will identify areas of convergence and allocate responsibilities with the M&E Contractor and other contractors as applicable in the ecosystem. We will make sure there is early alignment to deliver the required dashboards to CalSAWS

Risk 4: Impact of Application Evolution on Infrastructure Tools

Probability	Impact	Exposure	Level	Category
50%	5	2.5	Medium	Cost, Technological
Trigger		Customer Impacted		Owner
Unexpected environmental change		County users, Clients		Infrastructure Contractor, M&E Contractor
Risk Description				
The M&E Contractor's approach to application evolution may include new components and require retooling of performance monitoring.				
Proactive Mitigation Strategy				
In our view, the Infrastructure contractor should be aligned with the M&E Contractor to realize the benefits of full stack DevSecOps enabled through a serverless microservices based architecture. We recommend the M&E Contractor share their application evolution strategy with the Infrastructure contractor at the earliest opportunity, preferably before finalizing the contracts. The M&E and Infrastructure contractors should identify and align on the required scope in the Infrastructure contract for potential retooling.				

Risk 5: Operational Activities May Impact M&E Contractor

Probability	Impact	Exposure	Level	Category
30%	5	1.5	Medium	Schedule, Quality, Cost
Trigger		Customer Impacted		Owner
Spikes in support needs		County users, Clients		Performance Monitoring team, M&E teams
Risk Description				
Meeting Infrastructure SLAs will require patching, upgrading, and database tuning—some of which may require application changes and deployment windows. These activities require the cooperation of the M&E Contractor who may have competing priorities.				
Proactive Mitigation Strategy				
To mitigate this risk, we recommend that the M&E Contractor carve out capacity to handle emergency changes/patches.				

Risk 6: Ineffective Change Management and Communication

Probability	Impact	Exposure	Level	Category
30%	4	1.2	Medium	Schedule, Quality, Cost
Trigger		Customer Impacted		Owner

Missed deadlines; late or inaccurate communications;

Consortium users, Performance Monitoring team

Performance Monitoring team, M&E teams, BenefitsCal team, Imaging team

Risk Description

Managing the expectations and communicating effectively across the Consortium, the Counties, stakeholders and the CalSAWS contractors is essential to meeting the CalSAWS vision. **Ineffective management of the change and communication could lead to missed expectations, as well as schedule, quality, and performance challenges.**

Proactive Mitigation Strategy

To minimize delivery risk and increase transparency, the enhancements we will implement include:

- restructuring how we present the performance data,

- [REDACTED]
- continual improvement of our existing processes through quarterly retrospectives.

Our focus on communicating system performance zeroes in on **enhancing our dashboard-level views** for system performance and security metrics that today are confined to daily measurements. We will provide training to users of the enhanced dashboards within the myWizard tool.

We will work with the Consortium DIO and Technology teams, as well as the QA, M&E, BenefitsCal, Imaging, and Central Print contractors to assess priorities, obtain consensus on modifications, and ensure we are effectively communicating and escalating issues.

Although the Consortium and QA teams are familiar with our performance testing, **we will provide additional training** on the increased frequency of performance testing, how to read the extracts, and how we are evaluating the trend analysis while factoring in forecasting from the M&E Contractor and other influences.

Similarly, our **CalSAWS Communication plan** will share the structure and cadence from the current CalSAWS weekly batch performance meeting where we discuss current system performance, upcoming data volume changes, system changes that resolve current issues and plan for future performance needs, upcoming transaction volume changes, change timelines, and quarterly retrospective on how changes affected after deployment.

Risks Conclusion

The individual risks we've discussed earlier focus on system performance and security. Each risk is assessed individually, independently from the other risks. We would like you to consider another element in determining the overall Project risk—who is doing the work. Accenture submitted proposals for both the Infrastructure and M&E scope of work. Assuming we are awarded both contracts, the overall risk profile of the entire CalSAWS Project will be lower, and so will the risk score of each individual risk. Why? For the simple reason that one accountable contractor is more efficient, and the Consortium will have "one throat to choke" when it comes to handling risks and issues. This global reduction of risk is only true for Accenture. Any other contractor would be quickly overwhelmed by the prospect of taking over the immense and complex CalSAWS Infrastructure and M&E Application, while simultaneously attempting to manage and assess the performance and security of a system with which they are unfamiliar. Just imagine how the Consortium's risk level would increase even more if **two** other contractors attempt to complete their transitions in at the same time. Accenture has been your partner for a long time—now that we've nearly completed the statewide rollout of CalSAWS, we're ready to accelerate the momentum into the CalSAWS M&O organization of the future.

4.3 Hardware and Software Management

RFP # 5.2.3.3 (RFP Table # 33)

A transparent, optimized, compliant, and responsive hardware and software management solution and approach is vital to delivering the services on which the CalSAWS constituents rely. The knowledge we have gained about the current environment while partnering with you gives us the valuable insights we require to continually improve and deliver value. This includes our understanding and experience managing CalSAWS' hardware and software assets with a special focus on minimizing the risk of disruption due to security threats, misconfigurations, or hardware failures. The following guiding principles underscore our understanding:

Strengthen operational security: To reduce the risk of older hardware and software versions causing security vulnerabilities or other defects, updates must be executed both safely and timely. This includes both N-1 version currency as well as patching. By performing frequent vulnerability and policy compliance scans and automated reporting operational security is enhanced, threats are quickly resolved.

Increase operating efficiency: By optimizing the IT portfolio with more effective tools and methods, the Consortium gains a 360-degree view of their hardware and software investments, increasing the overall operating efficiency.

Ongoing cost optimization: Eliminating unnecessary software, optimizing/consolidating software licenses and upgrading hardware when required leads to substantial cost savings.

Timely software upgrades: Testing is an essential part of software management and is a critical means for avoiding impacts to system functionality through timely releases of software upgrades. During these upgrades, using a comprehensive testing approach with automation can quickly identify issues—reducing the time and cost of change and improving operational quality.

Table 4-11 describes the three overarching themes—Acceleration Essentials—of our Hardware and Software Management approach for CalSAWS.

What We Bring	What You Get
Optimized asset management using ServiceNow's HAM and SAM modules	Better Cost Management: Insights on hardware and software spend, knowing which licenses can be re-harvested, thereby eliminating over-buying
Full-transparency and compliance using real-time data	Improved Compliance and an Audit Ready Environment: Improved compliance with regulations and policies, and protection from software provider audit surprises
Rapid updates and repairs using proactive diagnosis	Service Disruptions Kept to an Absolute Minimum: Reduced risk of disruptions by replacing failed/failing components rapidly

Table 4-11. The Features (What We Bring) and the Benefits (What You Get) of our Hardware and Software Management Approach enables increased operational efficiency and cost optimization.



Your Success Accelerated

Our 360°-value approach for hardware and software management results in technical solutions that are modern, low-risk, cost effective, and easier to maintain over time.

- **Optimized and Integrated** Hardware and Software Asset Management Solution
- **Continuous Security Strengthening**
- **An Audit Ready Environment**
- **Deep Understanding of the Ecosystem**
- **A Network of Existing Vendor Relationships**
- **Proven Maintenance Expertise**
- **Continuous Improvement**

4.3.1 Software Maintenance Services

Item # I-UA7

Describe your approach for providing CalSAWS Software maintenance services, including CalSAWS Software upgrades and patches, and ensuring appropriate security measures are continually addressed.

4.3.1.1 Approach to Software Maintenance Services

The Consortium and Accenture have a long history of working collaboratively in support of your goals and objectives. The extent of our relationship, insights into your systems, and our direct experience in maintaining and upgrading the CalSAWS software gives us a unique understanding into your vision and helps us customize and evolve our solution in ways other contractors cannot.

In this section, we describe our approach to providing CalSAWS Software maintenance services, including CalSAWS Software upgrades and patches. We also describe how appropriate security measures are continually addressed.

To enhance the current software maintenance capabilities, our approach includes implementing a new Hardware Asset Management (HAM)/Software Asset Management (SAM) platform with industry leading best practices building on your existing investment in ServiceNow. This platform will centrally and authoritatively collect, store, and display software information, enabling the following capabilities to reduce risk, increase transparency/compliance, and provide cost avoidance:

- **Automated scans and Configuration Management Database (CMDB) verifications:** There will already be an accurate CMDB with authoritative Configuration Items. The integrated change management function will populate the CMDB, and scans will flag variances against it.
- **Hardware and software management configuration:** Purchased license/support quantities currently stored in a spreadsheet will be migrated to the SAM and compared with licenses being utilized. This license administration supports that compliance is maintained, unused licenses are re-harvested, and over-purchasing can be avoided. Hardware purchases/support will also be authoritatively maintained. **This information will be integrated into the growth forecasting process as part of IAPDU budgeting to prevent surprises and to make strategic spending based on actual need and usage data.**
- **Hardware and software interrelationships:** Using the information discovered by and imported into the HAM/SAM platform, a map of where all the software resides, as well as its version/patch levels, will be created. This enables a more accurate, complete, real-time understanding of the relations and dependencies between different software and between the hardware and software.
- **Reports for stakeholders:** We will work with the Consortium to develop the necessary reports of the version/patch levels of the software to ensure you are prepared for audits. This enables both better preparedness and improved oversight for system compliance

Using the new HAM/SAM platform, Accenture will work with the Consortium to implement a multi-level software maintenance support model that incorporates the core of the services, shown in Figure 4-17.

Key Success Factors

- Effectively manage (inventory, track, and correct) all software on the network
- Incorporate upgrade/patch, vulnerability, security, and asset management capabilities, improving quality and speed
- Use a transformation timeline that minimizes disruption and introduces innovation



Full
transparency
& compliance

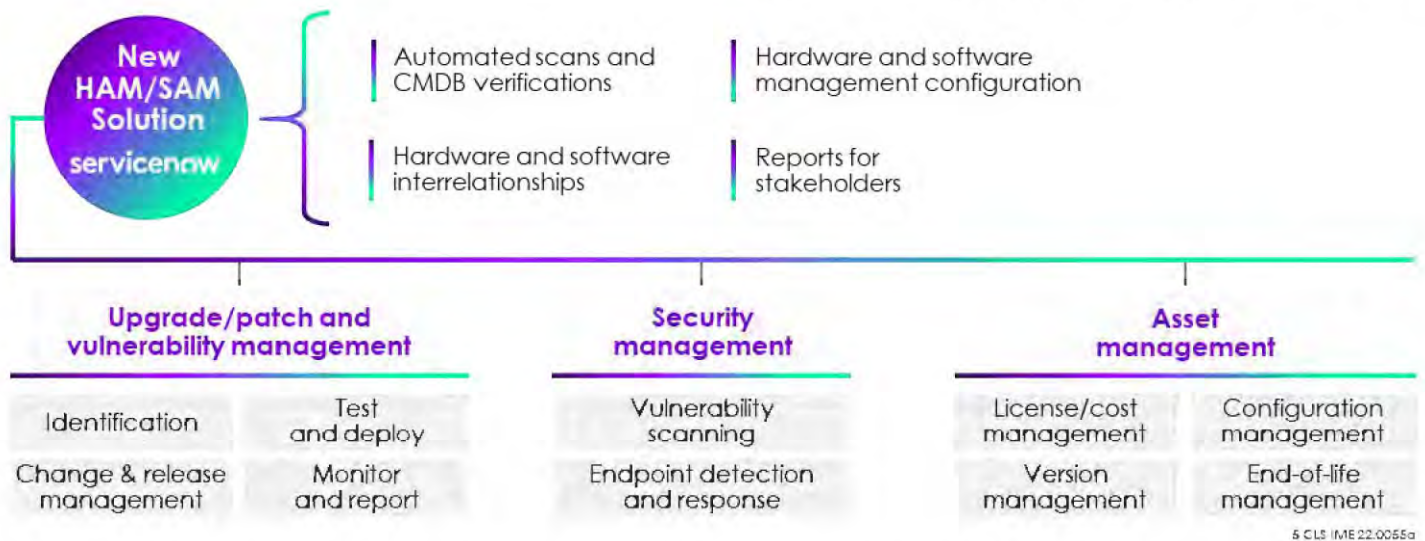


Figure 4-17. Accenture will implement and configure a new HAM/SAM platform using leading best practices to improve speed, quality, efficiency, and transparency of software maintenance services.

Upgrade/Patch and Vulnerability Management

Accenture will continue to keep software current at both the n-1 major version currency and with patches to prevent vulnerabilities. This will be done rapidly and with more transparency and collaboration using the following steps:

- Identification:** Proactively acquire and evaluate patches by product vendors on a daily basis, identifying and installing automated pushes when available. We will continue to use Qualys, our vulnerability scanning tool to run scans, but with increased frequency.
- Change and release management:** Create and use a Change Request (CR) process to track any update from inception through successful deployment, providing the Consortium and other stakeholders full visibility (from the CR, SAM reports, and the vulnerability scanning reports). We will work with the Consortium and other stakeholders (such as the M&E Contractor) to determine the potential impact and dependencies of the change and the necessary testing required. Some upgrades will require significantly more testing and could potentially depend on changes from certain stakeholders (such as database and application server upgrades which will require an SCR for coordination with the M&E Contractor).
- Test and deploy:** Leverage a field-tested, accelerated deployment approach to test upgrades/patches in test environments, along with any other testing required by other stakeholders. Once these tests have been executed, we will discuss the timing and risks with stakeholders and determine a consensus on proceeding with the upgrade/patch in production. The update will be validated using our comprehensive testing methods, deployed in production, and the CR will be updated.
- Monitor and report:** Once the upgrade/patch has been deployed, we will continue to monitor the system and work with the Consortium to introduce improvements, such as automated patch remediation. Stakeholders will be able to confirm the SAM and vulnerability management system reflects the correct version/patch level. Patch reporting capabilities will also be enhanced for health/compliance and error categories, which can identify a fix and target script automatically.



What Our Clients Say...

Accenture provides high-quality services and is responsive to issues.

— Julie Conwell,
CalSAWS Region 2 Regional Manager

3 CLS IME 22.0282



Rapid updates
and repairs

Security Management

We understand that security is much more complicated than it was when we first started working with you over 20 years ago. Due to the consistently changing security landscape, we have made significant changes over the last few years to build security into all aspects of our solutions and operations. As your Infrastructure Contractor, we will continue to build on that progress. We will leverage Accenture processes, industry toolsets, and lessons learned in the security marketplace to bring rapid visibility and identify where security issues are found within the IT enterprise. For instance, Accenture Security has threat intel feeds that will be leveraged via Splunk to proactively review the environment for indicators of compromise. Through active communication and reporting, we will work with the Consortium to prioritize issues, perform fixes, and log risks for remediation. Future problems are proactively identified, enabling steps to be taken to prevent them from occurring or recurring. We have described our approach to vulnerability scanning and endpoint detection and response (EDR) below. Please see Section 4.2 System Performance for other aspects of our security solution.

- **Vulnerability scanning:** Continue to perform weekly vulnerability and policy compliance scans to identify where issues need to be resolved or security needs to be enhanced. To reduce overall time and effort on false/positive resolutions, we will use both automation (RPA/Bots and reporting) and a team of security professionals to streamline the overall process. We will continue to use Qualys, the same core scanning tool familiar to the Consortium.
- **Endpoint detection and response (EDR):** We currently have an in-process project to implement an EDR solution, which will be completed before the start of this contract. We will continue to build on that solution, delivering superior, multilayer protections to provide orchestrated responses that will address threats quickly. Additionally, we will continue to use McAfee, leveraging the existing investment the Consortium has already made.

Asset Management

Use the new HAM/SAM to optimize the management of the software and security certificates as described below:

- **License/cost management:** Reconcile the available licenses versus consumed quantities for audit defense, re-harvesting, and over-purchasing prevention, and track support renewals and certificates for compliance and to prevent disruptions. Continue to use existing tools, such as AWS Trusted Advisor and CloudCheckr, to continuously optimize cloud spend. Additionally, we will continue to work with AWS and our internal AWS specialists to find the best services and tools to optimize those services.
- **Version management:** Track versions and patch levels of software using trend analysis and reporting.
- **Configuration management:** Track and display mappings of the inventory and interrelationships of the hardware/software for troubleshooting, compliance, and purchasing projections. For effective document management of hardware/software configurations, we will develop key deliverables such as the Infrastructure Technical Design Document, Infrastructure Network Design Plan, and Infrastructure Technical Asset Configuration Report for the Development, Test, Staging, Performance and Production Environments.
- **End-of-life management:** Track when sales/support will end for a given software/hardware component so proactive measures can be taken to procuring a replacement product. This will prevent situations where security and other needed updates are unavailable. End-of-life management will be integrated into the forecasting and IAPDU process, resulting in sufficient time to budget for changes. More strategically, we will continue to work with AWS to find opportunities for cloud native services to replace traditional solutions.

Software Licenses



8.4M

The CalSAWS Accenture team currently manages over **8.4 million software licenses** and

Hardware Devices



13,000

13,000 managed infrastructure hardware devices successfully for CalSAWS Project staff and the CalSAWS Counties.

2 CLS IME 22.0249

The Consortium seeks a partner who understands the importance of performing corrective, adaptive, and preventive software maintenance across the CalSAWS solution. We analyzed the approach we use today for software maintenance services, took into account the Consortium's specified requirements in the RFP, and applied our understanding of your desire to improve speed and quality assurance in the upgrade/patching process. Based on that analysis, we believe the biggest impact we can make to the software maintenance services is to improve the asset management database and the CMDB (which is in-process and will be implemented prior to the start of this contract) with a real-time and authoritative SAM platform, based on ServiceNow. We believe our proposed SAM capability model addresses the full set of SAM process areas and roles, from discovery and reconciliation to advanced forecasting. Only through a comprehensive SAM function can organizations such as the Consortium fully address compliance, optimize spending, and integrate SAM into day-to-day IT operations. We will make these enhancements by bringing in field-tested experts to collaborate with the existing infrastructure operations team and the Consortium to develop and implement the solution. This effort will be overseen by Jeremy Grecian, the Infrastructure Operations Manager, who will ensure we bring the best combination of our experience from CalSAWS and other projects.



CLS IME 22.0213

Throughout our 20+ year partnership, we developed effective processes to maintain and update the software components of CalSAWS. Our unique understanding of your software ecosystem and current pain points positions us to establish a comprehensive maintenance strategy to better ensure stability, while minimizing business disruption. No other contractor brings Accenture's combination of CalSAWS knowledge, technology vendor capabilities, and proven maintenance service expertise. As your current infrastructure partner, we:

- Are responsible for managing 146 software packages across 58 locations for a total of over 8.4m licenses
- Have enhanced monitoring and automation capabilities including automated alerting to help reduce reaction time during incidents and allow for proactive notifications
- Leveraged our strategic partnerships with various technology vendors to quickly acquire, evaluate, deploy, and validate patch and upgrade CalSAWS for compliance
- Currently work with the Consortium to populate the ServiceNow CMDB to be the authoritative store for Configuration Items (work will be completed prior to the start of this contract).



Optimized
asset
management

We will continue to improve on those process and collaborate with you on the innovations that will take CalSAWS to the next level. Together we will prioritize opportunities that positions you to drive desired outcomes, modernize the system through automation, and infuse the Consortium with innovative results that can better serve workers and Californians today and in the future.

Software Maintenance Transformation Timeline

To enhance the software maintenance services for CalSAWS, we combine rapid-delivery capabilities, leading technology, thought leadership, and industry and functional skills to facilitate the implementation of the new HAM/SAM platform. Our proposed timeline, shown in Figure 4-18, incorporates the Consortium's requirements and considers our lessons learned delivering software maintenance for complex integrated eligibility programs of similar scale. Leveraging a hybrid-agile methodology, our approach for implementing the new HAM/SAM platform is highly iterative and collaborative, delivering value while minimizing risk and complexity. As a critical step, we will work with the Consortium to effectively train resources, stabilize, and continuously improve the solution. On Day 1, we will share a draft of the Transformation Guide with the Consortium. Additionally, we will develop and deliver required deliverables including the Infrastructure Hardware and Software Inventory Monthly Update, Technology Infrastructure Refresh Plan, and the Infrastructure Services Plan and Operational Working Documents. The proposed implementation timeline for the transformation activities is based on getting the needed participation from both the Consortium and the new M&E Contractor for dependent activities.

