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momentum

Building on the strong foundation we co-created to shape the ultimate next-generation integrated eligibility system.

CalSAWS accenture

California Statewide Automated Welfare System (CalSAWS) Consortium

CalSAWS Maintenance and Operations (M&O)

Volume 1A – Infrastructure Business Proposal

RFP #01-2022

January 4, 2023

Submitted to:

CalSAWS Consortium
Tom Hartman
CalSAWS - Common Services Director
Email address: Tom.Hartman@osi.ca.gov

Submitted by:

Accenture LLP
Gaurav Diwan
Managing Director
Phone number: 916-719-9429
Email address: gaurav.diwan@accenture.com

2. Transmittal Letter

Accelerate the

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Accenture LLP
1610 R Street
Suite #240
Sacramento, CA 95811
accenture.com

January 4, 2023
Mr. Tom Hartman
11290 Pyrites Way
Suites 150
Rancho Cordova, CA 95670

Dear Mr. Hartman:

Accenture is pleased to submit our proposal in response to the CalSAWS Maintenance and Operations Services Request for Proposal (RFP) #01-2022. We are confident that Accenture can provide the California Statewide Automated Welfare System (CalSAWS) Consortium, hereafter referred to as the Consortium, with the innovative solutions, collaborative approach, experienced team, and service excellence that you expect for this Maintenance and Operations (M&O) Services project.

We provide the required corporate information as part of our transmittal letter:

Details for Bidding Entity	Response
1. The Contractor's business name and address;	Accenture LLP 1610 R Street, Suite #240 Sacramento, CA 95811
2. The nature of the Contractor's business organization, such as: corporation, partnership or other entity;	Limited Liability Partnership
3. The Contractor's Primary Business Contact including name, title, phone number and email address;	Gaurav Diwan Managing Director, and Accenture Client Account Lead for CalSAWS 916-719-9429 gaurav.diwan@accenture.com
4. A statement certifying that neither the organization, proposed Subcontractor organizations, nor any of their principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal, State or County department or agency;	We certify to the best of our knowledge and belief that Accenture LLP, its principals, and proposed Subcontractors are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal, State, or County agency.
5. A reference to all RFP amendments received by the Contractor; if none have been received, a statement to that effect must be included;	Accenture confirms that it has received all nine amendments to RFP #01-2022 as follows: Addendum 1: 27-Jul-22 Addendum 2: 1-Sep-22 Addendum 3: 4-Oct-22 Addendum 4: 18-Oct-22 Addendum 5: 31-Oct-22 Addendum 6: 23-Nov-22

Details for Bidding Entity	Response
	Addendum 7: 1-Dec-22 Addendum 8: 8-Dec-22 Addendum 9: 16-Dec-22
6. A statement indicating whether the Contractor has had any contracts terminated within the last five (5) years. If any such terminations exist, the Contractor must include details regarding the contract, the reason for termination, date of termination, and client contact information;	Accenture has been, and continues to be, engaged in a number of government contracts of varying size and scope. While termination is extremely uncommon, there may be circumstances where an agreement or statement of work is cancelled due to a change in the client's business direction, financial positions, or management. Accenture typically enters into contracts with our clients that provide for standard mutual termination rights. Due to confidentiality restrictions, we are prohibited from disclosing further detail regarding specific client agreements and events.
7. A statement indicating whether the Contractor is or has been involved in litigation regarding any contracts to which the Contractor is a party, within the previous five (5) years. If any such litigation exists, the Contractor must include details regarding the contract, the reason for litigation, date of litigation, and client contact information;	Litigation involving every type of professional services firm—including consultants—has become commonplace over the last two decades worldwide. The number of such situations worldwide in which Accenture is involved is minuscule in relation to its total number of clients. The ultimate outcome of any pending litigation will not adversely affect Accenture's ability to provide the services described in this RFP. Any significant legal proceedings involving Accenture would be disclosed in our filings (10-Ks, 10-Qs, and Annual Reports) with the Securities and Exchange Commission; these filings can be accessed at https://investor.accenture.com/filings-and-reports/sec-filings
8. A description of any Prime or Subcontractor formal relationships with the Consortium or Counties over the last twenty-four (24) months;	Accenture has used its good faith efforts to describe all material formal relationships with the Consortium or Counties that Accenture has had as Prime or subcontractor over the last twenty-four (24) months below. Accenture is happy to provide additional information upon the Consortium's request. **LRS Agreement: Amended, Restated and Revised Leader Replacement System Agreement for a California Statewide Automated Welfare System** Accenture was contracted to design, develop, and implement the automated integrated eligibility system—now known as the California Statewide Automated Welfare System or "CalSAWS". The contract is with the CalSAWS Consortium, a California Joint Powers Authority and is currently set to end April 30, 2025. Furthermore, Accenture is the prime contractor for designing, developing, and implementing the CalSAWS System and migrating the 58 California Counties to that statewide system. **C-IV Agreement: Amended and Restated Revised System Agreement Between the CalSAWS Consortium and Accenture LLP and Proquire, LLC** Accenture was the prime contractor for the C-IV System. Accenture designed, developed, and implemented the system for the original four C-IV Counties, and subsequently for the 35 C-IV "Migration" Counties that moved from the legacy Interim Statewide Automated Welfare System (ISAWS) System. Accenture also provided maintenance and operations services for the C-IV System. The term of the C-IV System ended December 31, 2021. **Other county contracts over the last twenty-four (24) months include:** • County of Los Angeles Department of Public Health – contract re COVID Form Bots • County of Los Angeles Department of Mental Health – contract re Access Center Quick Start

Details for Bidding Entity	Response
	• County of Los Angeles Department of Human Resources – contract re Analytics (ESMA) • County of Los Angeles LA Courts – contract re Power Platform Hackathon • County of Los Angeles Public Defender – contract re CCMS Implementation • County of Los Angeles Department of Mental Health – contract re contact center modernization • County of Los Angeles – contact re Juvenile Dependency Redaction • County of Los Angeles – contract re Probation Hackathon (pro bono) • County of Los Angeles – contract re VEJ Discovery (pro bono) • City and County of San Francisco – contract re HSA Racial Equity Training • County of Los Angeles Department of Public Social Services – contract re Salesforce AWS integration • County of Los Angeles Department of Public Health – contract re COVID Robotic Process Automation production support • County of Los Angeles – contact re Juvenile Dependency Redaction • County of Los Angeles – contract re Probation Grievance Management • County of Los Angeles Riverside Health System – contract re Qualtrics support • County of Los Angeles Department of Public Social Services – contract re Salesforce • County of Santa Barbara – contract re Workday Platform • County of San Diego – HHSA virtual reality training subscription • County of Contra Costa – contract re Workday Financials • County of Alameda Superior Court – contract re Workday
9. A description and associated contract number(s) of any existing contracts between the Contractor's organization, or any party named in the Contractor's response to this RFP, with the Consortium or any California County(ies). If no such contracts exist, so declare;	We have provided below the list, description and, where made available, the associated contract number(s) of any existing contracts between our organization, or the parties named in our response, and the Consortium or California Counties. Certain parties named in our response have indicated that the applicable contract number(s) were either not available or too numerous to list. If needed, we can request these parties to provide additional information that will help identify these contracts. **Details for Accenture's contracts:** Amended, Restated and Revised Leader Replacement System Agreement for a California Statewide Automated Welfare System. Contract 77863. Amended and Restated Revised System Agreement between the CalSAWS Consortium and Accenture LLP, and Proquire, LLC dated June 29, 2007. Contract Number 01-0001. *Other county contracts include:* • County of Los Angeles Department of Public Social Services – contract re Salesforce AWS integration – contract no. WO E1-110 - ESMA001 (WO#4) • County of Los Angeles Department of Public Health – contract re COVID Robotic Process Automation production support – contract no. PH-004529-1

Details for Bidding Entity	Response
	• County of Los Angeles – contact re Juvenile Dependency Redaction – contract no. Juvenile Social Worker Reports – AI-Based Redaction Solution SOW • County of Los Angeles – contract re Probation Grievance Management – contract no. WO E1-134 – ESMA001 • County of Los Angeles Riverside Health System – contract re Qualtrics support – contract no. Riverside Health System – Qualtrics Imp • County of Los Angeles Department of Public Social Services – contract re Salesforce – contract no. WO E1-110 - ESMA001 • County of Santa Barbara – contract re Workday Platform – contract no. Workday Deployment SOW • County of San Diego – HHSA virtual reality training subscription – contract no. SHI – ACCENTURE SOFTWARE RESALE AGREEMENT • County of Contra Costa – contract re Workday Financials – contract no. 46935 / Fund/Org: 1691 / Account: 2310 • County of Alameda Superior Court – contract re Workday – contract no. Statement of Work for Workday Support **Contract details for other parties named in our response are as follows:** • Adobe – The Adobe ESMA is described as the County ITS-I10604-S ESMA contract where Adobe Consulting provides implementation services for Adobe's digital experience technologies. • AWS – Accenture may utilize AWS Professional Services in support of this effort. AWS has various agreements with state agencies and counties and more information could be obtained directly from AWS as necessary if their Professional Services are utilized • Cinnovx – Cinnovx has a sub-contracting relationship with CalSAWS Consortium. This subcontract was executed between RGS and Cinnovx on July 6, 2020 and is active through June 30, 2023. As part of this contract, Cinnovx provides Consulting services to RGS for the benefit of RGS's client, the California Statewide Automated Welfare Systems Joint Powers Authority ("CalSAWS" or "CalSAWS" "Consortium"). The services are for successful implementation of the CalSAWS 58 County solution and stable maintenance and operations processes for LRS, C-IV and CalWIN. Cinnovx consultants provides the following services under this contract: – Strategic Advisor to CalSAWS Application, Testing and Release Section Director – UAT Management to plan, execute, and monitor CalSAWS and BenefitsCal User Acceptance Testing – Report Developer providing services in Development of frameworks, shared libraries, and methodologies to support reports framework across multiple project teams and multiple counties. – Business Analysts to conduct UAT, test planning and test execution, implementation support, technical support Contract details for Cinnovx are as follows: – Contract 1 details are as follows Contract ID: 3-22-10-1045 Contract Description: IT Service Contract Type: CMAS Contract Duration: 10/21/2022 – 7/11/2027

Details for Bidding Entity	Response
	- Contract 2 details are as follows Contract ID: 5-22-70-25-063 Contract Description: Technology, Digital and Data Consulting Contract Type: Master Agreement Contract Duration: 4/21/2022 – 4/20/2025 Please note that the contracts are leveraged agreements and master services agreements. However, we have not to date provided any services under these contracts to the counties. • Cisco – Cisco's contract details are as follows: Contract ID: 7-20-70-47-01 Contract Description: Data Communications Contract Type: Cooperative Agreement Contract Duration: 6/1/2021 – 9/30/2024 • ControlCase has no existing contacts with the Consortium or CalWIN Counties to disclose. • ForgeRock has no existing contacts with the Consortium or CalWIN Counties to disclose. • GitLab is on the State of California SLP contract (Software Licensing Program) through the California Department of General Services : GITLAB-SLP-2022. • Hyland LLC and CalSAWS Consortium are parties to that certain Hyland Master Agreement dated on or about February 25, 2020, as amended, whereby CalSAWS Consortium purchased the rights to use a Hosted Solution provided by Hyland. Hyland LLC and other Hyland affiliated organizations also have over 100 active, direct customer relationships with other counties located within the State of California. A sampling of these include: (1) an enterprise-wide relationship with the County of Orange, (2) County of Los Angeles, (3) County of Santa Clara. Additional information is available upon further request. • IBM has the following contracts in place: - Contract 1 details are as follows Contract Name – CA Multiple Award Schedule (CMAS) Contract Holder – State of CA Scope – IT Goods and Services Contract Number – 3-16-70-0032H - Contract 2 details are as follows Contract Name – State of CA Technology, Digital and Data Consulting (TDDC) Contract Holder – State of CA Scope – IT Services Contract Number – 5-22-70--25-153 - Contract 3 details are as follows Contract Name – State of CA Software Licensing Program (SLP) Contract Holder – Allied Network Solutions Inc Scope – IBM Software products and related services Contract Number – SLP-19-70-0027P - Contract 4 details are as follows Contract Name – State of CA Software Licensing Program (SLP) Contract Holder – Wavestrong Inc Scope – IBM Software products and related services Contract Number – SLP-19-70-0101B - Contract 5 details are as follows Contract Name – State of CA Software Licensing Program (SLP)

Details for Bidding Entity	Response
	Contract Holder – Advanced Analytics Solutions Inc Scope – IBM Software products and related services Contract Number – SLP-19-70-0133D – Contract 6 details are as follows Contract Name – State of CA Software Licensing Program (SLP) Contract Holder – Enchoice Inc Scope – IBM Software products and related services Contract Number – SLP-19-70-0224B – Contract 7 details are as follows Contract Name – State of CA Software Licensing Program (SLP) Contract Holder – Advanced Technical Solutions Scope – IBM Software products and related services Contract Number – SLP-19-17-0139N – Contract 8 details are as follows Contract Name – State of CA Software Licensing Program (SLP) Contract Holder – ZPROCIS Solutions Scope – IBM Software products and related services Contract Number – SLP-19-70-0365A – Contract 9 details are as follows Contract Name – Enterprise Services Multiple Award (ESMA) Contract Holder – Los Angeles County Scope – IT Services Contract Number – N/A – Contract 10 details are as follows Contract Name – Other Contract Holder – Sonoma County Scope – ACCESS Sonoma system services Contract Number – NCPA 1-67 – Contract 11 details are as follows Contract Name – Other Contract Holder – Orange County Scope – Data integration system services Contract Number – MA-042-0200010899 – Contract 12 details are as follows Contract Name – Other Contract Holder – Los Angeles County Scope – CWS/CMS data download services Contract Number – 77253 – Contract 13 details are as follows Contract Name – Other Contract Holder – Orange County Scope – CWS/CMS data download services Contract Number – MA-063-20010785 – Contract 14 details are as follows Contract Name – Other Contract Holder – Santa Clara County Scope – CWS/CMS data download services Contract Number – 5500001635 – Contract 15 details are as follows Contract Name – Other Contract Holder – San Bernardino County Scope – CWS/CMS data download services Contract Number – 31901

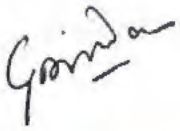
Details for Bidding Entity	Response
	- Contract 16 details are as follows Contract Name – Child Welfare Services Case Management System (CWS/CMS) Contract Holder – State of CA/ Riverside County Scope – CWS/CMS data download services Contract Number – 31901 • Hicks Pro – Hicks Pro has a current Professional Services Agreement with the County of Sonoma to provide Information Technology staffing services, including temporary staff, and consulting services. There is no Associated Contract Number for this Master Services Agreement. • Qlik – Qlik is contracted directly with LA County Information Systems Advisory Body (ISAB) for data replication services. • ServiceNow – Accenture will use ServiceNow in support of this effort. ServiceNow is currently subcontractor to the Consortium since approximately June 2020. Additionally, ServiceNow sells to numerous California county government customers, with ServiceNow primarily acting as a subcontractor. More information could be obtained directly from ServiceNow as necessary. • SolutionsWest – The CMAS contracts referenced below are active procurement vehicles for SolutionsWest. Neither the Consortium nor any CA county has used CMAS to procure services from SolutionsWest in the last 24 months. SolutionsWest has worked directly with multiple CA county human services agencies in the last 24 months. The scope of work during these engagements was not, and is not, directly tied to the implementation of CalSAWS or M&O activities. - Contract 1 details are as follows: County Entity – Contra Costa County Employment & Human Services Division Contract Number – 20-413-0 Contract Status – Active (expires 12/31/2022) Description – Conducted Eligibility Worker Induction training for CalFresh and Medi-Cal programs. - Contract 2 details are as follows: County Entity – County of San Joaquin – Human Services Agency Contract Number – PO-67716 and PO-64834 Contract Status – Active Description – Conducted CalWORKs Organizational Assessment and developed internal and external training content. - Contract 3 details are as follows: County Entity – County of San Benito – Health & Human Services Agency Contract Number – SolutionsWest contract 22-23 Contract Status – Active Description – Delivering services to assist with the processing of Medi-Cal cases. - Contract 4 details are as follows: County Entity – Placer County Department of Health & Human Services Contract Number – HHS000405 Contract Status – Inactive Description – ed and facilitated cross-programmatic CalFresh and Medi-Cal training. • Splunk – Splunk has neither prime nor subcontractor relationships with CalSAWS directly.

Details for Bidding Entity	Response
	• TPx – TPx has current contracts with the following counties (Departments) in California: – County of Alameda, Superior Court of California – Superior Court of California Santa Clara County – The Superior Court of California, County of Solano – North Los Angeles County Regional Center – Sanitation Districts of Los Angeles County – Sacramento County Office of Education – EL DORADO COUNTY OFFICE OF EDUCATION – Glenn County Office of Education – Tehama County Department of Education – TEHAMA COUNTY DEPT OF SOCIAL SERVICES • ULG – ULG does have active partnerships with the following counties in California, but does not support CalSAWS or similar state programs via these relationships: – County of San Diego – Fresno County – Sacramento County – County of Los Angeles
10. A description of how the Contractor will address any potential conflicts between the Work underway on current contracts and the Infrastructure and/or M&E Services;	We are proposing a dedicated team to do the work on this project. Additionally, Accenture's structure and size, including depth of resources, allow us to perform all of our projects fully, so any contracts being performed concurrently will not impact this CalSAWS project. If the Consortium were to perceive that any conflict was impacting these services, Accenture would address that fully through the Consortium's robust governance process.
■ A statement certifying that the Contractor's Proposal as submitted will remain in full force and effect for a specified period, which must be at least twelve (12) months from the Proposal due date specified in Section 1 or through the end of contract negotiations whichever is later	Our Proposal as submitted will remain in full force and effect for at least twelve (12) months from the Proposal due date or through the end of contract negotiations, whichever is later.
■ A description of Contractor's corporate commitment to diversity, equity, and inclusion in hiring and contracting, including a description of Contractor's efforts to enter into subcontracts on the Project with qualified Minority and Women Business Enterprises (MWBEs) and/or Disabled Veteran Business Enterprises (DVBEs); and	Accenture's commitment to our people and to accelerating equality for all has never been more relevant than it is today. Together, Inclusion, Diversity & Equal Opportunity is explicitly one of our highest-priority Environmental, Social and Governance (ESG) material issues and an intentional part of how we conduct business. Our unwavering commitment to inclusion and diversity enables us to attract, develop, inspire, and reward top talent. It creates an environment that unleashes innovation, allows our people to perform at their very best, and underpins a culture in which everyone feels they have an equal opportunity to belong and build a career. This commitment starts at the top with our Board, our executive chairman and our chief executive officer, and we expect leaders at all levels to help create and sustain a culture where everyone can fulfill their potential and thrive. Our areas of focus include gender; ethnicity; lesbian, gay, bisexual, transgender, and intersex (LGBTI); mental health; cross-cultural diversity; persons with disabilities; religion and faith; and local focus areas.

Details for Bidding Entity	Response
	The Accenture Global Management Committee assesses the inclusion and diversity matters we face, sets strategic direction, and prioritizes our actions globally. Specifically for this project, among our various subcontractors, we are partnering with SolutionsWest a California based WBE and Hicks Pro, a California based Veteran Owned Business Enterprise.
■ The letter shall be signed by an officer or agent of the Contractor's organization who is authorized to negotiate on behalf of the Contractor and commit the organization to the terms and conditions of the Agreement resulting from this procurement. The Contractor shall include the job title of the individual who signs the letter.	Gaurav Diwan, Managing Director, and Accenture Client Account Lead for CalSAWS and related projects, is authorized to negotiate on behalf of Accenture and commit the organization to the terms and conditions of the Agreement resulting from this procurement.

We hope that you find this response informative and compelling. Should you have any questions regarding our response, please do not hesitate to contact me at gaurav.diwan@accenture.com or 916-719-9429.

Sincerely,



Gaurav Diwan
Managing Director
Accenture

3. Table of Contents

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4. Section 1
Executive Summary

Accelerate the

momentum

4. Section 1 – Executive Summary

RFP # 6.3.3.3

The Executive Summary shall condense and highlight the contents of the Business Proposal in such a way as to provide a broad understanding of the Business Proposal. The primary objective of this summary is to provide an overview of the key points in the Proposal. While no specific format need be followed, it should include salient and significant points and minimize highly technical terms. It should be brief and concise, not to exceed ten (10) pages. The Executive Summary must not contain price information.

1.1 Our Shared Journey

CalSAWS is unique. There is no other integrated eligibility (IE) system like it in the United States, perhaps even the world. By size, it is the largest IE system. It is the only statewide IE system built and managed by counties. Outside the US Federal government, it is the largest implementation on a cloud platform. It has a complex, and yet sophisticated governance model. It has and continues to be a leader in IE innovations, and it utilizes an extensive multi-contractor model.

