

# I. Section 4 – Understanding and Approach to Infrastructure Services

## 4.1 Infrastructure Understanding and Approach to Integrated Multi-Contractor Environment (4A)

### 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 will realize a unified vision with consolidated and aligned priorities, effective decision-making, and accelerate outcomes.
- **Enhanced communication:** Communicating and sharing knowledge across teams transparently—ignoring employer delineations—promotes the "One Team" concept that will reduce risks and potential gaps.

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



### 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

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

## 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

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## Enterprise Project Processes



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.



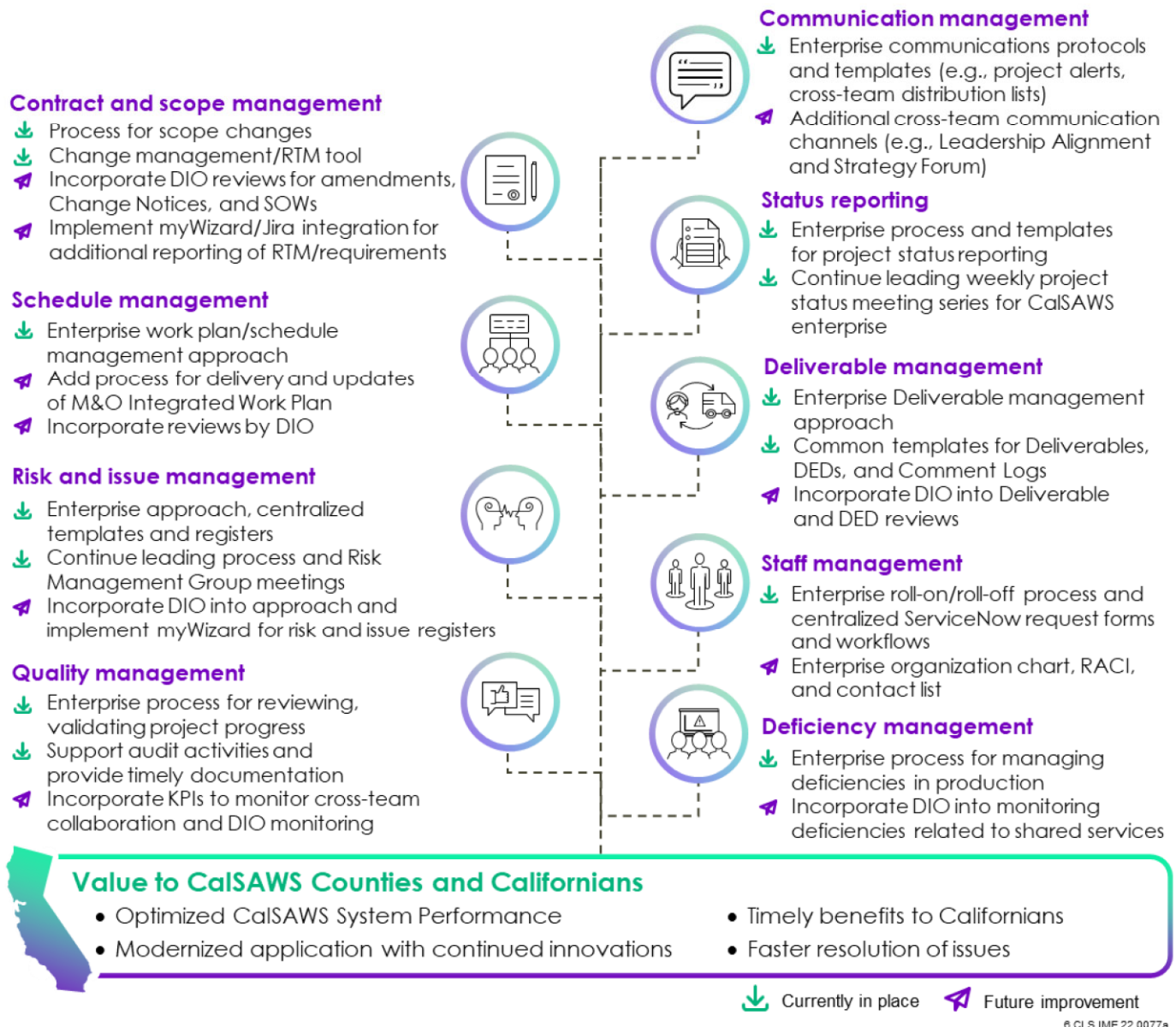
#### What Our Clients Say...

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

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Figure 4-1 describes the enterprise project management processes. These 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.

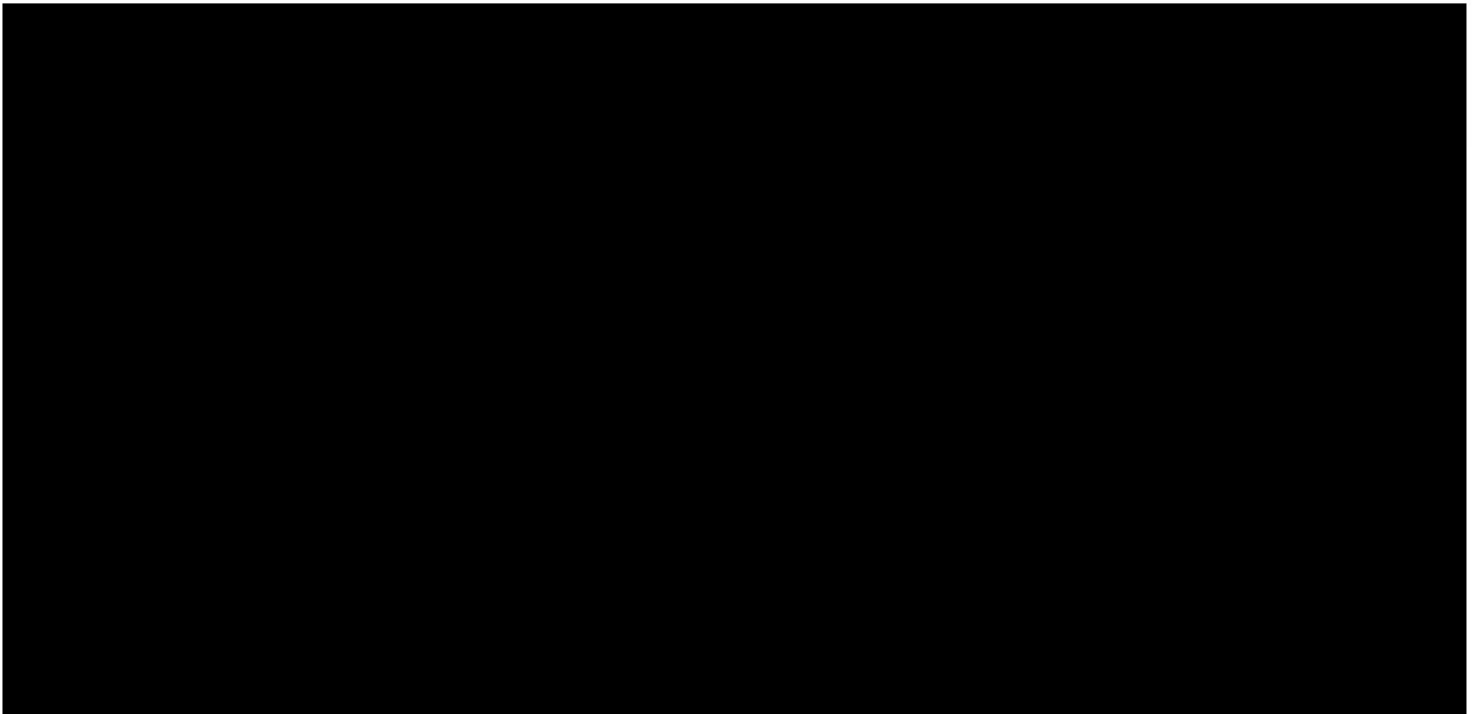


**Figure 4-1. Proven project management processes allow us to effectively manage the scope of work for better delivery of services to the counties and Californians.**

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.