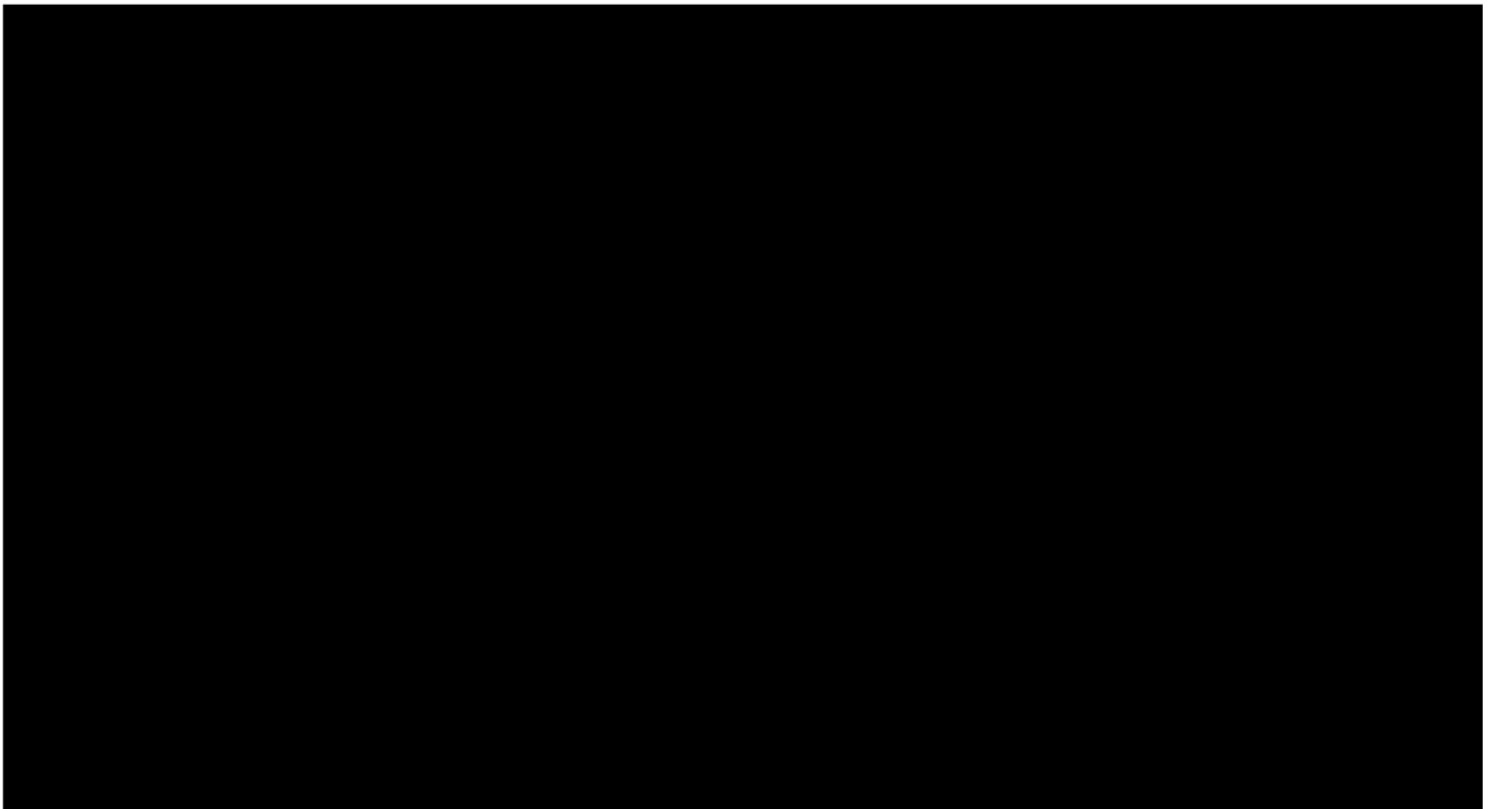


Figure 4-18. Our timeline provides an implementation approach that reduces risk and minimizes business disruption.

Continuous Improvement, Cost Optimization, and Innovation



We believe innovation and automation are key drivers for continuous improvement at CalSAWS. As part of our project-wide Continuous Improvement Program (CIP), we will evaluate and implement ongoing improvements to our Software Asset Management methodology. Improvement areas may include speed, quality assurance, cost, security, user experience and communication effectiveness. The program will run on a quarterly cycle and will be led by Sean Swift, our CIP Manager, who will work closely with Jeremy Grecian, our Infrastructure Operations Manager. Jeremy is broadly recognized within Accenture as one of the very best IT professionals, knowledgeable in a variety of technology

platforms and complimented with a strong infrastructure background. As an AWS Certified Cloud Practitioner with over 20 years of relevant experience, Jeremy currently serves as the Service Delivery Operations Lead for CalSAWS. In this role he oversees the CalSAWS operations for Accenture's M&O services, CalSAWS Application Modification Enhancement (M&E) services, and CalSAWS DD&I Migration services. At the end of each quarterly cycle, our CIP Manager will work with the Consortium, counties, stakeholders, and our Software Maintenance team to:

1. **Build on our current work:** The innovations we have described in this section are continuations of the work we have already completed or are currently in progress, like the inflight project to build and populate the CMDB. This also builds on our progress to streamline the time and effort required for patching/software maintenance windows through automation of deployments and testing.
2. **Maintain state of the art tools (HAM/SAM platform):** Provide a clear line of sight into hardware and software management needs including asset procurement, discovery, lifecycle management, joiner-leaver process (where licenses are consumed by new joiners and freed-up as people leave), license metering and reconciliation, and reporting. This helps us to be proactive towards the needs of CalSAWS by ensuring their equipment and software remains current along with the requisite update paths. This will tie into the IAPDU process providing 1.5 to 2 years advanced notice for funding for replacements/upgrades.
3. **Incorporate automation:** Faster, more responsive delivery of upgrades and patches, with better first-time quality. We look to automate repeatable tasks related to building and testing upgrades and patches, including operational responses to issues.
4. **Conduct a quarterly assessment:** During our quarterly assessments, we will review and work with the Consortium to develop an action plan for the following areas:
 - Rapidity and quality/success of the patching response
 - The n-1 compliance and approved exception rate for software upgrades
 - Relationship between planned/unplanned environments and licensing costs,
 - Cost optimization recommendations based on usage (or lack thereof) of software licenses and AWS cloud spend
 - Accessibility and accuracy of information regarding the software mapping and versioning

4.3.1.2 Tools and Technology

Table 4-12 provides an overview of the key tools and technologies used to support effective software maintenance services. We will continue to utilize AWS Trusted Advisor and Qualys and build on the existing ServiceNow investment with the new HAM/SAM platform. This is not a comprehensive list of the many tools we will continue to use to manage the infrastructure.

Tool	Features and benefits
ServiceNow ITAM—HAM Pro	<ul style="list-style-type: none"> • Comprehensive management of hardware assets (from acquisition through disposal) • Complete control of inventory across stockrooms and work from home locations • Simplified asset management processes with prescriptive workflow • Reduce the cost of purchasing, manage assets and Improved efficiencies with prescriptive workflow
ServiceNow ITAM—SAM Pro	<ul style="list-style-type: none"> • Full lifecycle visibility of software inventory and SaaS • Optimize license usage of owned software and buy only what you need • Proactively address risks across aging assets • Deliver software intelligence to teams that need it

Tool	Features and benefits
AWS Trusted Advisor	<ul style="list-style-type: none"> • Inspects environment and recommends when opportunities exist to optimize • Costs savings, performance improvement and close security gaps
Qualys	<ul style="list-style-type: none"> • Scans application endpoints and physical devices to discover potential vulnerabilities • Provides real-time alerts for issues relating to system security to quickly resolve threats

Table 4-12. Our delivery approach includes best practice tools that provides the Consortium with a robust solution that addresses your needs.

4.3.1.3 Results Delivered

Optimized Asset Management at Accenture

Our Approach in Action:

To improve the line-of-sight of our assets, Accenture created a single solution to optimize the asset management capability on the ServiceNow platform. Our solution centered around rationalizing processes, data, and establishing core integrations to reduce disruptions to our workforce.

To do this, we rationalized data and implemented system controls to drive standardization and data integrity across asset information.

Results Delivered:

- Migrated an initial 800,000 assets (projected to reach 4 million) from disparate tools to the ServiceNow platform, developed time saving reconciliation reports to increase overall controls, improve the efficiency of software updates/repairs and eliminate or avoid future software audits
- Implemented a consolidated CM environment - managing 99% of devices on two CM instances (Instance 1: 716,000 workstations, Instance 2: 15,000 servers).
- Improved ability to accurately forecast stock refresh.



Enhanced Software Asset Management at Department of Veteran Affairs

Our Approach in Action:

We implemented ServiceNow for the VA asset management capabilities, including creating a system of record for Software Asset Management (SAM), improving software tracking and process accountability for Software Install Requests, Purchases, Reclamation, and key improvements for auditing Software License Usage. We consolidated 384 contract licenses and 1,092 total software models into the tool from disparate data sources—and are currently in the process of dispositioning. We created 22 Reports covering Software Installs, Requests, Models, and Purchases/Procurement by request and task.

Results Delivered:

- Enabled additional control for software requests, improved visibility and compliance.
- Uncovered several software licenses and usage that were not being properly tracked before, allowing the agency to act and comply with regulations.
- Improved tracking by creating 16 workflows, 29 SLAs, 70 notifications, and 17 reports
- Identified \$1.5M in savings by Software Asset Management across just two software products
- Hardware Asset Management with 9,000 hardware requests (5,000+ consumables; 4,000+ bar code)
- Software Asset Management with over 2,000 software installs requested; 300+ software purchase orders requested.



4.3.1.4 How We Exceed the Requirement

Our approach for managing the software maintenance scope of work will exceed the requirements as we detail in Table 4-13.

Going over and above	Benefit
Bring a working draft of Transformation Guide on Day One	Quicker Value Realization: We start on Day 1 like no other contractor to collaborate with the Consortium on transformation opportunities. We do not have to ramp up or go through a “norming and storming” process to enable faster transformation of the existing software maintenance processes
Formal continuous improvement process focused on new innovations every three months	Increase Infrastructure and Operations Maturity Over Time: Our focus on continuous improvement and enterprise-wide collaboration increases the overall sophistication and maturity of the CalSAWS infrastructure and operations
Audit defense (contractor licensing compliance/ government mandated audits) To proactively monitor, identify, and address application license deficits	Improve Quality and Avoid Financial Risk: Automatically generate required artifacts for auditors, reducing the effort and improving the quality and transparency of the audit responses
We work with AWS to find opportunities for cloud native services to replace traditional software. We also work with the M&E Contractor to find ways to replace code with no-code or low-code services	Operational Efficiency and Cost Optimization: Removes cost, complexity of management, and risk associated with upgrades from traditional software and the CalSAWS system

Table 4-13. Our approach results in several additional benefits exceeding the Consortium’s desired outcomes.

4.3.2 Central and Remote Hardware Maintenance Services

Item # I-UA8

Describe your approach for providing central and remote CalSAWS Hardware maintenance services for the Project Offices and CalSAWS Managed Hardware located in the Counties.

4.3.2.1 Approach to Central and Remote Hardware Maintenance

For CalSAWS to deliver its vital services, the Consortium needs a trusted contractor who can provide reliable maintenance and repair services, delivered by a team of highly responsive hardware professionals. For the last two decades, we have consistently met your standards around areas such as diagnosis time, response time, availability, and repair time, even as volumes have increased.

As we assessed the existing solution, we determined there were significant opportunities to gain further efficiencies, be more cost-effective for the benefit of the Consortium and counties. This prompted us to transition both field services and desktop engineering capabilities from our existing teaming partner to Accenture.

Key Success Factors

- An approach that accounts for unique needs of different counties
- Proactive preventative maintenance strategy
- Drive transformation and deliver consistent business outcomes



In this section, we describe our approach to providing central and remote CalSAWS Hardware maintenance services for the Project Offices and CalSAWS Managed Hardware located in the counties. As previously mentioned in Section 4.3.1 Software Maintenance Services, we propose using a single, integrated HAM/SAM platform solution to significantly streamline the lifecycle of assets from beginning to end. Using the new HAM/SAM platform (shown in Figure 4-19), hardware versions, configuration items, and any interrelationships will be effectively tracked and deployed with better visibility on asset location and movement.

It is not enough to quickly detect failures—the Consortium needs its Infrastructure Contractor to predict failures and prevent them. We will build on the capabilities we are currently using to foresee power-related failures by analyzing additional data from the monitoring and asset/configuration management systems. Additionally, we will proactively monitor components to understand if capacity limits are being approached (such as storage or network bandwidth) so they can be resolved prior to a potential problem occurring. More strategically, we will perform annual architectural reviews to make recommendations for changes for higher availability to mitigate the risk of single component failures.

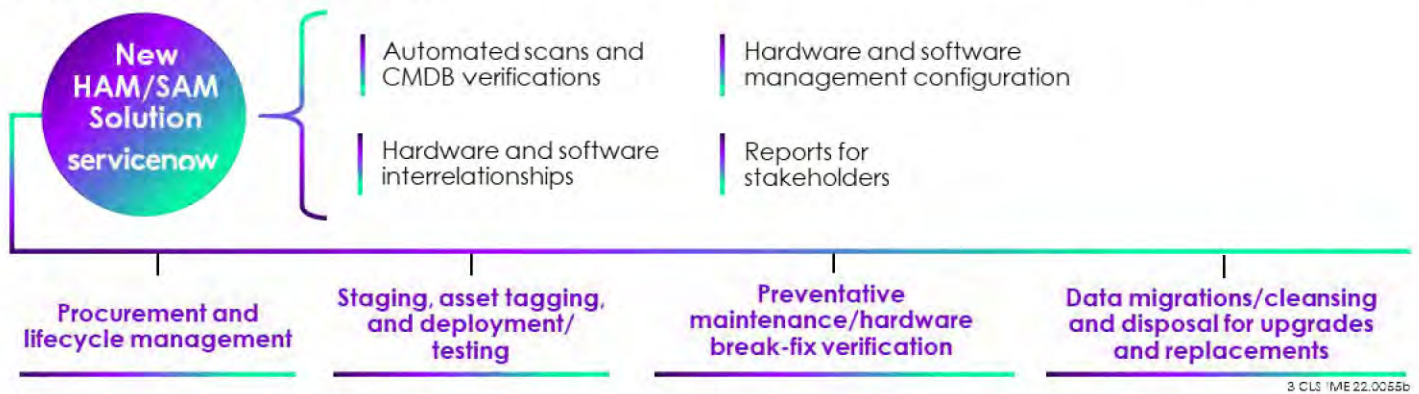


Figure 4-19. The new HAM/SAM platform centralizes hardware assets, providing enterprise visibility.

In addition to the transformation of our proposed hardware/software asset management described in Section 4.3.1.2 Tools and Technology, the core components of our central and remote hardware maintenance services include:

- **Procurement and lifecycle management:** Hardware purchases, support renewals, and end of support/sale will be tracked in the HAM to ensure constant support coverage and standards are proactively updated prior to the equipment becoming unavailable for purchase, and devices are replaced before patches are no longer being produced by the manufacturer.
- **Staging, asset tagging, and deployment/testing:** Equipment is prepared for deployment with necessary base configuration/assembly for any automated configurations. It is physically tagged, connected to the network or any necessary peripherals, and is tested and verified to be working as part of deployment.
- **Preventative maintenance/hardware break-fix and verification:** Any agreed upon preventative maintenance for hardware is tracked/executed. When problems with hardware are detected/reported, they are tracked in the IT service management tool until resolved. These problems are first investigated using remote tools (and in some cases remote eyes/hands). If required, a technician is sent to the physical location to remediate the issue with the hardware. Just as it is done in the initial deployment, the fixed hardware is tested and verified.
- **Data migrations/cleansing and disposal for upgrades and replacements:** When it is necessary to replace/upgrade hardware due to lifecycle management or break-fix, any necessary data is migrated, and the old device is cleansed for security/PII reasons and disposed according to documented/required procedures.

Providing Efficient Field Service Support

Because of the migration to the cloud and decommission of the data centers that the Consortium and Accenture successfully executed together, much of the critical hardware is now part of the AWS cloud services and does not have the same type of maintenance support as traditional hardware would. However, there are still many critical physical hardware components in the Cloud Exchanges, County PoP locations, Project Offices, and Managed County locations. As shown in Figure 4-20, while the Cloud Exchanges and County PoP locations contain mostly standardized networking gear, the Managed County locations have a variety of hardware including PCs, servers, phones, UPSs, and managed lobby management devices (such as DUKs/Kiosks, FACTs).

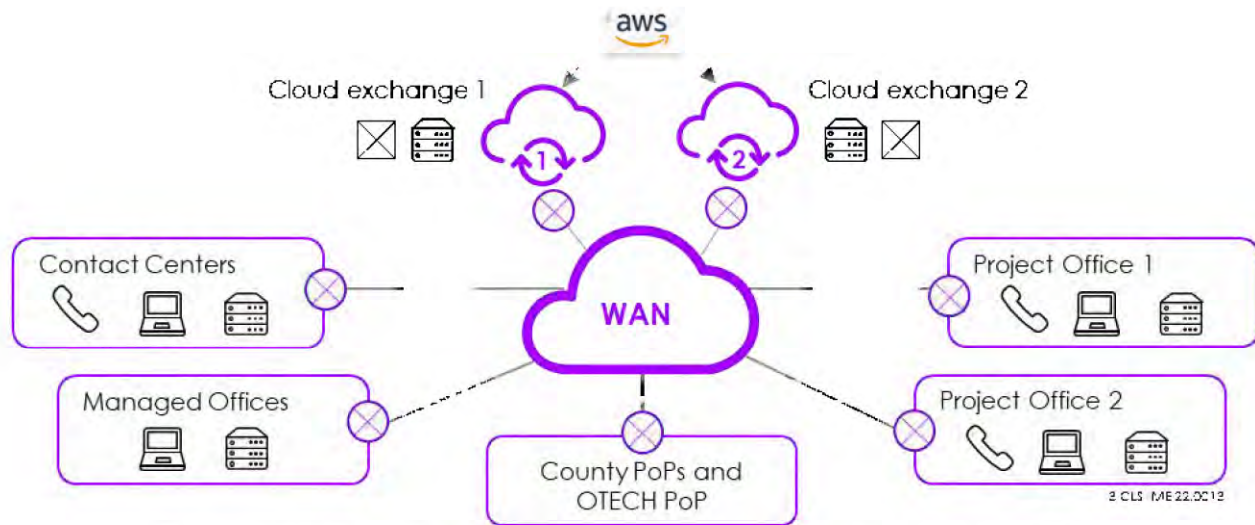


Figure 4-20. There is a variety of critical hardware in many locations.

Hardware Break-Fix and Verification

Our goal is to identify early warning signs and detect hardware issues prior to failure, while resolving problems before any disruptions occur. Using the HAM/SAM platform, we will proactively monitor the network infrastructure using SolarWinds, an enterprise system management software, to meet service level objectives for reliability, availability, and performance, across a diverse set of network devices, protocols, and systems. We will also leverage Accenture's integrated myWizard platform to correlate events to further identify and explain any issue. For example, if connectivity to a site is lost, the correlation engine will ensure we start working on the root cause. Additionally, for problems that need to be reported, we are making it easier and faster through various channels including a chatbot, IVR, and self-service portal. These improved access channels are described in more detail in Section 4.4 Service Desk Management.

When a problem with any hardware is reported, detected, or predicted, a ticket is created to track the issue from identification to resolution. Depending on the severity and scale of the disruption associated with the hardware failure, an enhanced communication will be sent to the appropriate parties. The new HAM/SAM platform will map interrelationships of hardware and software and provide the backbone for event correlation [REDACTED], allowing us to quickly correlate multiple events and find the root cause of any issue. We start the troubleshooting process by analyzing events and suspected component(s) remotely, with a focus on quickly resolving the problem without traveling to the physical location. As a result, this will ultimately reduce the time-to-resolution.

To provide the Consortium counties with more efficient services, we will leverage a combination of two teams to provide both desktop engineering and field services across. As shown in Figure 4-21, we

will maintain two depots and our technicians will be in **nine locations throughout the state to provide rapid support** for hardware break-fix/replacement. Additionally, these teams will be supported by a Refresh Surge team to supplement key required initiatives such as a completing a hardware refresh as requested in Year 1 and aligning the EUS/Network/Server/UPS refresh as per their corresponding refresh terms.

There are a variety of network and other infrastructure devices besides PCs that we have experience troubleshooting. We have learned to quickly diagnose the difference between a power disruption, a failed router, a faulty WAN line, a failed switch, a cabling/interconnection problem, and a group of PCs with a bad update. This experience allows us to continue to quickly resolve problems affecting multiple workers. We use a variety of vendor specific remote access/control tools for the different distributed hardware/software. But the most common tool used (due to the sheer number of PCs and the frequency of the reported problem) will be Microsoft System Center Configuration Manager (SCCM). We use SCCM to remotely control the workers' PCs to fully understand the problem and resolve it. At times, it will be necessary to interact with the physical hardware and even replace it (or its components) in order to resolve a problem. When the hardware needs to be interacted with or replaced, we provide three types of solutions based on the location of the hardware:

- **Project Offices:** Located in Norwalk, CA and Rancho Cordova, CA with Consortium and Accenture owned hardware and Accenture personnel with immediate physical access to the hardware and spares.
 - **How support will be provided:** Once a problem has been logged in a ticket and remote troubleshoot has been unable to resolve the incident, the local Accenture technical support team has the ability to physically access the hardware 24x7 without special permission from another entity.
- **PoP locations and managed hardware locations:** Distributed across the state, requiring coordination with the counties (and other entities) in order to physically access the hardware.
 - **How support will be provided:** If the issue cannot be resolved remotely, the Accenture Service Desk will create a dispatch ticket and coordinate with the Accenture field services team and the local site support (County) to gain access to the site and necessary hardware. Depending on the hardware, this may be in a worker area or a more secure location (such as a wiring closet or server room). The technician will have appropriate spare inventory. Emergency spares will be stored at both depots and coverage locations, which will enable the technicians to quickly resupply as needed.
- **Cloud Exchanges:** Equinix co-location facilities in Los Angeles, CA and San Jose, CA containing Consortium network equipment, essential physical servers, and highspeed access to AWS, with remote eyes/hands service if necessary.

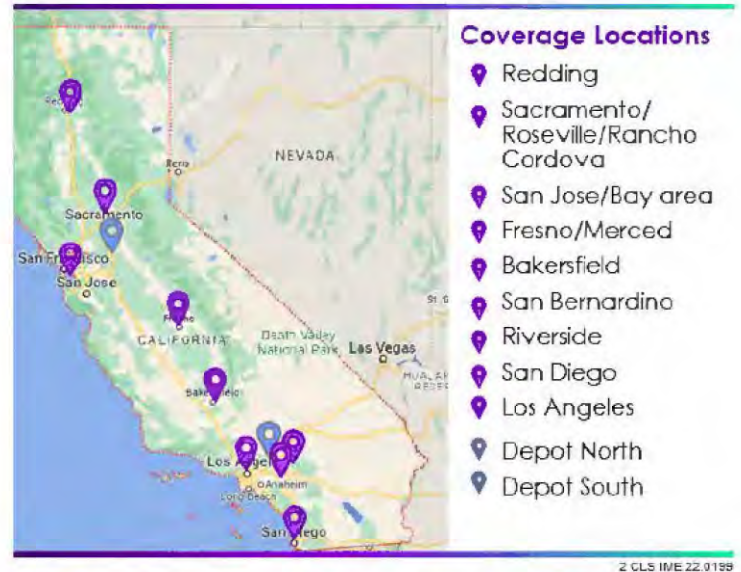


Figure 4-21. Our delivery model allows us to fully provide desk site support to the required counties and deploy highly skilled resources onsite when needed.