To achieve this unique stature, CalSAWS has gone from strength to strength by building on a long, rich history of delivering success after success for the counties, both in its current and previous incarnations. No matter how large or complex the challenge, CalSAWS has delivered for the counties. This journey can be likened to mountain climbing to scale new heights. It has taken strong leaders, well laid-out plans, contingency preparations for unforeseen risks, careful navigation to avoid hazards, dependable partners ready to rise to the challenge of every new peak and milestone. Sometimes days were exhausting, and nights were long. And yet, here we are, at the cusp of achieving what so many thought was improbable—all 58 counties on a single, integrated system, on-time, and on-budget!

Throughout this epic journey, Accenture is immensely proud to have been CalSAWS' chosen partner for more than 22 years. Like an expert sherpa, we have been with the Consortium and the counties through every step of our shared journey to help achieve the seemingly impossible. Figure 1-1 shows the key highlights of what we have achieved together so far.

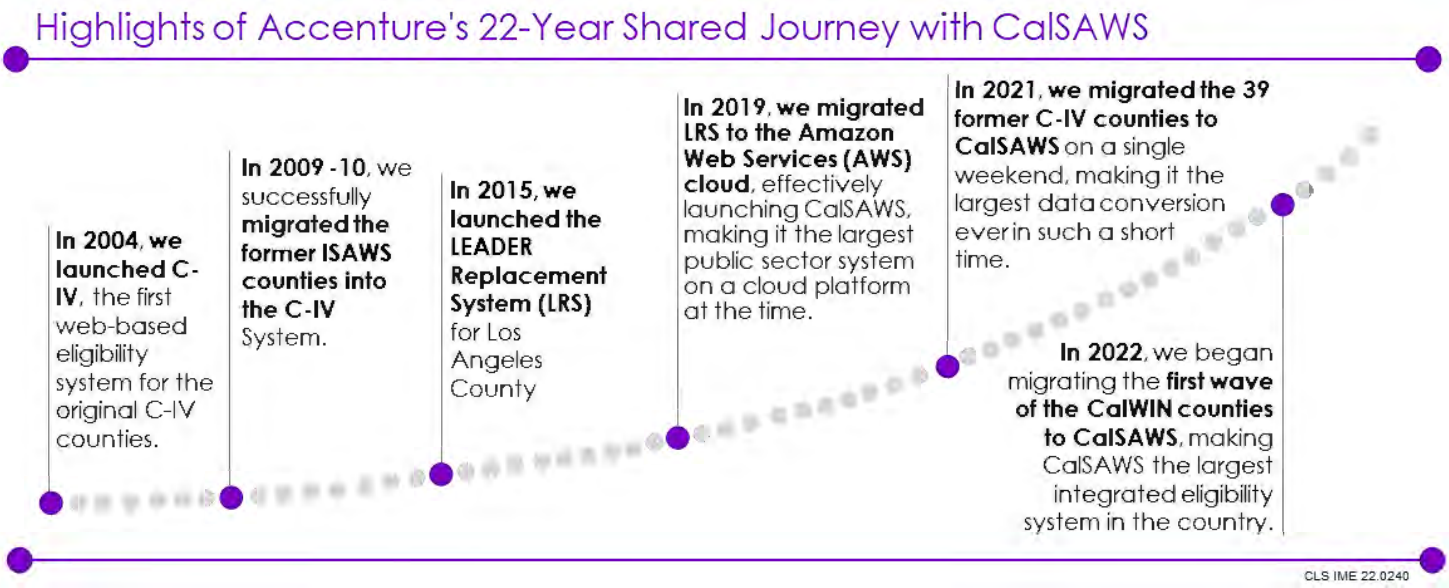

Figure 1-1. Accenture and the Consortium have a long, shared history of delivering successes.

As this trailblazing journey has progressed, we have continually adapted and evolved, reinventing ourselves whenever the circumstance demanded. And through it all, we focused on one singular goal—delivering success for the counties, Consortium, the State and Californians. When situations

required us to help other vendors, we stepped up. We rallied the team when the Hyland Imaging system fell short of the counties' expectations and required changes to that software. We stepped up when Deloitte needed functional and business knowledge to assist the CalWIN counties in their OCM and BPR efforts, and in post-implementation support activities to help the counties navigate the new system. We teamed with Gainwell to deliver an innovative solution to administer General Assistance and General Relief (GA/GR) for the CalWIN counties. Time and again, we have demonstrated over and over that **we are a true team player, and we're playing for team CalSAWS.**

Once we successfully complete the CalWIN migration, and raise the flag on another summit, we are ready to raise the bar even higher as we embark on the next phase of our shared journey to achieve the goals stated in the RFP, notably the following:

- A fully integrated enterprise organization consisting of Consortium teams working collaboratively with contractor counterparts and managed under a new framework established by the Delivery Integration Office.
- Enhanced communication at the project and among the contractors, and with the counties.
- Improvements in the application change process to deliver changes to the user community faster and with reliability.
- Continued investment in the CalSAWS architecture to make it more modular while taking advantage of cloud native microservices.
- Ongoing focus and improvement in the security realm to strengthen operational security.
- An innovation program to continually improve the CalSAWS infrastructure, applications and supporting processes.

As you would expect from a good sherpa and your trusted guide, we have prepared a comprehensive plan to scale this mountain together and bring your vision to life. It's a plan that builds on the strong CalSAWS foundation and accelerates the momentum toward the next-generation IE system. As with previous challenges, this one is unique and will bring unique demands. We have studied the terrain, mapped a clear navigation plan, and created a tailored solution to get to the top via the smoothest route. Having scaled so many previous peaks as your partner and guide, we're confident of getting you to the top of this one too. After all, the stakes are too high, you will want every reassurance of being in the safest possible hands for the next leg of our journey.

Our plan includes all the elements that will bring success during the term of the next contract. There is no appetite for a risky partner or a risky plan that slows down the momentum that has been built over many years. Our plan, as outlined in our proposal and summarized in the rest of this Executive Summary, includes:

- An unmatched team to accelerate momentum, led by Accenture, your trusted sherpa
- Leaders and people in whom you have confidence
- Behaviors and values that underscore a successful partnership
- An approach designed to deliver success, with methods proven to work at CalSAWS
- Other selection factors for your consideration
- Leadership commitment from Accenture and AWS

1.2 An Unmatched Team to Accelerate Momentum

We have assembled an unmatched team with the proven experience and expertise to deliver on your goal to maintain CalSAWS' status as a world-class eligibility system. This team includes several of the world's best companies, and collectively, we are deeply invested in the success of CalSAWS.

Accenture: We are your current CalSAWS contractor and have 22 years of experience developing the C-IV, LRS, and CalSAWS systems. Accenture is the only firm with first-hand knowledge of the counties' business, state policies and all aspects of the CalSAWS infrastructure and applications. We have an unblemished track record in successfully delivering integrated eligibility (IE) systems in California and many other states.

As an industry recognized leader in IT infrastructure services and operating cloud-based systems (by Gartner, Everest, and IDC), Accenture brings more than **22,108 project years of cloud-based experience** to our clients. Our end-to-end IT infrastructure services and project management capabilities provide a secure, stable, and high performing system that allows the 58 counties' users to deliver benefits to vulnerable people in California.

1.3 People In Whom You Have Confidence

Our proposed solution and approach build on the aspects that work well today and improve or replace those aspects that need to be evolved to fully realize the RFP vision. A key success factor for the next phase of CalSAWS is to build on the strengths of the many talented people that have delivered success in recent times. Furthermore, we have thoughtfully augmented our team, introducing additional experts, including some from AWS, with specialist skills aligned to your vision. It is a team with differentiated institutional knowledge, experience, and a proven focus on collaboration with you and other CalSAWS contractors.

Key Staff: Led by Arnold Malvick, our eight key staff bring over 190 years of professional experience between them, including nearly 60 years of combined health and human services experience. **This committed group of leaders meet or exceed all the key staff qualification requirements.** Most also have one additional key experience that is critical to the ongoing success of CalSAWS: they have demonstrated their leadership acumen, and passion for the mission of CalSAWS. As the Consortium evolved, our leaders reinvented themselves too: they know when to listen, when to respectfully push back and to always offer more options to tough issues. One quality they continue to maintain is their unwavering dedication to the success of the Consortium and the counties.

[redacted]

Non-Key Staff: Operating the CalSAWS infrastructure requires more than the 8 key staff. We already have a team of 180+ infrastructure and security professionals at CalSAWS, who skillfully operate today's infrastructure. While we understand that other vendors failed to produce qualified key staff in other smaller CalSAWS projects and might continue to struggle to find hundreds of qualified staff to bring to CalSAWS, our team is here, ready, and deeply committed to the mission!

In addition to their experience at CalSAWS, our team has the required training and certifications successfully deliver to the RFP scope. Our team members on the existing contract carry 959 total certifications, including **443 AWS certifications and 109 security certifications**. As evidenced in the

Figure 1-3 below, the existing Accenture team has been operating with the right training, experience, and skills to instill confidence that with us, you have the right team to accelerate the momentum.

[redacted]

1.4 Behaviors and Values that Underscore a Successful Partnership

Trust takes a long time to earn. It is earned when we consistently act with honesty, integrity, transparency, humility and admit when things could have been done differently. It is earned when we leave our badges at the door and demonstrate a one-team culture. Long-term relationships are developed when there is stability among leadership and staff. Trust also requires us to collaborate with all entities and organizations toward a common objective: the success of our counties. The Consortium and counties have seen the Accenture team demonstrate these behaviors throughout our 22-year relationship. And it is why we are so proud of the trust that has been bestowed upon us.

Success in the next phase of CalSAWS will be catalyzed by building on the foundational values that have been pivotal to prior successful phases. And as ever, success will also require the flexibility to evolve and adopt new principles and behaviors aligned to future demands. With the best of Accenture's team alongside, you will be assured of a security-first mindset to strengthen operational security, increased innovation to bring further efficiency to the counties and enhanced communication across the project and with the Counties. And furthermore, the enterprise-thinking to power the new CalSAWS enterprise: all 58-counties operating on a unified system with new possibilities to transform customer service, enhance experiences and improve outcomes.

Our commitment to you is that this world-class team we have assembled will operate with the following values as shown in Figure 1-4, to nurture CalSAWS' continued success:

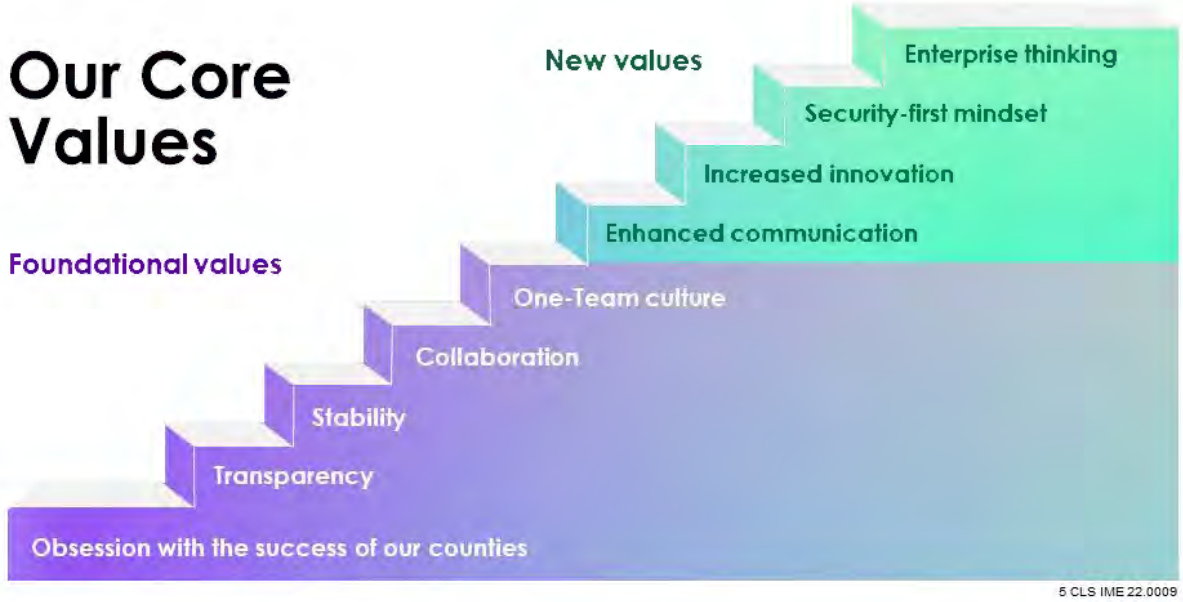

Figure 1-4. Our Core Values combine our Foundational Values with New Values tailored to accelerate the CalSAWS Consortium into the future.

1.5 An Approach Designed to Deliver Success

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' philosophy, comprised of a Strong Body (architecture and security), Warm Heart (collaboration and communication), and a Curious Mind (innovation).** Informally, Accenture and the Consortium have been operating in line with the Living Systems philosophy from the beginning. Now, as we embark on the next phase of our journey, we want to formalize this approach. To succeed in this, we have set out 12 core **guiding principles** as shown in Figure 1-5 aligned with your vision:

Figure 1-5. The Accenture team will apply these guiding principles to continue delivering successes.

To develop our approach for providing infrastructure services under the new contract, we have leveraged our vast experience delivering these services for the past 22 years at CalSAWS. In collaboration with AWS, we evaluated various solution ideas against our principles. This approach embodies several key elements that we call the **'Acceleration Essentials'.** The highlights of these are summarized below and they will enable CalSAWS to continue to mature as a "best in class" solution. The system will continue to operate with speed, ease, and reliability for the counties and Consortium.

Integrated Multi-Contractor Environment Approach Highlights (Table 1-1): CalSAWS' success depends on close collaboration between the contractors responsible for the various parts of CalSAWS. That is why we are **dedicating Accenture champions** to focus specifically on the success of those contractors. As your trusted partner, this is part of our commitment to the success of the entire enterprise.

What We Bring	What You Get
Centralized governance that incorporates all CalSAWS project teams	**Accelerated Decisions**: Improved decision making, clear escalation paths, and faster resolution of issues
Common communications protocols across the CalSAWS project	**Trust and Unity:** Open and consistent collaboration among the project team and stakeholders.
Enterprise project processes tools	**Consistency and Standardization:** Better collaboration with automated cross-team touchpoints.
Shared objectives for success	**Rapid Acceleration:** Reduced gaps, overlaps, and conflicts in scope and expectations
Contractor success champions dedicated to all other contractors	**Peace of Mind**: Improved delivery of shared services and common tasks
Cultural alignment leveraging inclusion and diversity initiatives	**Sense of Belonging:** Sustained "One Team" culture that complements the formal governance structure and RACIs

Table 1-1. Our approach focuses on the success of the enterprise and all contractors.

System Performance Approach Highlights (Table 1-2): We bring the latest Accenture automation asset, known as myWizard and used across thousands of successful projects, to further advance the use of automation that decreases human errors and speeds up routine tasks.

What We Bring	What You Get
Increased automation using the myWizard automation suite	**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 via 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
Proactive security and vulnerability analysis via 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 1-2. We create an extensive traceability and observability foundation to monitor performance.

Hardware and Software Management Approach Highlights (Table 1-3): We know how important security is to you and it is to us too. So we invested heavily in the current contract to strengthen security. Through this proposal, we bring further investments, integrated hardware, and software management tools to strengthen our security posture.

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 1-3. Our approach optimizes software costs through efficient asset management.

Service Desk Approach Highlights (Table 1-4): We will transition our current service desk subcontractor to deliver this service via our national Integrated Eligibility Service Desk Center of Excellence that currently provides services to states like Ohio and Kansas.

What We Bring	What You Get
Increased first call resolution using myWizard and knowledge management	**Improved customer satisfaction**, leaving a positive impression of CalSAWS on callers
Self-service digital channels that users can interact with quickly and easily	**Enable users** to get answers themselves freeing agents to focus on more complicated, high-priority issues
Intelligent operations via use of automation	**Wait times reduce** and opportunities for cost savings increase
Omnichannel capabilities including voice, email, chat and more.	Allows counties to **interact** with the Service Desk in their **preferred communication** channel
Data driven decision making using analytics	**Increase efficiency of agents** and maximize use of automation

Table 1-4. We transform the service desk operations to increase first call resolution.

Transition-In Approach Highlights (Table 1-5): Most vendors will need to spend the six months of transition-in to recruit staff in a tight labor market, train them and transition them into the CalSAWS environment, and then wait years for them to become proficient and eventually operate as a team. Some firms might even have to pull staff out of other HHS projects in California risking the success of those projects and further impacting the future success of the counties. With Accenture, you have none of those issues as we will continue with all CalSAWS team members, and we **have very little to transition-in** to. In contrast to the potential instability, you might experience with another firm, Accenture will **utilize the one year allocated to transition-in to further transform the CalSAWS infrastructure operations**, helping you **achieve your vision and benefits much faster**.

What We Bring	What You Get
Staff continuity supplemented with key additional skills	**No Staff Revolving Door-** Your trusted and knowledgeable team continues into the new contract with zero disruption.
Transformation during transition instead of learning the basics of current environment	**Ability to Accelerate the Momentum**: We focus on transformation tasks to achieve your vision and achieving objectives sooner.
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 1-5. We rapidly complete transition activities and focus on transformation to achieve your vision.

Commitment to Continuous Improvement: 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. As a core element of our approach, Accenture is committed to a **project-wide Continuous Improvement Program (CIP)** that allows us to systematically and proactively evolve our tools, people, and processes to align with our Living Systems philosophy for CalSAWS. The program will run on a quarterly cycle, in collaboration with the Consortium and other CalSAWS contractors to manage changes across the project in a holistic manner.

Coexistence of Stability and Change: While developing and rolling out CalSAWS to the 58 counties, we have ideated many novel ideas. You will see them all listed in this proposal. It is worth noting that we have been methodically introducing some of these changes to CalSAWS over the years. But at the same time, it was also prudent to wait to roll out other ideas, due to the priority milestone of scaling and enhancing CalSAWS for the successful migration of C-IV and CalWIN counties.

Over the years, our team agreed with the Consortium that many of the proposed changes could put the success of that milestone at risk if introduced too soon. We were also mindful of the amount of change the counties could handle. With a once-in-a-generation systems change in going from C-IV or CalWIN to CalSAWS, the counties had enough change on their hands. Introducing any more change too soon could have seriously jeopardized the successful migration. In those cases, we needed our team, and yours, to pay unwavering attention to the most important task at hand: the successful migration of the counties to CalSAWS. But now, with this new contract, that task would be complete, and our joint teams will have the time and attention to make all the improvements we have proposed. And we have every confidence that these changes will deliver on your goal to evolve CalSAWS as a vibrant, living system and empower the counties for the future.

1.6 Making the Right Choice for Accelerating Momentum

Without doubt, the Consortium will receive compelling proposals from many firms. Many great-looking resumes will be presented, and impressive success stories will be shared.

You will perhaps receive bids from firms that span a wide range of experience within integrated eligibility (IE). Some will have experience in many states, and some will have none. Some will have experience in only small states, and some won't have any experience with a statewide system. We believe that many of these firms, if selected, could pose a serious risk to the success of CalSAWS. With a process designed to share only the successful experiences, it can be hard to discover hidden weaknesses. We believe that there are additional factors to consider while making this decision:

- County-administered jurisdictions: Building and maintaining eligibility systems in county-administered states like California is far more complex than state-administered jurisdictions where centralized decisions are made. Counties expect and deserve their individual needs to be addressed within the system and processes. Accenture has this critical experience in California, Ohio, and North Carolina.
- SNAP error rates: We know that low SNAP/CalFresh error rates are critical to CDSS and the counties. The latest FNS report shows that states running Accenture built/maintained systems have SNAP error rates around or below the national average of (7.4%). For example: Idaho (1.25%), North Carolina (5.8%), Kansas (7.1%) and California (7.3%). These rates are far superior to error rates in states running our competitors' systems like Rhode Island (22.7%), DC (15.7%), Delaware (13.2%), Michigan (12.4%) and Virginia (10.5%).
- Publicly reported security breaches: We know how important security is to you and it is to us too. Accenture has worked hard to secure CalSAWS and our other IE systems, and no breaches have been publicly reported in the media. This contrasts with media reports in states like Illinois.
- Qualified staff availability: With Accenture, you already have a high performing, dedicated and qualified team that has the required skills and experience on the project. we are not over-extended delivering HHS projects in California and beyond and will not need to pull people out of other California HHS projects to deliver our services.
- Contract renewal in other states: We have a 100% successful track record in recent years renewing our M&O contracts for IE systems due to our superior performance.
- Performance at CalSAWS: You have seen our team in action for years and know what to expect from them. Unlike some of our competitors, we deliver the people we promise, retain our key people, and invest in our new staff so they can quickly and competently learn CalSAWS.

The counties and Consortium must make a decision with long-lasting consequences to select the best partner for your continued journey to have CalSAWS be the best-in-class mature solution. We ask you to carefully consider who you trust, who has demonstrated passion to the mission, and unless another vendor has twice the value to offer, whether it is worth the risk to switch out your long-term partner that is proven, capable and deeply committed to your future?