## DIO Collaboration

While working with the Consortium Deputy Director, Accenture will take a collaborative leadership role to establish the DIO. We will use a three phased approach, as depicted in Figure 4-2.



**Figure 4-2. The DIO implementation using our three phased approach.**

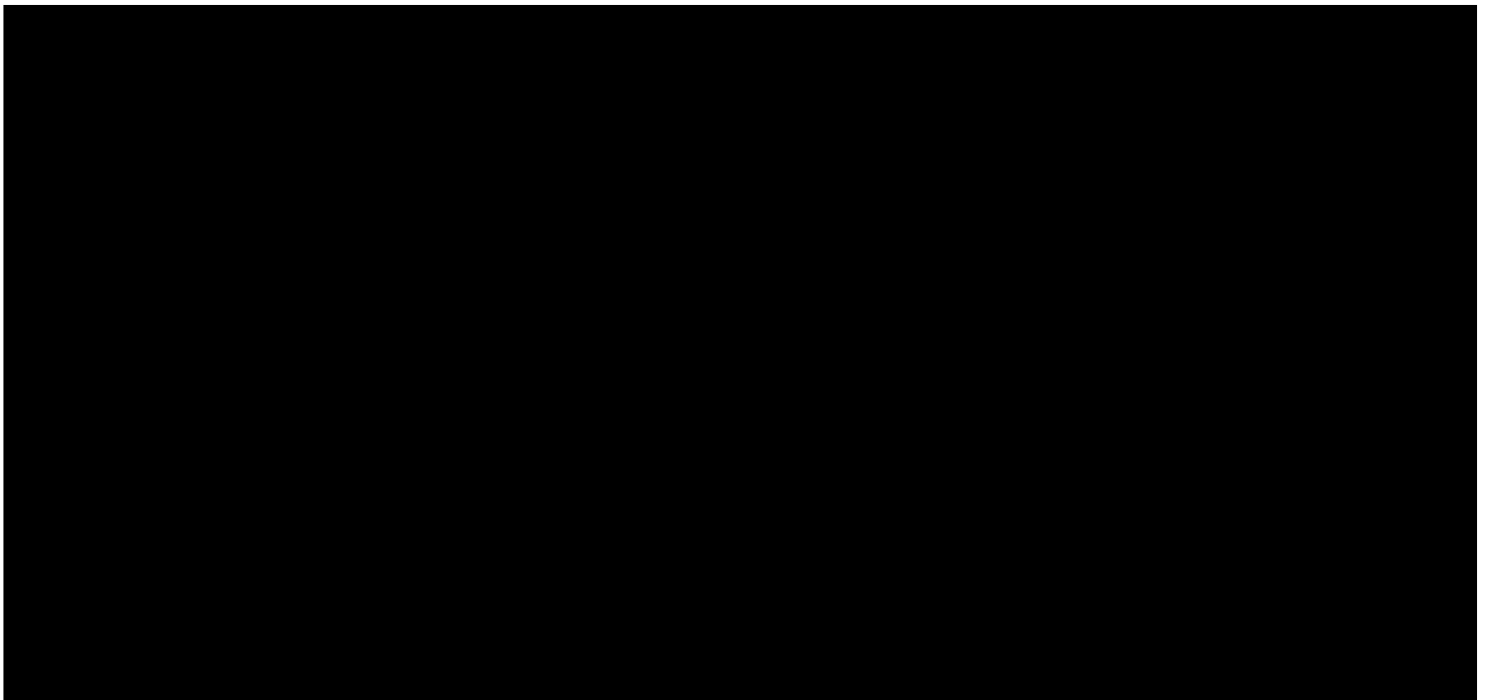
The Transition phase lays the foundation for the DIO implementation and ensures our respective roles and responsibilities are understood. It is during this phase that we identify critical inputs and multi-contractor collaboration needs to align the teams as we move forward together defining our activities and deliverables.

**Establish Framework, Governance, Plans, and Processes:** At the beginning of the Transition Phase, the Accenture Delivery Integration Manager will share a draft of the DIO Charter and work with the Consortium Deputy Director to finalize and confirm it meets the Consortium's vision. We will collaborate with Consortium, the M&E Contractor, and other CalSAWS contractors to implement the DIO governance model, communication approach, and identify cultural alignment opportunities. This will provide clarity of the DIO's objectives, and clearly articulate how decisions will be made. We will also introduce our Change Management and Cultural Transformation Lead, who will guide our CalSAWS Leadership and other teams through a change journey to align the contractors' cultural and core values with your vision. This will form the foundation of a 'One Team' culture—upholding our unified goal as the cornerstone of our work: to deliver services to the counties and our neediest Californian families.

**Lead Joint Planning Sessions:** At the outset of the Transition-In period, our Delivery Integration Manager, PMO lead, and M&E Contractor will conduct joint planning sessions with the Consortium and other CalSAWS contractor team leads to review our respective scope of services and roles and responsibilities. We will also jointly develop our integrated responsibility assignment matrix, known commonly as a RACI chart. This will reduce gaps and confirm cross-team agreement of processes, leading to better collaboration and shared success. During joint planning sessions, we will review the SOW and assumptions, identify gaps and overlaps in the contractors' scopes of work, and determine outputs to align the Infrastructure and M&E services Plans, and work schedules. Accenture will lead collaboration and set up weekly meetings to review our respective deliverables prior to submission to the Consortium and the QA Vendor. This includes reviewing Work Schedule deliverables, and identifying milestones and dependencies that will go into the CalSAWS Master Work Plan. For example, we will incorporate the DIO's role into our project and operational management processes

and proposed use of the myWizard tool, by updating the current risk and issue management process. Accenture will jointly verify the enhanced processes align with the Consortium's enterprise and M&E Project Control Documents (PCDs) and M&E Services Plan.

As we conclude our Phase 1 Transition activities and move towards Phase 2 Operationalize, we will collaborate with the M&E Contractor on our respective deliverables. Once the PCD, Infrastructure and M&E Services Plans are approved, the M&E Contractor will begin to execute in accordance with the PCD, our roles and responsibilities as defined in Infrastructure and M&E Services Plans, and the RACI. For example, we will all follow the CalSAWS weekly reporting cadence, Risk and Issue Management process, Quality Management processes, and our weekly cadence to review our respective Work Schedules and the Consortium Master Work Plan. We will work together to review deviations from the plan, dependencies, and adjust to realign priorities and meet expected dates. We have outlined in Figure 4-3 our schedule of activities and deliverables alongside the parties which will be involved.



**Figure 4-3. How we will align roles and responsibilities, activities, and deliverables during the first phase.**

Using collaborative leadership, we will focus on bringing the teams together across functional and organizational boundaries. This phase will solidify our plans, integrate teams, and dedicate resources to ensure the success of the multi-contractor environment.

**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. We will partner with the Consortium and collaborate with the CalSAWS contractors to jointly develop a consolidated PCD that will be used by all project staff. This will deliver additional operational efficiency and centralize the project management plans. In the event of risks or issues, the appropriate stakeholders will be included to review and approve mitigation tactics and solutions.