Rapid updates
and repairs

Regardless of the location, once an issue has been remediated, the proper functioning will be verified before the ticket is closed. If the situation warrants enhanced communications during the disruption, communication is also sent after the issue is remediated.

Hardware Maintenance Transformation Timeline

We propose a transformation timeline that incorporates your requirements, transition dependencies, and our experience delivering hardware maintenance for complex integrated eligibility programs. As described in Section 4.3.1.2 Tools and Technology, the schedule accounts for the implementation of the new HAM/SAM platform including change management activities and hypercare support. Due to current contractual agreements, we will work to transition the hardware maintenance scope to Accenture between May 2024 and October 2024. Additionally, we will share a draft of our transformation guide with the Consortium on Day 1, derived from our extensive knowledge of the CalSAWS infrastructure.

Continuous Improvement and Innovation

Establishing a future proof solution with a focus on continuous value and evolution is foundational for accelerating business outcomes. As mentioned in Section 4.3.1.2 Tools and Technology, we will use the capabilities of the new HAM/SAM platform to provide a clear line of sight into hardware and software maintenance and management, while incorporating innovation for faster, more responsive delivery outcomes. We will also collaborate with the Consortium, counties, and other stakeholders to conduct quarterly assessments to identify improvement opportunities. Accenture brings demonstrated capabilities and CalSAWS-specific experience providing hardware maintenance services. We take pride in our shared ownership and accountability for continuous improvement. As your current infrastructure partner, we have delivered various accomplishments, including:

- Transformed WAN connectivity across county sites, improving resiliency, site availability, and app performance
- Implemented tools such as SolarWinds which led to automated configuration backup and tracing configuration drifts. This is also being used to run annual compliance reports for 700+ devices
- Completed a Switch Refresh initiative, requiring hardware replacement across 700+ devices spread across 115 sites, completed in 1.5 years despite COVID-19 restrictions

4.3.2.2 Tools and Technology

Table 4-14 provides an overview of the key tools and technologies used to support effective software maintenance services. This is not a comprehensive list of the many tools we will continue to use to manage the infrastructure.

Tool	Features and benefits
ServiceNow ITAM—HAM Pro	<ul style="list-style-type: none"> • Comprehensive management of hardware assets (from acquisition through disposal) • Complete control of inventory across stockrooms and work from home locations • Simplified asset management processes with prescriptive workflow • Reduce the cost of purchasing and managing assets • Improve efficiencies with prescriptive workflow
Microsoft System Center Configuration Manager (MSCCS)	<ul style="list-style-type: none"> • Enables the effective management, deployment, and security of Windows PCs and servers • Simplifies administration and establishes/maintains consistency • Allows remote troubleshooting of Windows PCs and Servers, reduces the time to fix problems by often alleviating the need to physically travel to the device for resolution

Tool	Features and benefits
SolarWinds	<ul style="list-style-type: none"> Enterprise system management software used to determine and resolve failures before users notice/report them
myWizard	<ul style="list-style-type: none"> Provides effective event correlation so that alerts from SolarWinds are reduced to the actual source problem, reducing alert fatigue and speeds troubleshooting/resolution Provides a one-stop, self-service marketplace to provision on-demand infrastructure, tools, cartridges, and AI-infused assets to automate DevSecOps across technologies and platforms Accelerates a comprehensive automation transformation journey
Qualys	<ul style="list-style-type: none"> Provides effective vulnerability management process & highlights critical patches needed Automated reporting reduces turnaround time to apply the patches

Table 4-14. Our proposed solution includes tools that provide efficient management of hardware assets.

4.3.2.3 Results Delivered

Comprehensive Hardware Solution for CalSAWS Counties

Our Approach in Action:

In an effort to identify and replace end-of-life and aging hardware and maintain compliance to NIS and CDP guidelines with newer equipment, we collaborated with Consortium counties to perform a switch refresh that replaced 700+ hardware devices across 115 sites during COVID-19. We used templated configurations that allowed for a quicker, more efficient, and lower defect leakage.



Results Delivered:

- Consolidation of different models allowed for use of standardized templates and improved confidence when replicating changes across locations
- NAT capabilities built into the 9000 series devices allowed county sites to retain their individual IP address spaces without having to undergo a massive transformation effort which would have been time and effort intensive
- Improved performance with newer, higher performance devices capable of supporting higher speed and throughput
- Improved security and remote monitoring capabilities through use of SNMP and higher encryption standards
- Paved the way for new automation capabilities such as SD-Access as a future roadmap project

Extensive Hardware Support Solutions at Social Security Administration (SSA)



Our Approach in Action:

To account for agency assets being tracked in an unsupported legacy system, Accenture worked with SSA to expand the use of the ServiceNow Cloud Management Platform to a full Configuration Management Database that accounted for all data center configuration items and Hardware and Software Asset Management. In order to deliver the solution effectively, we worked with SSA to divide the work into manageable pieces.

We began by integrating the CMDB with key data discovery tools to keep the “on network” inventory current, performing service mapping to show interconnectivity between key devices, applications and services, implementing workflows and self-help processes to manage “off network” devices, and using CMDB data as the authoritative source for accurate asset information evaluation and reporting.

Secondly, we used the CMDB as the source of asset information, integrating with budget and procurement tools to connect assets to contracts and funding, automating many current manual ITAM processes, providing self-help options for IT Inventory Managers in our data centers and branch offices. Lastly, we used the CMDB as the source of configuration item/asset information.

Results Delivered:

- Implemented a “HAM/SAM” solution
- Implemented self-help options to reduce help desk traffic such as knowledgebase and chat bots
- Used AI analytics to look for wide-spread incidents, predict problems, and assist with root cause analysis.

4.3.2.4 How We Exceed the Requirement

Our approach for managing the hardware maintenance scope of work will exceed the requirements as we detail in Table 4-15.

Additional goal	Benefit
Extend the new HAM/SAM platform to provide additional authoritative, real-time information focused on predictive analytics to reduce the time to resolve hardware failures	Minimizes Service Disruption: Reduces the risk of large-scale disruptions by replacing failed components, which can lead to substantial cost savings
Additional access channels (i.e., chatbots, IVR, and self-service portal) for County staff to access assistance when break-fix is needed	Enhanced User Experience: Provides new channel opportunities leveraging tools planned for the Service Desk to resolve issues, enhancing the overall user experience
Formal continuous improvement process focused on improvements every three months	Infrastructure and Operations Maturity: Our focus on continuous improvement and enterprise-wide collaboration increases the overall sophistication and maturity of the CalSAWS infrastructure and operations

Table 4-15. Our approach delivers additional benefits to provide and enhance hardware maintenance.

4.3.3 Challenges, Risks, and Mitigation Strategies

Item # I-UA9

Describe challenges and risks to providing CalSAWS Hardware and CalSAWS Software management for CalSAWS and how you will mitigate the risks.

When it comes to challenges and risks, our motto is “No surprises.” We proactively and transparently identify and manage them, so the Consortium knows about potential issues as soon as we do. By identifying and escalating challenges and risks as they are identified, the Consortium and Accenture team work together to plan and execute a mitigation strategy to resolve them quickly and accurately. Leveraging a comprehensive Risk Management plan, we provide a systematic approach to identifying, evaluating, and managing risks by understanding potential issues and making informed decisions, minimizing the likelihood that risks become realized as issues.

The following tables present the risk first, then the challenges related to providing CalSAWS Hardware and Software Management, and how we will address the challenges and mitigate the risks. We have based the probability, impact, exposure, level, and category for the risks based on the Appendix F – Risk and Issues Management plan of the CalSAWS PCD.

- **Probability**—five risk probability categories from 10% Highly Unlikely to 70% (and over) Highly Likely
- **Impact**—uses an ordinal scale with values ranging from 1 (lowest) to 5 (substantial) to measure the impact of the risk in four performance areas: cost, schedule, technical, and quality
- **Exposure**—calculated value based on the assigned probability and the impact.
- **Level**—categorized as low, medium, or high based on the risk probability and risk impact value.

For challenges, we did not assign the risk factors described earlier. For risks, when we assigned a probability to the likelihood that the risk would be realized and become an issue, we did this from the perspective of Accenture as the selected Infrastructure Contractor. In practice, we would work with the Consortium and the other contractors to assign values to probability and impact. Also, another contractor would have a different probability, likely higher, of these risks becoming issues.

Risk 1: Service Disruption Due to Unavailability of Hardware

Probability	Impact	Exposure	Level	Category
30%	3	0.9	Medium	Quality, Cost, Stakeholder, Technological
Trigger			Customer Impacted	Owner
Delays in hardware procurement or replacement due to global supply chain issues			County users, Clients, Consortium stakeholders	Accenture Infrastructure Operations Manager/Team
Risk Description				
Repair/replace SLAs could be missed and cause service disruption due to a lack of equipment or parts in our inventory because of global supply chain issues.				
Proactive Mitigation Strategy				
Accenture will setup remote "warehouse" locations where equipment can be stored throughout the state to minimize availability issues. Our hardware asset management platform will track current, forecasted, and spare inventory to ensure we have the right amount of hardware in stock. Selecting Accenture lowers your risk because we have experience:				
<ul style="list-style-type: none">Remotely troubleshooting the required hardwareQuickly determining which symptoms need a dispatch		<ul style="list-style-type: none">Having historical data on the rate of repair/replacement for every piece of equipment by location		
Our existing knowledge and skills combined with our new hardware asset management approach will create the best option for quick repairs, which will minimize disruption to the Counties and their customers.				

Risk 2: Missed SLAs Due to Transition from Existing Subcontractor

Probability	Impact	Exposure	Level	Category
10%	5	0.5	Low	Quality, Cost, Stakeholder
Trigger			Customer Impacted	Owner
Degraded SLAs during initial months following transition			County users, Clients	Infrastructure Operations team
Risk Description				
Without the right knowledge and proficiency gained post-transition from Accenture's current subcontractor (Gainwell), support for hardware outages or issues may be delayed resulting in missed SLAs.				
Proactive Mitigation Strategy				
To maintain consistent hardware management post-transition from our existing subcontractor, our mitigation strategies include:				
<ul style="list-style-type: none">Alignment to expected ticket volumes: We tailored our solution to account for expected ticket volumes thereby reducing the risk of missed SLAs.Familiarity: As your current prime contractor, we will use our knowledge and experience with the existing processes and technology to inform our approach to managing local hardware, lowering the risk of delays to service. We already maintain and support the two project sites today and will continue to do so by expanding our team—allowing us to transition without the need for extensive knowledge transfer.Consistent leadership: We will provide consistent leadership from today's infrastructure operations using our existing Infrastructure Operations Lead, Jeremy Grecian, to lead hardware and software management for CalSAWS. We will also take advantage of the many skilled practitioners supporting the project sites today who will provide their knowledge and expertise to new staff and address any knowledge gaps.				

Risk 3: Delayed Software Upgrades Due to Competing Priorities for the M&E Contractor or Lack of Funding

Probability	Impact	Exposure	Level	Category
30%	3	0.9	Medium	Schedule, Cost, Stakeholder, Technological
Trigger		Customer Impacted		Owner
Missed milestone during a software upgrade		County users, Clients, Consortium stakeholders		Accenture Infrastructure Operations Manager/Team, M&E Contractor
Risk Description				
A lack of funding or competing priorities for the M&E Contractor may cause delays in completing required application changes to support upgrades and/or testing. These delays can also increase security risks.				
Proactive Mitigation Strategy				
To avoid delayed software upgrades, it is critical to forecast, secure appropriate funding, and engage early with the M&E Contractor to plan for upcoming upgrades. Our mitigation strategies include:				
<ul style="list-style-type: none">Forecasting: We will use our HAM/SAM tool to forecast software upgrades well in advance.Securing funding: If needed, we will proactively engage the Consortium to secure any required funding for procuring software to avoid delays in upgrading software.				

- **Engaging with the M&E Contractor:** We will actively engage the M&E Contractor early to allow them to assess changes to determine if their participation is required for application changes and/or testing, and plan for their involvement in any applicable activities.

Risk 4: Increased Software Costs Due to M&E Contractor-driven Changes

Probability	Impact	Exposure	Level	Category
30%	2	0.6	Low	Cost
Trigger		Customer impacted		Owner
Software license true-up invoices are received from software vendors		Consortium stakeholders		Accenture Infrastructure Operations Manager/Team, M&E Contractor
Risk Description				
Changes made to an application by the M&E Contractor that increase the utilization of certain software products may increase software costs for the Consortium. For example, a dramatic increase in the production of forms or notices could cause the project to exceed the annual allowable form generation limits.				
Proactive Mitigation Strategy				
To avoid increased software costs, our mitigation strategies include:				
<ul style="list-style-type: none">• Enhance collaboration: We will work regularly with the M&E Contractor to understand what changes are being planned and assess how those changes might impact AWS or software utilization.• Track utilization and forecast: We will use the HAM/SAM tool to track utilization of software licenses and forecast future use to determine if limits or thresholds will be exceeded.• Communicate early: We will provide early warnings to the Consortium if thresholds appear to be exceeding their limits to allow ample time for budgeting.				

Risk 5: Ineffective Change Management

Probability	Impact	Exposure	Level	Category
30%	2	0.6	Low	Schedule, Cost, Stakeholder, Technological
Trigger		Customer Impacted		Owner
Challenges collaborating with the M&E Contractor		County users, Clients, Consortium stakeholders		Accenture Infrastructure Operations Manager/Team, M&E Contractor
Risk Description				
Miscommunications or a lack of focus on change management may result in increased delivery risks like missed due dates, misunderstood requirements, or disruptions in operations.				
Proactive Mitigation Strategy				
To avoid miscommunications or a lack of focus on change management, our mitigation strategies include:				
<ul style="list-style-type: none">• Enhance communication of software updates: Our planned enhancements for software maintenance will drive technology and process changes for the Consortium, Accenture, and other Contractors and stakeholders. The new centralized authoritative/real-time visibility to software relationships and versions will help mitigate the risk of ineffective change management with better transparency and collaboration for software management. This enhanced communication of software updates will result in few changes for the Consortium and counties while enhancing the visibility you will have when updates are discussed, decisions made, and real-time information is provided from the SAM.				

- **Collaborate with the M&E Contractor:** Software updates will have interdependencies with the CalSAWS code. We will work with the M&E Contractor to collaborate on software updates, timing, and the impact on CalSAWS. We will develop comprehensive plans in the Infrastructure Services Plan and Project Control Document (PCD) that will document expectations and processes for communication between the Infrastructure and M&E Contractors. The Infrastructure Services Plan and PCD are two powerful tools to reduce delivery risk as we transition and continue to manage the hardware and software for CalSAWS.
- **Accommodate flexible arrangements:** Our history and experience managing hardware and software for the Consortium under various contractual arrangements (for C-IV, we facilitated the Consortium's management of the procurement process; for LRS, we took title to both HW and SW and transferred certain SW licenses to the County at the appropriate time) positions us well to accommodate flexible arrangements going forward. We know the complex pricing and licensing risks in this environment better than anyone.

Challenge 1: Delays in Meeting Vulnerability Patching Targets

Trigger	Customer Impacted
Vulnerability patches exceed the agreed upon target as per the approved System Security Plan	County users, Clients, Consortium stakeholders
Challenge Description	
Delays in meeting patching targets may occur when patches are unavailable from a software vendor, environments have limitations to test patches, or deployment windows are unavailable due to code freezes.	
Potential Resolution Strategy	
When delays occur because patches are unavailable from a software vendor, Accenture will monitor for the patch release and implement it as quickly as possible when available. When there are environment limitations or code freezes impacting the timing of vulnerability patching, Accenture will collaborate with the Consortium and other CalSAWS contractors to find the next appropriate window to release the patch as soon as possible. If delays occur in patching due to availability from the software vendor or other constraints, our risk mitigation and compensating controls will be mutually established and agreed upon, including the acknowledgement of potential risks.	

Risks Conclusion

The individual risks we've discussed earlier focus on software and hardware maintenance, including remote support. Each risk is assessed individually, independent of the other risks. We would like you to consider another element in determining the overall Project risk—who is doing the work. Accenture submitted proposals for both the Infrastructure and M&E scope of work. Assuming we are awarded both contracts, the overall risk profile of the entire CalSAWS Project will be lower, and so will the risk score of each individual risk. Why? For the simple reason that one accountable contractor is more efficient, and the Consortium will have "one throat to choke" when it comes to handling risks and issues. This global reduction of risk is only true for Accenture. Any other contractor would be quickly overwhelmed by the prospect of taking over the immense and complex CalSAWS Infrastructure and M&E Application while simultaneously attempting to manage the software licenses and hardware maintenance of a system with which they are unfamiliar. Just imagine how the Consortium's risk level would increase even more if **two** other contractors attempt to complete their transitions in at the same time. Accenture has been your partner for a long time—now that we've nearly completed the statewide rollout of CalSAWS, we're ready to accelerate the momentum into the CalSAWS M&O organization of the future.

4.4 Service Desk Management

RFP # 5.2.3.4 (RFP Table # 34)

Efficient handling by the Service Desk will enable county staff to quickly get back to the business of delivering services to their customers. We acknowledge the importance of this expectation and realize serious consequences arise when some or all parts of the Service Desk experience fail to meet the user expectations. As your prime contractor, Accenture subcontracted daily responsibilities for the Service Desk to Gainwell Technologies decades ago. We will modernize the performance by taking over operation while adhering to the following guiding principles:

Enhanced Communication: Improving communication will help county users and their leadership better plan for system issues while helping them understand when they can expect a resolution. Communicating empathetically is our customer-centric approach.

Outstanding Customer Experience: Superior customer experiences at the first point of contact will reduce the resolution time, instill confidence in the Service Desk Support team, and free Tier 3 personnel to focus on other mission-critical activities.

Increased Operating Efficiency: Higher operational efficiency between the tiers and service desks provides the county staff a singular experience and enables users to get back to work sooner.

Timely and Responsive Services: When users reach the Service Desk through their preferred method of communication, it makes it easier for us to quickly respond to their issues.

Table 4-16 describes the five overarching themes—Acceleration Essentials—of our Service Desk Management approach for CalSAWS.

What We Bring	What You Get
Increased first-call resolution (FCR) using advanced knowledge management capabilities	Improved Customer Satisfaction: Leaving a positive impression of CalSAWS on callers
Self-service digital channels that users can interact with quickly and easily	Faster Problem Resolution: Enable users to get answers themselves freeing agents to focus on more complicated, high-priority issues
Intelligent operations through automation	Reduced Call Waiting: For County users and opportunities for cost savings
Omnichannel capabilities including voice, email, chat, and more	Outstanding Customer Experience: Allows counties to interact with the Service Desk in their preferred communication channel
Data-driven decision-making using analytics and automation	Increased Agent Productivity: Increase efficiency of agents and maximize use of automation

Table 4-16. The features (What We Bring) and the benefits (What You Get) of our Service Desk approach deliver enhanced, modernized services for CalSAWS.



Outstanding Customer Experience

- 100% increase in first-call resolution (FCR) in the first year
- Enhanced digital self-service offerings for better customer service
- Greater omnichannel capabilities with chatbots and virtual agents
- Higher-value Service Desk offerings fueled by continuous improvement

4.4.1 Approach to Service Desk Management

Item # I-UA10

Provide your approach to delivering Service Desk Management and identify enhancements and improvements to current CalSAWS Service Desk operations.

4.4.1.1 Approach to Service Desk Management

In this section, we describe our approach to delivering Service Desk Management and identify enhancements and improvements to current CalSAWS Service Desk operations. We tailored our Service Desk approach based on extensive interactions with your key stakeholders. Cooperating with the Consortium, CalSAWS contractors, and consistent with the Infrastructure Services Plan and the associated Operational Working Documents (OWDs), this multi-vendor approach will deliver an innovative, next-generation Service Desk solution that will realize productivity improvements, generate cost savings, and provide you with a differentiated CalSAWS end user experience.

Key Success Factors

- Enabling Tier 3 agents to focus on more high-value issues
- Enhanced phone, voicemail, email, and help desk tool interface offerings
- Emphasis on chatbots (virtual agents) and a self-service portal

Our Service Desk solution will use the existing CalSAWS ServiceNow instance and complement the current services provided with enhanced toll-free phone, voicemail, email, help desk tool interfaces, chatbots (virtual agents), and a self-service portal offering. With these innovative tools, the high-value agents, and our field-tested approach, we will take over direct daily responsibility for the Service Desk from our current subcontractor, Gainwell Technologies. We will use experienced Accenture personnel to improve the Service Desk's ability to resolve user issues and fulfill requests as quickly as possible. As we detail in Figure 4-22, we will customize our Service Desk solution for the Consortium by introducing additional channels and self-help capabilities for greater user empowerment and an optimal service experience.

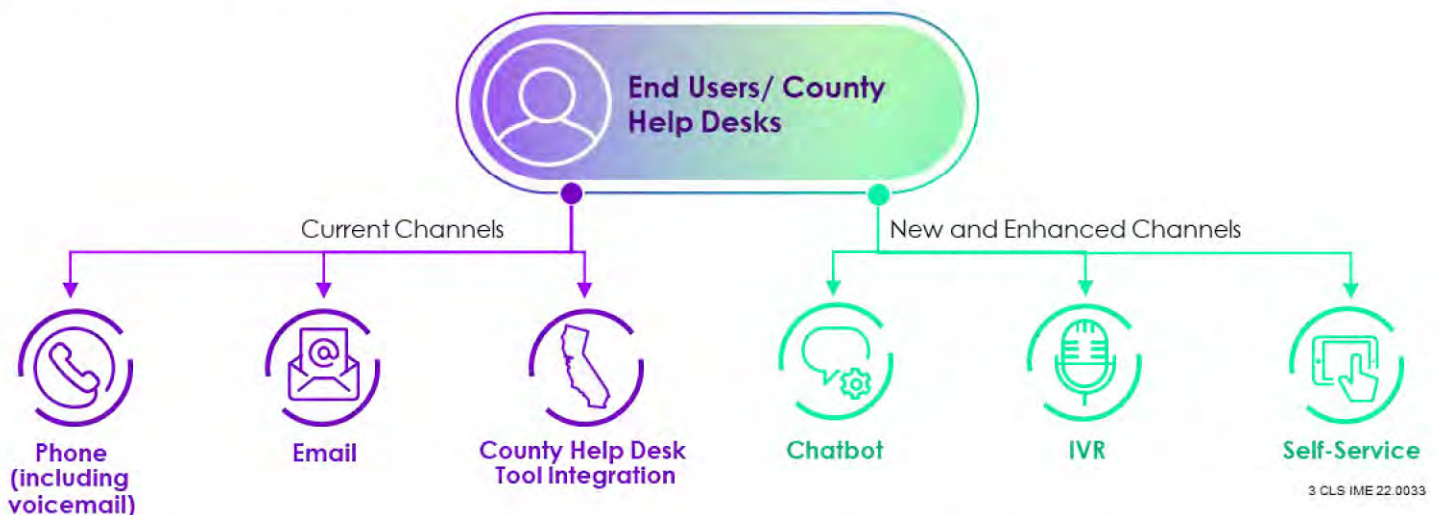


Figure 4-22. Our Service Desk solution will enable the Consortium to achieve the improvements and enhancements you demand for CalSAWS.