With Accenture by your side, you know exactly what to expect. You get a proven partner and a team that is well established and dedicated to CalSAWS. A partner that has demonstrated its deep, unwavering commitment to your success for over two decades. A partner that steps up and helps other vendors succeed and continually invests in the success of CalSAWS through the innovation program, IDEA program and countless other ways. You get qualified people that believe in your mission and who have already poured millions of hours, and their hearts, into making CalSAWS a success, and for whom CalSAWS is more than a job… it is our life's work! You get the team that has earned your trust by acting for years with honesty, integrity, and transparency. The stakes are too high to make a choice that could fall short of what Californians need and deserve. This isn't the time to change course with another vendor, it is time to accelerate the momentum with Accenture!

1.7 Leadership Commitment

Thank you for trusting Accenture to share your incredible journey over the past two decades. Our firm and leaders remain as committed as ever to the mission and success of CalSAWS and the counties. We hope you find this proposal compelling and continue to bestow your trust on us as your partner and expert sherpa for the next phase your shared journey.

Gaurav Diwan: As the Accenture account lead for CalSAWS and all of California's welfare departments, I am passionate about championing and advocating for this project within Accenture's highest ranks. I aim to bring to this project the best people, most effective tools, expert thought leadership, and investments from Accenture and our partners. My professional career began at ISAWS and I led big parts of the LEADER Replacement System (LRS) project. I'm now in a privileged position to bring an A-team to continue the success of CalSAWS. We've put together a very compelling proposal for you, and I sincerely hope that you will see the value proposition in the same earnest spirit with which we developed it. I greatly look forward to partnering with CalSAWS and the counties for another decade to further build on our combined strengths to accelerate the momentum together!

Gilbert Wootton: I am delighted to support the Accenture leaders for the CalSAWS engagement. With responsibility for all Health and Public Service (H&PS) in the western 18 states, CalSAWS continues to be the flagship program providing services for millions of Californians. My passion for H&PS centers around people and the meaningful impact we continue to have on those that live in the region. In my role, you have my wholehearted commitment that we will continue to bring the best of our company to serve you and all those that depend on you.

Mark Ronaldson: As the regional leader for the US West Public Sector organization at AWS, my goal is to ensure successful delivery of AWS services with the partner that is chosen for the CalSAWS Management and Operations project. AWS is proud to partner with Accenture on this proposal. We believe we have the right team, solution, and approach to help the Consortium and counties deliver their mission for Californians. Accenture has been a reliable and trustworthy partner through the CalSAWS cloud migration to AWS and we believe they will help CalSAWS continue to accelerate solutions and innovate new services in the AWS cloud.

Kate Hogan: My family and I live in Northern California, so I see firsthand the impact our county governments have within our community. As the executive sponsor for CalSAWS, I look forward to continuing this relationship with you in the future. I am responsible for Accenture's business in the West where we have over 10,000 employees, more than half of them as California residents. We live in the community we serve, and I take no bigger pleasure than being able to play an active part in helping to make a positive difference in our communities.

Julie Sweet: On behalf of our people at Accenture and my own family, thank you to all of you for the work you do every day, especially for the most vulnerable Californians. We greatly appreciate it, and we're extremely proud to work side by side with you. I have absolute confidence in our joint team and partners. As one team, we will execute and deliver on the critical work to support CalSAWS' essential mission. You have my personal commitment as the Chair and CEO of Accenture and the commitment of Gaurav, Arnold, and the entire team at Accenture to bring what you need and to work as one team, with our partners, and with the entire CalSAWS team.

5. Section 2A
Firm Qualifications:
Firm Experience Details

Accelerate the

momentum

5. Section 2A – Firm Qualifications: Firm Experience Details

RFP # 6.3.3.4

The Firm Qualifications Section shall provide a narrative with information that provides the Consortium with a basis for determining Contractor financial and overall capabilities to undertake a contract of this size and complexity. Bidders will respond to all Firm Qualifications contained in Section 5.2.1 - Infrastructure Firm Qualifications.

RFP # 5.2.1

The Consortium seeks a responsible Infrastructure Contractor with the right experience to support the CalSAWS Infrastructure over the life of the Agreement. Therefore, it is imperative that the Bidder provide enough detail in their response for the Consortium to evaluate the ability of the Bidder to meet or exceed the requirements herein, and perform the Services described within the Infrastructure SOW in a professional, high-quality manner.
All Firm Qualifications contained in Sections 5.2.1.1, 5.2.1.2 and 5.2.1.3 must be met and documented according to Section 6 - Proposal Structure and Submission. Firm Qualifications requirements will be scored as pass or fail.

The California Statewide Automated Welfare System (CalSAWS) Consortium needs a responsible Infrastructure Contractor with the right experience and financial strength to support the CalSAWS Infrastructure over the life of the Agreement. We selected references and capabilities that demonstrate our ability to successfully deliver CalSAWS Infrastructure Service. We bring extensive experience delivering Infrastructure services for large and complex IT projects, while minimizing and mitigating risk, and helping you manage the intricacies of regulatory compliance. We have delivered similar services that bring innovative technologies which increase the speed and accuracy of eligibility determination through automated tasks, expanded self–service options, and real-time access to easy-to-use information.

Exceeding Minimum Requirements

Accenture has a demonstrated record of working with state and local governments and clients around the world to implement and operate complex systems. As we selected projects to show our experience, key considerations included whether the project is both similar in its delivered scope and relevant for the ongoing needs of CalSAWS. Accenture's experience addresses both these key considerations and exceeds all minimum requirements.

The following subsections include related examples of Accenture's ability to perform the scope of work described in this RFP. These projects reflect our demonstrated delivery of cloud-based operations, ability to perform service desk activities, collaboration with other contractors, experience with integrated eligibility solutions, and the successful transition of complex systems from an incumbent contractor.

RFP # 6.3.3.4.1 Firm Experience Details (Parts 1 - 3)

Bidders will provide details of Prime Contractor firm experience relevant to the proposed Infrastructure Services within at least the last 10 years within the form in Attachment A8 – Firm Qualifications. A concise but thorough description of relevant experience is desired.
The Contractor shall also provide a general narrative description highlighting the Contractor's Infrastructure Services experience and capabilities.
The Contractor shall provide a firm organization chart. If the firm is a subsidiary of a parent company, the organization chart must be that of the subsidiary firm. The chart must display the firm's structure and the organizational placement of the CalSAWS Infrastructure Project. The organization chart must include names and be dated. The Contractor shall supply any additional information not already presented in this Section, which the Bidder believes to be relevant to the Consortium's assessment of the Contractor's experience with regard to the specifics of this RFP.
The Contractor shall each provide two references within Attachment A9 – Firm References format. Each reference must clearly indicate the reference entity.

We completed and included Attachment A8 – Firm Qualifications and have provided a narrative of our capabilities and experience in the infrastructure space. We include specific capabilities showing how we exceed each of the Infrastructure Firm Mandatory Qualifications found in Attachment A8. We have provided Accenture's organization chart demonstrating the structure of our firm and how the CalSAWS project is placed within that structure. We have completed and attached Attachment A9 – Firm References, providing 8 references.

2.1 Infrastructure Firm Mandatory Qualifications

RFP # 6.3.3.4.1 Firm Experience Details (Part 1 of 3)

Bidders will provide details of Prime Contractor firm experience relevant to the proposed Infrastructure Services within at least the last 10 years within the form in Attachment A8 – Firm Qualifications. A concise but thorough description of relevant experience is desired.

We completed and included Attachment A8 – Firm Qualification that highlights our experience in the proposed Infrastructure services within the last 10 years. We provide a summary of our capabilities and experience in the following pages.

2.1.1 Cloud-based Operational Activities Experience

RFP # 5.2.1.1 (RFP # Table 28)

Req # I-F1

A minimum of three (3) years of Prime Contractor experience performing cloud-based operational activities including network engineering, cybersecurity vulnerability mitigations, capacity planning, performance testing, and performance monitoring on two (2) Projects involving large and complex IT systems. Each of the two (2) Projects must have been completed or ongoing within the last five (5) years.

Meeting the Mandatory Qualifications

As noted by industry analyst firms, Accenture is a global leader in providing and operating cloud-based solutions. This is because of the large number of such projects we execute world-wide, and because our clients have reported their exceptional experience in working with us on cloud-based projects. Accenture's experience in projects that involved cloud-based operational activities is summarized below:

- Total cloud projects: 11,333, including
  - 144 projects in health and human services
  - 251 projects in health care
- **Total cloud experience in 'project years': 22,108**, including
  - 320 'project years' in health and human services
  - 489 'project years' in healthcare

From our vast portfolio of these projects, we highlight seven in Table 2-1 that meet or exceed the requirements laid out by the Consortium. With these seven large and complex IT system projects alone, Accenture has more than 30 years of experience performing cloud-based operational activities including network engineering, cybersecurity vulnerability mitigations, capacity planning, performance testing, and performance monitoring.

We have chosen five projects from this table to feature with our A8 forms:

- Centers for Medicare and Medicaid Services (CMS) - HealthCare.gov/Federally Facilitated Marketplace (FFM)
- U.S. Department of Treasury - Internal Revenue Service (IRS) - the Integrated Enterprise Portal (IEP) 1.5 Program
- CalSAWS Consortium - the CalSAWS Project
- U.S. Department of Education, Office of Federal Student Aid - Common Origination and Disbursement (COD) System Re-Architecture & AWS GovCloud Migration
- State of Texas - Texas Centralized Accounting and Payroll/Personnel System (CAPPS) Managed Services

Our A8 forms can be found in 9. Section 6 – Business Proposal Attachments. These five projects reflect 26 years of experience, exceeding the mandatory requirement of a minimum of three years.

Experience	Prime Contractor	Network Engineering	Vulnerability Mitigation	Capacity Planning	Performance Testing and Monitoring	Large and Complex	Within 5 years	Number of years
HealthCare.gov/Federally Facilitated Marketplace (FFM) * Centers for Medicare and Medicaid Services (CMS)	✓	✓	✓	✓	✓	✓	✓	6
Integrated Enterprise Portal (IEP) 1.5 Program * U.S. Department of Treasury - Internal Revenue Service (IRS)	✓	✓	✓	✓	✓	✓	✓	5
CalSAWS * CalSAWS Consortium	✓	✓	✓	✓	✓	✓	✓	3
Common Origination and Disbursement (COD) System Re-Architecture & AWS GovCloud Migration * U.S. Department of Education, Office of Federal Student Aid	✓	✓	✓	✓	✓	✓	✓	4
Texas Centralized Accounting and Payroll/Personnel System (CAPPS) Managed Services * State of Texas	✓	✓	✓	✓	✓	✓	✓	8
Kansas Eligibility Enforcement System (KEES) State of Kansas, Department of Health and Environment (DHE)	✓	✓	✓	✓	✓	✓	✓	2
Health-e-Arizona Plus (HEAplus) Maintenance and Operations (M&O) State of Arizona, Arizona Health Care Cost Containment System (AHCCCS)	✓	✓	✓	✓	✓	✓	✓	2
							Total number of years	**30**

* Project is featured in A8 qualification forms found in 9. Section 6 – Business Proposal Attachments.

Table 2-1. The projects we selected meet the cloud-based infrastructure requirements.

Our Cloud Capabilities

Clients want a secure and smooth cloud experience. Our Cloud First practice, with 57,000 professionals, offers a full spectrum of cloud services to help clients realize the value from their investment. We know cloud is more than just technology, so our solutions go beyond cloud migration. They also focus on managing operations and bringing about efficiencies to realize the full potential. As a leader in cloud services, we partner with clients on their ever-evolving journey in the AWS cloud, providing benefits from our unique relationship with AWS and our assets and tools, capabilities, ecosystem, and unparalleled experience as shown in Figure 2-1, to help unravel the complexities of operating in the cloud and guide organizations to rapidly achieve their business outcomes. Accenture has also been recognized as a leader in Worldwide Cloud Professional Services, as shown in Figure 2-2.

Accenture is a leading system integrator for Amazon Web Services (AWS), Microsoft Azure, and Google—in addition to a strong ecosystem partner of leading cloud software vendors. In fact, our vendor-neutral approach is key to helping us ensure a tailored cloud services experience for our clients. Our proprietary, automated migration and management tools translate to a smooth integration process for our clients. We will continue using AWS Trusted Advisor to optimize cloud spend at CalSAWS. We will also be newly implementing ServiceNow SAM Pro to help manage and optimize software licenses. After go-live, these tools deliver precise cost controls, governance, and accountability in cloud consumption. Over the years, our approach has helped clients adapt to the cloud environment and maximize return on investments while continuing to achieve goals as their business evolves.

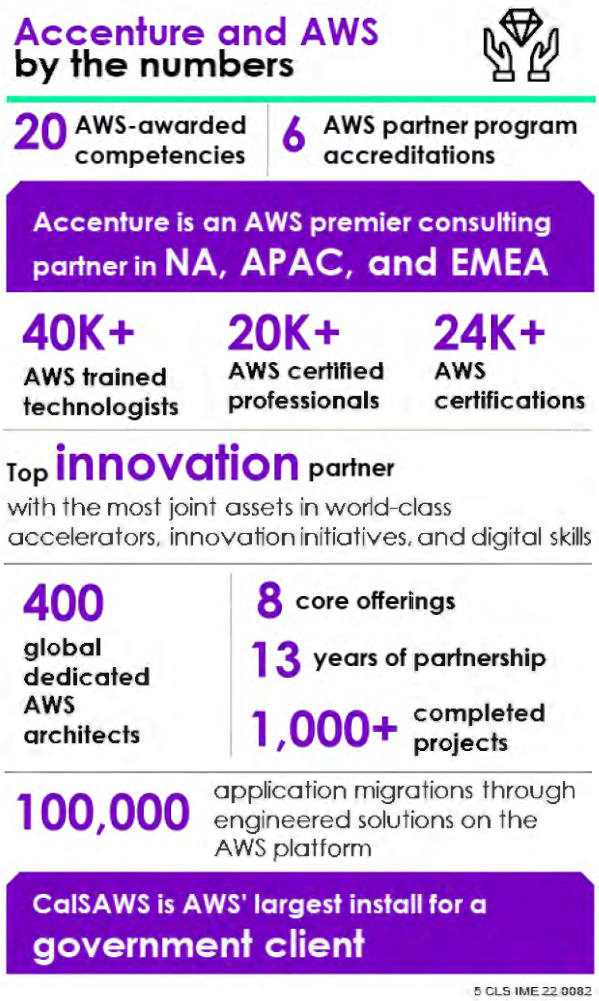

Figure 2-1. We have been an AWS premier partner for over 13 years.

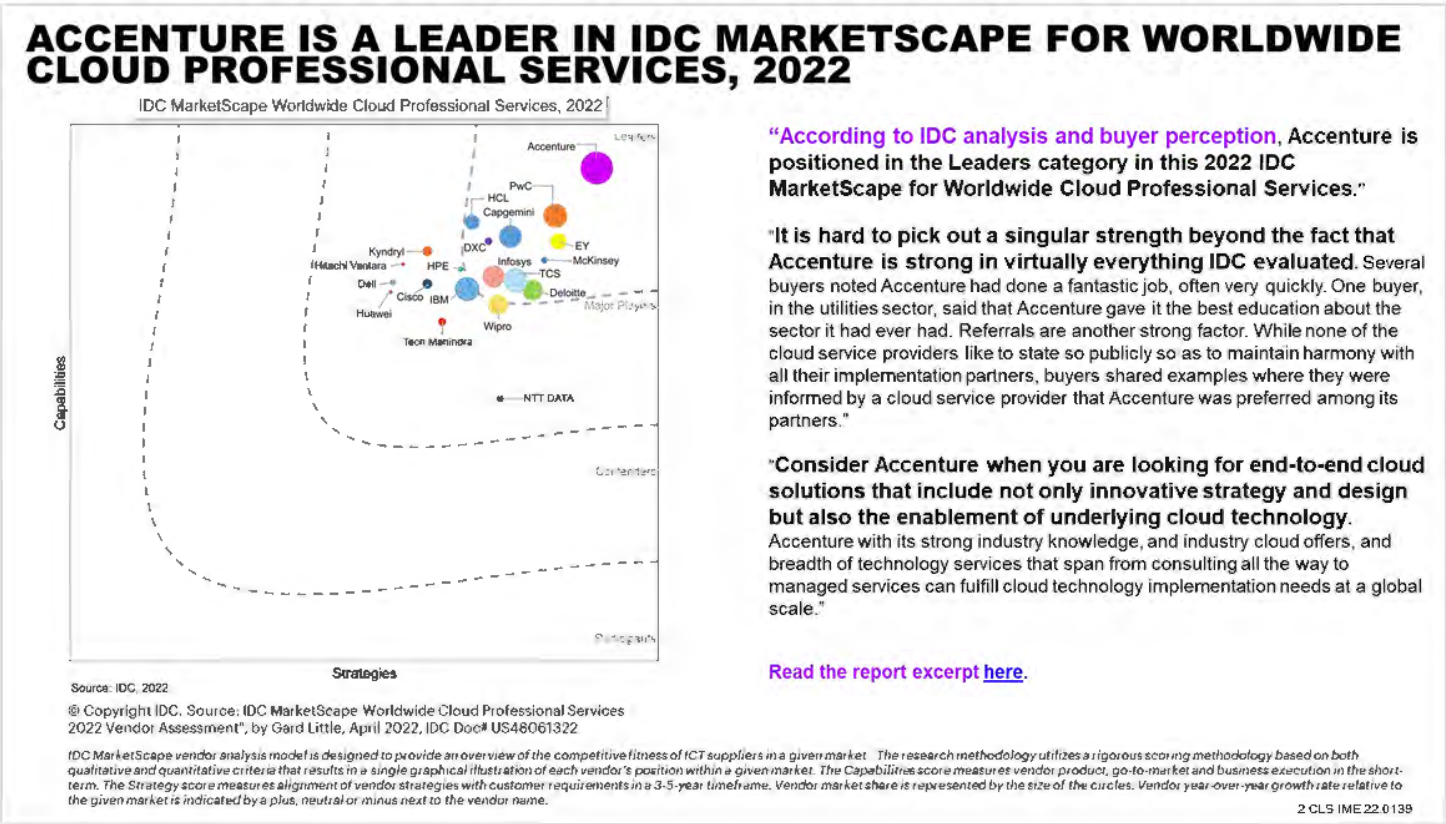

Figure 2-2. IDC has recognized Accenture as a Leader in the 2022 IDC MarketScape for Worldwide Cloud Professional Services.

Accenture's AWS Business Group

Accenture draws on its Accenture AWS Business Group (AABG) capabilities to deliver cloud-based solutions for multiple clients. AABG aligns the best of Accenture and AWS migration assets into a common framework that reduces risk and maximizes the benefits for any cloud project journey. With AABG, our client cloud journeys are well-designed, stable, and reliable in delivering seamless business operations. While some cloud services providers claim to service more states in IE with an older Oracle-based platform, Accenture's partnership with AWS accelerates achieving your objectives and vision for a modern CalSAWS ecosystem and help eliminate technology obsolescence. Leveraging the capabilities of AABG, we can help every county gain the speed, resilience, and agility to work smarter and faster, while driving savings, efficiencies, and better outcomes.

During our 13-year AABG partnership, we have implemented more than 1,000 joint programs and received multiple awards, as shown in Figure 2-3. In fact, Accenture was selected as a 2022 Global GSI Partner of the Year which recognizes AWS' top GSI partners for contributions to newly launched opportunities, net new certified individuals, and AWS designations earned.