**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.

**Modeling collaboration and conflict resolution:** Using our guiding principles and first to resolve conflicts approach, we will foster compatibility and transparency within the multi-contractor environment. Our guiding principles are based on a One Team culture where trust is the foundation of our relationships; we prioritize the best interests of the counties and the Consortium; we seek to first understand differing views and focus on solutions that best serve Californians. Our conflict resolution steps involve the DIO and contractors to identify the issue, communicate the concern and problem it causes, understand the involved parties' perspectives, create options that mitigate the issue, and recommend solutions to resolve the conflict. Stakeholders will be included during the solution recommendations process to verify the appropriate parties are included in the resolution decision.

## 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.

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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 4-4 depicts the infrastructure services plans and procedures with existing work products (in green) and new work products (in purple).

## Infrastructure Operations Processes

### 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

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

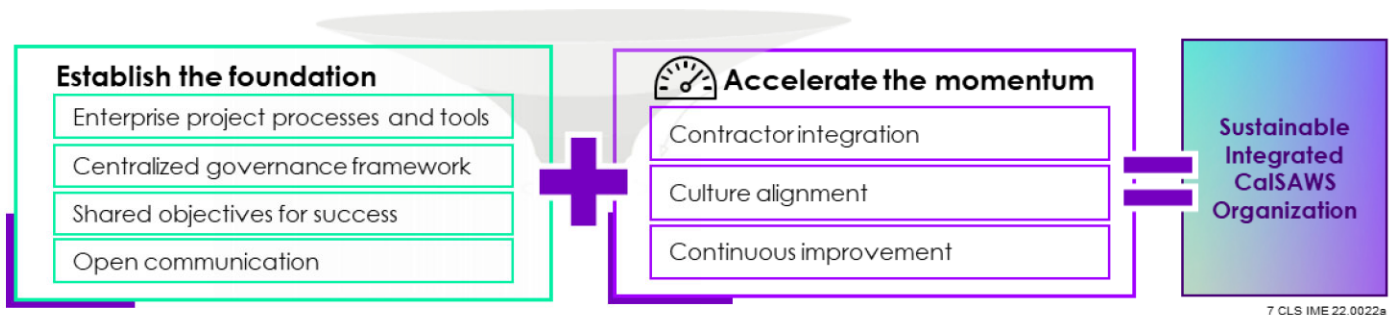
During the Continuous Improvement phase, we will analyze and expand upon the effectiveness of the multi-contractor environment and interactions.

**Key Performance Indicators (KPIs):** Jointly developing KPIs with the DIO will allow us to measure the effectiveness of the various contractor interactions. We will continuously seek feedback and incorporate inputs from other contractors, the Consortium, stakeholders, national best practices, and our Accenture experts and partners. From these findings, we will identify gaps, communicate our improvements approach, and update our processes and protocols to include appropriate improvements to our multi-contractor environment that will enhance our business outcomes and working relationships.

#### 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. During Phase 1 Transition, we will lead Joint Planning Sessions where we will collaboratively develop a CalSAWS RACI chart, which will form an input into the roles and responsibilities deliverable in the PCD, Infrastructure Services Plan, and the M&E Contractor's M&E Services Plan.

We will build on this foundation of processes and tools by using our accelerators, shown in Figure 4-5 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 4-5. Sustainable Integrated CalSAWS Organization Model.**

Accenture is dedicated to working together to realize your vision of a fully integrated enterprise organization, and we cannot overstate the importance of establishing the DIO for CalSAWS to achieve this goal. Figure 4-6 below provides a visual representation of the DIO's high touch involvement for the parties involved with the CalSAWS program.

Based on our understanding of your DIO objectives, we envision the DIO being responsible for the successful delivery of shared services and SCRs across the CalSAWS program. The DIO is accountable to the Consortium, counties, and other stakeholders—and through transparent and frequent communication, the DIO will verify these groups are receiving the services and results they expect—keeping them informed on progress of key initiatives and enhancements.

The DIO will also serve to unify and integrate the contractors and support the integrated teams, enabling quality and timely delivery for the Consortium and counties.

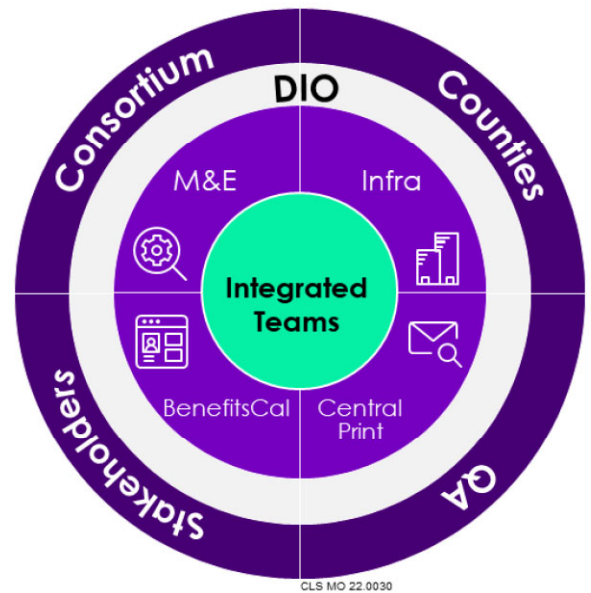
## Centralized Governance Framework



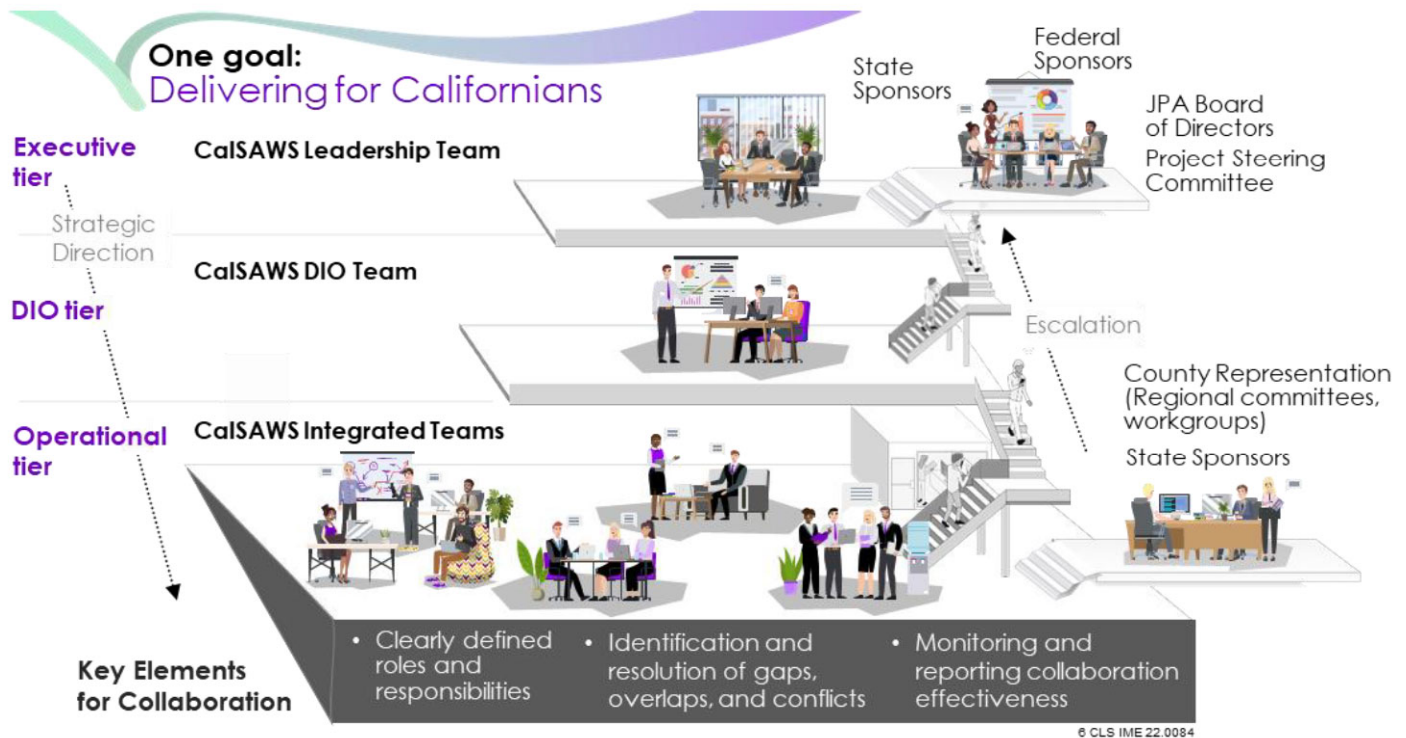
Starting with the CalSAWS Governance Plan, we will lead joint planning sessions with the DIO, Consortium, and other CalSAWS contractors to develop the integrated governance framework for the enterprise CalSAWS organization. The framework will define each team's roles and responsibilities on the CalSAWS 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 promote 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 4-6. The importance of the DIO to the CalSAWS program.**