We understand the need to deliver the services you require Mondays through Saturdays 7 a.m.–6 p.m. Pacific Standard Time, except for Consortium Holidays and scheduled system downtime for continued CalSAWS Service Desk functions. Our tailored solution includes the RFP-mandated phone (including voicemail), email, and County help desk tool integration features as well as new channels as detailed in Table 4-17.

Channels	Description and benefit
Chatbot	Our proposed Service Desk chatbot will help users help themselves through natural language understanding to recognize the intent. The chatbot will automatically manage administrative issues (password reset) and can reach a live agent if needed. Our Infrastructure team will expand on the chatbot functionality currently being introduced into CalSAWS today. The chatbot will integrate with ServiceNow to automatically generate tickets with pertinent information coming from the chat.
IVR	IVR will enable the system to collect basic information from the user. Using the message-of-the-day feature, IVR can also inform the user immediately rather than calling a live agent or enable the user to promptly connect with a live agent.
Self-Service Portal	Users in the counties will have access to a knowledge base and the chatbot. Our Infrastructure team will work closely with the M&E team to maintain content in this knowledge base. Users can also raise tickets to the Service Desk through the self-service portal and check on the status of previous tickets.

Table 4-17. The Service Desk can communicate with all teams, regardless of vendor or channels.

Ticket triage and resolution

Our tiered Service Desk model is based on Information Technology Infrastructure Library (ITIL) standards and is key to successfully managing tickets through their lifecycle across all tiers. We use this multi-tier support structure to filter incidents and inquiries coming into the team—as we detail in Figure 4-23—to intake, prioritize, manage, resolve, and communicate the status of incidents to impacted stakeholders for network, hardware, software, or infrastructure issues.

Level	Activities and Responsibilities		
Level 0 Self-Service and Coordination 	Self-service tools/chatbots to resolve common problems/account maintenance	Incident/ticket coordinators—coordinate ticket resolution, document processes and procedures, and publish resolutions to common problems/questions in the knowledge base and job aids	System-related scripts to address common questions that are updated when we identify new problems, features, or internal audits. Coordinate ticket resolutions with local County Tier 1 help desks through automated resolution notifications built into ServiceNow
Level 1 Service Desk 	Responding to phone calls, chat, and emails from all sources defined by the Counties	Use ServiceNow functions to chat, create, and track incidents/inquiries throughout their lifecycle	Act as the Level 1 support desk for counties without their own Level 1 support for phone calls and emails. Coordinate ticket resolutions with local County Tier 1 help desks through automated resolution notifications built into ServiceNow
Level 2 Technology Support 	Support for incidents not resolved by the Level 1 with a team that has functional, technical, and business process expertise of the system	Modify application configurations, correct or extract data, and implement workarounds	Manage the client-driven escalations, document and publish new resolutions steps, and recommend enhancements
Level 3 Application/Infrastructure 	Supports key functional areas including batch/interface, rules by program, online, forms, and notices	Resolve complex production issues escalated from Level 2 or issues identified by our application and infrastructure monitoring	Create and deliver a CalSAWS infrastructure root cause analysis for problems

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Figure 4-23. Our approach resolves issues and fulfills requests at the lowest possible support level.

Incident resolution could be the only thing standing between vulnerable California residents and receiving their benefits. Our Service Desk solution will monitor and report on all incidents and problems recorded in ServiceNow until closure, regardless of the party assigned to resolve the incident or problem. Using analytics-driven insights and machine learning, we will add efficiencies for the ticket management process, including **automating ticket generation, tracking, and resolving common issues** to minimize overall effort. These insights will drive further automation for ticket routing, helping make sure tickets are routed to the appropriate Level 3 team.



Desk clients around the country, we understand the need for a flexible, proactive, value-driven approach. Our Service Desk solution featuring AWS Connect offers the Consortium more opportunities for continuous improvement while increasing user satisfaction with Service Desk support through user empowerment, automation, and self-service. By instituting **service goals around FCR**, we are driving toward more reliable and effective Service Desk support for your users. Alternatively, as the incumbent prime contractor for Service Desk, we could have maintained the status quo and used our current subcontractor, Gainwell Technologies, to provide this service. However, based on our longstanding relationship with the Consortium and the vision you have shared, we wanted to do more for CalSAWS and all the County users. Figure 4-24 highlights some of the benefits of our proposed approach that we have experienced in other Service Desk engagements through ServiceNow platform enhancement and automation.

Benefits of our Service Desk Solution



Self-Service Portal

- Productivity gains of 25%–30%
- Turnaround time reduction by 20%–25% in the applicable scope of activities
- Reduction of learning curve by two months as compared to human agents



Automated Ticket Resolution (ATR)

- Prevention and closure of common or repetitive errors at source
- Faster resolution through cognitive ticket-solving agent
- 15% self-resolution of incidents
- 25% reduced turnaround time for ticket resolution
- 10% shift left of Level 2 work to Service Desk



Chatbot

- 15%–17% volume deflected from phone to chat, leading to improved productivity



Remote Technical Services

- Provide out-of-business hours support
- Agentless support for the user

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Figure 4-24. Our proposed Service Desk enhancements are based on past experience will deliver sizable value to CalSAWS users.



Additionally, our approach will enable our CalSAWS users to unlock more ServiceNow features using digital enablement and new channels. We will also introduce an interactive voice response (IVR) system and robust knowledge base, enabling our well-trained Service Desk staff to achieve quicker resolution turnaround time.

Service Desk Center of Excellence

We will migrate the CalSAWS Service Desk from our current subcontractor, Gainwell Technologies, to Accenture's National Integrated Eligibility Service Desk Center of Excellence at San Antonio that currently provides service to states like Ohio and Kansas. The team uses Accenture accelerators like myWizard that simplify the operating environment and automation tools to resolve simple, repeatable tasks. This drives a flexibility that will consistently enhance and improve the end user experience. CalSAWS is a complex system that requires a reliable, mature Service Desk to support efficient resolution of incidents through field-tested tools and processes while tracking in ServiceNow. To successfully support this type of Service Desk, you need people with experience in the product framework and CalSAWS-specific expertise. We have service desk agents at our National Integrated Eligibility Service Desk Center of Excellence in San Antonio who already have experience serving integrated eligibility (IE) clients in Ohio and Kansas.

Our **San Antonio Delivery Center** that serves our Integrated Eligibility and other private sector clients offers the Consortium trusted expertise:

25 years of infrastructure outsourcing support

95% end user satisfaction rate

75% of calls resolved by the Service Desk

76,000 contacts handled annually

100% of client projects met or exceeded client SLAs

11M end users supported

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Implementation Timeline

As Figure 4-25 illustrates, transitioning Service Desk work from our subcontractor Gainwell to Accenture will span three months. After finalizing the overall solution and transition strategy with you, we will hold an overall kickoff planning meeting in August 2024 for the new contract. The figure below shows the key milestones for Service Desk services and the associated ServiceNow ITSM platform enhancements to provide an enhanced experience to CalSAWS users.

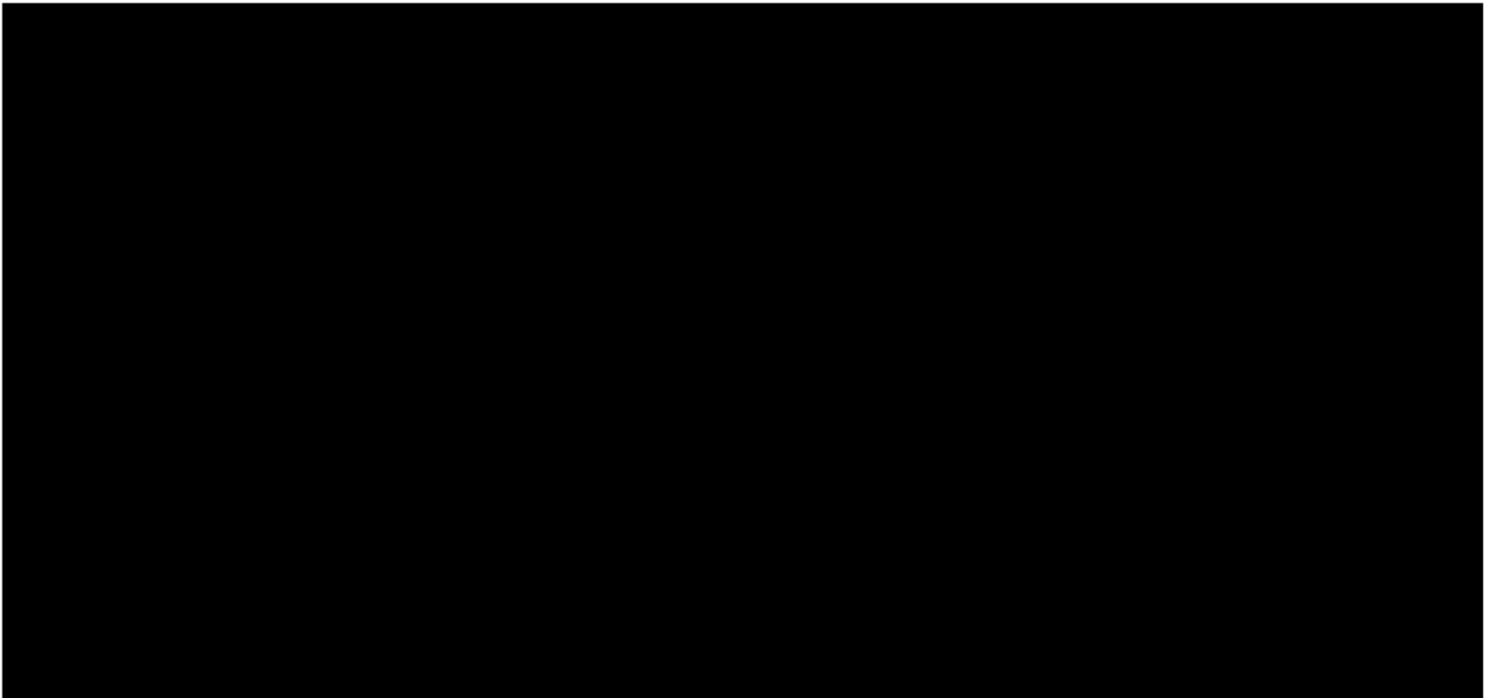


Figure 4-25 Accenture will rapidly transform the CalSAWS Service Desk with no service disruptions.

We will initiate the ITSM platform enhancement and tools transformation from May 2024 (M1). Next, in August 2024 (M4), we will initiate knowledge transfer, personnel onboarding, and finalization for transition from Gainwell. , With Service Desk metrics and reporting agreed on, we will continue to ramp up to service readiness with myWizard, ServiceNow, and the AWS IVR bot implementation through October 2024 before we go live in November 2024. Throughout the contract, we will provide support for the Service Desk tools. The proposed implementation timeline for the Service Desk and ServiceNow transformation activities is based on getting the needed participation from the Consortium and the new M&E vendor for dependent activities.

Continuous Improvement, Cost Optimization, and Innovation



Continuous improvement

As part of our project-wide Continuous Improvement Program (CIP) led by Sean Swift, we will evaluate and implement ongoing improvements quarterly to our proactive Service Desk methodology. Improvement areas may include first-call resolution, customer satisfaction, cost, security, user experience, and communication effectiveness. At the end of each quarterly cycle, our CIP Manager will work with our

Infrastructure Operations Service Desk Lead, [REDACTED] to deliver the following:

- Summarize metrics and qualitative feedback on the current quarter's performance, including suggestions received from stakeholders and KPIs and SLAs that were missed or nearly missed
- Suggest changes to tools, processes, and people to address the feedback, including changing how we track actuals, introducing new metrics, modifying the ServiceNow tool, and sharing process improvements to increase effectiveness
- Identify and recommend opportunities for continued cost optimization through automation and increase use of digital channels
- Conduct a quarterly retrospective to present findings and improvement ideas to the Consortium leads, the CalSAWS contractors (including QA), and other project stakeholders as applicable
- Seek consensus on improvement ideas to focus on for the next quarter
- Develop and implement the approved improvement ideas

Intelligent Operations



Intelligent operations

Higher operational efficiency between the tiers and service desks provides the County staff a singular experience and enables them to get back to work sooner. We are committed to delivering a Service Desk to meet CalSAWS' solution objectives of cost savings while maintaining a high-quality user experience. Based on the information in the RFP and our experience, our solution estimates we can achieve productivity

improvements of up to 30% over five years when we deploy the following recommended changes:

- Providing a dedicated knowledge base manager to maintain and enhance knowledge repositories that the Service Desk team uses
- Using automation (self-service) and our shift-left approach to resolve incidents at the lowest tier possible, support the user experience and satisfaction scores, and drive cost-to-serve savings
- Creating effective incident and request reporting and performing deep analysis to improve automation

4.4.1.2 Tools and Technology

Besides the technology we already use today, we will foster Service Desk management delivery through the tools in Table 4-18. Our solution includes new channels and automation capabilities that will make the Service Desk more efficient and get users the answers they need faster. The additional automation capabilities will improve FCR and allow the Tier 3 teams, regardless of contractor, to spend more time on other mission-critical activities.

Tool	Feature and Benefits
ServiceNow	Virtual chatbot (integrated with the current chatbot being introduced into CalSAWS today), self-service portal, and knowledge management gives the County Help Desk staff and users new ways to access CalSAWS to get answers more efficiently.
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
AWS Connect	Integrates with ServiceNow to help reduce technology total cost of ownership by as much as 40% versus on-premises solutions. The tool helps improve self-service with AI-powered CX, deflects calls to digital interactions, and increases productivity using AI Agent assist tools.
[REDACTED]	[REDACTED]

Table 4-18. Our new tools will help the Consortium optimize the CalSAWS Service Desk.

4.4.1.3 Results Delivered

Accenture Global Service Desk



Our Approach in Action:

We integrated with digital channels to proactively manage and deflect issues to minimize employees' use of the Service Desk. Built on ServiceNow, the Technology Support portal integrates with the back-end ticketing and request module, enabling employees to request IT services and submit, update, and check ticket statuses.

With newly crafted self-service and automation capabilities, our professionals provide automated solutions to common problems, real-time diagnostics with semi-automated solutions for agents, and self-healing technology.

Results Delivered:

- Cut password reset wait times from 10 to five minutes
- Reduced email response times from 24 hours to eight minutes
- Increased the resolution responses from 75% to 85%

Ohio Benefits Service Desk Tier 1 Support Services



Our Approach in Action:

As part of our efforts to continuously improve operations, we have introduced business and technical innovations to automate incident creation for email submissions that minimizes follow-ups and reduces the incident resolution time. To do this we worked with stakeholders to design the templates using various top drivers to capture the required information upfront, implemented bots (merge requests and password resets), created ServiceNow reports and dashboards to monitor intake, backlog, and trends while assisting with workload management.

Results Delivered:

- Successfully resolved more than 70% of incidents resolution rate by Tier 1 using our shift-left strategy by creating and curating 3,500+ artifacts of knowledge articles, job aids, and training materials.
- Answered better than 95% of phone calls within 30 seconds and processed 310,000 tickets in the ITSM tool while maintain less than 5% misroute rate month-over-month.
- Developed 464 standard operating procedures along with scripted answers, including alerting the team immediately for critical/high-priority incidents such as information security and system performance.

4.4.1.4 How We Exceed the Requirement

As we highlight in Table 4-19, we will help the Consortium exceed your requirements for the Service Desk.

Going over and Above	Benefits
Increasing FCR by 100% in the first year	By creating a better Service Desk through sophisticated training, access to an improved knowledge base, and regular communication with Tier 3 teams to enhance functional understanding and address pain points, we deliver: <ul style="list-style-type: none"> • Increased customer satisfaction by getting users better answers faster • Faster Tier 3 resolution because the improved FCR means fewer tickets are escalated
Introducing new channels to access the Service Desk	<ul style="list-style-type: none"> • Enables users to spend less time on the phone talking to an agent or have a question readily be answered by a knowledge base article

Going over and Above	Benefits
	<ul style="list-style-type: none"> Provides new channel opportunities to resolve issues more efficiently Gives skilled Service Desk agents more time to spend talking live with those who need it
Increased data-driven analytics and machine learning automation	Faster incident resolution and increased agent productivity: Allows problem-solving without human intervention to accelerate resolution of common problems while providing additional time for skilled Service Desk agents to help users with more complex issues.

Table 4-19. The improved CalSAWS Service Desk will exceed your requirements and make for a better experience for end users and County help desks.

4.4.2 Coordination with Tier 3 Contractors

Item # I-UA11

Describe your approach to coordinating service desk responsibilities with other Tier 3 Contractors.

4.4.2.1 Approach to Coordinating with Tier 3 Contractors

This section describes our approach to coordinating Service Desk responsibilities with the other Tier 3 contractors. We have established and maintained working relationships with other Tier 3 contractors during our tenure as your CalSAWS prime contractor, including Deloitte for BenefitsCal, Hyland for Imaging, and Gainwell for Central Print. Your CalSAWS Service Desk at our National Integrated Eligibility Service Desk Center of Excellence will coordinate ticket resolutions with local County Tier 1 help desks through automated resolution notifications built into ServiceNow. We will accurately triage tickets and escalate to the appropriate Tier 3 contractors in the multi-vendor environment using ServiceNow to automate notification of status changes, routing tickets to the correct Tier 3 team and change request approvals.

Key Success Factors

- Entrenched relationships with Tier 3 contractors
- Automated, streamlined approaches to status changes, ticket routing, and change requests
- Regular meeting cadences to address issues or share enhancements
- Coordination with Consortium DIO

Figure 4-26, Tier 3 Coordination, describes the steps that our Service Desk incident/ticket coordinators and the Tier 3 teams will use to resolve and manage tickets or incidents. For example, the Service Desk team will use ServiceNow to reroute an escalated imaging incident from the Tier 3 Hyland team to the Tier 3 Database team if the incident needs intervention from the Tier 3 Database team.

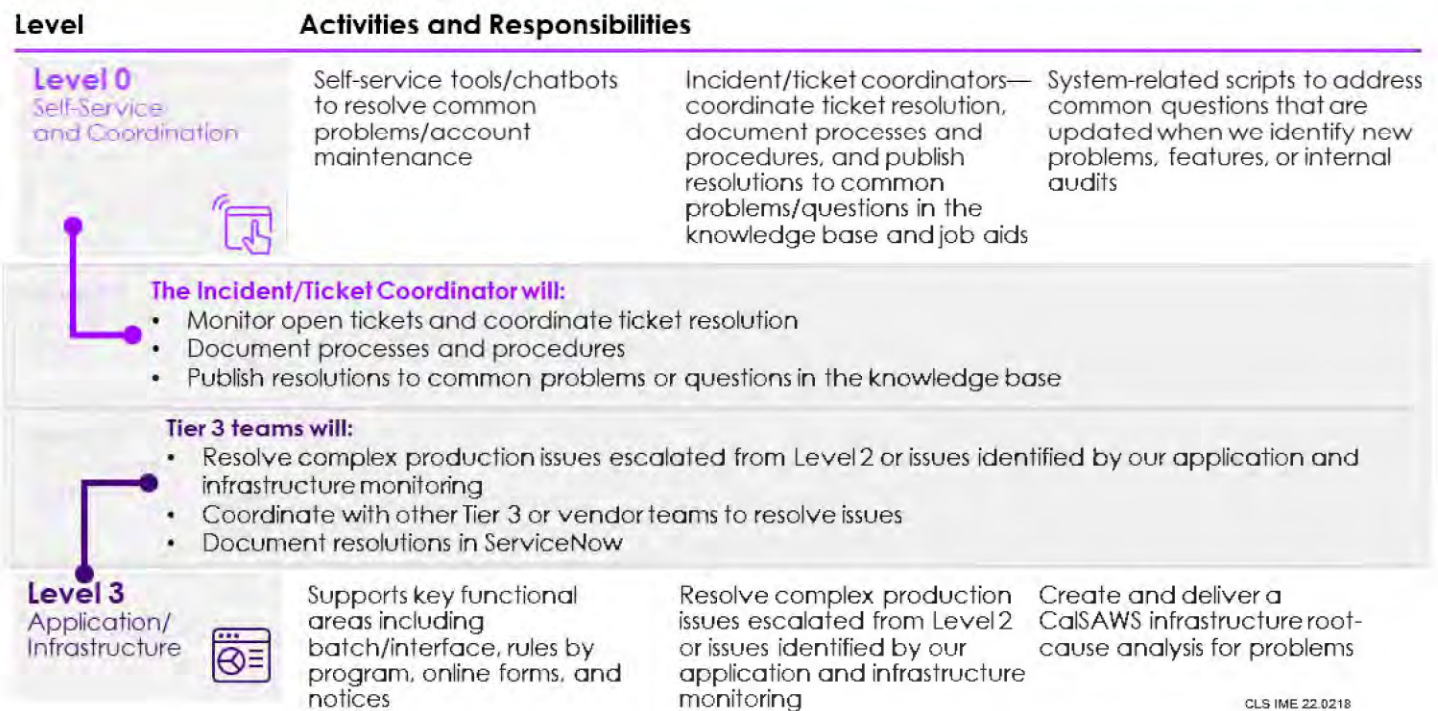


Figure 4-26. Tier 3 coordination to resolve and manage tickets or incidents.