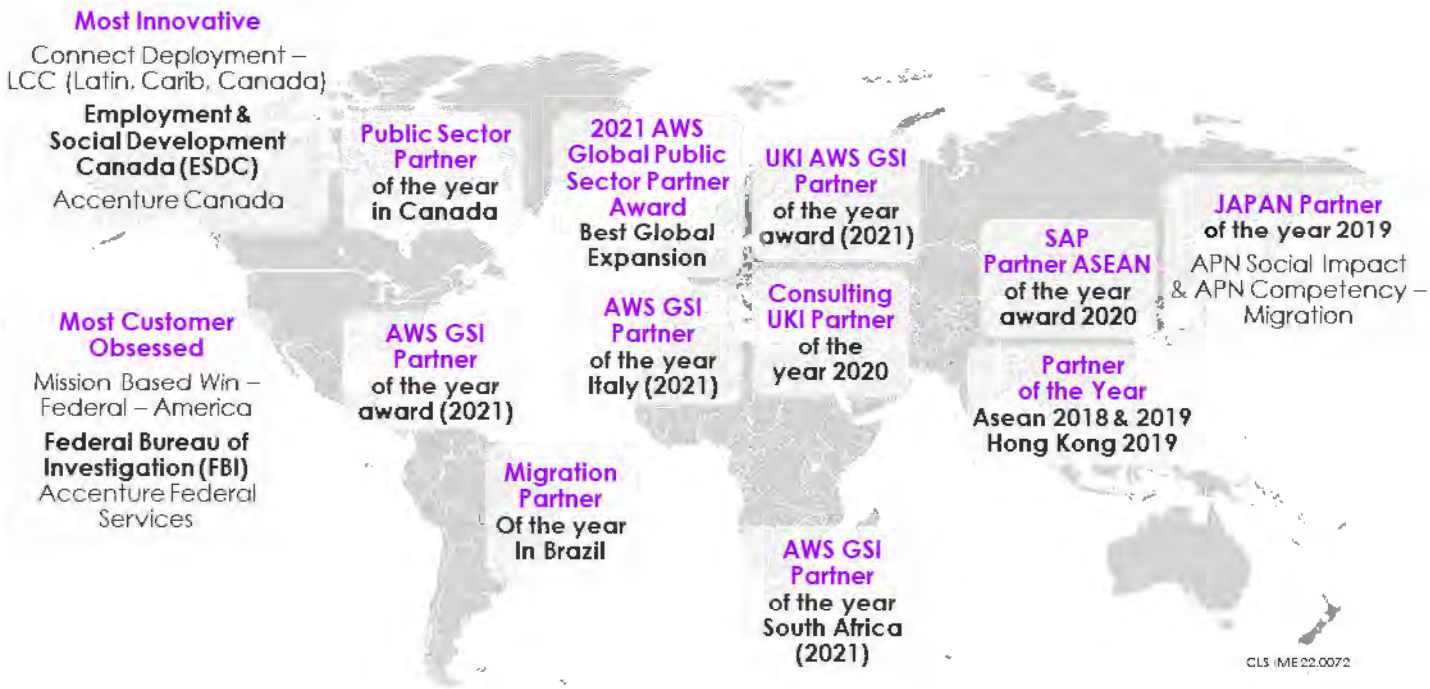

Figure 2-3. AABG won numerous awards, showcasing our proven dedication to reducing risk and maximizing the benefits for your cloud project journey.

Accenture was named the Leader in Everest Group's PEAK Matrix Assessment for Cloud Services in North America (2022), shown in Figure 2-4. According to Everest Group, Accenture is differentiated in overall market impact, driven by value delivered to clients based on customer feedback. Everest Group highlights that what sets Accenture apart from our competitors is that our "enterprise clients have appreciated our ability to develop and proactively bring forward new and innovative solutions/IPs."

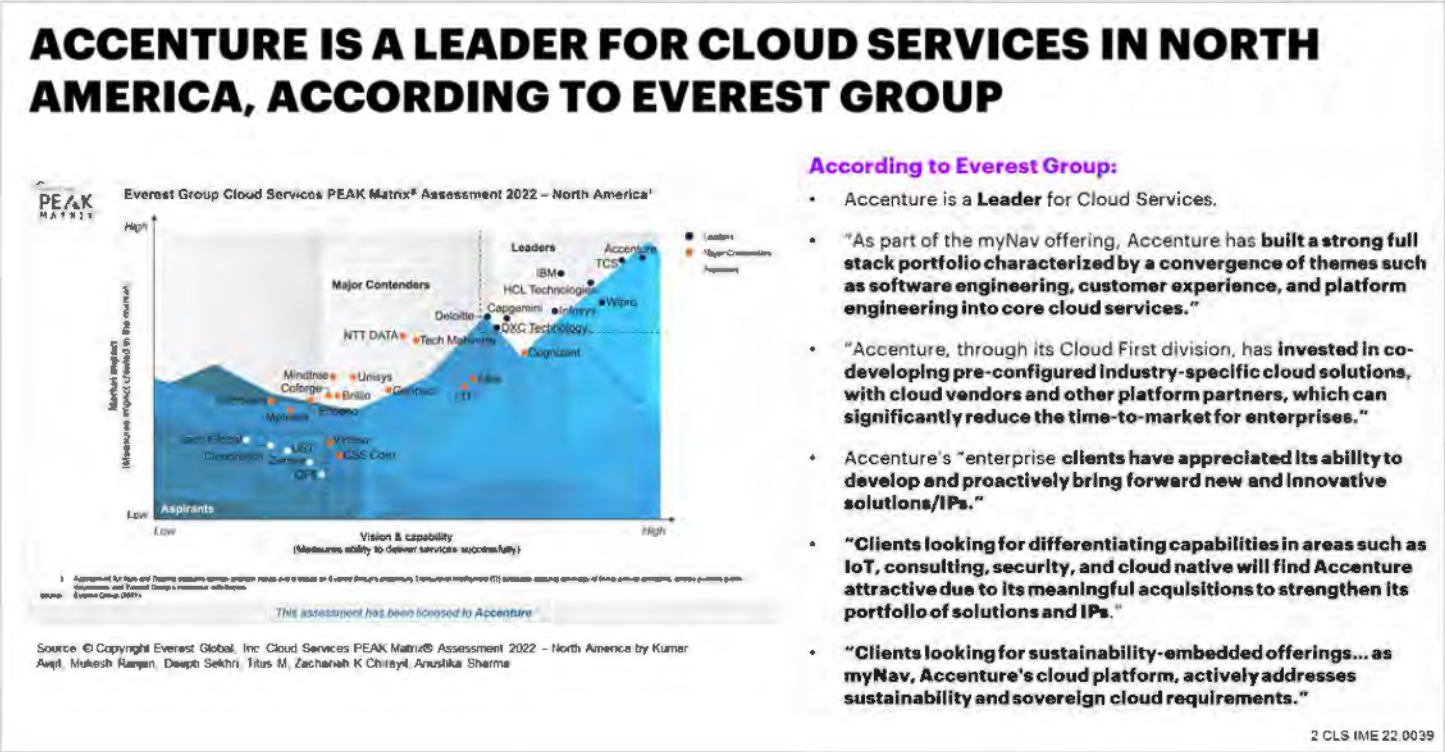

Figure 2-4. Accenture was named a leader in Cloud Services in North America by Everest Group.

2.1.2 Transition Experience

Req # I-F2

Prime Contractor experience with the transition of one (1) cloud-based system from one company to another involving a large and complex IT System. The transition component of the Project must have completed within the last five (5) years.

Meeting the Mandatory Qualifications

The Consortium is looking for a partner with prime contractor experience with the transition of one cloud-based system from one company to another involving a large and complex IT System within the last five years. Over the past five years Accenture has successfully transitioned and currently provides efficient infrastructure support for hundreds of large and complex systems. Accenture's experience in projects that involved transitions is summarized below:

- **Total transition projects: 846**, including
  - 22 projects in the public sector
- **Total transition experience in 'project years': 304**, including
  - 7 years in the public sector

From our portfolio of these projects, we are highlighting one project to feature with our A8 forms. Our work with the State of Arizona's AHCCCS HEAplus M&O Project—a large and complex IT system—illustrates our prime contractor experience transitioning a cloud-based system from one company to another in the last five years. This large and complex project narrative can be found 9. Section 6 – Business Proposal Attachments. and exceeds the mandatory requirements.

As shown in Table 2-2, the selected project meets the requirements laid out by the Consortium.

Experience	Prime contractor	Transition	Cloud-based	Large and complex	Within 5 years
Health-e-Arizona Plus (HEAplus) Maintenance and Operations (M&O) State of Arizona, Arizona Health Care Cost Containment System (AHCCCS)	✓	✓	✓	✓	✓

Table 2-2. The Arizona HEAplus project illustrates our experience successfully transitioning a large and complex, cloud-based IT system from an incumbent contractor.

Our Transition Capabilities

For more than 35 years, Accenture has enabled seamless transitions with industrialized processes, standardized deliverables, and associated tools. Our dedicated team of more than 500 transition specialists has worked with hundreds of clients to customize our industry-leading transition framework, illustrated in Figure 2-5, to meet their specific requirements. We continue to refine our transition methodology, using the experience gained from nearly 850 transitions across all industries, including eligibility and enrollment systems. These projects included transitioning from other suppliers, client teams, and Accenture teams moving from other delivery models to managed services. We tap into a broad pool of Accenture resources that have extensive technical and functional expertise to quickly field a team. For example, on the HealthCare.gov project, our transition team facilitated the mobilization of a 500-person delivery team in just six weeks.

What Our Clients Say…

From day one, Accenture was a true partner that focused on helping us solve our most difficult challenges. It was clear they understood how to support us in achieving our organizational objectives and evident they had our interest in mind. Accenture brought the full support of their entire company. They were transparent across the board—told us what we needed to hear, not always what we wanted to hear— and took on significant risk to make our program successful.

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

CLS IME 22.0256a

Planning is key to our transition process. We work with our clients to jointly develop transition plans with incumbent contractors that include multiple work streams and that extend beyond simple knowledge transfer. Accenture has been on both sides of transition, so we understand what it takes to transition both in and out. For every client, we follow the factors of success shown in Figure 2-5.

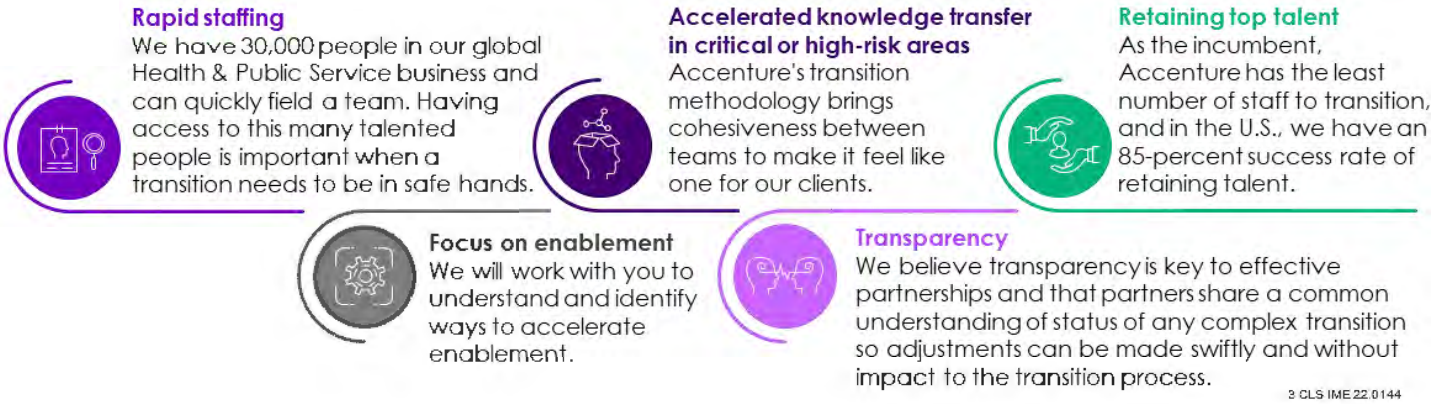

Figure 2-5. We follow five key factors of success when working with our clients on seamless transitions.

The hundreds of Accenture employees and their collective tenure bring thousands of years of cumulative California integrated eligibility experience, so we understand the breadth, depth, and nuanced complexity of California welfare services like nobody else—it makes us the safest choice. We will bring the strategic vision and innovation mindset to simplify complexity, connect the dots, and accelerate your digital ambition. Together, we will open possibilities to capitalize on the power of your unified platform and co-create a next generation model that will continue to be seen as the gold standard.

2.1.3 Service Desk Activities Experience

Req # I-F3

Prime Contractor experience providing service desk activities on two (2) Projects of at least 12 months in duration each involving large and complex IT systems using Information Technology Infrastructure Library (ITIL) standards and framework. Service Desk experience must include supporting Tiers 1 and 2 service desks/help desks, security, maintenance, and interoperability. Each of the two (2) Projects must have been completed or ongoing within the last five (5) years.

Meeting the Mandatory Qualifications

As a co-author of the Service Strategies book, one of the five volumes in Information Technology Infrastructure Library (ITIL) v3, Accenture understands the importance of the ITIL standards and framework. Over the past five years, Accenture has partnered with multiple clients as a prime contractor to provide service desk activities on large and complex IT system projects of more than 12 months in duration using the ITIL standards and framework. Our experience leading these projects includes supporting Tiers 1 and 2 service desks/help desks, security, maintenance, and interoperability. Accenture's experience in projects that involved service desk activities is summarized below:

- **Total service desk projects: 4,806**, including
  - 52 projects in health and human services
  - 135 projects in health care
- **Total service desk experience in 'project years': 11,324**, including
  - 165 'project years' in health and human services
  - 335 'project years' in healthcare

From our vast portfolio of these projects, we highlight eleven in Table 2-3 that meet or exceed the requirements laid out by the Consortium. Each of these projects meets the definition of a Large and Complex IT Project. Accenture has over **1292 months (107 years)** of experience providing service desk activities using Information Technology Infrastructure Library (ITIL) standards and framework and supporting Tiers 1 and 2 service desks/help desks, security, maintenance, and interoperability on these eleven projects.

We have chosen six projects from this table to feature with our A8 forms:

- State of Ohio, Department of Administrative Services (DAS) - the Ohio Benefits program
- U.S. Department of Treasury - Internal Revenue Service (IRS) - Integrated Enterprise Portal (IEP) 1.5 Program
- State of Kansas, Department of Health and Environment (DHE) - Kansas Eligibility Enforcement System (KEES)
- CalSAWS Consortium - the CalSAWS Project
- State of California, California Department of Public Health (CDPH) - the California Vaccine Management Project (CalVax)
- State of Texas, Health and Human Services Commission (HHSC) - the Texas Medicaid and Healthcare Partnership (TMHP)

Our A8 forms can be found in 9. Section 6 – Business Proposal Attachments. These six projects reflect 724 months of experience and have been completed or are ongoing within the last five (5) years, exceeding the mandatory requirement.

Experience	Prime Contractor	Service Desk Tiers 1 & 2	ITIL	Security	Maintenance	Interoperability	Within 5 years	Large & Complex	> 12 months
Ohio Benefits* State of Ohio, Department of Administrative Services (DAS)	✓	✓	✓	✓	✓	✓	✓	✓	108 months

Experience	Prime Contractor	Service Desk Tiers 1 & 2	ITIL	Security	Maintenance	Interoperability	Within 5 years	Large & Complex	> 12 months
Integrated Enterprise Portal (IEP) 1.5 Program* U.S. Department of Treasury – Internal Revenue Service (IRS)	✓	✓	✓	✓	✓	✓	✓	✓	123 months
Kansas Eligibility Enforcement System (KEES)* State of Kansas, Department of Health and Environment (DHE)	✓	✓	✓	✓	✓	✓	✓	✓	110 months
CalSAWS* CalSAWS Consortium	✓	✓	✓	✓	✓	✓	✓	✓	120 months
California Vaccine Management Project (CalVax)* State of California, California Department of Public Health (CDPH)	✓	✓	✓	✓	✓	✓	✓	✓	35 months
Texas Medicaid and Healthcare Partnership (TMHP)* State of Texas, Health and Human Services Commission (HHSC)	✓	✓	✓	✓	✓	✓	✓	✓	228 months
North Carolina Families Accessing Services Through Technology (NC FAST) North Carolina Department of Health and Human Services (NCDHHS)	✓	✓	✓	✓	✓	✓	✓	✓	132 months
HealthCare.gov/Federally Facilitated Marketplace (FFM) Centers for Medicare and Medicaid Services (CMS)	✓	✓	✓	✓	✓	✓	✓	✓	144 months
COD System Re-Architecture & AWS GovCloud Migration U.S. Department of Education, Office of Federal Student Aid	✓	✓	✓	✓	✓	✓	✓	✓	16 months
Digital & Customer Care (DCC) Program United States Department of Education	✓	✓	✓	✓	✓	✓	✓	✓	36 months
Consortium IV (C-IV) Project Consortium IV	✓	✓	✓	✓	✓	✓	✓	✓	240 months
Total number of months									**1292**

* Project is featured in A8 qualification forms found in 9. Section 6 – Business Proposal Attachments.

Table 2-3. We selected projects that exemplify our success in providing service desk support.

Our Service Desk/Help Desk Capability

Our approach to service desk/help desk support is grounded in the overarching goal of improving system delivery efficiency and quality. Accenture's service desk solutions provide our clients with a single point of contact for all technology incidents and requests. Efficient handling by the service desk enables users to quickly get back to the business of delivering services to their clients in a timely and efficient manner. We have an extensive understanding of the ServiceNow platform that is integral to our service desk management approach and have worked with ServiceNow to adapt our approach. Figure 2-6 provides an overview of our Service Desk capabilities.

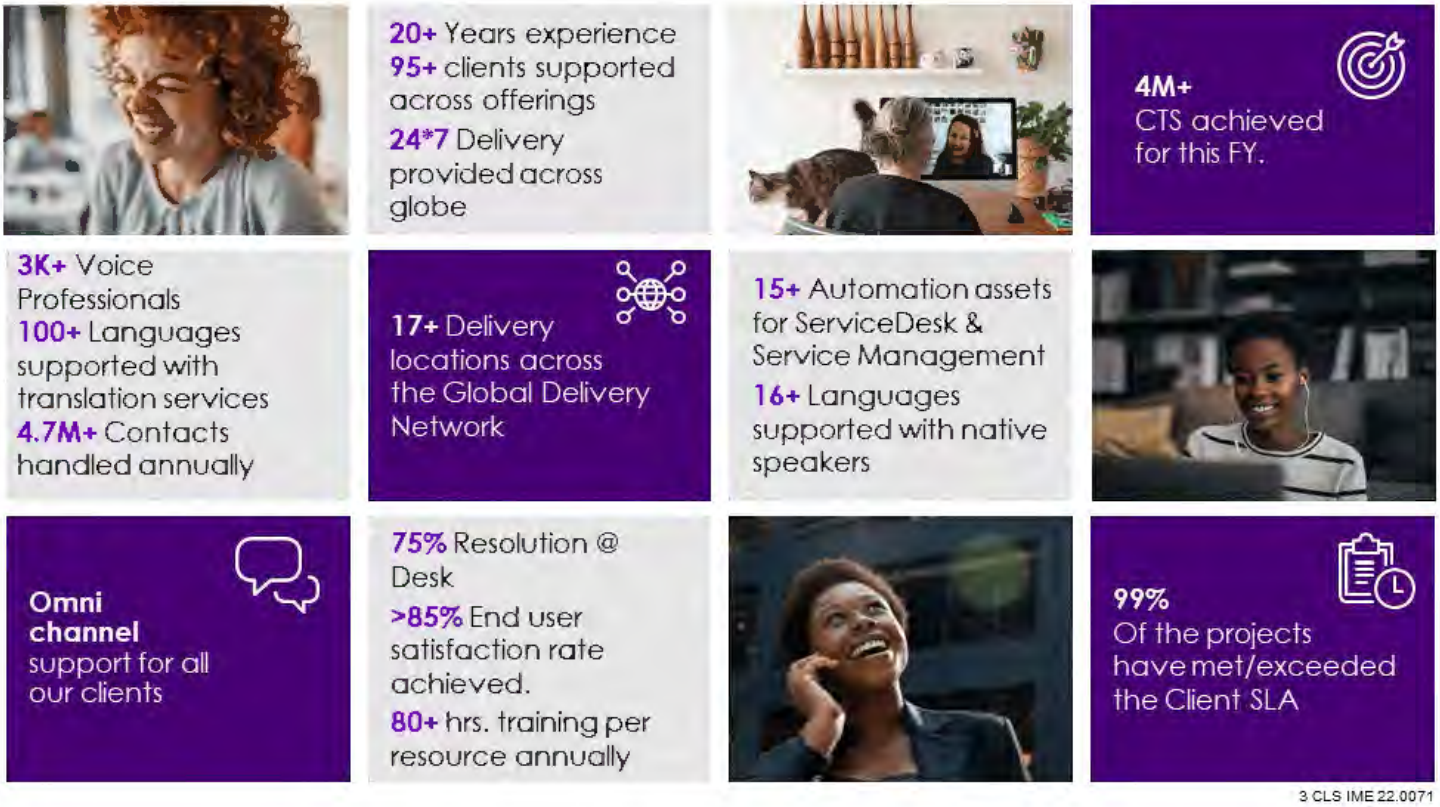

Figure 2-6. Our extensive service desk/help desk operations capabilities are focused on improving system delivery efficiency and quality for CalSAWS users.

Specifically, for CalSAWS, we bring automation at the Service Desk improving user experience at scale. We believe that operating on one unified platform with one cohesive architecture will be a game changer, offering limitless new possibilities to transform customer care, enhance experiences of county staff, and improve outcomes.

2.1.4 Multi-contractor Environments

Req # I-F4

Prime Contractor experience with a minimum of one (1) large and complex IT System Projects involving your firm and a minimum of two additional contractors with responsibility for different areas of the system. The Project(s) must have been completed or ongoing within the last ten (10) years.

Meeting the Mandatory Qualifications

Accenture brings the experience that the Consortium seeks—a partner with Prime Contractor experience with the necessary multi-contractor experience on prior successful projects.

From our vast portfolio of these projects, we are highlighting six in Table 2-4 that meet or exceed the requirements laid out by the Consortium. Each of these projects meets the definition of a Large and Complex IT Project.