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

Please 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 into their governance and operations:

- ☐ **Clearly defined roles and responsibilities:** The roles and an integrated organization chart will 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. 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 use the DIO for escalations.



**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

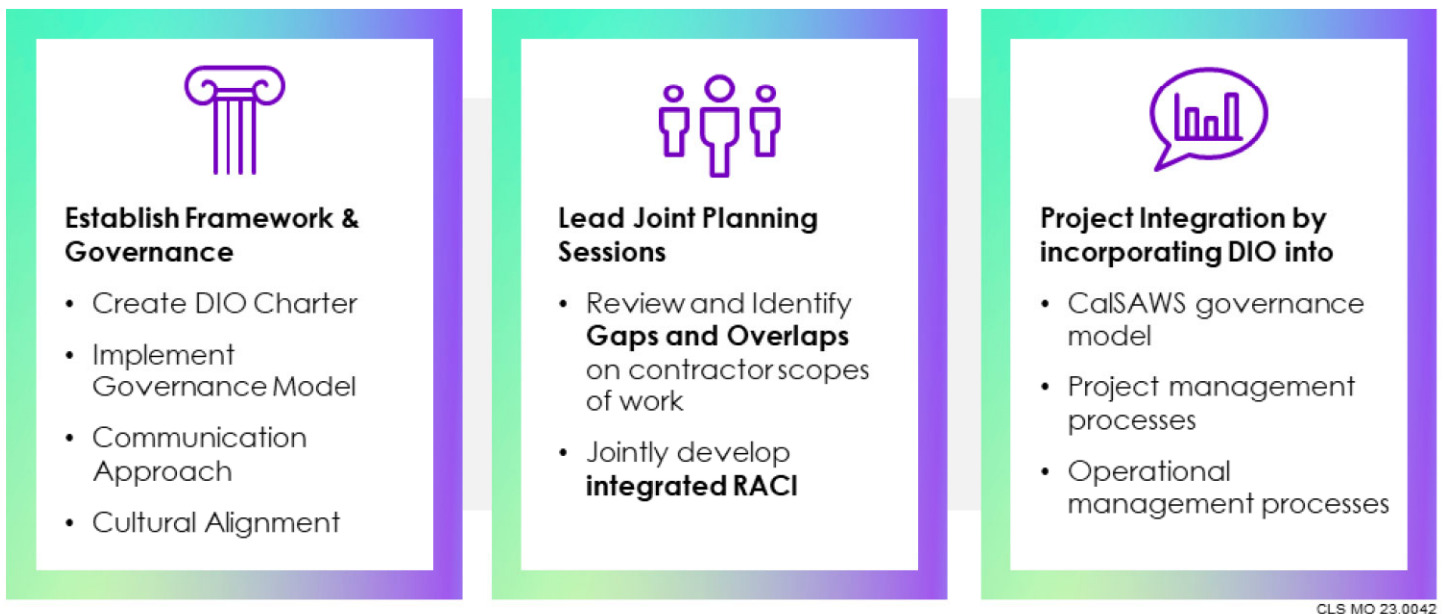
## The Power of We

**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


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. 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.

Figure 4-8 illustrates the key initiatives of our Phase 1 Transition, highlighting activities and associated deliverables and outputs—some of which will form inputs into overarching documents, such as the PCD. This phase will lay the foundation of the DIO implementation and kick off our joint realization of your cultural vision for how we collaborate in a multi-contractor environment.



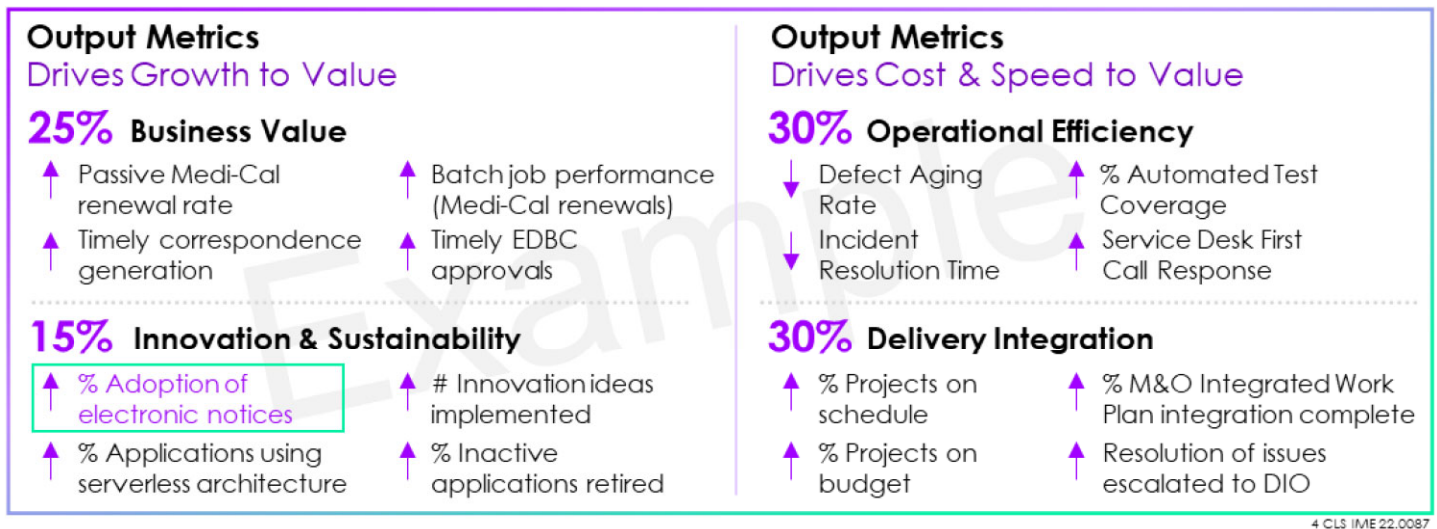
**Figure 4-8. Governance is a key component to establishing the DIO and laying the cultural foundation of the multi-contractor environment.**

#### 4.1.1.3 Shared Objectives for Success

 For a multi-contractor environment to succeed, 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 will work with the DIO to facilitate these discussions with the other contractors to build shared objectives early in the Transition-In period and confirm understanding and agreement across CalSAWS contractors, which 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 4-9 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".