Additionally, we will maintain our scheduled touch points with the Service Desk team, other Tier 3 contractors, and the Consortium Delivery Integration Office (DIO) to address issues and share updates for upcoming enhancements or releases, knowledge management requests, or ServiceNow changes. Our Service Desk agents will participate in release webcasts to increase awareness of upcoming changes and better prepare agents for answering user questions on new functional capabilities.

To maximize the coordination between Tier 3 contractors and the Service Desk, we have crafted our solution to enhance the already strong communication current contractors enjoy with the Service Desk. As the Consortium's partner, we have worked with the Tier 3 contractors as one team and will continue to hone our processes based on their feedback. One approach we have used successfully with other IE clients and have planned for CalSAWS involves creating **Tier 3 contractor liaisons within the Service Desk teams**. These liaisons will make sure the Service Desk maintains open communication lines with each of the Tier 3 teams, giving the teams a single point of contact for anything related to Service Desk operations. Additionally, we will coordinate with the DIO to make sure the Service Desk continues to have the appropriate levels of integration with all stakeholders.

Led by Aseem Girdhar, we have already implemented weekly connect meetings between Accenture Tier 3 and the CalSAWS Help Desk that cover ticket-handling housekeeping, regional manager feedback from monthly help desk trends meetings, SLA compliance statistics and reminders, preparation for upcoming releases, and common trends and questions along with demonstrations.



Exceeding SLAs



While concurrently supporting the addition of the CalWIN Wave 1 Counties to the CalSAWS System, the Accenture team continued to exceed the 98% CalSAWS SLA for Service Desk diagnosis time.

Besides these regular touchpoints, our Accenture Tier 3 Service Desk will introduce into the multi-contractor environment regular meetings with all Tier 3 contractors and share lessons learned from our other IE clients. We also will share what we have learned on similar efforts with our other clients to bring the best experience possible for all who use CalSAWS.

Enhanced Communication

To create and distribute enhanced communications, our Service Desk team will coordinate with the Production Operations team when a ticket comes in that affects multiple users' ability to perform their daily tasks. The ServiceNow system will also automatically notify the Incident Management team whenever a Priority 1 incident is created. These notifications come through SMS and email. Using capabilities that exist within ServiceNow, our Service Desk team—the first point of contact for widespread issues that come in through tickets—will also introduce SMS/email notifications to technical leadership whenever an incident triggers an enhanced communication. The Infrastructure Operations Service Desk Lead will actively participate in the further evolution of the enhanced communication process.

Implementation Timeline

Following analysis and solutioning, we will work with the Consortium, Tier 3 contractors, and our Service Desk team to identify future Service Desk evolution goals. We also will collaborate with Tier 3 contractors to provide input on developing targeted training materials for Service Desk staff using ServiceNow's Knowledge Management feature as well as existing instructor-led trainings (ILTs). The initiatives we illustrated in Phase 2 of Figure 4-25 will mark the first step in moving CalSAWS forward.

Continuous Improvement and Innovation

With our project-wide CIP effort, we will evaluate and implement ongoing improvements to our Tier 3 contractor coordination approach. We will include all the Tier 3 contractors in this process. Improvement areas may include communication effectiveness, more focused training material, and knowledge management enhancements. The program will run quarterly and be led by our CalSAWS CIP Manager. At the end of each quarterly cycle, our CIP Manager will work with our Infrastructure Operations Service Desk Lead, Angela Stott to deliver the following:

- Suggest changes to tools, processes, and/or people to address the qualitative feedback—for example, identifying automation opportunities to further shift left
- Conduct a quarterly retrospective to present findings and improvement ideas to the Consortium leads, QA vendor, Tier 3 vendors, and other project stakeholders as applicable
- Seek consensus on improvement ideas to focus on for the next quarter
- Develop and implement the approved improvement ideas

Coordinating efforts between Tier 3 contractors and the Service Desk requires an agile, field-tested approach. Our proposed Infrastructure Operations Service Desk Lead Angela Stott possesses nearly 30 years of experience working on and running help desks. She understands the importance of constantly innovating processes and approaches to deliver the most value-rich services for our clients.

4.4.2.2 Tools and Technology

We will enable the Consortium to better coordinate with Tier 3 contractors using ServiceNow, as we detail in Table 4-20.

Tool	Feature and Benefits
ServiceNow	A central communication channel between Tier 3 and the Service Desk to help improve FCR rates, the tool will use a data-driven approach to identify new knowledge articles that need to be created by Tier 3 teams and automate routing to the correct Tier 3 team based on categorization.

Table 4-20. An enhanced ServiceNow tool offers more effective coordination with Tier 3 contractors.

4.4.2.3 Results Delivered

Ohio Benefits Service Desk working with contractors
<p>Our Approach in Action:</p> <p>For the Ohio Benefits Service Desk, Accenture worked with various Ohio-based contractors including Diversified Systems, Consulting at Your Service, Russell Allen Partners, and AWS to create a no-surprise communication from start to finish and deliver consistent quality management of all incidents to reduce volume over time. To do this we prioritized business areas and created seamless ticket routing, temporary solutions.</p>
<p>Results Delivered:</p> <ul style="list-style-type: none"> Improved service restoration time through solution database and known error. Minimized adverse impact of incidents caused by underlying errors in the IT infrastructure and maintained accurate records of problems for audit compliance.



4.4.2.4 How We Exceed the Requirement

In Table 4-21, we detail how our approach for coordinating with Tier 3 contractors will maximize value for the Consortium.

Going Over and Above	Benefits
<p>Formal continuous improvement and innovation process to drive Service Desk staff enablement</p>	<p>Better educated Service Desk agents with a higher level of knowledge of the applications can resolve issues at the first level of contact and increase customer satisfaction. As part of our continuous innovation and improvement, we will work with all Tier 3 contractors to make sure the Service Desk understands all enhancements by establishing a monthly meeting and quarterly reviews between Tier 3 and Service Desk teams to identify training opportunities and knowledge transfer.</p>

Table 4-21. Automation and enhanced training will optimize the CalSAWS user experience.

4.4.3 Staffing Including Recruitment, Training, and Retention

Item # I-UA12

Describe your approach to Staffing the Service Desk to include recruitment, training, and retention strategies. Explain how your staffing levels defined within Attachment A13 – Infrastructure Staffing Worksheets align with your approach. Justification for staffing levels below the current efforts described in Section 3 must be strongly supported.

4.4.3.1 Approach to Staffing the Service Desk

The CalSAWS Service Desk will only be as effective as the people who serve your end users. Those professionals require innovative, forward-thinking training along with the proper incentives to be successful. In this section, we describe our approach to staffing the Service Desk, including our recruitment, training, and retention strategies. We will also explain how our staffing levels defined in Attachment A13 – Infrastructure Staffing Worksheets align with our approach, including any necessary justifications.

Accenture has always worked to position our best people to deliver the highest-quality service for the Consortium. We understand the importance of effectively assisting county users and require that our Service Desk team members undergo training in areas such as customer service, personally identifiable information (PII) and protected health information (PHI), security, and government regulations along with the requisite technical and CalSAWS-centric education to deliver the Service Desk support you deserve. With a happy, knowledgeable, and effective Service Desk, we can better resolve issues, leading to higher county user satisfaction and increased positive opinions of CalSAWS.

To make sure we hire and retain the right people for the CalSAWS Service Desk, we will focus on staffing levels, recruitment, training and onboarding, and retention strategies.

Key Success Factors

- A San Antonio Delivery Center team with Integrated Eligibility experience focused on exceeding performance targets and delivering high customer satisfaction
- Industry-leading recruiting, training, and retention strategies

Staffing Levels

We estimated the required staffing levels by taking the contact volume provided by the Consortium in the RFP and estimating the future 58-county volume. We estimated the staffing levels we illustrate in Figure 4-27 based on an average handle time, current call durations, the required Service Desk operation hours, and our standard ratios for quality, governance, training, and knowledge management activities. The numbers in the green circles represent our proposed staff counts.

We crafted our current CalSAWS Service Desk staffing levels to meet your RFP requirements, staffing levels that will meet your call-volume needs and deliver exemplary customer service. We based our staffing levels on the assumption the number of contacts you provided in the RFP represents 60% of the future statewide volume based on person counts. We will provide the same staffing levels you have today while **our well-trained Service Desk professionals will increase First Call Resolution (FCR) percentage**, resulting in sufficient efficiency that our staffing plan will support the entire state without increasing from today's count. To address your request to not provide offshore Service Desk support, we chose our National Integrated Eligibility Service Desk Center of Excellence in San Antonio to support CalSAWS.

We selected the [REDACTED]

[REDACTED] for the past nine years, giving them a detailed understanding of the programs and data restrictions around PII and PHI. Additionally, we offer you global experience we can tap to bolster our service to you or share to craft even more innovative ways to deliver our Service Desk work to you.

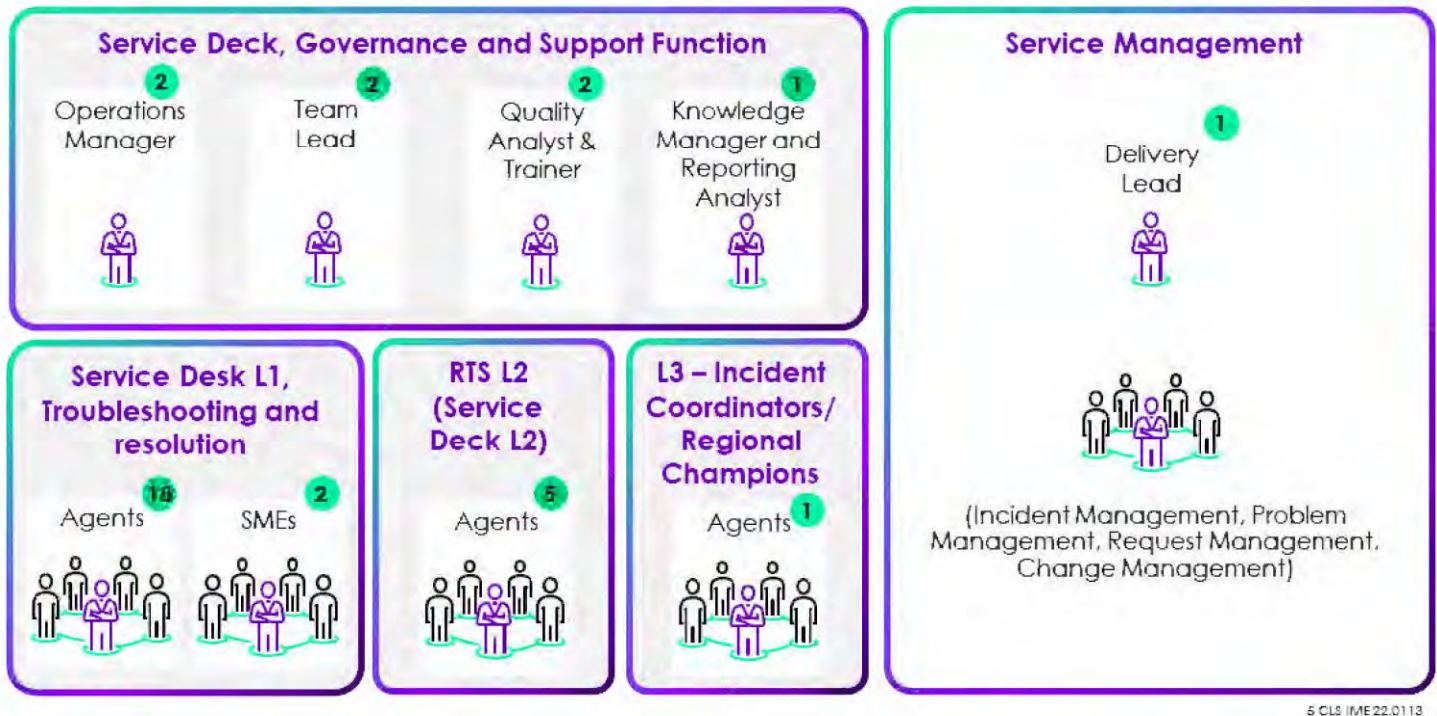


Figure 4-27. With a CalSAWS-focused approach, we will deliver an optimal staffing approach beginning Day 1 to the Consortium.

To improve FCR, [REDACTED]
[REDACTED]
[REDACTED] We also will use technology (artificial intelligence and machine learning) to resolve tickets. Accenture staffing levels [REDACTED]
[REDACTED] and will be adequate to achieve SLAs.

Recruiting

Our recruiting process features multiple steps that identify technically capable, high-quality candidates. Each potential employee will undergo a multi-interview process to assess skills, experience, and cultural fit, as Figure 4-28 details.



Figure 4-28. Our rigorous selection process delivers the right people with the right skills for CalSAWS.

Training and Onboarding

As part of our onboarding process, Service Desk agents will receive extensive training to enable them to deliver services that align with your requirements. With our quality management approach, we will assess individual agents based on their performance metrics and tailor refresher training accordingly. We will use the resulting data to conduct coaching, identify improvements required in knowledge or processes, and manage agent performance. Successful and high-quality interactions provide examples in training and illustrate positive feedback to agents.

As part of our Service Desk certification training, all new Service Desk staff will complete courses within the CalSAWS Learning Management System that we highlight in Figure 4-29, as well as PII, PHI, and required security-related training.



Figure 4-29. Our Service Desk training courses cover an exhaustive list of CalSAWS functions.

Additionally, we will provide **refresher training as needed following monthly agent evaluations** to make sure our CalSAWS Service Desk professionals remain effective in their roles. Besides planning to meet regularly with Tier 3 vendors to discuss pain points and any changes needed for the knowledge base, we will meet with the M&E vendor to understand CalSAWS application changes. Just as importantly, we will add the Service Desk to release webcasts that will expand the awareness of our agents to better serve you.

Retention Strategies

Call centers typically struggle to retain the best agents. To avoid losing time required to train new hires and disrupting project progress and relationships, we provide several incentives to keep our Accenture CalSAWS Service Desk employees happy and performing their best work. Besides employee recognition programs, we also offer promotions, retention bonuses, and opportunities to move into other areas over time through cross-training and upskilling. Some of our more popular employee-focused initiatives include leadership listening sessions, investing in leadership building, the Great Place to Work program, the Innovation program,

Our **San Antonio Delivery Center Service Desk** had an attrition rate of **only 7%** in 2022—significantly lower than the industry rate of 40%.

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the Life Happens program, and our Inclusion, Diversity and Equity Advancement (IDEA) effort. We also will continue our CalSAWS Recognition program for Accenture employees that has been a big success over the years. These combined efforts will improve stability within our Service Desk team so that they enjoy working for CalSAWS and with Consortium and other Tier 3 staff.

At our National Integrated Eligibility Service Desk Center of Excellence in San Antonio, these types of efforts have contributed to an [REDACTED] **compared to the industry rate of 40%**. We have enacted this approach with multiple clients and are confident we can replicate the same results with the CalSAWS Service Desk.

Continuous Improvement and innovation

We bring a familiar, field-tested staffing approach to the Consortium. We understand the crucial nature of onboarding the right people for the CalSAWS Service Desk. With our emphasis on ongoing training—including the Service Desk release overview—and continuous education on existing tools and new enhancements, we will make sure our Service Desk meets your expectations and those of County users. With input from the Consortium, key stakeholders, and Tier 3 contractors, our training will enable our Service Desk professionals to maximize ServiceNow and other tools such as Jira offer.

As part of our project-wide CIP, we will evaluate and implement ongoing improvements to our staffing, training, and retention approach using the same quarterly retrospective process described in the previous section. Improvement areas may include training effectiveness, knowledge management enhancements, and new recognition programs. We will include any identified improvements or innovations with the overall CIP quarterly report for the Service Desk.

4.4.3.2 Results Delivered

Ohio Benefits Training Approach

Our Approach in Action:

The Ohio Benefits Service Desk required staff to have integral knowledge of various technologies, functionality, interfaces, and reporting solutions. Accenture established an Ohio Benefits Academy to train new team members for their role on the program.

Current team members complete refresh training and new training as Ohio Benefits is enhanced to include new features and functions. After completion of Ohio Benefits Academy, our new team members 'shadow a subject matter expert to gain hands-on experience in preparing for their role on the team.

The Ohio Benefits Academy training program curriculum is continually updated with new product and Ohio Benefits updates as well as leading practices from other states.

Results Delivered:

- Appropriate staffing levels combined with the right skill sets made Ohio Benefits a successful program.



4.4.3.3 How We Exceed the Requirement

Table 4-22 details how our approach exceeds your staffing requirements for the CalSAWS Service Desk.

Going over and above	Benefits
Through offerings such as bonuses, recognition programs, and opportunities to expand their skills, we are retaining excellent Service Desk employees at a superior [REDACTED]	Consistency in Services
We deliver highly experienced Integrated Eligibility (IE) staff with unique understanding and breadth of knowledge regarding how to support IE customers.	High Quality Services
Certifications: All Service Desk agents will be required to complete a comprehensive training program that includes customer service, technology, and security skills, and CalSAWS functionality . We also require refresher training to keep knowledge and skills current.	Assurances on the Quality of Services

Table 4-22. Supporting our teams and working to retain staff will provide consistent support to CalSAWS.

4.4.4 Challenges, Risks, and Mitigation

Item # I-UA13

Describe challenges and risks related to delivering Service Desk services to CalSAWS and how you will mitigate the risks.

The following tables present the risks first, then the challenges related to delivering Service Desk services to CalSAWS and how we will mitigate them. For risks, we have based the probability, impact, exposure, level, and category based on the Appendix F – Risk and Issues Management plan of CalSAWS PCD:

- **Probability:** Five risk probability categories from 10% Highly Unlikely to 70% (and over) Highly Likely
- **Impact:** An ordinal scale with values ranging from 1 (lowest) to 5 (substantial) to measure the impact of the risk in four performance areas: cost, schedule, technical, and quality
- **Exposure:** Calculated value based on the assigned probability and the impact
- **Level:** Categorized as low, medium, or high based on the risk probability and risk impact value

For challenges, we did not assign the risk factors described above. For risks, when we assigned a probability to the likelihood that the risk would be realized and become an issue, we did this from the perspective of Accenture as the selected Infrastructure Contractor. In practice, we would work with the Consortium and the other contractors to assign values to probability and impact. Also, another contractor would have a different probability, likely higher, of these risks becoming issues.

Risk 1: Delayed Efficiency Gains Due to Poor Omnichannel Adoption

Probability	Impact	Exposure	Level	Category
30%	3	0.9	Medium	Quality, Stakeholder
Trigger		Customers Impacted	Owner	
New Service Desk communication channels report low volumes of user interaction		County users	Service Desk, Consortium, County Help Desks	
Risk Description				
If users do not adopt new channels, anticipated efficiencies will be delayed. Calls to the Service Desk will be higher than expected, and the Service Desk's capacity to improve First Call Resolution (FCR) will be impacted.				
Proactive Mitigation Strategy				
To ensure County staff adopt new tools and approaches they must be aware of the change and the benefits it brings, have the right support in place to deliver those benefits, and have feedback mechanisms in place to identify areas for improvement. Our mitigation strategies are as follows:				
<ul style="list-style-type: none">Awareness: We will use a change management campaign to bring awareness and build confidence among users. This will be like what was done in [REDACTED] We will also provide training to encourage further adoption.Experienced support: We will use high-performing, knowledgeable agents specialized in managing a Service Desk for eligibility systems to support new channels, so users experience the benefits of omnichannel interactions without frustration, all while meeting and exceeding operational metrics and KPIs like average speed to answer and handle time.				
[REDACTED]				
<ul style="list-style-type: none">Integrating Stakeholders: For new Service Desk channel changes, we will use a Hybrid Agile approach to involve stakeholders throughout the change process, incorporating ongoing feedback into the development process. The approach engages with the Tier 3 contractors, the Consortium, Help Desk Committee, QA Service Desk manager, ServiceNow manager, and the DIO. These actions will increase adoption.				

Risk 2: Delays in Resolving Tickets Due to Siloed Teams

Probability	Impact	Exposure	Level	Category
30%	4	1.2	Medium	Quality, Stakeholder
Trigger		Customers Impacted	Owner	
Consistent lack of collaboration between the Service Desk and other Tier 3 contractors		County users	Service Desk, Tier 3 teams	
Risk Description				
When Tier 3 teams from various contractors do not communicate openly, share information, and work as an integrated team, County users can experience delays in ticket resolution. Without close collaboration and up-to-date information, the Service Desk may not be optimally informed of ongoing changes to various				

applications and consequently, tickets can be miscategorized and routed incorrectly, adding unnecessary time getting tickets to the appropriate teams.

Proactive Mitigation Strategy

To avoid delays in ticket resolution, teams must communicate and share knowledge transparently, the Service Desk must stay on top of upcoming changes, and we must take advantage of technology to reduce the likelihood of human error. Our mitigation strategies include:

- **Enhanced communication:** We will promote open communication and knowledge sharing by conducting regularly scheduled touchpoints with teams. We also will assign a designated Service Desk team member to facilitate these activities and serve as a liaison. These liaisons for every Tier 3 contractor will attend each contractor's release management and greenlight meetings to learn about upcoming functionality.
- **Continuous learning:** The Service Desk will prepare for upcoming changes by frequently updating material in the knowledge base and educating our people on new functionality. We will also identify miscategorized tickets through regular quality assurance and continuous improvement efforts. In creating and maintaining the existing category hierarchy based on input from county users and project staff, we will train Service Desk staff to understand and select the appropriate hierarchy, promoting continuous improvement through constant learning. Service Desk staff will also undergo thorough CalSAWS training to further decrease the number of miscategorized tickets.
- **Embrace technology:** [REDACTED]

Risk 3: Missed SLAs Due to Transition from Existing Subcontractor

Probability	Impact	Exposure	Level	Category
10%	5	0.5	Low	Quality, Stakeholder
Trigger	Customers Impacted		Owner	
Degraded SLAs during initial months following transition	County users, Clients		Service Desk	

Risk Description

Without the right knowledge and proficiency present during the transition of the Service Desk operations from Accenture's current subcontractor (Gainwell) ticket resolution may be delayed resulting in missed SLAs.