We have chosen five projects from this table to feature with our A8 forms:

- CalSAWS Consortium - the CalSAWS Project
- State of Ohio, Department of Administrative Services (DAS) - Ohio Benefits
- Centers for Medicare and Medicaid Services (CMS) - HealthCare.gov/Federally Facilitated Marketplace (FFM)
- U.S. Department of Treasury - Internal Revenue Service (IRS) - the Integrated Enterprise Portal (IEP) 1.5 Program

- State of California, California Department of Public Health (CDPH) - the California Vaccine Management Project (CalVax)

Our A8 forms can be found in 9. Section 6 – Business Proposal Attachments. Each of these five projects involves our work with three or more contractors, exceeding the mandatory requirement of a minimum one project involving our firm and two additional contractors.

Experience	Prime Contractor	> 2 contractors	Responsible for different areas	Large and complex	Within last 10 years
CalSAWS* CalSAWS Consortium	✓	✓ 6	✓	✓	✓
Ohio Benefits* State of Ohio, Department of Administrative Services (DAS)	✓	✓ 3	✓	✓	✓
HealthCare.gov/ Federally Facilitated Marketplace (FFM)* Centers for Medicare and Medicaid Services (CMS)	✓	✓ 4	✓	✓	✓
Integrated Enterprise Portal (IEP) 1.5 Program* U.S. Department of Treasury - Internal Revenue Service (IRS)	✓	✓ 5	✓	✓	✓
California Vaccine Management Project (CalVax)* State of California, California Department of Public Health (CDPH)	✓	✓ 4	✓	✓	✓
Health-e-Arizona Plus (HEAplus) Maintenance and Operations (M&O) State of Arizona, Arizona Health Care Cost Containment System (AHCCCS)	✓	✓ 5	✓	✓	✓

* Project is featured in A8 qualification forms found in 9. Section 6 – Business Proposal Attachments.

Table 2-4. Many of our projects, including the six showcased here, require complex multi-contractor interactions and collaborations.

Our Multi-Contractor Capabilities

Accenture routinely operates within a multi-contractor environment and understands the importance of collaboration and transparency when working with multiple contractors. We know that working in a multi-contractor environment is a two-way street—we set expectations for our partners, and they set expectations for us. We developed principles to advise our work in multi-contractor environments that include setting the stage at or before the transition period so that all roles and responsibilities are

understood, sharing objectives with the key stakeholders, and aligning on communication practices, project processes, and tools. To create a collaborative, successful working relationship, we found the components shown in Figure 2-7 are essential to creating a team that works toward the client's shared objectives.

Figure 2-7. Our approach to operating in a multi-contractor environment brings proven practices designed to enhance transparency and communication.

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 achieved the objectives to deliver several milestones, including migration of LRS to AWS cloud, the C-IV system migration to CalSAWS, and the migration of the CalWIN counties to CalSAWS that is currently underway. To achieve these milestones, we collaborated with Gainwell, AWS, Deloitte and ClearBest. 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.

2.1.5 Infrastructure Service Experience and Capabilities

RFP # 6.3.3.4.1 Firm Experience Details (Part 2 of 3)

The Contractor shall also provide a general narrative description highlighting the Contractor's Infrastructure Services experience and capabilities.
The Contractor shall provide a firm organization chart. If the firm is a subsidiary of a parent company, the organization chart must be that of the subsidiary firm. The chart must display the firm's structure and the organizational placement of the CalSAWS Infrastructure Project. The organization chart must include names and be dated. The Contractor shall supply any additional information not already presented in this Section, which the Bidder believes to be relevant to the Consortium's assessment of the Contractor's experience with regard to the specifics of this RFP.

2.1.5.1 Experience and Capabilities Narrative

Accenture is the right partner to help you redefine your infrastructure and unleash new levels of performance. Our end-to-end Infrastructure services include workplace, network, security, and operations; we harness the power of emerging technologies while getting the most out of legacy environments to enable the digital business and drive high performance. Over the last five years, Accenture has helped many clients across the globe to design, build, and run IT- and business-focused intelligent infrastructures that are increasingly more dynamic, real-time, always up 24X7 and meeting SLA performance, and can cost-effectively scale to meet the growing demands of the digital business. For over 25 years we have helped more than 1,375 clients evolve infrastructure from a capital-intensive, hardware-oriented discipline to one that is modern, software-defined, and intelligent.

Our Infrastructure services—encompassing cloud and data center, workplace services (including service desk), network, security, and operations—help clients leverage the power of emerging technologies to get the most out of their existing environments. By standardizing, consolidating, automating, and integrating their infrastructures across on premise and cloud environments, we help our clients lay the foundation for flexible, secure digital business that can anticipate and quickly react to dynamic business needs, driving high performance. Our Infrastructure services are illustrated in Figure 2-8.

Figure 2-8. Our Infrastructure services can unleash new levels of performance for CalSAWS and the Consortium.

Our Infrastructure services span the entire infrastructure value chain and accelerate the journey to a cloud-based as-a-Service delivery model that allows organizations to:

- Deliver core business services on demand
- Drive cost reductions
- Innovate faster
- Gain unprecedented levels of agility and flexibility with the economics promised by cloud.

Our Infrastructure services approach focuses on fast and sustainable value realization through strong emphasis on process and operational efficiency, and a close Business Operations-IT alignment throughout the journey. It provides scalability and flexibility of different services in a cost-effective manner. Figure 2-9 provides a snapshot of our global Infrastructure services capabilities.

[redacted]

[redacted]

2.1.5.2 Organization Chart

Accenture plc is a publicly held entity. The Consortium will engage with Accenture LLP, which is a wholly owned subsidiary of Accenture plc in the United States.

As one of the world's leading global professional services companies with 721,000 employees, we operate globally in three markets: North America, Europe, and Growth Markets (ASIAM (Africa, Australia and New Zealand, India, Middle East, and Southeast Asia), Greater China, Japan, and Latin America). Our local offices in California include Los Angeles, Sacramento, San Diego, San Francisco, San Jose, and Walnut Creek with over 7,700 Accenture employees living and giving back in California.

Accenture operates globally with one common brand and business model designed to provide clients around the world with the same high level of service. Our organization chart as of January 4, 2023, is shown in Figure 2-10. Julie Sweet leads Accenture as the Chairperson of the Board of Directors and Chief Executive Officer. Our executive leadership team averages 27 years of experience with Accenture.

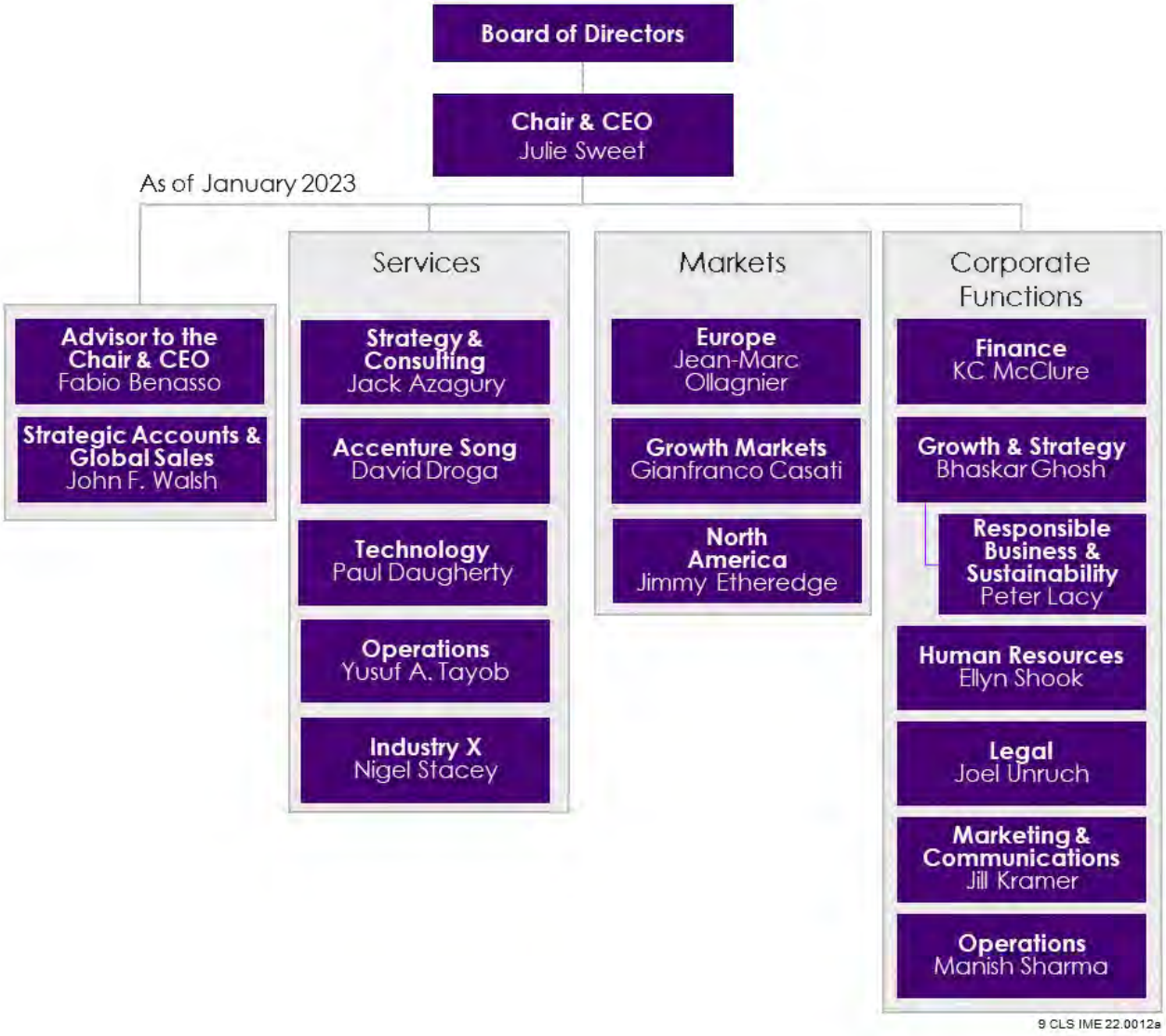

Figure 2-10. Our organization is structured to deliver the same high level of service to all our clients globally.

The CalSAWS project is placed within the US-West region of our North America operating structure as shown in Figure 2-11.

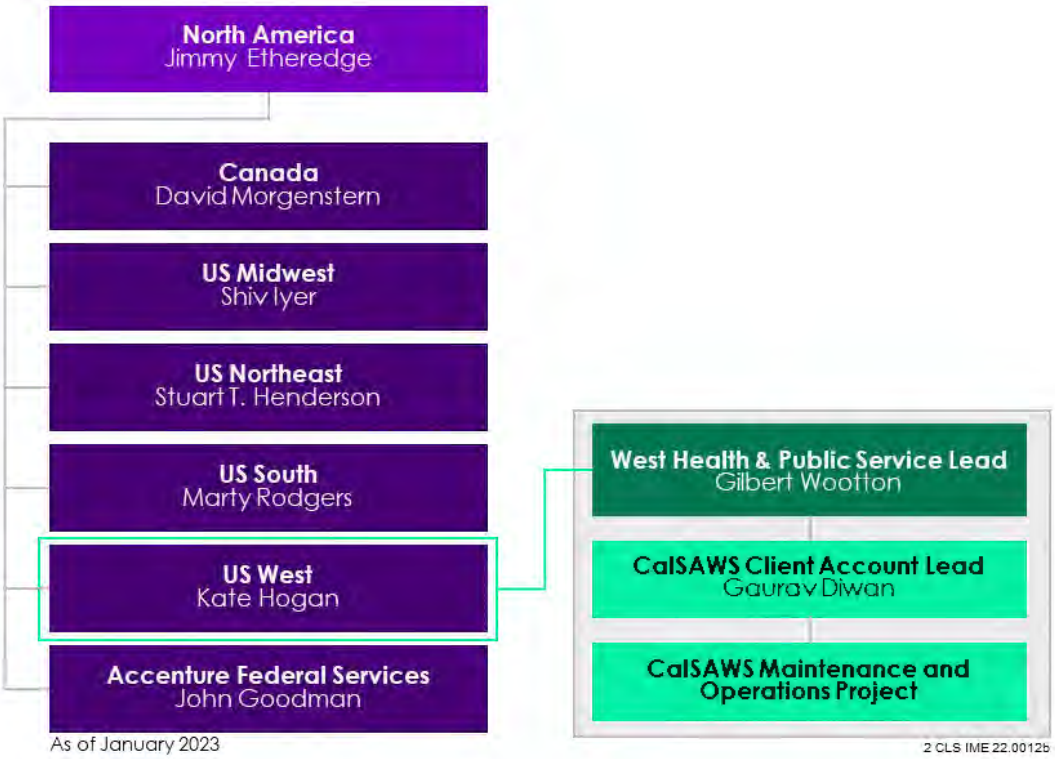

Figure 2-11. This project will be overseen by a California-based leadership team that has experience with public sector entities and the ability to lead people to deliver effectively.

2.1.5.3 Relevant Additional Information

The Contractor shall supply any additional information not already presented in this Section, which the Bidder believes to be relevant to the Consortium's assessment of the Contractor's experience with regard to the specifics of this RFP.

Our California Presence

While our reach is global, our focus is local. Accenture is proud to be a leading partner of California's government since 1989 and we have over 7,700 Accenture employees living and working in California. We have a shared history of getting projects done. We have helped bring to fruition dozens of projects including some of the largest and most critical systems in the State's public sector, such as C-IV, LRS, CalHEERS, Fi$Cal, CalVax and CalSAWS. Figure 2-12 shows Accenture's strong presence in California.

For over 20 years, Accenture has been partnering with the Consortium to create today's secure CalSAWS foundation. We have worked with you to serve the member counties' most vulnerable residents as the Prime System Integrator through the analysis, design, development, implementation, and ongoing maintenance and operations (M&O) phases across the Consortium's most critical projects which are now being combined into a single, seamless, cloud-based solution. Accenture currently serves as the prime M&O contractor for the 42-county CalSAWS system and Prime System Integrator for migrating the remaining 16 CalWIN counties. Together, we have evolved—always flexing fast to navigate bumps on the journey and adapt as your needs and programs have changed.

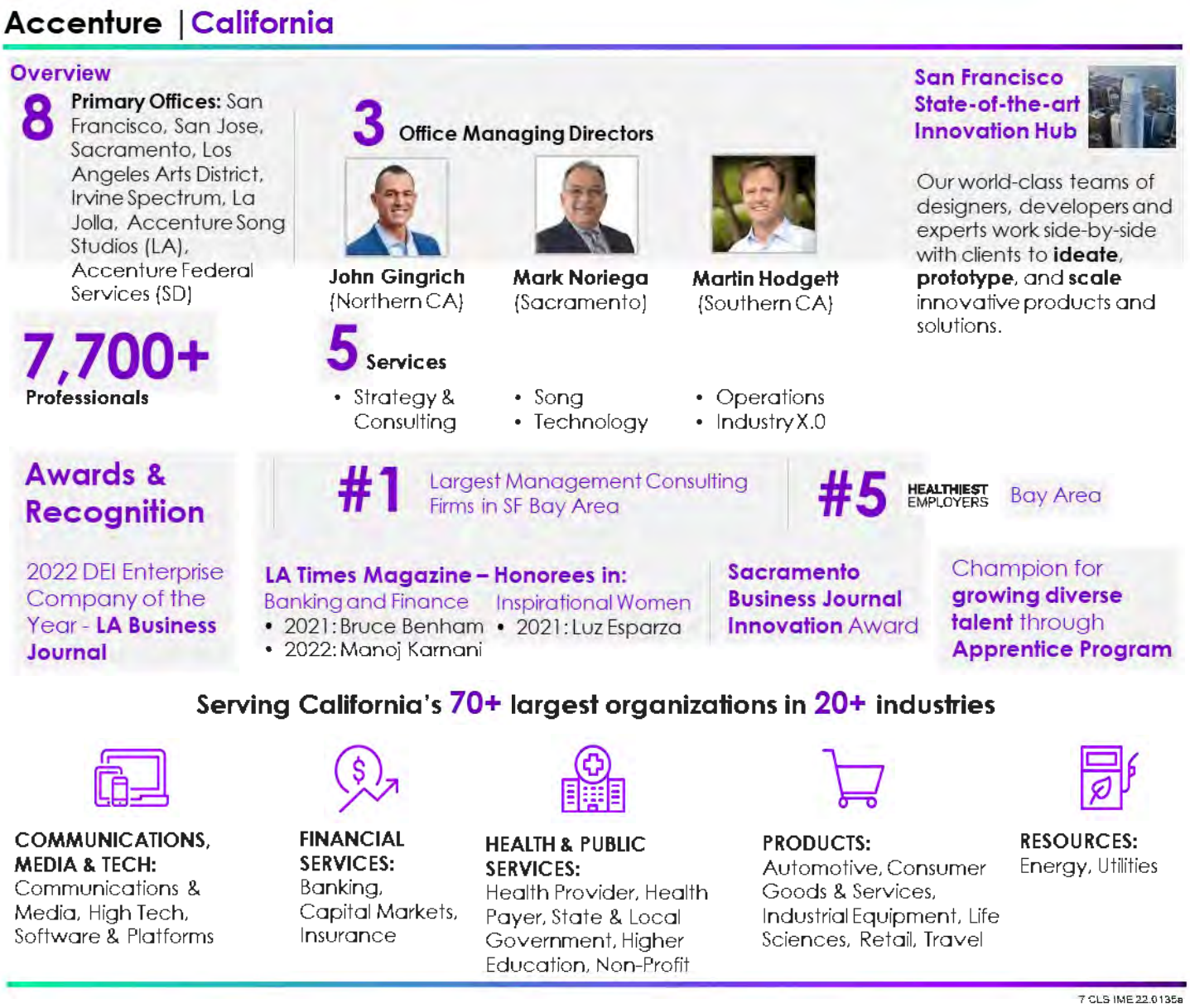

Figure 2-12. We will draw on our extensive network of California offices and the expertise of our more than 7,700 California-based employees.

Our long-term relationship and commitment to government and educational institutions in California has enabled us to understand the demands, challenges, and aspirations faced by the Consortium.

CalSAWS Experience

For over 22 years, our people have worked with you to deliver many mission-critical applications to California counties—including CalSAWS, C-IV, LRS, and C4Yourself—that have served county users. Our relationship is one of the longest tenured relationships within Accenture. Like all relationships, ours has evolved over time and will continue to strengthen because of our commitment to your mission.

We have grown our partnership with the Consortium, and its predecessor consortia over the past two decades to be trusting, collaborative, and transparent. During this time, we have collaborated to serve the member counties and their most vulnerable residents as the Prime System Integrator through the analysis, design, development, implementation, and ongoing maintenance and operations (M&O) phases across projects like CalSAWS, C-IV, LRS, and C4Yourself.

We bring deep knowledge of how CalSAWS was built and operates. We led the team that built this world-leading benefits system. We built the foundation and can accelerate the shift to digital—at scale. We have been part of the Consortium and counties DNA from Day 1—for 20+ years. Since we wrote the eligibility systems and know them inside out—we will not be starting over.

Accenture is proud to partner with the Consortium to expand the CalSAWS system to ultimately serve 58 counties—the second largest social services agency in the country and the first statewide, unified solution for an agency this size in the United States. With the Consortium, we will offer a consistent experience for Californians statewide and provide one system solution for the entire State.

Cloud Implementation

To migrate the solution to the cloud, CalSAWS and Accenture wanted to confirm that AWS would be a viable platform for the short-term migration project of LRS and for long-term use powering the statewide CalSAWS application. In collaboration with AWS and the Consortium's advisor, McKinsey, Accenture quickly performed a cloud proof of concept to assess potential capacity bottlenecks. The results confirmed that the AWS Cloud could support migration and cloud-based use of the first of three legacy systems without significant changes.

It also confirmed that while AWS could host CalSAWS, several changes would be required to deliver the needed capacity. To migrate LA County's system into the AWS cloud, the team accomplished the following:

- Created a scalable and secure infrastructure for the system
- Migrated the primary 10-terabyte database and numerous ancillary databases
- Migrated more than existing 15,000 County users to the AWS Cloud

Additional California Experience

Accenture has also partnered with various California counties to successfully deliver projects to support their resident needs. A few of these projects are highlighted on the following pages.

Enabling improved resident access and customer service in LA County

Client's concern

LA County Department of Public Social Services old legacy Customer Relationship Management (CRM) system was outdated, slow, and non-scalable, and required eligibility case workers to manually enter case information into the legacy system (LAGAN), causing delay in processing cases and calls, potential mistakes during manual entry, and outdated case information, and slowing the distribution of benefits to Angelenos.

How Accenture Helped

In January 2021, Accenture partnered with the LA County Department of Public Social Services (DPSS) to upgrade four of their customer service call centers (CSC)s. Accenture replaced the existing ticket management system, LAGAN, by migrating and implementing a new Customer Relationship Management (CRM) system using components of the Salesforce Lightning Service Cloud Enterprise Edition Software. Go live for the new Salesforce-based systems occurred in September 2021, with enhancements continuing today.