**Figure 4-9. 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. One example of a future objective would be under the Innovation & Sustainability category to 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. Another example of a shared success objective is to reduce CalFresh error rates, where all contractors play a part in achieving that objective. Throughout delivery, the BSC would help monitor our interactions and effectiveness.

## Open Communication



Open communication

Open communication will 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 to provide a "no surprises" experience. 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.

[Redacted text block]

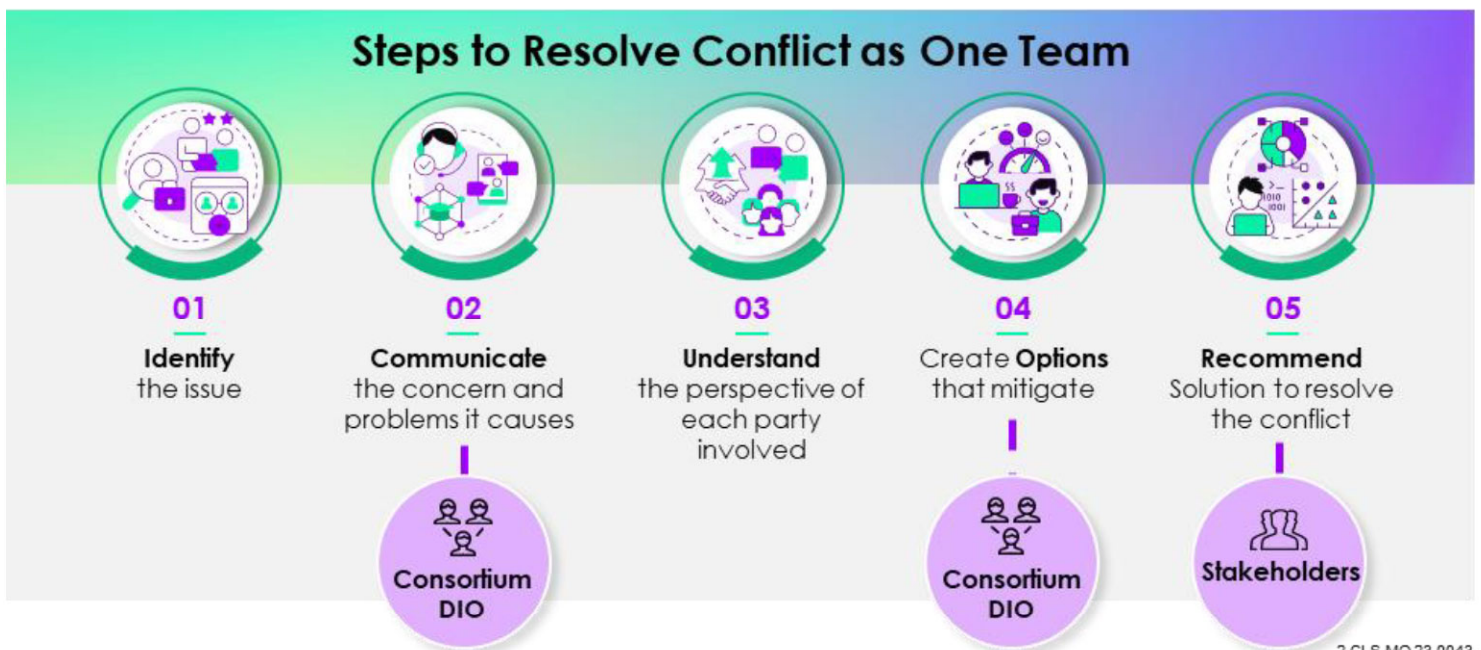
**Leverage Technologies:** [Redacted text block] Our data-driven

organization will allow us to share data and metrics across teams with better visibility into cross-team collaboration and the progress of shared objectives.

**Conflict Resolution:** Our Guiding Principles are at the core of conflict management, and we take advantage of every opportunity to identify and resolve issues that may arise and require a course correction—keeping our teams on track, motivated, and successfully delivering to the Counties. Drawing upon our 'One Team' culture and trust-based relationships, we will seek to understand problems with the best interests of the Counties and Consortium in mind and focus on solutions that serve our citizens. We outline our steps to resolve conflicts in Figure 4-10 below, which involves specific teams at targeted steps along the journey. These include:



- **Step 01** – Identify the issue and collaborate with other contractors to understand the full impact across the CalSAWS environment.
- **Step 02** - Communicate to the Consortium the conflicts under review and the actions we are taking to address them.
- **Step 03** – Seek to fully understand the issue and identify if it crosses contractor boundaries, and work to clarify the impacts and concerns for all involved parties.
- **Step 04** - As we work together to create options to resolve the conflict, we will verify that the Consortium and the DIO understand the available options, can provide their perspectives, and contribute additional or alternate solutions. This also allows the DIO to provide a recommended solution to the stakeholders, drawing upon our inclusive and collaborative "One Team" culture.
- **Step 05** - Recommended options and solutions are presented to the stakeholders for review, discussion, and approval.



**Figure 4-10. Our conflict resolution steps outline how we collaboratively work through issues and create solutions for teams.**

## 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.

I like knowing there are people around me that share the same sentiment when it comes to working toward the best interest of the Consortium. We solve problems together. Sometimes work falls outside of the vendor partners' scope. When this happens, we work with the Consortium and other CalSAWS vendor partners as one team to respond quickly and do what's right to serve the counties and their clients.



**Lulu Fou**  
PMO Lead  
20 years with Consortium organizations

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**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 dedicated resource is focused on leading coordination with other teams, expectations remain 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. Figure 4-11 highlights the benefits these dedicated roles will bring to ensure efficient and productive interactions in an integrated multi-contractor workplace.