Proactive Mitigation Strategy

To maintain consistent Service Desk operations during the transition out period from our existing subcontractor, we will use our familiarity with the existing CalSAWS Service Desk processes, technology, and operations, combined with consistent leadership, an adjusted staffing model, and a proven Center of Excellence for running operations. Our mitigation strategies include:

- **Familiarity:** As your current prime contractor, we will use our knowledge and experience with the existing processes and technology to inform our approach to operate the Service Desk, lowering the risk of delays and providing a consistent user experience. We already maintain the ServiceNow technology supporting the operation and will continue to do so allowing us to transition without the need for extensive knowledge transfer.
- **Consistent team support:** We will provide consistent support from today's Service Desk to tomorrow's by using existing Service Desk leads like [REDACTED] to support Service Desk operations. We will also take advantage of the many skilled application development practitioners from our current operations including [REDACTED]. They will provide their knowledge and expertise to new Service Desk staff and address any knowledge gaps.

- **Increased staffing:** During the Transition-in period, we will tailor our approach to include more staff, avoiding degraded service for users as our Service Desk agents become fully proficient.
- **Proven CoE for operations:** We will run Service Desk operations from our National Integrated Eligibility Service Desk Center of Excellence. This center already supports other Integrated Eligibility clients like the State of Ohio and State of Kansas.

Our working relationship and experience with Gainwell as our subcontractor put Accenture in a position to mitigate major obstacles associated with the transition that other contractors will face. In particular, the probability of this becoming an issue for Accenture is 10% where other contractors may experience a 70% to 90% probability.

Risk 4: Unstable Operations due to Attrition

Probability	Impact	Exposure	Level	Category
10%	5	0.5	Low	Quality
Trigger		Customers Impacted		Owner
Attrition levels rise above the threshold		County users, Clients		Service Desk, Security team, Consortium

Risk Description

The Service Desk and Call Center industry traditionally faces large turnover. These trends can result in the CalSAWS Service Desk being short-staffed or having inexperienced staff.

Proactive Mitigation Strategy

To maintain stable operations, we will use automation, our National Integrated Eligibility Service Desk Center of Excellence at San Antonio and provide incentives for Service Desk employees to increase retention. Our strategies to mitigate the risk associated with high attrition include:

- **Automation:** To reduce reliance on Service Desk agents, we will use chatbots, a self-service portal, and Accenture's myWizard tool to automate tasks and simplify the operating environment.
- **National Integrated Eligibility Service Desk Center of Excellence:** We will use Accenture's National Integrated Eligibility Service Desk Center of Excellence at San Antonio to support consistent Service Desk operations. The center provides a stable pool of experienced practitioners and has maintained low turnover for years. The center had an [REDACTED]—compared to the industry rate of 40%.
- **Retention strategies:** We provide incentives to retain our skilled people including employee recognition programs, promotions, retention bonuses, leadership building, and opportunities to move into other areas over time through cross-training and upskilling.

Challenge 1: Increased Call Volume Due to Areas Outside of Contractor Control

Trigger	Customers Impacted	Owner
A sudden and prolonged increase in Service Desk contact volume	County users, Clients	Service Desk, Tier 3 Infrastructure, Project Management Office

Challenge Description

Areas outside of our control such as one-time or urgent activities on a mass scale, other contractors introducing defects with widespread impacts, or poorly implemented changes could cause increases in call volume.

Potential Resolution Strategy

Our strategies to address planned and unplanned events outside our control include:

- **Surge staffing:** For planned system events, such as the introduction of large changes tied to a new policy or operational enhancement, we can implement proactive surge staffing in a planned manner following our project management processes. While it is challenging to react to unplanned system events, Accenture will use all reasonable efforts to address additional staffing needs.
- **Extend Business Continuity Plan:** For unplanned events, such as natural disasters, we will extend our current Business Continuity Plan to include our National Integrated Eligibility Service Desk Center of Excellence at San Antonio to provide business continuity for the identified and agreed-on critical business activities and approach for managing urgent situations and disruption to critical business activities.

Our demonstrable record for the San Antonio Delivery Center includes navigating numerous major events like the COVID-19 pandemic, hurricanes, a winter storm, and other natural disasters. Even throughout the shift to remote work during the COVID-19 pandemic and Winter Storm Uri in Texas, our highly committed support to business continuity for our clients and their users remained intact as we answered more than 95% of calls within 30 seconds.

Risks Conclusion

The individual risks we've discussed focus on our Service Desk services. We assess each risk individually, independent of the other risks. We would like you to consider another element in determining the overall project risk—who is doing the work. Accenture submitted proposals for both the Infrastructure and M&E scope of work. Assuming we are awarded both contracts, the overall risk profile of the entire CalSAWS project will be lower—and so will the risk score of each individual risk. Why? For the simple reason that one accountable contractor is more efficient, and the Consortium will have "one throat to choke" when it comes to handling risks and issues. This global reduction of risk is only true for Accenture. Any other contractor would be quickly overwhelmed by the prospect of taking over the immense and complex CalSAWS Infrastructure and M&E Application while simultaneously attempting to modernize and prepare their service desk to support this complicated application. Just imagine how the Consortium's risk level would increase even more if **two** other contractors attempt to complete their transitions in at the same time. We have been your partner for a long time—now that we've nearly completed the statewide rollout of CalSAWS, we're ready to accelerate the momentum into the CalSAWS M&O organization of the future.

4.5 Transition-In

RFP # 5.2.3.5 (RFP # Table 35)

As your current CalSAWS Infrastructure partner, Accenture provides operational continuity and is the lowest risk option as the Consortium moves into the new Infrastructure services contract. We believe CalSAWS is a Living System and we have planned for incremental transitions leading to transformation of our delivery organization throughout the life of the contract. We understand the Infrastructure Transition-In scope includes, and is not limited to:

- Core CalSAWS Infrastructure
- Contact Center Infrastructure
- Child Care Portal, OCAT, and GA/GR Correspondence
- Central and remote hardware maintenance services
- Service Desk and Imaging

As the incumbent CalSAWS Infrastructure Contractor, Accenture has unique knowledge and experience with the Core CalSAWS, Contact Center and Child Care Portal infrastructure and Imaging, requiring no transition. Given that OCAT runs on serverless technologies, our assumption is that all Platform-as-a-Service (PaaS) components of OCAT will be managed by the M&E Contractor. The narrow areas that will involve a transition include the GA/GR Correspondence solution and changing our current subcontractor performing Service Desk and remote hardware maintenance services. While another contractor would need to spend extensive time and effort toward knowledge transfer for the entire CalSAWS system, Accenture will use that time to incrementally transform our team and processes into the new ways of working and accelerate innovation for the Consortium and the counties.

We understand you are building on the momentum of the successful CalSAWS implementation with an intent to accelerate the pace of innovation, collaboration, and set the tone for a newly integrated CalSAWS organization. The following describes how we use our guiding principles to support the transition.

Timely Transition with Zero Disruption: The Consortium is a national leader for integrated eligibility. A quick transition with zero disruption maintains the momentum of your current operations, offers critical insight into how to introduce valuable changes, and safeguards the quality of services that Californians deserve.

High Availability with Minimal Downtime: A seamless transition period with no impact to county users and uninterrupted services to Californians is required to maintain a highly available system and staying out of the news. The Consortium needs a contractor that is ready Day 1, that knows your systems and processes to minimize downtime and reduce risk.

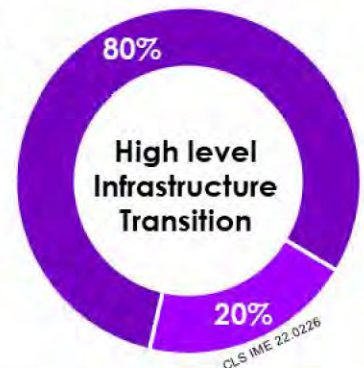
Table 4-23 describes the three overarching themes—Acceleration Essentials—of our Transition-In approach for CalSAWS.

The Accenture Advantage

As your Transition-In partner, we can provide a seamless, expedited transition using a cohesive proven methodology with proactive risk mitigation. We bring:

- An unmatched timeline to stabilize in the new contract
- Narrow new scope areas for us result in the lowest delivery risk
- An experienced Transition Manager complemented by a Transformation Manager
- Unified support and leadership for the new Delivery Integration Office

Accenture requires zero Transition-In activities for **80%** of the CalSAWS infrastructure. This includes the Core CalSAWS system, Child Care Portal, Contact Center and Imaging.



Accenture has low-risk Transition-in activities for **20%** of the CalSAWS infrastructure. This includes the GA/GR correspondence solution and changing our current subcontractor performing Service Desk and central and remote hardware maintenance services.

What We Bring	What You Get
Staff continuity supplemented with key additional skills	Zero Disruption: Your trusted team with in-depth knowledge of the system continues with timely transition into the new contract with zero disruption
Transformation during transition so teams can focus on transforming instead of forming, norming and understanding the current environment	Ability to Accelerate the Momentum: Accelerates required transformation to achieve vision
Proven transition methodology used successfully at hundreds of clients	Lowest risk approach to transition into the only area (GA/GR Correspondence) requiring any transition

Table 4-23. The Features (What We Bring) and the Benefits (What You Get) of our Transition-In approach results in a fast, secure, and high-quality transition.

Starting transformation during transition



Because of our history together and unique capabilities with mission-critical technology worldwide, the Accenture team offers a transition no other contractor can. On Day 1 of the new contract, CalSAWS infrastructure support will be secure. While we continue to support the same systems as we do today, we will work on meeting your transition requirements within the first 2 months of the contract (to be completed at the end of June 2024).

We will also offer a framework for the DIO based on our experience with the Consortium combined with best practices of organizational excellence from across the globe. An accelerated timeline combined with an established CalSAWS team of experts offers the least risk for the Consortium, as shown in Figure 4-30.



Figure 4-30. We have a 2-year head start on any contractor for stabilization after transition; the Consortium and Counties benefit from transformation and innovation over this time while another contractor would spend many valuable months staffing, learning, and achieving stable baseline operations.

After the first 2 months of the contract, we will have successfully completed the transition requirements within the scope of Transition-In. The time and effort saved by maintaining our partnership means the Consortium and Accenture can more quickly focus on accelerating the transformation for CalSAWS. In parallel and immediately following this quick and efficient 2-month transition, we will be able to provide transformation services for CalSAWS. Transformation includes major process changes, tool updates, and innovation initiatives. Transformation drives innovation and business transformation by increasing business agility, increasing automation, and reducing IT complexity.



The unique value offered from Transition and Transformation in parallel is championed by our proposed team of Transition Manager (Rick Costa, introduced in Section 4.5.2 Transition Manager Experience) and our additional Transformation Manager, Sean Swift. They will be dedicated to their specific scope of work, while collaborating with the Consortium on best practices and opportunities.

4.5.1 Past Transition Experience in a Cloud-based Environment

Item # I-UA14

Describe your firm's experience with one or more transitions from one (1) company or contract to another in a cloud-based environment and the corresponding outcomes.

Include the system components and services that were transitioned as well as the transition timeline.

Describe the key best practices you will bring to the CalSAWS engagement as recommendations for the Infrastructure transition.

4.5.1.1 Cloud-Based Transition Experience and Outcome

Even though the Transition In to assume responsibility for CalSAWS Infrastructure is minimal for Accenture when compared to all other contractors, we treat it as the critically important first step in the future operations of CalSAWS. In this section we describe Accenture's experience with two transitions, including from another company and another contract in cloud-based environments, along with their corresponding outcomes. We have included the system components and services that were transitioned, as well as the transition timeline. We also include a description of the key best practices we have brought to CalSAWS as recommendation for the Infrastructure transition.

We realize we must demonstrate that we have and will continue to rise to the challenge presented by complex transitions. Our 35+ years of health and human services experience includes multiple, large-scale project examples where we have partnered with our clients to transition their cloud-based systems. Below, we present two of our recent and highly relevant transition projects:

- **AZ HEAplus (from another contractor):** This transition experience demonstrates our capacity to take over a cloud-based environment and services from another contractor. We selected this project specifically to show our capacity to smoothly assume responsibility for the GA/GR correspondence sub-system.
- **CMS HealthCare.gov (from another contractor/and to a new contract from ourselves):** This project shows, on a huge scale like CalSAWS, how we can both take over systems from another contractor and how we can, as an incumbent, successfully transition from one contract to another in a cloud-based environment, while delivering transformational change.

These transitions offer similarities in scope with CalSAWS and employ many of the same approaches that have been enabled our clients to transition smoothly and accelerate their own transformations to new ways of operating.

State of Arizona: Arizona Health Care Cost Containment System (AHCCCS), AZ HEAplus (Azure Cloud)

Health-e-Arizona Plus (HEAplus) is the State of Arizona's cloud-based eligibility determination and case management system that administers public assistance benefits, including SNAP, Medicaid and TANF, for the Arizona Health Care Cost Containment System (AHCCCS) and the Arizona Department of Economic Security (ADES) agency.

Transition Without Disruption

We have a track record of successfully transitioning large scale systems and operations with high quality. Through our Transition Practice, we:

- deliver 150 transitions each year
- have access to 500+ Application and Infrastructure Outsourcing transition specialists around the globe
- in the past 12 months, have mobilized 9,000+ Accenture FTEs

Transition Approach and Timeline

In October 2020, Accenture won the Maintenance and Operations (M&O) contract for the HEAplus system. Our responsibilities included transitioning-in and taking over M&O from the incumbent contractor under challenging circumstances. With very little technical or functional documentation to work with, and unable to access the existing codebase and database from the outgoing contractor, Accenture was limited in the number of knowledge transfer meetings per week with the incumbent. Using our holistic Transition-In methodology and incorporating our Program, People, Process, Technology, and Productivity approach as guideposts, we created a plan (as shown in Figure 4-31) uniquely built with and for Arizona that led to a successful transition of the application and infrastructure in eight months (completed May 2021).



What Our Clients Say...

There were many twists and turns during the transition from the outgoing vendor outside of Accenture's control and they willingly adapted to course corrections.
— Daniel Lipfert,
AZ HEAplus, Assistant Director, CIO

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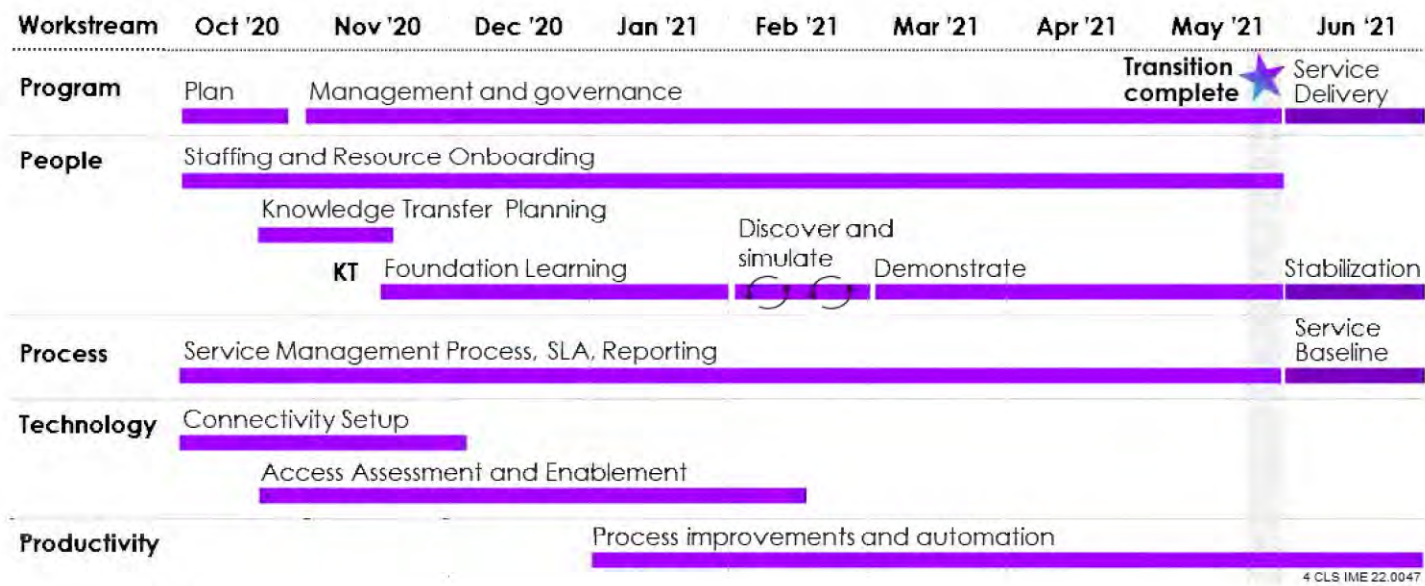


Figure 4-31. [REDACTED]

System Components, Services Transitioned, and Outcomes Delivered

Figure 4-32 describes the system components and services transitioned and the outcomes we achieved.



Figure 4-32. We bring a track record of transitioning large-scale, cloud-based systems with high quality.

HealthCare.gov (AWS Cloud)

The Centers for Medicare & Medicaid Services (CMS) is a United States federal agency that runs healthcare programs to insure more than 45 million Americans. HealthCare.gov, the website for the federal exchange, is the front door for the cloud based, Federally Facilitated Marketplace (FFM).

Transition Approach and Timeline

Following an imperfect launch of the HealthCare.gov platform in October 2013, and amid frustration from millions of Americans, CMS terminated its contract with the incumbent contractor (CGI) and contracted with Accenture to assume responsibility for the stabilization of the mission-critical platform. Accenture completed the entire initial transition of the program from the incumbent in just eight weeks—four weeks faster than originally proposed. This successful transition—**unprecedented in its scale and urgency**—reduced risk and positioned the team to start hands-on delivery and rescue activities as soon as possible. Vital to the transition was successfully gathering knowledge from multiple organizations internal and external to CMS. We worked side-by-side with CGI, other CMS contractors, and CMS personnel to quickly staff the effort, absorb the knowledge necessary to assume control of the application, implement changes, and perform operations.

The original solution was not in the cloud. While the incumbent's scope included this future development, we successfully took over the design, build and transition of HealthCare.gov to the AWS cloud. Since the original transition and following the expiration of our original contract, Accenture has won the M&O contract for this cloud-based system multiple times, including the most recent contract which began in July 2021. During the recent transition, shown in Figure 4-33, CMS and Accenture collaborated as one team to agree on and finalize a timeline to effectively transition the scope of work and necessary support services in seven months to the new contract terms and expectations. This transition included a full transition workplan and the onboarding and transition of 500+ resources. This contract is ongoing through 2027.

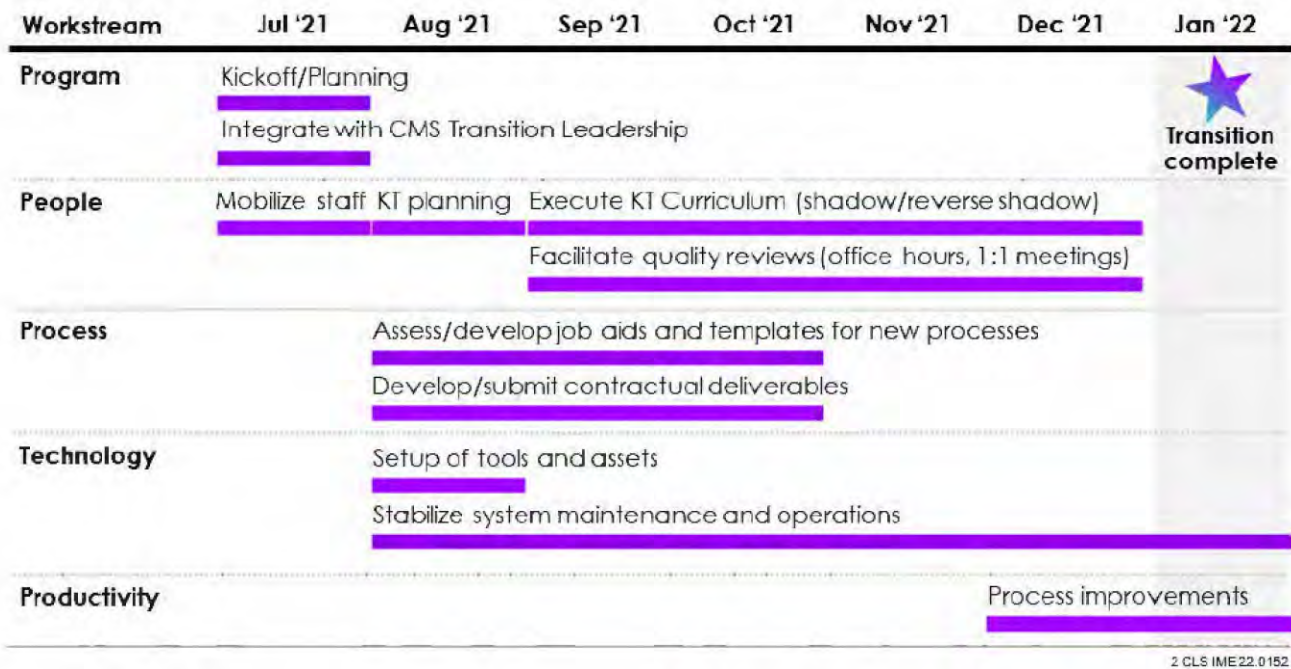


What Our Clients Say...

Accenture mobilized up 500 people in 6 weeks and completely took over maintenance and operations during the peak period of open enrollment. There has not been a Federal project with more scrutiny than HealthCare.gov. All eyes were on us. They had our back during a very challenging time and we really appreciated it. They came into a very complicated environment and navigated with us to a very successful outcome.

— Dave Nelson,
Former Chief Information Officer, Center for
Medicare and Medicaid Services

2 CLS IME 22.0036



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Figure 4-33. Accenture applied our transition methodology to achieve CMS' objective to quickly transition from our previous M&O contract to a new one within 7 months.

System Components, Services Transitioned, and Outcomes Delivered

Figure 4-34 describes the system components and services transitioned and the outcomes we achieved.