Outcomes

Accenture implemented a Salesforce Service Cloud application for case management, created a user-friendly customer portal providing self-service options, built mobile and desktop applications to automate business processes, provided robust reporting and workflow processing, and integrated Salesforce Lightning Service Cloud Enterprise Edition Software with the Consortium's welfare benefits system (CalSAWS).

The new system embedded past case notes in a user-friendly format to give eligibility case workers easy access to case information and introduced SLAs to ensure faster response times and timely case resolution. The data could include a customer's basic contact information, their past and present purchasing history, as well as information on the interactions they had with business touchpoints that they met on their customer journey. All customer information could be found in one place, eliminating the need to access multiple systems, establishing new departmental efficiencies, saving case worker time, and better serving Angelenos seeking welfare assistance. The improvements to LAGAN are an example of Accenture's Customer 360-degree Value tenet: a singular comprehensive view of a customer's data.

Additional highlights:

- Accenture facilitated all project management activities.
- Accenture architected a modern CRM solution leveraging Salesforce and Amazon Web Services (AWS).
- The project included approximately 10 inbound and outbound interfaces with CalSAWS.
- The LA County DPSS CSC team worked closely with their CalSAWS counterparts to seamlessly integrate the two systems.
- The outcome was a "turnkey" contact center management and operations service to support DPSS staff and Customers.

Innovative virtual reality training improves welfare eligibility outcomes in San Diego County

Client's Concern

San Diego County wanted to address error rates in eligibility decisions that affected whether families received the essential benefits needed to access food, health care, housing subsidies, and other basic needs. The County recognized new case workers needed more experience to help them conduct interviews to validate eligibility for these vital programs. However, the County also understood it could take years for case workers to develop the necessary skills and experience to effectively complete the responsibilities of the role.

How Accenture Helped

To help reduce error rates in eligibility decisions, the County turned to Accenture to explore a new and better way to train case workers on the human side of social work. The County selected the award-winning Accenture Virtual Experience Solution (AVEnueS) to train case workers in a virtual environment using realistic scenarios. Together, we used AVEnueS to create an interactive, fully immersive, 360-degree virtual reality (VR) learning module focused specifically on eligibility that used immersive storytelling and experiential learning to reimagine strategies for staff development, screening, and recruitment. The training experience was unlike typical virtual reality because it used interactive voice-based, hands-free technology in simulations of real-life situations that case workers face in the field and office. The cloud-based conversation engine used machine learning and natural language processing (NLP) to recognize and interpret the case worker's questions and statements. The result was an incredibly life-like experience that simulated what the case worker would experience on the job.

When new case workers completed an AVEnueS training module, they then participated in a seminar that brought case workers together to share their learnings, review their experiences and biases, and learn essential skills. These seminars were led through guided discussions and custom-learning curriculum, boosting case workers' abilities to inquire, observe, and interpret human behavior. Following AVEnueS training, case worker participants felt like they could ask questions to elicit more positive responses and remain respectful throughout their interactions with beneficiaries without sounding accusatory or insensitive.

Outcomes

AVEnueS training modules have improved the way case workers conduct eligibility intakes. Because San Diego County case workers use the CalSAWS eligibility system, this innovative approach can now be rolled out to all other counties to help them improve customer service for eligibility systems.

With the addition of AVEnues to its casework curriculum, the County with Accenture's support improved the ability of new and even more seasoned caseworkers to use question-style inquiries when communicating with county residents, reducing error rates in eligibility decisions. Over 90-percent of AVEnueS participants have reported the training improved their skills in engaging individuals and provided a realistic expectation of their new role and responsibilities. Equally impressive is that 100% of AVEnueS training participants said they would recommend the experience to a coworker.

Putting people at the center for San Francisco Human Services Agency (HSA)

Client's Concern

San Francisco Human Services Agency (HSA) helps individuals, families, and communities, with services including food, health care, finances, employment, childcare, and safety/protection. HSA sought a qualified racial equity training consultant for the agency's executive leadership and program directors to specifically provide racial equity coaching and leadership development to over 70 HSA executives, board, and commission members. Their goal was to facilitate deep dialogue on race, share a common understanding of equity, and to develop critical inclusive leadership skills.

How Accenture Helped

From January to April 2022 Accenture and the 3:08 Collective partnered with HSA to create meaningful impact through deep dialogue on racial equity, beginning with an exploration of identity, race, and trauma, followed by an examination of how we use power responsibly, and ending with courageous actioning and goal setting. We partnered with an external minority-owned agency, 3:08 Collective, to reframe difficult conversations around diversity, equity, and inclusion (DEI) data into meaningful opportunities to learn and connect in shared spaces with the HSA employees. Rather than focusing on shifting metrics, we focused on shifting mindsets, awareness, and behaviors, and in a psychologically safe setting.

Outcomes

These types of inclusive trainings foster improved and open dialogue, greater understanding, and allow us a path forward in a more cohesive and trusting way. By centering on humanity, equity, and accountability, we were able to educate and build awareness for 60+ leaders and commissioners of the City of San Francisco, who in turn impacts tens of thousands in our community. Lessons learned from this open dialogue, as well as our collaboration with the 3:08 Collective, have been applied to future inclusion and diversity trainings, and to inspire others in the public service space nationwide.

Accenture Innovation Program

Innovation is at the heart of what we do; we define it as "the delivery of new ideas that add value." Showcasing new technologies, generating new ideas and discussing future strategy are all important parts of moving forward. Accenture sees innovation as the broader journey as the business goes on, to enable it to continue to change over time, moving ideas through to implementation. From incremental improvements to entirely new business models, we aim to help our clients create new value in their specific context and at a pace that works for them.

Award-winning CalSAWS Innovation Program

Accenture strives to keep CalSAWS future-ready at the forefront of welfare. Wherever welfare is heading over the next 20+ years, we will be with you, continuously innovating to keep CalSAWS at the leading edge as the world's flagship welfare system. In 2021, to formalize our innovation approach within CalSAWS, we revamped the CalSAWS Innovation program—and based it on the popular entrepreneurial-themed TV show called Shark Tank. The success and learnings from this program directly influence our proposed next iteration of the innovation program for CalSAWS. This program was recently recognized by the American Public Human Service Association (APHSA) IT Solutions Management for Human Services (ISM) as a 2022 winner for Collaboration Across Boundaries!

CalSAWS Innovation program

- Completed two rounds of competitions with 150 submitted ideas, 10 pitches, six pilots
- Two ideas scaled statewide into the CalSAWS program

We hold an innovation event every quarter, in which the Consortium identifies the business challenge they want to address, which becomes the theme for that quarter's event. We invite people from across Accenture, the Consortium, CWDA, other vendors, and the counties to submit innovative ideas that address the chosen business challenge. Accenture and the Consortium then select the top five ideas to be pitched at the innovation event, and five teams comprised of Accenture and county members and other SMEs develop their ideas in a series of design thinking workshops. The teams define their prototypes in these workshops and craft their stories into a pitch which is then presented at the innovation event. At the end of the event, one or more projects are chosen to be prototyped, and Accenture funds a three-month proof of concept (POC) in the chosen county where we implement and test the design.

The results of each POC are shared at the next quarterly innovation event, which includes County recommendations to continue the program and/or scale the technology statewide. The Innovation Program has galvanized ingenuity and creativity across the ecosystem to transform the CalSAWS culture into an environment that fosters innovation, promotes new technologies, and rewards people for creating ideas that benefit customers and County staff.

Accenture Innovation Hubs

We invest in innovation within our business through investments in research and development (R&D), thought leadership, assets, and capabilities. Accenture Research identifies key technology and business trends, and we invest in building our capability and know-how around these new technologies through our partnership with the start-up ecosystem and our R&D projects in Accenture Labs and Studios. We then bring this innovation at scale to our clients through our innovation centers and delivery centers. Our seven technology labs situated in Silicon Valley, Washington DC, Sophia Antipolis, Bangalore, Beijing, Dublin, and Israel and the network of innovation centers in the Accenture Innovation Center Network (ACIN) help our clients develop an innovation agenda through over 100 innovation client workshops per year.

West Innovation Hubs

The *San Francisco* Innovation Hub is the *global epicenter of emerging technologies and innovation*. Whether exploring the limitless *possibilities of the Metaverse*, or creating a *more sustainable world*, this hub is a place for our clients to imagine their future growth through technology and innovation.

The *Seattle* Innovation Hub is the *one stop shop to innovation in the cloud*. We stitch together cloud's end to end grow and innovate journey for our clients.

We harness innovation through the research and development activities in the Accenture Labs, through

emerging technologies and big ideas. We work with our clients to use current technologies using Accenture Innovation Labs/Liquid Studio and bring the next generation of platforms/ideas to realization, illustrated in Figure 2-13.

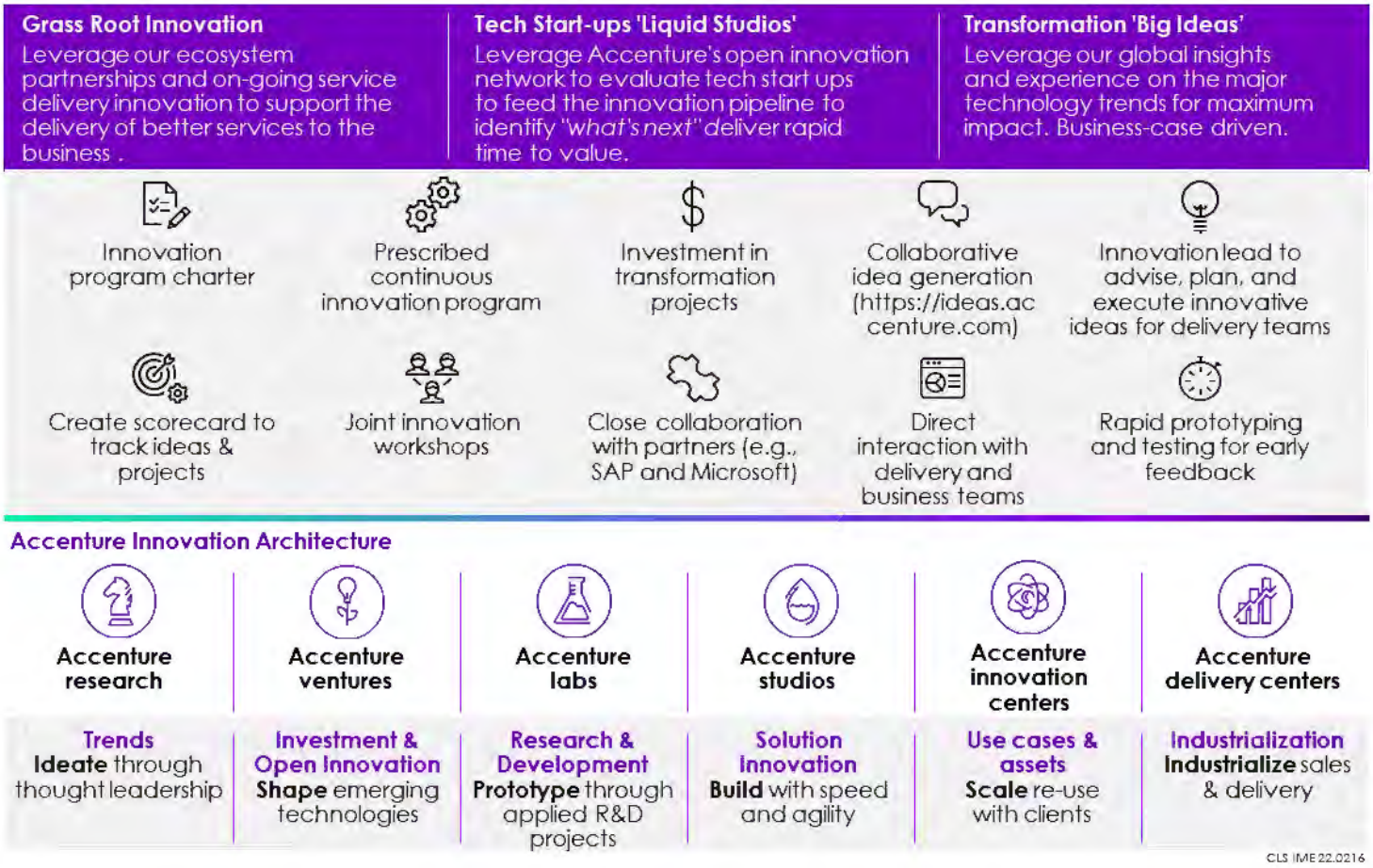

Figure 2-13. Accenture's Innovation Architecture brings next generation platforms and ideas to realization.

Our network of innovation architecture is the engine we use to provide fresh, hands-on innovation insights, ideas, and showcases practical applications based on broad experience and deep specialization. Each hub is home to multidisciplinary teams of designers, developers and other technology experts who work with clients to investigate, imagine, and bring to life new ideas. Bringing together Accenture's full suite of innovation capabilities, each hub taps the local talent technology ecosystem, including startups, universities, and industry leaders.

[redacted]

Accenture West Innovation Framework

We have conceptualized an innovation framework shown in Figure 2-14 that will help our key accounts in the west to evolve beyond one-time initiatives towards repeatable and scalable innovation programs. We believe that the closer we are to clients, the more value we can deliver to these accounts. Therefore, we embed dedicated innovation

resources for our key accounts, (including CalSAWS). They will focus on uncovering problems and driving the innovation agenda at the account.

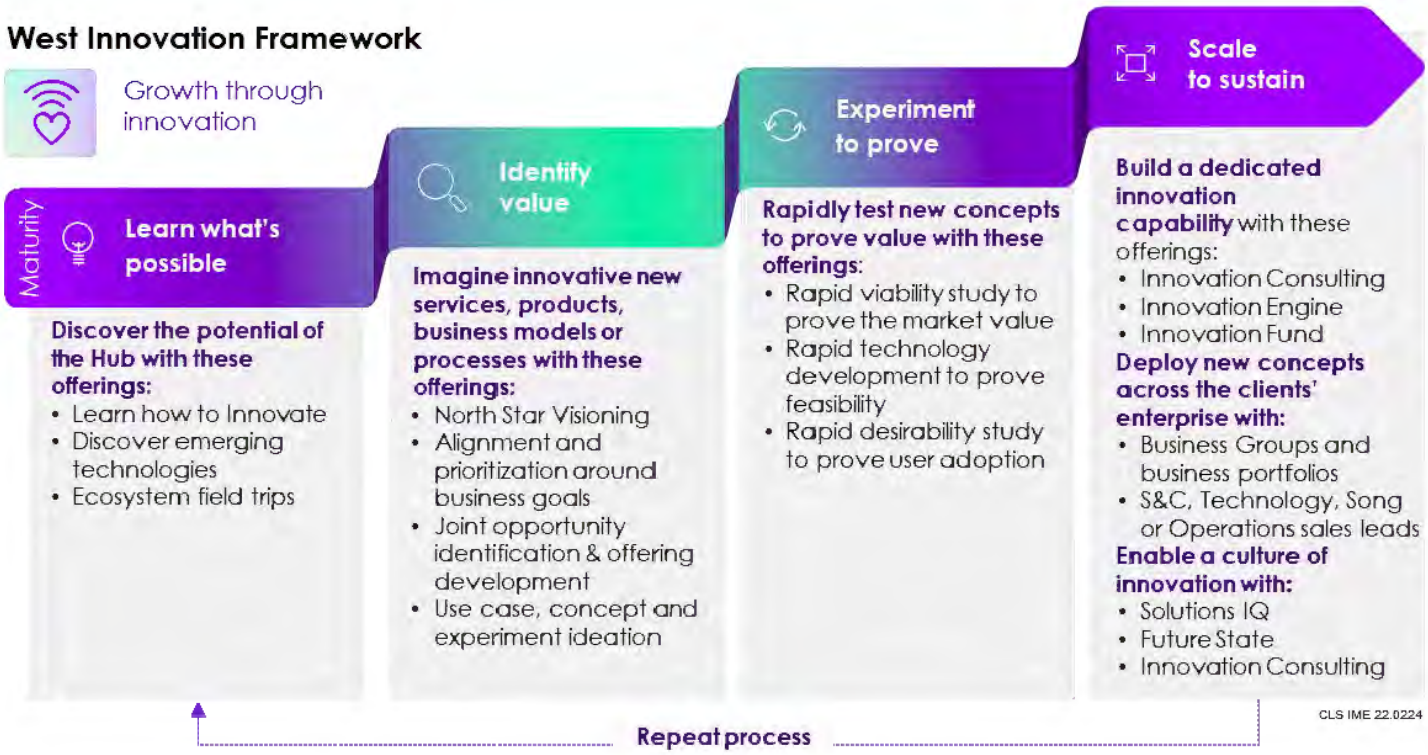

Figure 2-14. Our West Innovation Framework helps key accounts evolve beyond one-time initiatives towards repeatable and scalable innovation programs.

Accenture is a leader in innovation consulting

Forrester Research ranks Accenture as a leader in innovation consulting, as shown in Figure 2-15.

Figure 2-15. Accenture is on the front line of innovation consulting, bringing you the experience needed for Infrastructure success.

In fiscal year 2022, we continued to make substantial investments in creating innovative business and technology solutions. We invested $1.1 billion in R&D and now have a global portfolio of more than 8,300 patents and pending patent applications. We further invested $3.4 billion across strategic acquisitions to acquire critical skills and capabilities in strategic, high-growth areas of the market. Our clients benefit from our ongoing investment in research, ventures, labs, design studios and delivery centers. Most of that capital was to extend our capabilities in new technologies including blockchain, robotics, 5G, quantum computing and edge computing.

Accenture is at the forefront of the trends and techniques of today and has the structure and processes in place to deliver on the innovations of tomorrow (Figure 2-16). As an established leader in IT outsourcing, we combine the power of leading OEM partners—IBM, Oracle, Microsoft, AWS, Google and more—with our intelligence, innovation, and financial services industry capabilities to drive large-scale, platform-enabled transformation. As we have done in the past, we will continue to work with you to identify areas where we can bring value and accelerate innovation using Accenture industry assets, ecosystem partners, and our Innovation Labs.

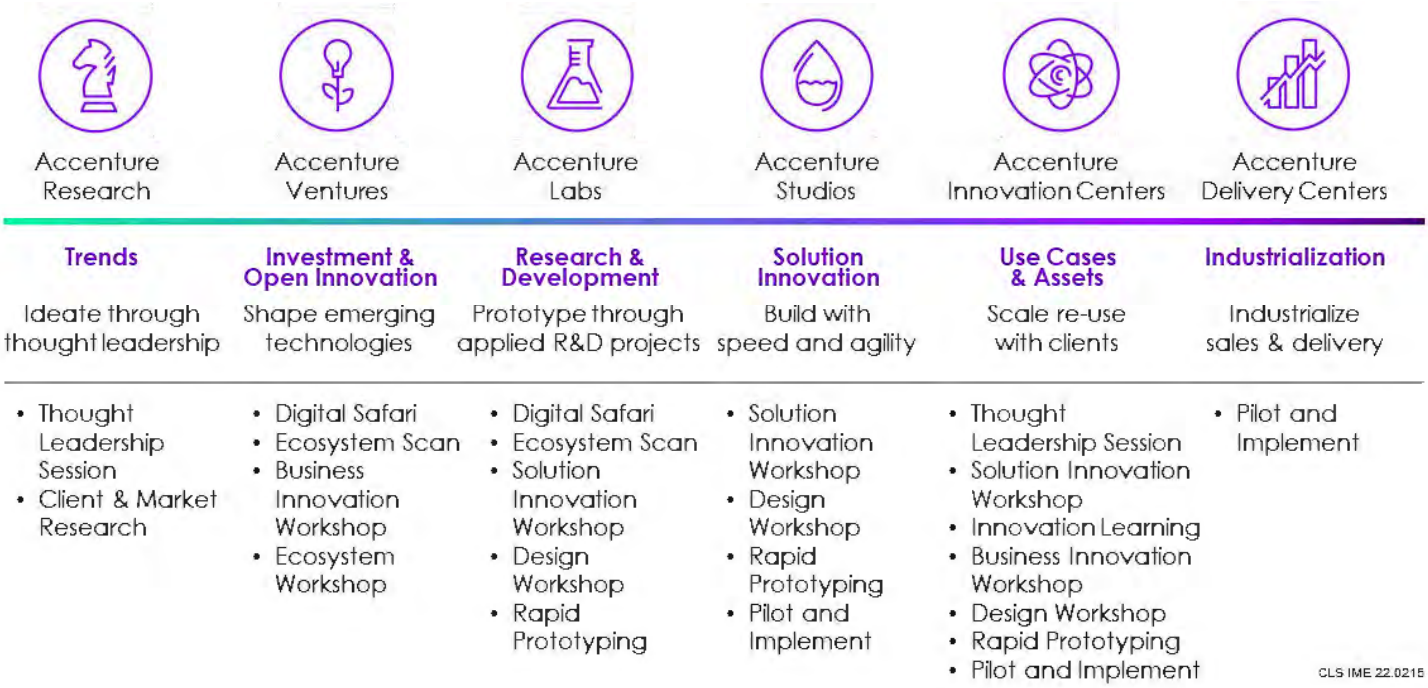

Figure 2-16. Accenture's Innovation Architecture drives large-scale, platform-enabled transformation.