### 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.

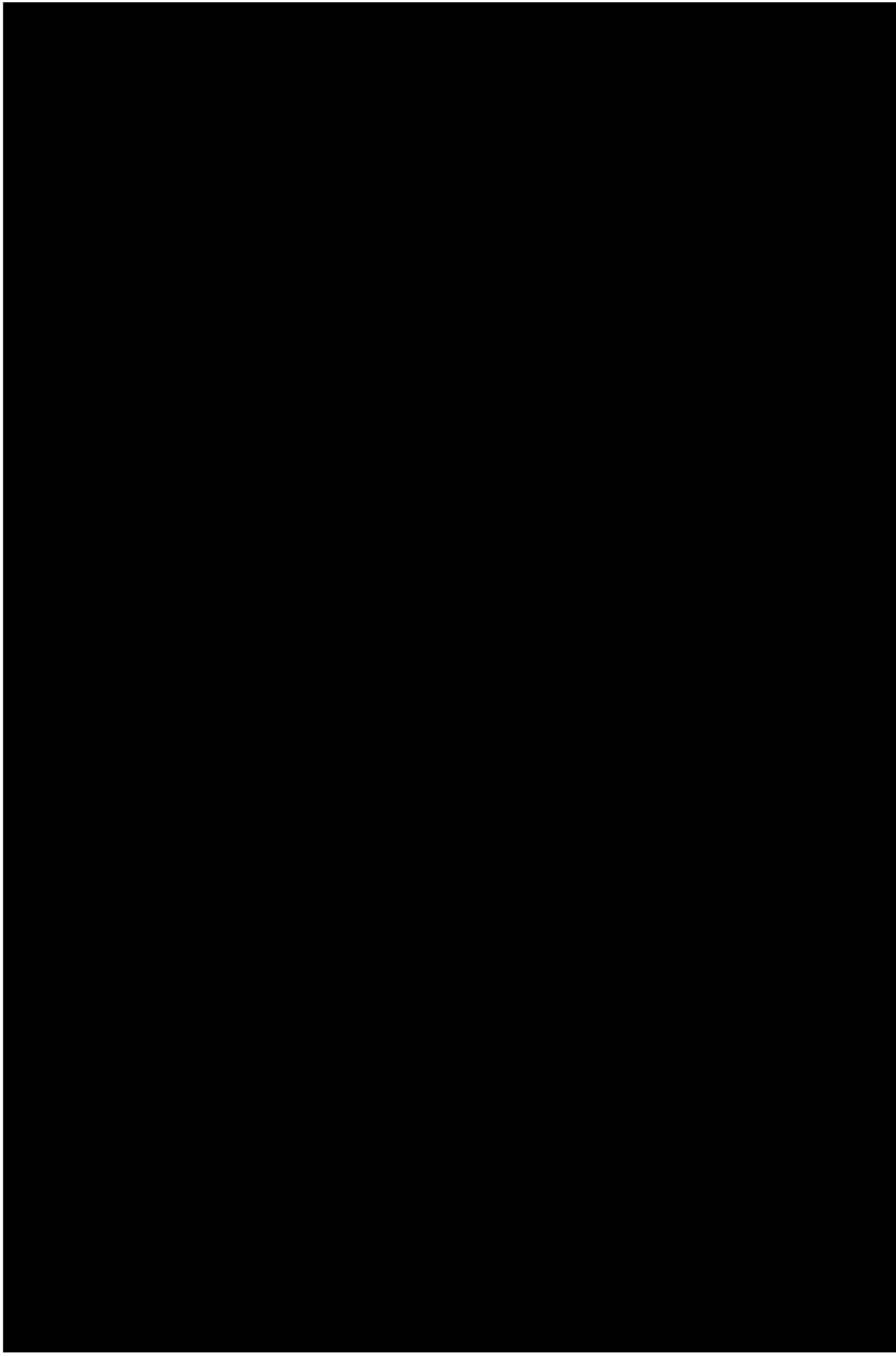
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**Figure 4-11. Contractor Success Champions will provide significant benefits to CalSAWS.**

## Delivery Integration and Contractor Success Team

Our Delivery Integration and Contractor Success team structure with Consortium counterpart relationships is illustrated in Figure 4-12. Our Accenture Infrastructure Delivery Integration and Contractor Success office will set the stage for positive counterpart relationships.



**Figure 4-12. Our Accenture Infrastructure Delivery Integration and Contractor Success office will set the stage for positive counterpart relationships.**

## Bringing You Peace of Mind

Accenture's Contractor Success Champions provide you with an improved delivery of shared services and common tasks. Our dedicated Champion team brings years of CalSAWS experience alongside already established relationships with contractors providing services today, and focuses specifically on the success of their assigned contractors.



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.

### 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



### What Our Clients Say...

Accenture partnered with us and stakeholders in a badge-less environment. They were highly collaborative and made sure we were all on the same page wearing one jersey—the CMS jersey—moving forward. Accenture took initiative and jumped in other places where we had a gap or we needed something done right. It showed what kind of organization they really are—a consulting company, not a contractor—and it really shone through.

— Karen Shields,  
Director Marketplace IT Group

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- **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. We are proud of the work we have done with the Consortium and other CalSAWS contractors, respecting open and positive communication on IDEA. For example, following the George Floyd tragedy, we worked together to increase understanding and build a strong community based on shared values of respect for the individual and integrity. As the project faces new challenges and opportunities, we will continue to collaborate to build these programs to come together and reach a common understanding of the events affecting our daily work.

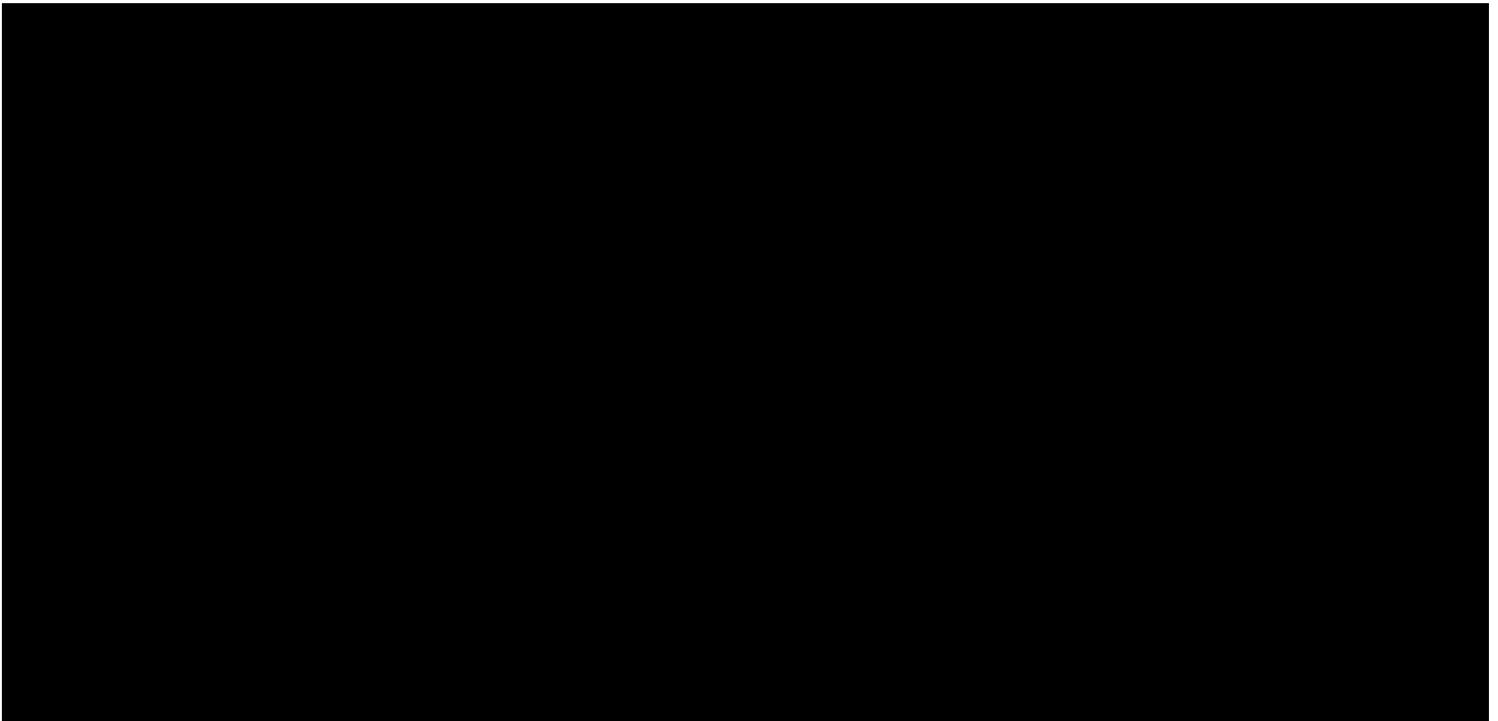
As part of Transition-In Phase 1, we will lead a cultural transformation change management journey for the Consortium

and the CalSAWS contractors (e.g., Accenture as the Infrastructure Contractor, Deloitte as the BenefitsCal Contractor, Gainwell as the Central Print Contractor, Clearbest as the QA Contractor, and the M&E Contractor). Our objective is to realign our different goals, values, and organizational cultures to form the CalSAWS cultural mission, and align with your vision defined in the RFP and restated here in this response.