3 CLS IME22.0115

Figure 4-34. We created a collaborative and comprehensive transition plan that mitigated transition risk and enabled project outcomes.

4.5.1.2 Transition-In Best Practices

Based on our past experiences, Table 4-24 provides the best practices we recommend for CalSAWS to help achieve a seamless and timely transition through strong leadership, proactive risk management, and collaboration.

Best Practice	Benefits to CalSAWS
Work as an integrated team with incumbent contractors (e.g., Gainwell for GA/GR correspondence) by showing empathy for their transition-out support challenges. This includes understanding their potential constraints	Reduces risk of interruption to service delivery during transition

Best Practice	Benefits to CalSAWS
regarding staffing and ongoing system support pending the completion of transition in activities.	Efficiently transition business operations and technology
Focus on communication and collaboration with the Consortium throughout transition from planning to cutover through status reporting, periodic service readiness reviews, walkthroughs, demonstrations, among others	Reduces risk of interruption to service delivery during transition
Use a comprehensive transition plan based on proven methodology that covers all required activities across Program, People, Process, Technology, and Productivity for successful readiness for meeting CalSAWS contract requirements and full takeover of GA/GR related responsibilities.	No missed gaps in services after transition of new scope
Establish and integrate new ways of working by introducing new delivery approaches, automation, and transformation offerings early in the transition efforts in a thoughtful way through pilot programs leading to complete alignment to meet future vision.	Full team integration by end of transition Significantly accelerates CalSAWS improvements

Table 4-24. Working with our clients, we bring best practices as part of our effort to continuously improve our transition offerings.

4.5.2 Transition Manager Experience

Item# I-UA15

Describe your proposed Transition Manager's experience with one or more like transitions managing the successful transition of large and complex IT Systems from one (1) company or contract to another on at least two (2) separate Projects.
Describe the outcomes of the transition and what key best practices the Transition Manager will bring to the CalSAWS engagement.

In this section, we describe our proposed Transition Manager's experience with two transitions similar to the CalSAWS transition in scope and how he managed the successful transition of these large and complex IT Systems from one company or contract to another. Accenture confirms that both examples meet the requirements of large and complex IT Systems, as defined in the RFP (please see Section 6 Required Attachments—Attachment A10 – Infrastructure Key Staff Resumes and Qualifications, Parts 1 and 2, Infrastructure Transition Manager Resume for additional details). We have also described the outcomes of these transitions and the key best practices that our Transition Manager will bring to CalSAWS.



Meet Rick Costa, our proposed Transition Manager

As an experienced Transition Manager, Rick brings over 17 years of experience in complex, global Application/Infrastructure Outsourcing Transition and Transformation programs. Rick's experience as a mobilization professional includes delivering Transition and Transformation programs across various industries including Public

Sector, Healthcare/Lifesciences, Manufacturing, Insurance, Finance, Transportation, and Utility. His relevant expertise features leading transition projects and programs with highly complex operating environments, applications, infrastructure build, migration to cloud, operations establishment, and ServiceDesk integration. Rick exceeds the Mandatory Qualifications for the Transition Manager. Note that Rick's Project 1 experience includes the change management activities that are key to our transformation objectives, preparing our team and the CalSAWS organization for new ways of operating in the future multi-contractor environment.

- ✓ **I-S15** A minimum of 18 months of experience within the past ten (10) years, performing operational transition activities on Projects involving large and complex IT systems.
- ✓ **I-S16** Experience within the past ten (10) years, managing the successful transition of large and complex IT systems from one (1) company or contract to another on at least two (2) separate Projects. The Transition Manager's experience will have been for a minimum duration of three (3) months for each Project.



Project 1: Major oil and gas corporation

Transition Scope: Transitioned a comprehensive managed services outsourcing model into a multi-contractor operating model with Accenture as the main provider and service integrator. Services transitioned from another contractor included: application services, infrastructure management (cloud), service desk

Rick's Experience/Responsibilities: Performed operational transition activities for this large and complex IT system; managed all infrastructure and application activities to deliver a successful transition; managed risks to minimize impact to end users and business operations during transition; created a comprehensive risk management and service continuity plan to comply with business criticality and client's zero outage transition requirements



Outcomes achieved:

- Enabled services across more than 350 FTEs, 12 distinct service areas, and 16 business units with waves of go-live over a four-month transition (three months for the initial scope + one month for additional scope)
- All of the initial scope infrastructure and systems were transitioned successfully within three months
- Executed a change management journey (including knowledge transfer), by assessing all functions/processes for each business unit and identified gaps/opportunities for centralization
- Identified and implemented new processes defined as part of new operating model leading to continuous improvement opportunities
- Improved the overall organizational performance and cost savings by transitioning 16 separate business units (which were managed as its own business) into a centralized IT unit/function designed by Accenture, enabling cohesion and scalability
- Established baseline SLAs and fully delivered to performance metrics
- Completed a security assessment of the procedures being used, including roles-based access provisioning to top level security processes, identified, and remediated gaps, and developed a foundational roadmap for the transformation of the security toolset



Project 2: The Nature's Bounty Company

Transition Scope: Transitioned a highly complex, mixed support environment (with various performance issues and very limited governance) from in-house and incumbent service providers across applications and infrastructure. Services transitioned from another contractor included: application services, infrastructure management (cloud), service desk

Rick's Experience/Responsibilities: Performed operational transition activities on Nature's Bounty ITO, a large and complex IT system project; managed transition activities for mixed-support environment, transitioning from in-house and incumbent contractors; delivered a rapid transition within two months for critical services, mitigating personnel departure and impact to peak year-end activity; developed, maintained, and delivered the Transition Plan; minimized impact to end users and business operations during transition



Outcomes achieved:



Project 2:
The Nature's Bounty Company

- Delivered a rapid transition within two months for critical services mitigating personnel departure and impact to peak year end activity
- Effectively completed knowledge transfer and training
- Led the overall transition of remaining services of 14 different contractors within 3.5 months with zero production disruption and better than 30 percent improvements on ticket resolution over the first month of service with a total of 900 FTEs on day 1
- Day 1 contractor performance: service delivery such as ticket resolution and mean time performance continued to meet and/or exceed existing service delivery
- In response to Covid-19, worked with the client to deploy a remote working model and capabilities

Best Practices that our Transition Manager brings to CalSAWS:

• One-Team Approach:

- Onboarding the Accenture team to the new vision as the very first step at the beginning of transition
- Focus on integrating the new members within the existing Accenture team, Consortium and other CalSAWS partners and measuring the effectiveness of those during transition
- Obtaining Consortium and other CalSAWS contractors' input to the new vision



Staff
Continuity +
new key skills

• Managing the Transition and Change:

- A deep understanding and execution of Accenture's holistic Transition methodology which incorporates Program, People, Process, Technology and Productivity



Proven transition
methodology
used successfully
at hundreds
of clients

- Establishing new ways of working through a comprehensive change journey for our existing staff on CalSAWS and measuring the effectiveness of the change

• Identifying Improvement Opportunities:

- Early assessment of all aspects of the current CalSAWS operations, including people, processes, technology, and security and implementing improvement opportunities to get quick wins

4.5.3 Risks and Mitigation Measures

Item# I-UA16

Please identify the greatest risks inherent with the overall transition effort, and those risks associated with each transition area along with your planned mitigation measures to confirm no disruption to CalSAWS services.

Transitioning large, important programs like CalSAWS can be time-consuming and risky. Even the most careful contractor-to-contractor transition program will never fully replace the experience, knowledge, and trust of a departing incumbent contractor with whom you have a long, shared success history. And any potential advantages gained by moving to a new contractor are frequently lost when you consider the risks of both business disruption, and overall duration and cost to learn your specific technology and organization.

We believe a change to a new Infrastructure Contractor will lead to the following impacts:

- **Lengthy time to stabilization**
- **Excessive unexpected costs and delayed realization of benefits**
- **Unable to realize the Consortium's vision**
- **Delayed transition of CalSAWS systems**

In contrast, we are the only contractor who will be able to successfully deliver measurable value with 100% confidence during the transition and immediately after the transition.

With Accenture, the Consortium will be in safe, trusted, and reliable hands for the CalSAWS transition (as shown in Figure 4-35). Our dedicated team, led by our Transition Manager, Rick Costa, and supported by our

Transformation Manager, Sean Swift, is solely focused on collaboration with stakeholders on the transition and transformation activities. They will apply one of the primary tools for risk mitigation—our proven methodology and best practices, tailored to the CalSAWS vision.

In the following pages, we describe:

- Transition-in risks with Accenture continuing as your services partner
- Potential Transition-in risks with other vendors if Accenture is replaced as your services partner

4.5.3.1 Transition-In Risks with Accenture Continuing as the Infrastructure Contractor

Greatest Risks Inherent with the Overall Transition Effort

As described earlier in this section, Accenture is the current infrastructure Contractor for four out of the six applications that will be consolidated in the next contract. Accenture supports the Core CalSAWS application, Contact Center, Imaging and Child Care Portal. Since OCAT runs on serverless technologies, the maintenance of the associated PaaS components is best handled by the M&E contractor. The **only application that requires transition-in activities for team Accenture is the GA/GR correspondence solution**, and this represents the one and only risk for Accenture, and therefore the greatest risk inherent in our transition-in plan.

This risk, however, is very low for the following reasons:

- **Knowledge transfer:** Accenture was intimately involved in the development of the GA/GR correspondence solution, and we are already familiar with the workings of that small subsystem. We teamed with Gainwell, collaborated on infrastructure needs, and co-designed the APIs between the Correspondence subsystem and CalSAWS. As such we have a working understanding of the functional and infrastructure aspects of the system. While some knowledge transfer will be needed, the scale of that is low, and as such, the risk with Accenture providing infrastructure services for this application is very low. This is also particularly true because the infrastructure supporting this is on AWS, and Accenture's current team has a deep understanding of the AWS environment. Additionally, by adding architects from AWS Professional Services to our team, we further mitigate this risk.

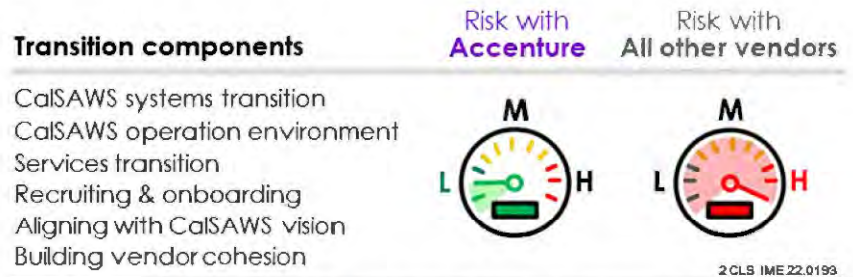


Figure 4-35. Risk avoidance is nearly impossible, but a continued partnership minimizes transition risk and protects services for Californians.

- **Staffing:** Given that it is a small and stable system, with OpenText as the only new software component (as described in the RFP), Accenture only needs to cross train a handful of additional individuals on our existing team to support this software. We have already identified these individuals and have them positioned to be trained on this software before the start of transition-in. They will participate in knowledge transfer activities from Gainwell (the incumbent contractor on the GA/GR Correspondence Solution). Additionally, one of our named Contractor Success Champions was intimately involved in the co-development of the GA/GR correspondence solution and will provide expertise on this system when needed.

We understand how important the GA/GR programs are for the counties who administer it. We also recognize the critical support these programs provide to a vulnerable population. We are proud of the core GA/GR functionality that we built into the core CalSAWS and are confident that with our existing knowledge of the GA/GR correspondence solution, we will transition-in with zero disruption. In addition to the head start in knowledge and staffing, we bring a proven transition-in methodology and transition-in timeline (both described later) to achieve our mutual zero-disruption goal.

Accenture has an additional transition to complete. This, however, is internal to Accenture and will be transparent in large part. We will replace our current subcontractor who performs Service Desk operations and remote hardware support. As your current prime contractor for these functions, we are intimately familiar with these functions and the small risk associated with this internal transition is noted in the Service Desk and the Hardware/Software sections.

Transition-In Methodology

Our processes, standardized deliverables, and proven tools seamlessly transition services in a repeatable and predictable manner—minimizing transition risks. We've customized this holistic methodology for the CalSAWS Infrastructure project across the five different workstreams including Program, People, Process, Technology, and Productivity.

As noted in the other understanding and approach section, we plan to use the transition timeframe to get a jump start on the transformation aspects. While another contractor will still be learning about the basics of CalSAWS, the Accenture team would have completed most, if not all the transformation and evolution elements.

Program: Using the Infrastructure Transition-In Master Plan (ITIMP), we will transition from the existing contract to the new Infrastructure contract while minimizing business disruption, maintaining operational continuity, managing risk/issues, and ensuring service readiness reviews are met in time. This workstream also includes transformation of 'Ways of Working', development and execution of an Infrastructure Transition-In Test and Validation Plan, and integration of organizational change management.

People: The largest transition focus is our people. We will staff skilled resources to manage the service desk (leveraging our National Integrated Eligibility Service Desk COE), field operations and improving the speed of delivery operations using a Transition-in Dashboard.

Process: Transition of the processes and tools required to assume the L1-L2 Service Desk (please see Section 4.4 Service Desk Management), field operations (please see Section 4.3 Hardware and

Meet Sean Swift, our proposed Transformation Lead

Sean has 21 years of experience working as a transformation professional, providing cutting-edge, progressive ideas that help our clients take their business operations to the next level. During his 20+ years supporting the Consortium, he has designed and implemented processes, tools, and continuous improvements to provide project stabilization, recovery, and delivery success.

Sean has served the consortium in numerous capacities, most recently as the CalWIN Migration Functional Support Manager.



Sean Swift
Transformation Lead
20+ Years at CalSAWS

CLS IME 22.0213

Software Management) and all associated ITIL-based service maintenance processes. Deliver the Infrastructure Services Plan and Operational Working Documents.

Technology: Focuses on validating connectivity, remote access, IT, and data security and CalSAWS work environments; including the Service Desk. There will be support provided to the M&E Contractor to advance the infrastructure to a serverless cloud architecture to maximize the performance, reliability, and cost advantages of native AWS cloud computing.

Transformation and Productivity: Focuses on the implementation of automation and optimization themes and use cases for CalSAWS including the deployment of myWizard.

Transition-In Timeline

No other contractor can transition as quickly as your incumbent partner. Our Infrastructure Transition-In Work Schedule accelerates the CalSAWS project to transformations and continuous improvement after just two months. Figure 4-36 shows our proposed transition-in timeline for CalSAWS Infrastructure. We have structured the timeline by workstream to align with the key areas detailed as part of our methodology. Additionally, we will share a draft of the transformation guide with the Consortium on Day 1.



Figure 4-36. Our transition timeline incorporates improvement opportunities for the Consortium, while reducing risk and minimizing disruption to users.

The proposed timeline for the transformation activities is based on getting the needed participation from both the Consortium and the new M&E Contractor for dependent activities. Our planned transformation and improvements include Security Palo Alto XSOAR updates, incorporating Splunk with ServiceNow for auto ticketing, and the integration of myWizard Automation.

Risks Associated with Each Transition Area

In the pages above, we have already described our one and only transition-in risk and its mitigation strategy. In Table 4-25, we have noted each transition area, and indicated that we have no

transition-in risks in any of these areas. We fully understand the complexity of each of the areas and as the incumbent, we have a skilled team supporting those areas that will continue into the new contract. Given that we have the staffing, knowledge, relationships, and a clear understanding of the vision, we can confidently say that we have no transition-in risks. **Our risk score across all transition areas is zero.** Having said that, there are some risks in each of these areas outside transition-in. We have noted those in the respective Understanding and Approach sections.

SOW Transition Area	Risk	Mitigation
Management	• There are no transition-in risks in the Management area since Accenture is already familiar with these requirements and we are fulfilling them in our current contract	None required
Technical Infrastructure Support	• There are no transition-in risks in the Technical Infrastructure Support area since Accenture is already familiar with these requirements and we are fulfilling them in our current contract	None required
Innovation and Application/Architecture Evolution Support	• There are no transition-in risks in the Innovation and Application/Architecture Evolution Support area since Accenture is already familiar with the current innovation program, and the intricacies of the current application	None required
Production Operations	• There are no transition-in risks in the Production Operations area since Accenture is already familiar with these requirements and we are fulfilling them in our current contract	None required
Technology Recovery	• There are no transition-in risks in the Technology Recovery area since Accenture is already familiar with these requirements and we are fulfilling them in our current contract	None required
Security	• There are no transition-in risks in the Security area since Accenture is already familiar with these requirements and we are fulfilling them in our current contract	None required

Table 4-25. Accenture has no transition-in risks with any transition area.

4.5.3.2 Potential Transition-In Risks with Another Vendor Serving as the Infrastructure Contractor

As we've shown, Accenture has virtually no Transition-In risk for Infrastructure. No other contractor, including Accenture's existing and former CalSAWS subcontractors, has worked on any more than 15% of the CalSAWS Infrastructure scope under the existing contract. Further, none of Accenture's current or prior subcontractors had a complete understanding of the scope that was subcontracted to them because Accenture performed many functions like project management, SLA management, deliverable completion and interacting with the Consortium, Counties, and other contractors in the multi-contractor model of today. Therefore, this transition would be a huge undertaking for any other contractor, and as such, we believe it would be fraught with risks as detailed in the following pages.

Risk 1: Delayed Transition due to Insufficient Staffing

Probability	Impact	Exposure	Level	Category
70%	4	2.8	High	Schedule, Quality, Technical
Trigger		Customer Impact		Owner

Unable to hire and onboard staff to meet the planned timeline County users, Clients, Consortium stakeholders Contractor Transition Manager; Infrastructure Lead/Team; DIO

Risk Description

A new contractor must undertake a significant endeavor to recruit, onboard, orient and train their team. Additionally, many of the required skills are not commodity skills. They are niche skills like in the areas of security and cloud with limited availability. With a labor market as tight as it ever been, and showing no signs of easing, this challenge is significant.

If another vendor is unable to bring sufficient staff in a timely manner to begin transition-in activities, the entire transition could be delayed, or insufficient, or both, putting at risk the overall transition schedule and ability to meet their contractual obligations. This could result in an unstable infrastructure, unmitigated security vulnerabilities, data loss, cost overruns, and potential surge in support calls following the transition period.

CalSAWS could need to shift the priority from meeting the vision to restoring stability for at least another full year after transition.

This risk does not apply to Accenture because we already have a team supporting CalSAWS infrastructure today and will continue that team under the new contract. Therefore, there is no risk of delayed transition with Accenture.

Risk 2: Inefficiencies from New Teaming Relationships

Probability	Impact	Exposure	Level	Category
50%	4	2.0	Medium	Quality, Stakeholder, Technological

Trigger	Customer Impact	Owner
Identify new responsibilities, relationships, and complex processes	County users, Clients, Consortium stakeholders	Contractor Transition Manager; Infrastructure Lead/Team, DIO

Risk Description

The new vision for CalSAWS requires a team with the mindset and ways of working that includes a multi-contractor environment, new DIO office, and vision toward effective oversight and governance and standardized processes and communication. It takes time to develop relationships internally and with stakeholders to navigate the project efficiently.

A new contractor would need to quickly build a highly skilled and knowledgeable team along with cohesion across the project—within their own team, other contractors, and the Consortium. This contractor would need to navigate and build trust across stakeholders to develop the DIO and lead it through complex changes. Lack of integration, whether caused by an inadequate plan or lack of chemistry among the individuals could lead to delays in transition with all the associated impacts to costs and lost opportunities.

This risk does not apply to Accenture because as your incumbent infrastructure provider, we already have trust-based and effective relationships with the Consortium, counties, and other contractors. Therefore, there is no risk of relationship inefficiencies with Accenture.

Risk 3: Unstable Infrastructure due to Underestimating Complexity of Transition

Probability	Impact	Exposure	Level	Category
70%	5	3.5	High	Stakeholder, Technical

Trigger	Customer Impact	Owner
Missed SLAs; Increased production incidents	County staff	Contractor Infrastructure Lead/Team, Contractor Transition Lead

Risk Description

A new Infrastructure Contractor will be required to come up to speed on the CalSAWS infrastructure while hiring, onboarding, orienting, training, and integrating hundreds of resources, many of whom may be offshore. Handling all of these tasks while working with the incumbent Accenture team to transition our entire knowledge of the CalSAWS infrastructure, including 146 different software packages placed on thousands of instances/devices, will be an enormous undertaking. Certainly, we expect that every potential new Infrastructure bidder will declare this is a normal and typical mode of transitioning infrastructure responsibilities. The risk of such a transfer, however, should not be underestimated. CalSAWS is the largest and most complex integrated eligibility system in the country, if not the world. We have a uniquely complex ecosystem of governance stakeholders. Ensuring the smooth transfer of infrastructure responsibility and accountability is inherently risky for any Contractor other than Accenture. A new Infrastructure Contractor would require substantial Knowledge Transfer for the complex operating environment. We believe that the risk is very high that they would not be able to develop their team and understanding within the time required—we have seen other contractors fail trying to understand the complex CalSAWS environment. This could take up to two years before stability is realized.

In such a scenario, in the first year following completion of transition-in, we believe that a new Contractor will likely only be able to achieve 50–75% of the productivity and quality of the current Accenture team. This means that there will a surge in **unmitigated security vulnerabilities, missed SLAs and potential surge in support calls**.

This risk does not apply to Accenture because our proposed team is already performing infrastructure services under the current contract, and fully understands the complexity of the CalSAWS system(s) and the stakeholder environment. Therefore, there is no risk of an unstable infrastructure with Accenture.

Risk 4: Increased Workload and Costs for the Consortium Following Contractor Change

Probability	Impact	Exposure	Level	Category
70%	4	2.8	High	Stakeholder, Technical
Trigger			Customer Impact	Owner
Issues generated when any of the risks listed above are realized			Consortium Staff, County Management, County Staff	Contractor Project Manager, Contractor Transition Manager, DIO
Risk Description				

The net effect of all the risks stated above is that if the Consortium and perhaps the counties will see additional demands for their resources in the long-term. After all, no one would like to see an unstable CalSAWS infrastructure. This would require **the Consortium business analysts to do more Service Desk support work and Consortium architecture staff would need to do more architecture design and security work**. This would put additional burden on existing County/Consortium resources or increase staffing budget for the consortium to add additional staff.