Integrated Eligibility (IE) Experience

Accenture is an Integrated Eligibility Pioneer with proven performance on delivering "Firsts". We will leverage our 35-year track record of successfully transitioning, operating, and providing efficient maintenance and enhancement support for integrated eligibility systems for this project. This experience is represented in Figure 2-17.

We have implemented and operated 16 integrated eligibility and enrollment systems in the past three decades, including those that serve complex jurisdictions across the country. Our integrated eligibility experience encompasses Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Child Care, Employment Services, Food Assistance Employment and Training, Low Income Energy Assistance Program (LIEAP), Automated IV-E Eligibility, and medical assistance programs, including Medicaid (MAGI, E&D, and LTC), CHIP, AIDS Drug Assistance Program (ADAP), and additional state-funded programs. We are driven by our approach to partner with our clients and provide lasting support to their communities.

Figure 2-17. Accenture brings you extensive experience working with multiple state agencies for the maintenance and operations of IE systems.

Our breadth of IE system experience across the nation is notable. Our state and county partners know we are the right partner for complex, mission-critical systems because we not only bring breadth of experience and thought leadership, and an undistracted focus on them and their unique needs. We are proud to call the following list of states our partners where we actively support their IE case processing systems and unique state initiatives. Table 2-5 reflects where Accenture is focused within the integrated eligibility domain.

State	Projects	Residents Supported
California	Medicaid, TANF, SNAP, Childcare	11 million
Ohio	Medicaid, TANF, SNAP, Childcare, P-EBT	3.3 million
North Carolina	Medicaid, TANF, SNAP, Childcare	2+ million
New York City	Medicaid, TANF, SNAP	2+ million
Arizona	Medicaid, TANF, SNAP	1.9 million
New Mexico	Medicaid, TANF, SNAP Contact Center Medicaid, TANF, SNAP Customer Portal (planned for Spring 2023)	1+ million
Tennessee	P-EBT	902,000
Kansas	Medicaid, TANF, SNAP, Childcare, P-EBT	720,000
Washington	P-EBT	600,000
Iowa	Medicaid	500,000

State	Projects	Residents Supported
Idaho	Medicaid, TANF, SNAP	340,000

Table 2-5. Accenture's IE state network is far reaching, giving us the experience to partner with the Consortium for the next phase of CalSAWS.

The hundreds of Accenture California employees bring more than 10,000 collective years of California Integrated Eligibility experience. Because we built the system, we know precisely how it operates. Our team has a deep understanding of the technology architecture and processes, plus a detailed working knowledge of California's regulatory frameworks. We understand the requirements of the 58 counties and how to manage the complex interplay between all parties while collaborating smoothly in a multi-vendor environment. Therefore, we believe we are the right vendor to help CalSAWS accelerate into the digital phase of our journey.

Work in Community

As the digital era presents immense opportunities and unforeseen risks, we are finding new ways to apply technology to create positive and lasting impact in our communities. Our Corporate Citizenship approach is driven by our overarching theme "Skills to Succeed" and is delivered through our business in collaboration with clients and not-for-profit organizations. It is embedded in our core values and a fundamental part of our culture.

Together with our partners, clients, and communities, we aim to solve complex problems, including closing employment gaps through our global Skills to Succeed initiative. Through Skills to Succeed, we provide employment and entrepreneurship opportunities alongside our partners. We have equipped more than 5.8 million people worldwide with the skills to make substantive improvements to their lives. We are continually evolving Skills to Succeed to meet changing market needs and support people throughout their career journey—from young students to new graduates to more experienced workers.

In California, we are dedicated to doing valuable work in our local communities.

L.A. Works – Volunteering in Vulnerable Populations: 2000-present

For more than 20 years, volunteers from our teams have been actively working together to support L.A. Works, the premier volunteer action center in Los Angeles. Together, they have been involved in numerous frontline activities to support some of the city's most vulnerable people, while also raising funds to help address a wide range of key issues. We're immensely proud that, as one team, we're continuing to make a significant, visible, and lasting contribution across the greater Los Angeles community.

What Our Clients Say...

L.A. Works is grateful for the support of our longtime corporate sponsor, Accenture. For more than 20 years, Accenture volunteers have been dedicated to serving Los Angeles and advocating for some of our most vulnerable communities. As frontline volunteers, they have helped beautify schools, pack meals for food insecure, and advocated for unhoused Angelenos. Their commitment to the most critical issues has helped make a more equitable city for us all. Thank you, Accenture team, for putting Los Angeles first.

— Deborah Brutchey,
Executive Director, L.A. Works

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What Our Clients Say...

With 20 years and counting, Accenture is the longest consecutive corporate donor to L.A. Works, having donated over $150,000 and countless hours to help address some of our city's most pressing issues. Accenture's sponsorship of our major initiatives like MLK Day of Service, the 30th anniversary food insecurity campaign, and L.A. Works Day, as well as the board participation of Accenture Managing Director Lulu Fou, have helped position them as a leader in the volunteerism.

— Kristin Wygal,
Board Chair, L.A. Works

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Chrysalis—Changing Lives through Jobs: 2013-present

For nearly 10 years Accenture has been a valued partner of Chrysalis—a non-profit organization offering free services to help people prepare for, find, and keep jobs. Since 2013, Accenture has donated more than $200,000. This has helped to support people navigating barriers to the workforce by offering a job-readiness program, individualized supportive services, and paid transitional employment. Accenture employees have also provided hundreds of hygiene kits for Chrysalis clients over the years.

What Our Clients Say...

Over much of the past decade, Accenture has provided vital funding and leadership for our Employment Program. The foundation's Skills to Succeed program closely aligns with our work to help clients find and retain quality and life-sustaining employment and we are happy to have Lulu and Accenture on our team.

— Mark Loranger,
Chrysalis' President & CEO

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In addition to financial and in-kind support, for the past decade, Accenture executives have served on the Chrysalis board of directors. Lulu Fou, an Accenture Managing Director with 20 years of experience with CalSAWS, C-IV, and LRS, joined the board in 2018 and has provided strategic leadership as well as advocacy within Accenture for the work Chrysalis does. Lulu and her team provided significant pro bono support in 2019 as Chrysalis embarked on the transition of its case management system to the Salesforce platform, helping to mentor a program manager and assist with the discovery process. Furthermore, Chrysalis hosted a group of Accenture employees for a day of service, during which they toured Skid Row and the downtown program site, helping a group of clients to create resumes and practice their interview techniques.

Sacramento Backpack Drive: 2013-2019

Backpack drives have been another fun way for our teams to join forces over the years to give back to the local communities. Organized by the Sacramento Food Bank and Family Services, each event would see our volunteers form an assembly line to fill bags with crayons, pencils, notebooks, and other essential school supplies to prepare students for the year ahead.

Sacramento Children's Home: 2010-2018

For almost a decade, volunteers from our team got together to take part in an annual holiday charity drive organized by Sacramento Children's Home, a non-profit benefiting low-income and poverty line families and children. Those who participated chose a children's star and contributed to fulfilling a wish list of that child's needs. The supplies, which typically included popular items like toys and clothes, were then provided to the Sacramento Children's Home for distribution to children in need.

Additionally, we engage with nonprofit organizations through employee volunteering, board participation, and pro bono efforts as illustrated in Figure 2-18.

Accenture | Community Engagement

Academic Partners:
- California State University, Chico& East Bay
- Claremont Colleges
- Cristo Rey High School
- CSU Los Angeles
- CSU Northridge
- CSU Long Beach
- Los Rios Community College District
- Sacramento State University
- Santa Clara University
- San Francisco State University
- San Jose State University
- Stanford University
- STEM Advantage
- University of California, Berkeley & Davis
- University of California, Davis
- University of California, Irvine
- University of California, Los Angeles
- University of California, Riverside
- University of California, San Diego
- University of La Verne
- University of the Pacific
- USC
- Whittier College

Business Organizations:
- Bay Area Council
- California Life Sciences Association
- California Chamber of Commerce
- Greater Sacramento Economic Council
- Healthcare Businesswomen's Association
- Joint Venture Silicon Valley
- Sacramento Metro Chamber of Commerce
- San Francisco Chamber of Commerce
- Silicon Valley Leadership Group

Community & Non-Profit Partners:
- AbilityFirst
- AI4ALL
- ALPFA
- American Red Cross Silicon Valley
- America on Tech
- APLA Health
- Back on My Feet
- Best Buddies California
- Bridges from School to Work
- Brotherhood Crusade
- Center for Employment Opportunities
- Chrysalis
- City Plants LA
- Covenant House California
- Downtown Women's Center
- Dress for Success San Francisco & Silicon Valley
- Farming Hope
- First Graduate
- Foundation for Women Warriors
- Genesys Works Bay Area
- Golden Gate National Parks Conservancy
- GRID Alternatives
- Homeboy Industries
- Human-IT
- Junior Achievement Northern California
- Jewish Vocational Services
- KIPP Bay Area
- LISC-International Rescue Committee
- Los Angeles LGBT Center
- Los Angeles Waterkeeper
- Los Rios Colleges Foundation
- Minds Matter San Francisco
- National Veterants Transition Service Inc./ Reboot
- Orange County Coastkeeper
- Reading to Kids
- Refuge for Women
- Riordan Programs
- Rising Sun Center for Opportunity
- Sacramento Children's Home
- Sacramento Food Bank
- Sacramento LBGT Community Center
- San Diego Workforce Partnership
- San Francisco Baykeeper
- San Jose Library Foundation
- Sky's the Limit
- Stem Advantage
- StepUp
- The Roberts Enterprise Development Fund
- The Nature Conservancy
- Tree San Siego
- UniteLA
- United Way
- Upwardly Global
- Women's Empowerment
- Working Wardrobes

Tech Organizations:
- Community Tech Network
- Computer History Museum
- The Tech Interactive
- Women Who Code Silicon Valley

Strategic Boards & Committees
- America on Tech
- Back on My Feet
- Chrysalis
- LA Business Council
- LA Chamber of Commerce
- L.A. Works
- San Diego Chamber of Commerce
- Southern CA Leadership Council
- UC Irvine - Center for Digital Transformation
- SPUR

23,000
Volunteer hours

2,000
Volunteers

6
Pro Bono Projects

7 CLS IME 22.0135b

Figure 2-18. Accenture is dedicated to giving back to the community in California.

In addition to doing good in our local communities, we are also committed to reducing our environmental impact, demonstrated by our ISO 14001 certification that highlights that we take an active role in limiting negative impacts that could arise from our operations. Accenture has been globally certified since 2009.

Inclusion and Diversity

At Accenture, our people are our largest and most important investment. We celebrate the diversity of ideas, opinions and contributions that may be influenced by a variety of ethnic backgrounds and can improve the way we work together and deliver services to our clients. For the Consortium, our diverse workforce brings with it a broader skill base, creativity, and innovation—bringing you improved business results. Accenture aims to provide our people with the resources and training to work effectively across cultures—both virtually and face to face. Our leadership imperative is clear: Create the future workforce—now.

What Our Clients Say...

I appreciate working with colleagues that are hard-working, dedicated and who appreciate diversity in the workplace.

— Renee Gustafson, Medi-Cal & CalHEERS Design Lead

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CalSAWS IDEA Initiative

The Inclusion, Diversity and Equity Advancement (IDEA) team at CalSAWS was created in 2019 with the mission to promote a visible commitment to diversity, equity and inclusion that guides our behaviors and business strategies in a manner that maximizes our ability to respect differences of employees and communities we serve. The first IDEA pillar, "Being the Change" was prompted by the recent scale of recognition to social injustice and systematic racism in the U.S. Along with many other well-respected organizations, CalSAWS' leadership recognized the need for underrepresented groups to feel included.

Using user-centered design, a group of 25 diverse employees participated in collaborative sessions to develop intentionally inclusive initiatives that will advance diversity, equity, and inclusion (DEI) at CalSAWS. The vision for the future of IDEA is to enhance, modify and transform the DEI culture at CalSAWS with the intention to cultivate a supportive and inclusive work environment while fostering equity and opportunity for all groups, leveraging agile and innovative methodologies. Expansion of IDEA will incorporate more voices from diverse groups to maximize our ability to respect differences of the employees and communities we serve.

Some of the programs supported by IDEA are provided in Figure 2-19.

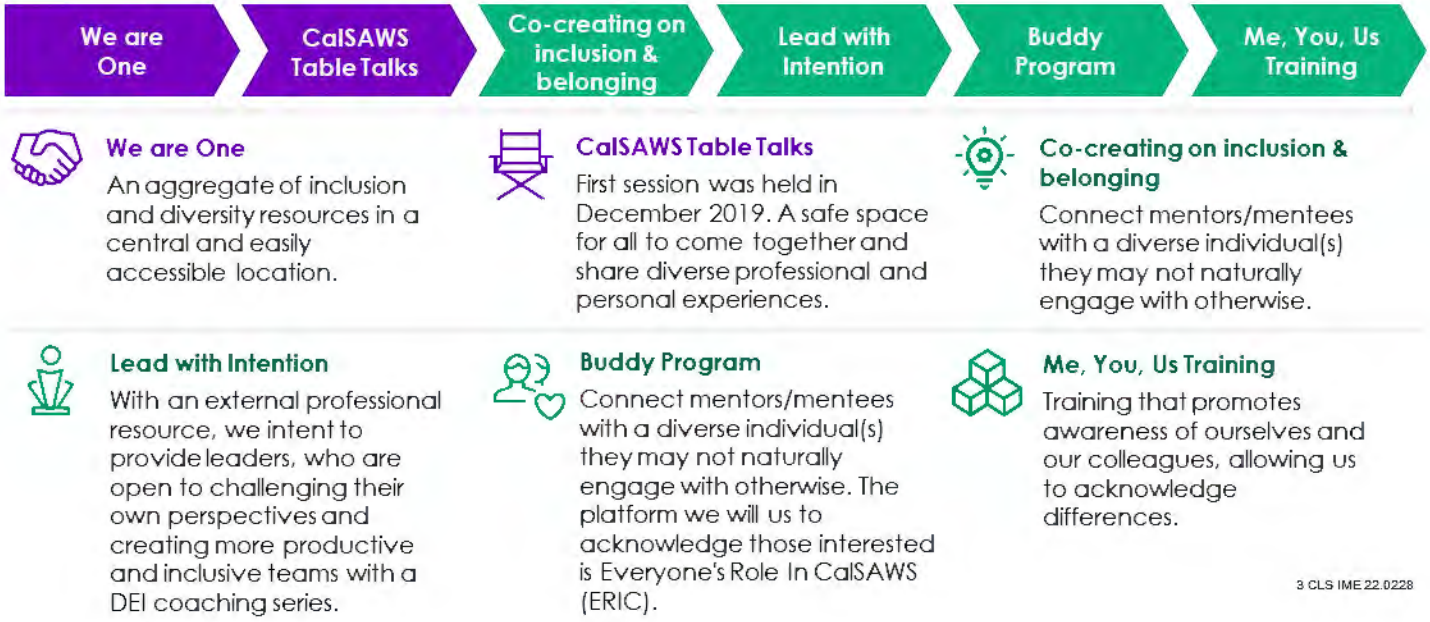


Figure 2-19. IDEA initiatives foster an environment of inclusivity and diversity.

Accenture's commitment to Inclusion and Diversity

We continue our commitment to diversity with the aim that every one of our people has a full sense of belonging within our organization. As a business imperative, every person at Accenture has the responsibility to create and sustain an inclusive environment. Our leaders around the world, including members of our Global Management Committee who sit on the Accenture Diversity Council, have helped shape our five Inclusion & Diversity global priorities: cross-cultural diversity, ethnic diversity, women, lesbian, gay, bisexual, and transgender (LGBT), and persons with disabilities.

In September 2020, our CEO and entire Global Management Committee reaffirmed our stand against racism and commitment to equality for all—with zero tolerance for discrimination, bigotry or hate of any kind—by announcing new actions to support ethnic and racial diversity. We set new external goals to increase race and ethnicity representation by 2025 in our workforce overall and among managing directors in the United States, the United Kingdom, and South Africa and increased our community investments to support economic inclusion.

Accenture has been recognized as number one on DiversityInc's 2022 Top 50 Companies for Diversity list—a recognition that also welcomes the company into its Hall of Fame. This marks the 16th consecutive year DiversityInc has recognized Accenture in the United States for the steps it has taken to create an inclusive and equitable culture. In 2022 we were also the highest scoring company on the Bloomberg Gender-Equity Index, our fifth consecutive year to be included. We are proud to be leaders among our peers when it comes to inclusion and diversity.

Figure 2-20 illustrates our wide view of diversity.

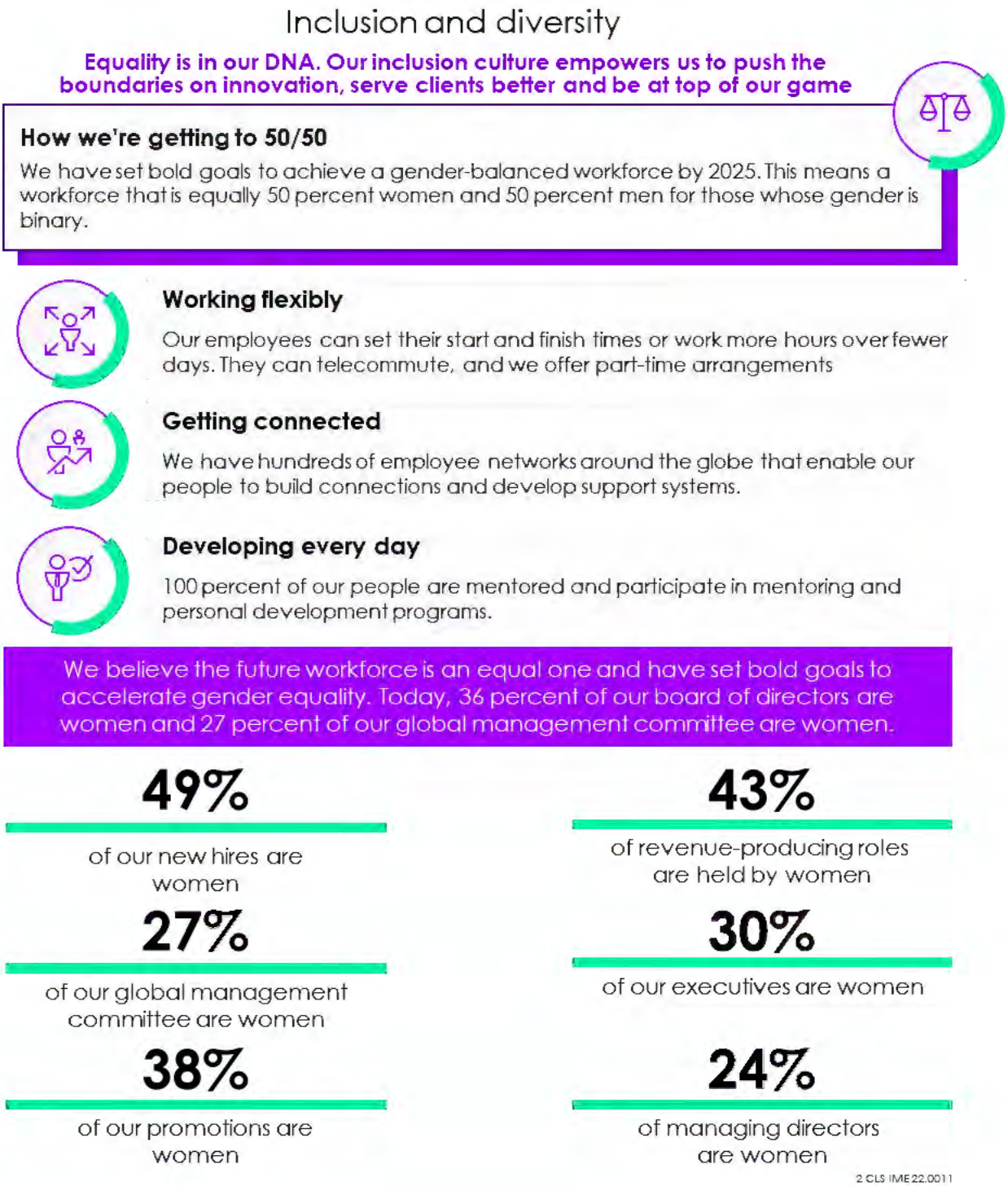


Figure 2-20. We recognize the importance of intersectionality to our people and seek to accelerate equality for all where everyone feels they belong.

Embedding Sustainability in Delivery for CalSAWS

Why should we include Sustainability in CalSAWS?

We understand how important the goal of achieving carbon neutrality by 2045 is to the State of California. We have gone through the State's climate and sustainability goals in detail and would like to work toward achieving the State's blueprint to climate commitment.