## 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 4-13. 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.



**Figure 4-13. We propose a realistic timeline of our three phased approach to implement the DIO and operationalize new frameworks and processes to work effectively in a multi-contractor environment.**

This timeline is to transform the existing project, scope, and operational frameworks and processes Accenture has in place today for the CalSAWS multi-contractor environment. Our experience means

we can innovate and transform on day 1, 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 6 months of the contract (to be completed at the end of January 2025).

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] 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



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. In this dynamic environment with constantly changing technologies, regulations, counties' business processes, user expectations and the ever-evolving security threat landscape, the CalSAWS project must adapt and grow to embrace these changes and be constantly future-ready to stay ahead. 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 Manager counterparts after each shared initiative completes to identify areas for improvement. We will use the retrospectives results to develop and implement process improvements for the delivery of future objectives.

### 4.1.1.4 Tools and Technology

Table 4-2 [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Tool	Features and Benefits
Microsoft Project	Provides an enterprise scheduling tool for developing and maintaining the Infrastructure Work Schedule and Transition-In Work Schedule. Also allows linking of multiple subproject work plan files together to develop and maintain a master project plan (M&O Integrated Work Plan).
ServiceNow	Supports workflows for enterprise staff management processes such as CalSAWS project staff roll on/off requests and related technology enablement requests.
Pingboard	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	<p><b>Jira:</b> Provides the team with common information, eliminates duplicative or disparate tools, and reduces total cost of ownership.</p> <p></p> <p></p> <p></p> <p></p> <p><b>AWS Terraform and Amplify:</b> Uses infrastructure as code (IaC) to efficiently define and deploy infrastructure for the CalSAWS system, and support the M&amp;E team's SDLC processes.</p>

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

Our Innovation in Action: Dramatically Accelerating the Onboarding Process



**Figure 4-14. Using our proposed tools and technology, we will bring innovation and automation to streamline the onboarding process and reduce time to completion.**

### **Our Innovation in Action: Visibility and Insights to All Teams**

Accenture will bring enhanced automation capabilities that will significantly improve collaboration and build trust amongst **all** teams—providing visibility and increasing productivity—resulting in a 10 to 20% work productivity uptake using the myWizard tool. Our myWizard dashboard and top insights is depicted in Figure 4-15, showcasing an example of how the tool will elevate reporting and collaboration.

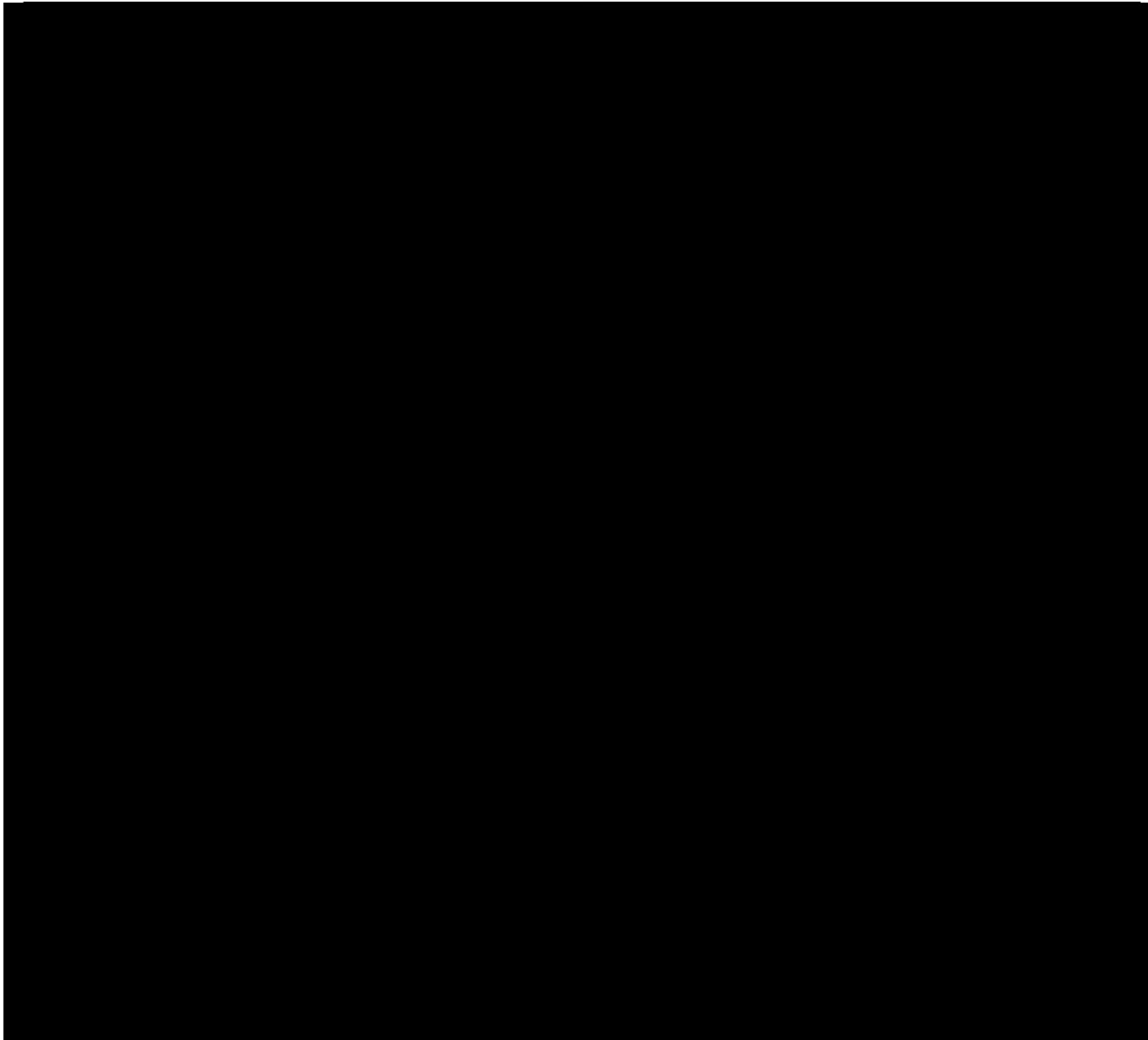


Figure 4-15.

#### 4.1.1.5 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

### 4.1.1.6 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
<b>Business Outcomes Balanced Scorecard</b> Includes DIO and other CalSAWS contractors' input to produce and display KPI reporting on contractor collaboration and business outcomes.	<b>Achieve Integrated Outcomes:</b> Helps achieve business outcomes such as staying on schedule and delivering reliable operations (you get what you measure)  <b>Better Visibility into Contractor Performance:</b> Provides a timely and intuitive view of KPIs and SLAs to allow leadership to understand every contractor's performance
<b>Contractor Success Champions</b> 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.	<b>Increase Enterprise Effectiveness:</b> By providing an individual—who is more than a point of contact for each of the other contractors to rally around—ensures seamless coordination amongst the teams  <b>Achieve Shared Objectives:</b> Helps build and strengthen relationships between project staff across teams, which improves collaboration and integration to achieve shared success objectives
<b>Industry Experts and SMEs</b> Accenture's unmatched scale and global reach allows us to bring experts to CalSAWS.	<b>Continue to be a Best-in-Class Solution:</b> Provides insight into topics from diversity and inclusion (IDEA) to state-of-the-art architectures for security and performance in the cloud

**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 Infrastructure Contractor to perform shared services, such as security, and supporting services such as Service Desk, production operations and system performance.