Since none of the preceding risks apply to Accenture, this concern expressed in this risk does not apply to Accenture either.

Risks Conclusion

A similar set of risks also exist for the M&E transition. Just imagine how the project's risk level would increase if **two** contractors attempt to complete their transitions in at the same time: the overall risk profile would increase exponentially compared to what has been described above.

8. Section 5 Approach to Imaging Services



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8. Section 5 – Approach to Imaging Services

RFP # 6.3.3.7, RFP # 5.2.4 (RFP Table # 36)

The Approach will inform the Consortium of the Bidder's overall plan to deliver Imaging Services from Transition-In to maintaining, operating, and enhancing Imaging Services. Bidders are advised to consider, in the development of this narrative, the following Imaging Requirements, Imaging Deliverable and Imaging SLAs contained in Section 15. This narrative will not be scored and may not exceed 10 pages.

Req # IMG-1

The Bidder will provide a narrative describing its approach to Imaging Services with its Proposal.

A successful imaging services solution integrates directly with the CalSAWS application and enables county workers to efficiently execute their tasks. In September 2021, Accenture rolled out a cloud-based Hyland imaging solution to the 39 former C-IV counties. After the initial stabilization period, the new system was rolled out to Los Angeles County and is now live in two former CalWIN counties (Yolo and Placer). The technical solution introduced an HTML5 user interface, Optical Character Recognition (OCR) for intelligent document classification and extraction, task integration with the CalSAWS application, and segmented confidential case documents. For the 42 counties currently live on the Hyland platform, the new system eliminated many issues that California's county workers were facing with the legacy solutions, and users gained an increase in functionality which improved their way of working. As a result, County worker feedback has been positive, due to a reduction in manual work and increased accuracy which has improved the overarching experience.

The Accenture Advantage

Leveraging new technology while maximizing existing investments to create **holistic imaging experiences** for CalSAWS county users and making welfare easily accessible at the time of need.

We recognize the tremendous investment the California Statewide Automated Welfare System (CalSAWS) Consortium and county stakeholders have already made in the newly implemented Hyland solution. After thorough research and consideration, we developed our proposal to maximize these investments and to help eliminate the risk associated with migrating to a completely new platform. To accomplish this, **we recommend an Imaging Services approach that modernizes the existing Hyland Imaging Services solution and accelerates additional enhancements.**

Our proposed plan eliminates the need for another costly investment of time, resources, and funding to migrate to a different system, and eliminates disruptions and risk to the counties. This approach will allow the Consortium and counties to focus on serving California's most vulnerable populations, while accelerating with innovation.

Table 5-1 provides a summary of the features (what we bring) and benefits (what you get) of our approach:

What We Bring	What You Get
Solution Stability	Enhanced proactive monitoring and alerting based on our knowledge of how the system is utilized which results in a more performant and stable Imaging solution
Enhancements to the Document Capture Process	Improved document processing workflow to enhance the county worker experience and decrease processing times
CalSAWS Imaging Experts	Zero disruption during transition and accelerated achievement of vision and goals

What We Bring	What You Get
Deep Understanding of County Business Process	New solutions that are designed to improve counties' current business processes and their workers' experience

Table 5-1. Our Imaging approach accelerates improvements without a costly investment of time, resources, and budget to replace the current imaging system.

5.1 Approach to Transition-In, Maintenance, Operations, and Enhancements

In this section, we describe our approach to managing and delivering Imaging Services for CalSAWS and explain our overall plan to deliver Imaging Services from Transition-In to maintaining, operating, and enhancing Imaging Services. Our approach outlines how we will partner with Hyland to upgrade and improve the current CalSAWS Imaging Services platform for a better end user experience. We describe how we remove points of friction and innovate the current platform by introducing new tools and capabilities paired with the inclusion of a dedicated Managed Services team.

Through continued partnership with Hyland, Accenture's approach leverages industry-leading technology and joint domain knowledge of CalSAWS and the counties' business, providing continuity and an improvement of CalSAWS' existing Imaging Services solution. Our proposal provides the technical resources to rapidly build upon the existing Hyland Imaging Services solution. Our solution will advance automation and continue to deliver a user-friendly design while removing friction points and manual work from county workers. This approach will verify that the Consortium and Counties continue to receive the value and return on investment that you expect.

Key Success Factors

- Expert knowledge with the Hyland Perceptive Content solution and CalSAWS customizations
- Key understanding of county business process, case processing, and document processing workflows
- Coordination with key stakeholders on design changes and improvements to the system to provide maximum value to the county workers

Why Hyland vs. Another Imaging Solution?

We evaluated several imaging solutions to meet the RFP's requirements. We compared them across their product maturity, proven ability to perform at the scale of CalSAWS, future roadmaps, and contrasted those attributes with the cost and potential disruption to counties' operations if a new system is implemented. **The Hyland Solution was the clear choice from our evaluation.**

Most notably, the Hyland solution has a unique delivery of a single integrated front end capture process and image repository. This is a key differentiator resulting in immediate availability of captured images, faster navigation between capture and viewing of images, and an overall improved user experience. In reviewing other Imaging solutions (e.g. IBM, Google, etc.), Accenture has determined that Hyland provides the counties the best solution for the following reasons:

- No document migration required, and therefore no disruption to counties
- Reduced implementation and total cost of ownership
- Lower risk due to the current investment that the Consortium and county stakeholders have already made in the newly implemented Imaging Services solution
- Reduced time to implement new enhancements

[REDACTED]

Through our partnership with Hyland, we will maintain solution continuity and enhance existing solution components, like Intelligent Character Recognition (ICR), to **extract handwritten data** from county forms to improve county user experience and business outcomes. Our team will **upgrade the current Imaging Services solution to the Hyland Experience Platform (HxP)**—the first in the industry to deliver combined low-code app building, content services, and artificial intelligence (AI) and insight tools in a cloud-native platform. This new ecosystem will give the Consortium a seamless cloud experience to deliver greater opportunities for innovation, to provide deeper insight into solutions built on the platform, and to drive greater value for your investment in CalSAWS.

Our solution approach will span three distinct phases: transition-in, maintenance and operations, and enhancements. Our transition-in phase will not require us to undertake any hiring, training or knowledge transfer that other contractors will need to do. Instead, we will focus on delivering immediate value, beginning with reviewing our plan for enhancements, releases, and upgrades. The maintenance and operations phase will span the full contract duration and will include proactive solution monitoring. The enhancements phase will span from 2025 to 2028 and will include accelerated enhancements to further improve upon the existing Imaging Services solution. In addition to the enhancements phase with named feature releases, we will perform ongoing enhancements to the current solution throughout the duration of the contract as part of continuous improvement and innovation. Our enhanced Imaging Services structure and benefits are summarized in Figure 5-1.

The Accenture Advantage:

Infusing fresh ideas as we accelerate imaging services to become the model others only envision.

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[REDACTED]

[REDACTED]

[REDACTED]

5.1.1 Implementation Timeline

We will take an iterative approach to implementing each phase of our Imaging Services solution to meet the Consortium's needs as they arise and will continue to perform ongoing enhancements to the current solution. Our proposed solution timeline is shown in Figure 5-2.



5.1.2 Transition-In

Accenture has experience and knowledge supporting the Hyland Imaging Solution which enables us to eliminate risk and transition-in activities. We will achieve this through the following:

- Utilize our experienced team supporting the solution today
- Leverage our existing county relationships to maintain and improve customer service
- Draw upon our existing knowledge of each county's unique business processes
- Employ our expertise supporting the complex and highly customized Hyland solution

As noted earlier, our transition-in phase will not require us to undertake any hiring, training or knowledge transfer that other contractors will need to do. Instead, we will continue our highly knowledgeable team to focus on delivering immediate value, beginning with reviewing our plan for enhancements, releases, and upgrades. We will continue to maintain the Imaging Services solution as-is while we roll out maintenance and operations and enhancements activities. We will take a highly collaborative approach to transition-in by working together with you to define our roll out plan. Working with you and other CalSAWS contractors, we will develop plans for maintenance and

operations and the enhanced features and upgrades. Table 5-2 shows our proposed solution upgrades for these phases alongside their associated benefits.

Change	Phase	Benefit
Dedicated Support and Services Team	M&O	Provides proactive services to support solution without the need for long ramp-up/transition periods
Technical Account Manager	M&O	Provides continuity and accountability across teams
Continuous Solution Innovation Team	M&O	Improves usability for county workers
Automated tools and dedicated support staff	M&O	Removes need for an administrator to constantly monitor the solution, saving up to 40 hours a month
OCR/ICR	Enhancements	Reduces manual workload for users, saving up to 1 minute per document
Single-screen interface	Enhancements	Improves user experience, reducing navigation by up to three pages and saving county worker up to 5 minutes processing time per batch of documents
Automated learning engine (ALE)	Enhancements	Reduces manual workload for users by increasing automated document classification
Perceptive content enhanced administration	Enhancements	Reduces time to implementing enhancements
Automated platform scaling	Enhancements	Reduces manual workload for administrators and validates consistent performance for users
Persona web-based applications	Enhancements	Improves user experience allowing users to customize their interface
Low code development	Enhancements	Reduces need for developer level experience to build tailored solutions

Table 5-2. Our proposed solution components for M&O and Enhancements will give you a more efficient CalSAWS Imaging Services solution.

5.1.3 Maintenance and Operations

[REDACTED]

Accenture and Hyland propose a dedicated Managed Services team to monitor the Imaging Services solution, ensuring minimal disruption and an improved customer experience. Should a disruption occur, our dedicated team will quickly provide a root cause analysis (RCA) and communicate results to the Consortium. Our proposed dedicated Managed Services team already knows the solution and maintains all current environments.

Proactively catching issues means no impact to users

We will configure alerts at the system level so the administrators can proactively resolve them before they impact the end user.

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As part of our proactive solution maintenance and operations approach, we will include the following:

- **Dedicated Support and Services:** A team of solution experts comprised of technical engineers, developers, and project managers already trained on the CalSAWS Imaging solution. These experts will provide proactive services to support the growth and optimization without the need for any ramp-up or transition.
- **Technical Account Manager (TAM):** Dedicated to the CalSAWS solution and responsible for all communications between Hyland and customer. The TAM will provide continuity and accountability across all teams and is responsible for customer satisfaction on a technical level.
- **Continuous Solution Innovation:** Dedicated resources will drive continuous modernization of the CalSAWS imaging solution. The team will move quickly to improve usability for county workers instead of focusing on transition to another platform. System Change Requests (SCR) will be approved as part of the monthly Imaging Committee and include examples such as adding new forms, updating routing logic, and enhancing user navigation experience.
- **Proactive Monitoring:** Leveraging automated monitoring tools, such as DataDog and Dynatrace, combined with a dedicated team, will improve overall system health, and reduce potential issues. These automated monitoring tools will continuously check for, and proactively respond to, key system indicators like volume increases, integration connectivity, and solution trends to help prevent issues before they negatively impact county workers.

Continuous solution innovation

Building on what works best for all Users, we are reimagining and reinventing the way we can best serve Californians.

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Accenture and Hyland will improve proactive monitoring and support of the solution. We will expand our monitoring capabilities by introducing automated tools to help identify issues before they impact end users. We will customize alerts, both in app and email, at both the user and administrator level, to provide key information to users who need to take action in a document, thus reducing time waiting on support or administrators to address issues.

5.1.4 Enhancements

In the enhancements phase, our proposed upgrade to the Hyland Experience Platform (HxP) introduces Hyland Experience Capture (HxC)—an application featuring web-based document scanning, classification, and data extraction delivered through a simple and intuitive interface. Benefits for customers and/or county workers will include an improved BenefitsCal document submission experience, better classification of documents submitted through BenefitsCal, reduced manual workloads, and a user-friendly single-screen interface for manual work. These benefits will provide county workers with a more efficient, user-friendly solution that will save time and effort. As illustrated in Figure 5-4, these improvements will shift the current timing and user experience to the left, **decreasing document processing time by up to 20 minutes** and improving the overall user experience. The HxC application will **provide Accenture and the Consortium greater configuration change opportunities** and expose settings files that are currently stored at the server level, offering a more agile administrative experience. HxC includes a dashboard to provide a visual status of various solution service components for all nodes.

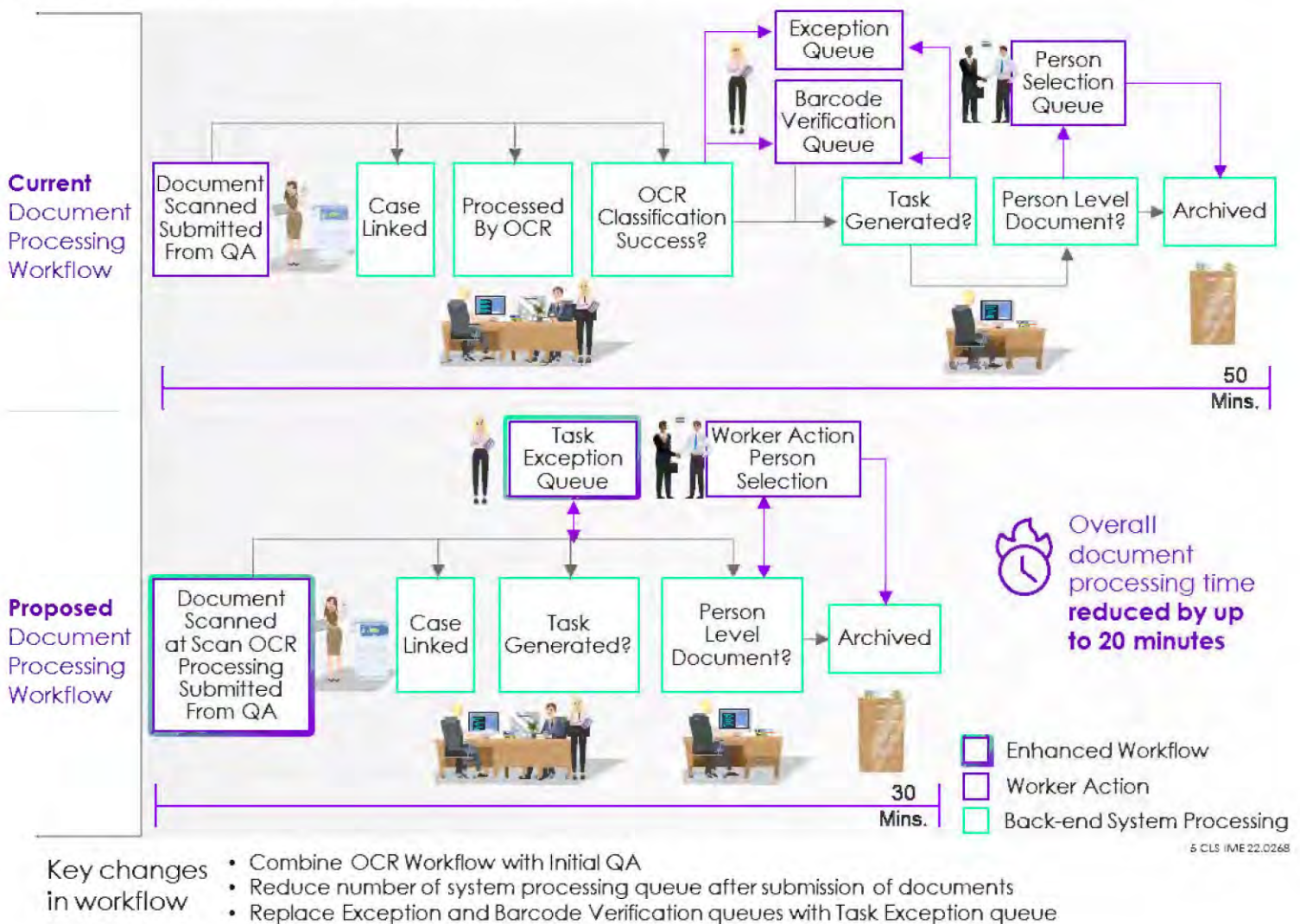


Figure 5-4. Current vs. Proposed Document Processing Workflow.

Improving the BenefitsCal Document Submission Experience

Accenture and Hyland will improve the BenefitsCal document submission process to drive improved user experience and innovation for the Consortium. Our teams will increase the level of automation in BenefitsCal by leveraging the suite of capture services and low code processing tools available in HxC including OCR/ICR, persona web-based applications, and additional machine learning models.

By increasing automation levels, we will enable users to quickly correct image issues. This solution will enable document classification so users can spend less time prepping documents and more time verifying them, ultimately improving upon the delivery and timing for case workers to receive documents. The platform leverages OCR, ICR, Hyland's new Automated Learning Engine (ALE), and persona web-based applications to assist users with document classification and data extraction. Over time, ALE improves accuracy and speeds up the verification process, reducing manual touchpoints and time-consuming data errors throughout the entire capture process. Persona web-based applications provide scenario-based guidance for users that provide tailored guidance, improving the overall user experience.

Reducing Manual Workload for Staff

Accenture and Hyland will reduce the manual workload of county staff in the current solution. By moving OCR/ICR into the scanning process and introducing automated platform scaling, we will reduce manual classification of documents up front, saving time during the intake process. The new ICR function will enable the extraction of handwritten data from customer documents, reducing the time spent performing manual data entry and decreasing the time it takes to get documents to a case worker.

Our solution's enhanced extraction capabilities will allow users to pull a name from person-level documents and will leverage machine learning to enhance the document classification process. With this new capture process, we will limit amount of time spent upfront, providing significant time savings for county users.

We project that the extraction of handwritten data will save an average of one minute per document. For example, the expected 58 county return rate of SAR7 forms is approximately 150,000 a month, equating to a document preparation and data entry time savings of 14.88 FTEs a month for this form alone.

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Providing a More User-Friendly Single Screen Interface for Manual Entry

If a user needs to perform manual work on a document, simple keystrokes, and mouse functions within HxC's intuitive single screen interface allows for easy classification and indexing needs. Our upgraded single screen interface will incorporate the ICR validation, highlighting which field information is pulled from, **saving up to five minutes per batch of documents and reducing the level of effort for manual entry.** We intend to iterate on the design of the single screen interface as we introduce HxC. This is demonstrated in Figure 5-4 by moving the OCR/ICR process and downstream classification queues into the scanning process.

5.2 Tools and Technology

We propose Hyland HxC tools and technology for our Imaging Services solution, outlined in Table 5-3, that will drive a more efficient, user-friendly Imaging Services solution for the next phase of CalSAWS.

	text	

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We have read your Imaging requirements matrix and confirm that we will meet and/or exceed all requirements. To achieve this, we will upgrade the existing CalSAWS Imaging Services solution and will enhance the existing dedicated Managed Services team. Our upgrades to the existing system will:

- Reduce the time it takes for the county workers to scan and classify documents
- Improve customer experience when submitting documents through BenefitsCal, while simultaneously enabling county workers to more easily find documents received through BenefitsCal.

These enhancements will improve county worker or customer experience and business outcomes, reducing the counties' effort required to get documents to county eligibility workers. Our dedicated

Managed Services team will help monitor both the platform and the solution, ensuring minimal disruption by identifying and troubleshooting issues as they arise.

Accenture has reviewed and will comply with the set of Service Level Agreements (SLA)s specific to optional imaging services in RFP Section 15.5 Imaging Service Level Agreements and will comply with all performance requirements. In addition to meeting and complying with all RFP Section 15 Optional Imaging Services (Imaging requirements, imaging deliverables, and imaging SLAs), our approach will exceed your requirements, as shown in Table 5-4.

Going Over and Above	Benefit
Upgrade to Hyland Experience Platform/Hyland Experience Capture	<ul style="list-style-type: none"> • Faster, innovative solution that will save users time, resulting in fewer errors • ICR and ALE tools will reduce manual workload • Improves BenefitsCal document submission experience • Single screen interface allows for easy classification and indexing
Improved Proactive Monitoring and Enhanced Customer Support	<ul style="list-style-type: none"> • Proactive services to support solution without the need for long ramp-up/transition periods • Provides continuity and accountability across teams • Improves useability for county workers • Removes need for Consortium administrator to constantly monitor the solution

Table 5-4. We will exceed your requirements by using innovative, user-centric approaches and tools.

9. Section 6 Required Attachments



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9. Section 6 – Business Proposal Attachments

RFP # 6.3.3.8

The proposing Bidder shall complete and include in this section the completed forms from the list below. Bidders are instructed to include the completed attachments only once as part of the Proposal Attachments in the appropriate sections of the Proposal.

- Attachment G4 – DARFUR Contracting Act Certification
- Attachment G5 – Certificate of Firm Status
- Attachment A4 – Infrastructure Statement of Compliance with Requirements
- Attachment A7 – Infrastructure Exceptions to the Agreement
- Attachment A8 – Infrastructure Firm Qualifications
- Attachment A9 – Infrastructure Firm References
- Attachment A10 – Infrastructure Key Staff Resumes and Qualifications, Parts 1 and 2
- Attachment A10 – Infrastructure Key Staff Qualifications, Part 3
- Attachment A11 – Infrastructure Key Staff Reference Forms
- Attachment A13 – Infrastructure Staffing Worksheet

We provide the following Business Proposal Attachments as separate documents with our response.

- Attachment G4 – DARFUR Contracting Act Certification
- Attachment G5 – Certificate of Firm Status
- Attachment A4 – Infrastructure Statement of Compliance with Requirements
- Attachment A7 – Infrastructure Exceptions to the Agreement
- Attachment A8 – Infrastructure Firm Qualifications
- Attachment A9 – Infrastructure Firm References
- Attachment A10 – Infrastructure Key Staff Resumes and Qualifications, Parts 1 and 2
- Attachment A10 – Infrastructure Key Staff Qualifications, Part 3
- Attachment A11 – Infrastructure Key Staff Reference Forms

We will provide Attachment A13 – Infrastructure Staffing Worksheet as part of our Volume 1A - Infrastructure Business Proposal, Part 2 response.