### 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

3 CLS IME 22.0230

### Centralized Governance Framework



Centralized  
governance

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.

### Open Communication



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.

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 communications protocols that align to those 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.

### Our Approach for Collaborating with the M&E Team

#### Support Service Level Agreements

- Daily Prime Business Hours
  - Work collaboratively to monitor, execute, and remediate shared SLAs
  - Confirm agreement of M&E team responsibilities
  - Establish framework to identify root cause(s)
  - Enable teams to effectively restore services as soon as possible
- Completion of Root Cause Analyses SLA
  - Jointly develop documentation with the M&E team
  - Verify documentation delivery within 14-day SLA completion requirement

#### Security

- Plan and schedule application and infrastructure scans, penetration testing, and resolution of findings
- Jointly plan and prioritize requests for environments, hardware/software, and security to support M&E changes and releases
- Share information on security-related patching/upgrades early and often
- Review changes and impact analysis at Technical Change Advisory Board meetings

#### Support Application Changes with the M&E Team

- Provide input on SCRs via our M&E Contractor Success Champion during design and release meetings
- Assist in analyzing impact of SCRs to the infrastructure landscape, including data growth, AWS usage and software license utilization
- Implement tools/automation for development and test processes, and provide environment support
- Collaborate on performance testing and provide application-related tuning recommendations

### **Our Approach for Collaborating with the M&E Team**

- Meet with M&E, Consortium, QA Services, and other teams to maintain the modernization roadmap, Technology Infrastructure Refresh Plan, environment management, and release and green light
- Collaborate in FinOps meetings for capacity planning and lead discussions of requests for environments, hardware, software, and other infrastructure needs
- Define and deploy environments via infrastructure as code (IaC) templates
- Jointly review and assess collaboration between the service desk and M&E Tier 3
- Participate in release meetings to understand changes via upcoming SCRs to educate our service desk
- Coordinate communications for production operations and service desk for high-priority M&E incidents

### **Support Application Evolution**

- Plan, build, and deploy infrastructure changes required to support the M&E Application Evolution effort
- Collaborate with the M&E Application Evolution team to provide inputs on processes, deliverables, roles and responsibilities, project schedule, and project scope
- Update performance monitoring tools to align with the new architecture

### **Support Innovation**

- Provision approved infrastructure changes necessary to prototype approved ideas
- Provide input on security, architecture, and software product choices to support prototypes

### **M&E Support of Service Desk**

- Collaborate weekly with the service desk manager to review SLA results and discuss procedures for diagnosis and resolution of high priority tickets
- Provide updates on changes, procedures, and workarounds
- Provide ongoing training of functionality changes to the Service Desk team

### **M&E Support of Environment Support**

- Include Infrastructure team in application release process to jointly plan M&E changes
- Collaborate in environment governance meetings on implementing additional Cloud cost/usage controls and optimizations

### **M&E Support of Hardware and Software Management**

- Provide input to the Consortium, Infrastructure, and QA Services teams regarding hardware/software needs to maintain the roadmap/Technology Infrastructure Refresh Plan
- Collaborate on application changes and testing resulting from software patches and upgrades
- Collaborate in FinOps meetings for capacity planning of environments and project hardware/software

### **M&E Support of System Performance**

- Seek input from Infrastructure team to incorporate the future SDLC into processes and solutions
- Coordinate with the Infrastructure team to measure performance metrics and communicate results
- Gather feedback from the Consortium, Infrastructure, QA Services teams to prioritize system areas that require attention, identify and resolve issues, conduct root cause analysis, and communicate findings

### **Application Transition In (if applicable)**

- Collaborate with the Consortium, incumbent, and incoming contractor to plan and execute activities
- Share best practices with incoming contractor to support transition, stabilization, and ongoing delivery
- Share detailed plan of application evolution and database migration to account for changing infrastructure needs and support

Our Approach for Collaborating with the M&E Team

M&E Support of Infrastructure Innovation

- Collaborate and identify application impacts on infrastructure proposed innovations
- Support infrastructure teams in development and testing of infrastructure lead innovation Proof of Concepts

Legend

- How we will collaborate with the M&E team to perform shared services
- Expectations for how the M&E team will collaborate with our Infrastructure team

Table 4-4. We will collaborate with the CalSAWS M&E Contractor to improve our ability to deliver shared services and successes as one team.

Continuous Improvement

- As we deliver shared services, our teams will work with the Consortium and the CalSAWS M&E Contractor to:
- 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"><li>• Provides an IT Service Management tool that integrates with ALM applications (such as Gitlab) for improved coordination between Infrastructure and M&amp;E teams</li><li>• 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</li></ul>
Dynatrace	<ul style="list-style-type: none"><li>• Measures the performance across the core of the application and time between pages</li><li>• Embeds JavaScript in application pages for end-to-end performance</li><li>• Provides a small set of online transactions that execute periodically to measure SLAs</li></ul>

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

### 4.1.2.3 Results Delivered

We have been privileged to provide services to our clients to help transform their business operations and enhance their service offerings. Through our shared services implementations, we have worked with multiple contractor teams and stakeholders to seamlessly deliver results to our clients and their end users.

#### 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
<b>Provide an additional key role—the Continuous Improvement Manager</b> The Continuous Improvement (CI) Manager will identify efficiencies through: <ul style="list-style-type: none"> <li>• Joint planning sessions with the M&amp;E team will identify opportunities to improve processes for shared services and objectives with the Infrastructure team</li> <li>• Sharing best practices for an incoming M&amp;E Contractor on ongoing basis (beyond the Transition-In period)</li> </ul>	<b>Improves Adaptability:</b> Allows processes to better adapt to changes in contractors and organizational structures  <b>Increases Enterprise Effectiveness:</b> Helps identify improvements to processes to benefit the entire CalSAWS enterprise  <b>Achieves Shared Objectives:</b> Provides additional focus on collaboration to drive successful delivery of shared services and achievement of shared objectives for transition-in and beyond
<b>Dedicated M&amp;E Contractor Success Champion</b>	<b>Improves Integration:</b> 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:				
<ul style="list-style-type: none"><li>• Partner with the Consortium to review other contractor's contracts to identify gaps prior to contract start</li><li>• 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</li><li>• Perform ongoing regular reviews of the PCDs, Infrastructure Services Plan, M&amp;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</li><li>• Use Contractor Success Champions to ensure scope and expectations between contractors remain aligned and will improve the understanding of cross-contractor dependencies.</li></ul>				

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 BenefitsCal 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:				
<ul style="list-style-type: none"><li>Require the Delivery Integration Managers to jointly define clear roles and responsibilities</li><li>Document the processes and governance expectations to guide the interactions between contractors</li></ul>				

- 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 CalWIN 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:				
<ul style="list-style-type: none"><li><b>Enhanced collaboration:</b> We will support the DIO in developing and documenting clear roles and responsibilities, governance, and transition plans. We will work with the M&amp;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.</li><li><b>Enhanced communication:</b> We will enhance communication and transparency by developing comprehensive plans within the Infrastructure Services Plan and PCD that will document expectations and processes for communication between the Infrastructure and M&amp;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.</li></ul>				

## 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 have outlined 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—that is, 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, as will the risk score of each individual risk. The straightforward rationale is 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. The Consortium's risk level would significantly increase if two different contractors concurrently attempt to complete their transition-in. Accenture has been your trusted and longtime partner—and now that we have nearly completed the statewide rollout of CalSAWS, we are ready to accelerate the momentum into the CalSAWS M&O organization of the future.