"As the fifth largest economy in the world, California State has an outsized role in demonstrating to other states and countries that a clean energy future is not only possible, but beneficial to the well-being of its residents and the economy. Moving to a clean electric grid is a foundational step that will unlock and support economywide opportunities to achieve carbon neutrality and address the most catastrophic impacts of climate change.

The State now aims to achieve carbon neutrality by 2045 and net negative emissions thereafter"

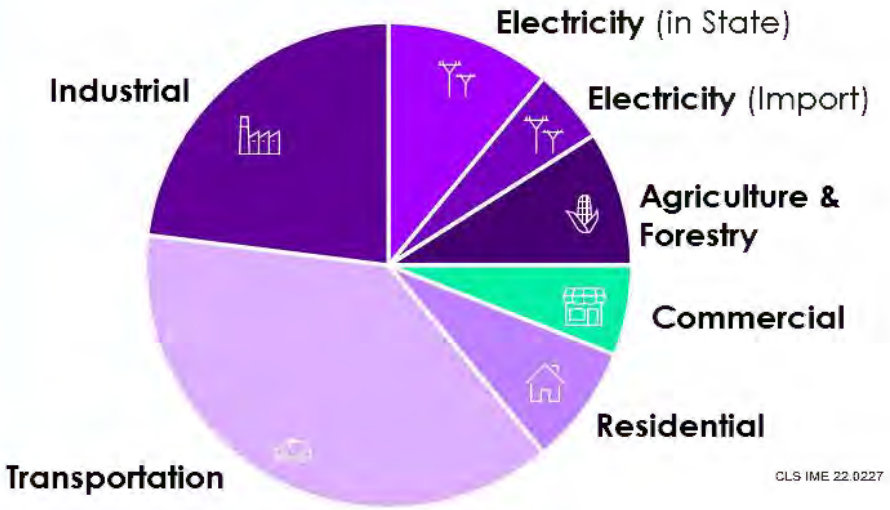
Reference: Senate Bill 100 Joint Agency Report (California Air Resources Board, California Energy Commission, and California Public Utilities Commission): Charting a path to a 100% Clean Energy Future, California Energy Commission. Gavin Newsom, Governor, March 2021.

1. California's Climate and Sustainability Goals:

485k	100%	$3B+	40%	100%
Clean Energy Jobs[1]	California's Clean Energy Commitment by 2045[2]	in Annual State Capital Support[3]	GHG Reduction Target by 2030[4]	Light-Duty ZEV Sales Target by 2035[5]

Reference: https://business.ca.gov/industries/climate-and-clean-energy/

Current California GHG Emission Inventory Data: 2000-2020 GHG Inventory (2022 Edition)



Reference: https://ww2.arb.ca.gov/ghg-inventory-data; California's annual statewide greenhouse gas (GHG) emission inventory is an important tool for establishing historical emission trends and tracking California's progress in reducing GHGs.

2. The California Blueprint for Climate Commitment:

As part of the biggest climate investment in history ($53.9 billion), the California Climate Commitment, Governor Newsom's comprehensive plan is to protect Californians from the extreme effects of fires, drought, and heat; significantly reduce pollution, transition dependency away from big polluters and save Californian's money and create more prosperous communities.

Reference:https://www.gov.ca.gov/wp-content/uploads/2022/06/California-Climate-Commitment-.pdf?emrc=a1279a

How does the Application Evolution Transformation Solution for CalSAWS help in aligning to the State of California's Sustainability goals?

The CalSAWS System envisions an automated, integrated eligibility and case management system that supports key public assistance programs on a cloud-hosted architecture. Accenture has embedded sustainability in technology at the core of the proposed solution to migrate the existing application from the current monolithic architecture to **a modern, scalable, and dynamic cloud-native application architecture.**

Based on our long-standing engagement with CalSAWS, Accenture has embedded Green Software in delivery by assessing the existing application with select **Green Software offerings** from Accenture and the Green Software Foundation. We have **leveraged the resulting recommendations** along with the Software Carbon Intensity approach to propose **Green Software levers for potential CO2 reduction.**

The key Green Software recommendations that have been proposed in the Application Evolution Transformation Solution for CalSAWS are to architect the application to utilize cloud-native and PaaS services; use container-based and microservices approach to identify the fit-for-purpose runtime environment, without any code changes; leverage appropriate compression techniques for sustainable computing by applying relevant compression algorithms based on factors such as resource efficiency, size of file, data formats.

In addition, there are key **UI/UX recommendations that have also been incorporated** which are to create single page applications, where possible to deliver a human centric approach, with an app performance that is intuitive and interactive; adoption of Green Framework during the development of web applications by using React that typically saves about 60% to 80% of CO2 emissions (as compared to JavaScript); to implement Lazy loading that identifies resources as non-critical and loads as required; use of Agile methodology to minimize waste and maximize value. As part of the recommendations, approximately 30-percent of our proposed transformation team members are trained on green software principles and their adoption.

Finally, we have been able to estimate the Software Carbon Intensity score* for the "As-Is" CalSAWS application** which is 1.1grams CO2eq/user which equals:

19,550

miles driven by an average gasoline powered passenger vehicle

8,714

pounds of coal burned

**The Software Carbon Intensity (SCI) score provides a benchmark for the carbon emissions of an application. Please note the data used for calculating SCI Score was approximated and should not be reported as part of carbon accounting. The intent of the SCI score is to track and reduce carbon emissions across releases by applying the 3 key principles as mentioned in the SCI specification.*

***Based on analysis of Production env. and approximated for a year; excludes network and end user devices.*

Our goal is to work with the CalSAWS team and agree upon the Green Software levers to bring about energy efficiency, hardware efficiency and carbon awareness in alignment with the State of California's Sustainability goals to accelerate progress on 2030 climate goals and get to carbon neutrality no later than 2045.

Disclaimer: The current proposal does not include a cost for Sustainability components to be implemented; this can be made available upon request and in agreement with the CalSAWS team.

Leveraging diverse staffing to support our solution

To deliver a robust solution to the Consortium, Accenture has leveraged our strong network of partners with a core objective of helping CalSAWS continue as a sustainable, high-performance business while getting the most value out of technology investment. We have chosen our partners precisely aligned with CalSAWS's needs to add skills, technology, and insights applicable across Infrastructure and M&E.

Our team has been formed specifically for this project. Led by Accenture, our team comprises industry-recognized thought leaders responsible for strategic planning, transformation, cloud, cross-domain guidance, engineering, and quality control. We provide details on all our subcontractors on this project in Volume 1A, Infrastructure Business Proposal, Part 2, Section 2B Firm Qualifications.

Accenture's Commitment to Sustainability

At Accenture, we believe that sustainability needs to be at the core of every business. In line with the United Nations' Sustainable Development Goals, we define sustainability broadly to include environmental, social, and governance (ESG) issues, from transitioning to a zero-carbon economy to human rights to inclusion and diversity. In fact, we have made sustainability one of our greatest responsibilities, not because it's the right thing to do, but because it's one of the most powerful forces for change in our generation.

That's why we work to embed sustainability into everything we do, with everyone we work with, creating both business value and sustainable impact, enabled by technology and human ingenuity. Our approach includes making ambitious commitments that align with climate science and taking meaningful actions to reduce our environmental footprint, which helps to decrease our impact on our clients' emissions.

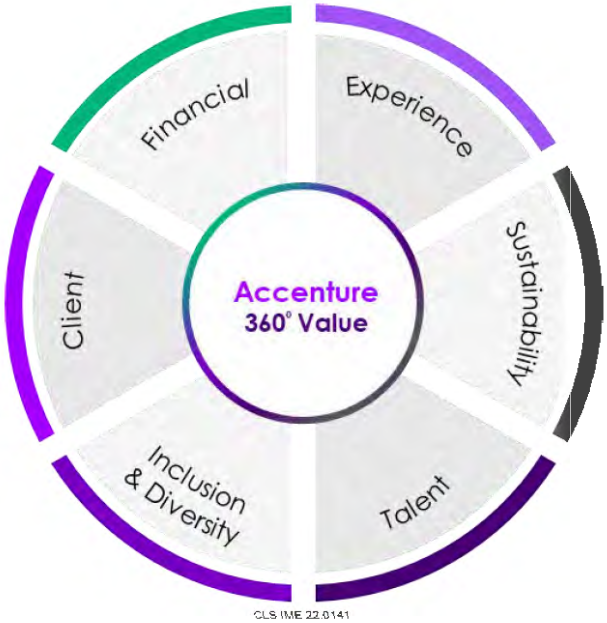


Figure 2-21. We strive to create 360° Value for all our stakeholders.

In addition, we work with our clients from strategy through execution to tackle their greatest sustainability challenges by reinventing their businesses at scale. And we encourage our suppliers and our people to take eco-positive actions, embed sustainability into all our products and services, and operate as an ethical business—helping to create a more sustainable world for all.

To help deliver on our commitments, our goal is to create 360° Value for all our stakeholders as illustrated in Figure 2-21 and Figure 2-22. This goal reflects our growth strategy, our purpose, our core values, and our culture of shared success. We launched our 360° Value Reporting Experience—a new way to share our progress on how we are creating this value. This comprehensive digital tool brings together all our environmental, social and governance (ESG) and financial metrics, progress, and performance in one place, measuring how we are doing against our goals.

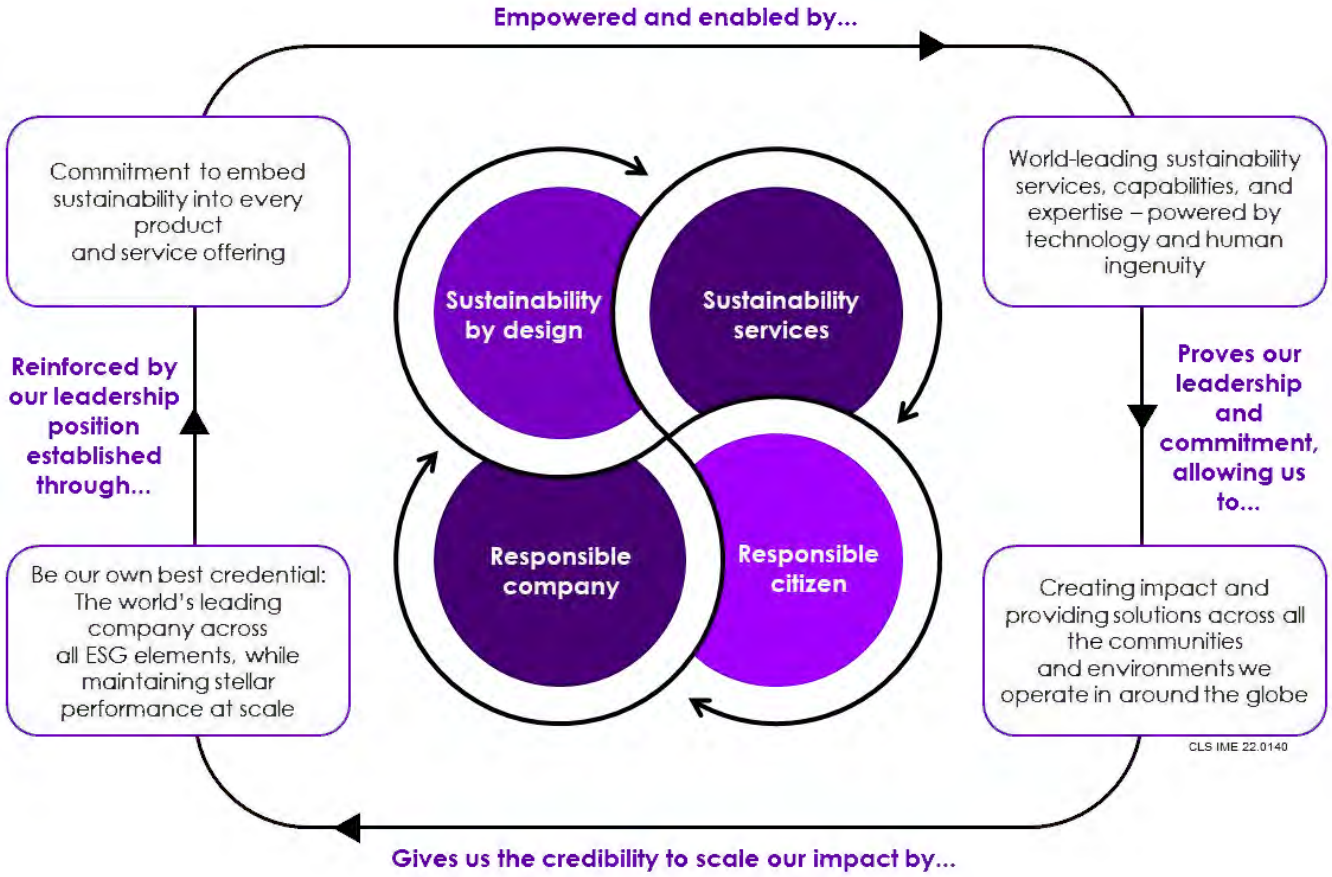


Figure 2-22. We work with clients to instill sustainability throughout our joint operations.

Our progress on reaching our sustainability targets so far is shown in Figure 2-23.

Figure 2-23. We are working towards our sustainability targets across all aspects.

Thought Leadership

Our commitment in this market goes beyond the effort we have put in to developing our Integrated Eligibility infrastructure and M&E offering. At Accenture, we understand that change is inevitable and increasing at a rapid pace. We take a proactive approach to identify innovative business and technology trends, teaming our talented researchers with our Innovation Network to develop and deliver cutting-edge thought leadership. Our work includes global, cross-industry projects and research that is focused on specific industries and/or geographies.

Collaborating with other health and human services (HHS) thought leaders

Accenture has been on the leading edge of HHS innovation for a long time. As illustrated in Figure 2-24, we collaborate with and support several industry associations, such as the American Public Human Services Association (APHSA), National Association of Public Child Welfare Administrators (NAPCWA), and the National Child Support Enforcement Association (NCSEA). Also, we sit on the Human Services Information Technology Advisory Board (HSITAG), which was founded in 1993 by a small group of private companies serving the Human Services Information Technology market. HSITAG has grown to include senior executives from more than 35 of the nation's leading companies that work with HHS organizations at all levels of government.

Figure 2-24. Accenture stays on the leading edge of health and human services (HHS) innovation by collaborating and supporting several industry associations.

We collaborate with our peers to encourage educational outreach between the vendor community and our federal, state, local, and non-profit partners; share innovation across programs; and offer guidance to improve the delivery of HHS programs.

Coming to one table for the Integrated Eligibility Multi-State Forums

For the past eight years, Accenture has organized an event to all our integrated eligibility clients called "The Multi-State Forum." The event brings together all our integrated eligibility clients to discuss market trends, innovations, lessons learned, and other relevant topics. Our clients always find this valuable because states come together and share ideas and experiences with their counterparts at other agencies across the US. This year's forum focused on relevant topics such as Customer Engagement, Behavioral Health Challenges, the future of work (attracting, developing, and retaining talent), and security. We were delighted to have the CalSAWS project participate again this year and share the story of our quarterly innovation challenges. We received positive feedback on this topic from multiple states, with one client saying the innovation challenges can give the county workers a mechanism to bring forward innovation ideas that can be brought to fruition through rapid prototyping (before scaling it) and get some visibility across our counties.

Investing in the health and human services (HHS) agency of the future

Over 10 years ago, Accenture realized no forum existed for HHS leaders to collaborate, share lessons learned, and discuss industry issues and trends. In response, we began our groundbreaking work in planning and conducting the nationally recognized Health and Human Services Summit, held annually at Harvard University. In collaboration with the Technology and Entrepreneurship Center at Harvard, Leadership for a Networked World, and APHSA, we convene HHS leaders to help them address challenges and seize opportunities to transform their organizations. The Harvard Summit focuses on leading and emerging real-world experiences that enable HHS agencies to deliver better outcomes and achieve a higher return on investment for taxpayer investments. As illustrated in Figure 2-25, each summit produces an annual report on industry issues and trends.

Figure 2-25. Each year, the Harvard Summit produces an annual report that focuses on improving outcomes and achieving a higher return on investment for taxpayer investments.

Public service experience through a new lens

Our 2022 survey of 5,500 consumers and 3,000 public service workers in ten countries highlights the unique experience requirements needed to deliver public services today. Not surprisingly, agencies are focused on compliance and outcomes, not on attracting and retaining customers. And they also have the additional challenge of delivering equitable services to diverse populations, often at times when people are in great need. The results of our survey point to a fresh approach to public service experiences. Agencies that combine digital technology and human ingenuity can deliver the fundamentals that people expect—simplicity, humanity, and security. That is how they can ensure that people get the services they need and are eligible to receive while building their confidence in government.

It makes sense that people would expect to connect with government agencies in the same ways they interact with consumer brands. While that may be the case in some situations, people want to experience government services within their personal contexts. Our research shows, public service agencies can deliver on people's experience expectations to completely reframe experiences around how people live.

Cloud continuum

Moving to the cloud is no longer an option, it's essential. Companies often view a move to the cloud as just a means to reduce costs, but there is far more to it than that. 'Continuum Competitors' use cloud as a future operating model, enabling them to innovate quickly and gain a competitive edge. They adopt up to 80-percent more technologies and deliver better outcomes. Outpacing their peers, they benefit from a 1.2x -2.7x greater cost reduction.

Accenture's four winning cloud approaches

- Know where you want the continuum to take you.
- Establish cloud practices to support and augment your technologies.
- Accelerate innovation to deliver exceptional experiences.
- Provide continuous strategic commitment

Accenture Technology Vision

The Accenture Technology Vision, released annually, outlines the key tech trends leaders must embrace to forge a better future and offers some interesting examples of industries where conventional business ideas have been upended. These signature publications focus attention on what Accenture aims to be most famous for: our growth priorities and our annual technology, business, and human visions.

Throughout FY21, technology proved its value like never before. It enabled new ways of doing business and interacting with customers, and it boosted employees' wellbeing and engagement. As companies shifted from reacting to the crisis to reinventing their future, we launched a report called "Leaders Wanted: Experts of Change at a Moment of Truth." The report predicted five key technology trends we forecasted that would shape business and industries over the next three years.

In this year's Accenture Technology Vision (FY22), our trending topic is all about the Metaverse—worlds of pure re-imagination. We have a distinctive perspective: that the Metaverse is a continuum, a spectrum of digitally enhanced worlds, realities, and business models. It will revolutionize nearly all aspects of life and business in the next decade, allowing collaboration in virtual spaces, augmented physical places, and a blend of both. And it will create new lines of business and transform interactions between customers and companies.

Meet me in the Metaverse

We launched 'Meet Me in the Metaverse' to explore how today's technology innovations are becoming the building blocks of our collective future.

2.2 Infrastructure Firm References

RFP # 6.3.3.4.1 Firm Experience Details (Part 3 of 3)

The Contractor shall each provide two references within Attachment A9 – Firm References format. Each reference must clearly indicate the reference entity.

2.2.1 Attachment A9 – Firm References

RFP # 5.2.1.2

The purpose of the Firm Reference requirements is to provide the Consortium with the ability to assess Firm's experience in supplying similar or relevant services to those identified in this solicitation. Firm References 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. Proposals with forms that have alterations or changes to the original information will be considered nonresponsive. Any conflicting information may result in the Proposal being deemed nonresponsive.

We provide the following references (as shown in Table 2-6) within Attachment A9 – Firm References format. Each reference clearly indicates the reference entity in Attachment A9.

[redacted]

6. Section 3
Staffing Approach




Accelerate the

momentum

[redacted]

6. Section 3 – Staffing Approach

RFP # 6.3.3.5, RFP # 6.3.3.5.1

The Bidder shall provide a narrative describing the overall Staffing approach to the Infrastructure Services team including responding to Staffing Approach and Requirements contained in Section 5 - Requirements. The Bidder shall describe the criteria used to fill the Infrastructure Services Key Staff positions and should discuss the planned interaction between these individuals and Consortium's Project Staff in similar roles. The Bidder must include an organization chart displaying the relationships of the Infrastructure Services team and include the relationships of the Infrastructure Services team to the CalSAWS Migration Project, Consortium and other Consortium Contractors.

RFP # 5.2.2

All Staffing Requirements Qualifications contained in Sections 5.2.2.1 and 5.2.2.2 must be met and documented according to Section 6 - Proposal Structure and Submission. Staffing Approach and Qualifications requirements will be scored as described in Section 8 - Evaluation.

Introduction

It's people…

Every technology project has a culture, and what makes a project's culture came alive are its **people**. What distinguishes the rare successful project from so many challenged projects is the way in which the people come together with a comman **objective** and mission. From the start, the success of CalSAWS has been driven by **people who have committed years, even decades**, of their lives to delivering great systems to the county workers who meet the needs of California's most vulnerable residents.

Accenture is incredibly proud of our long association with the Consortium and California's counties. As a Consortium partner for mare than 22 years, we have given our people opportunities to succeed and have included respect for the individual in every interaction we have. We strive to build integrity into every interaction. These fundamental values are at the core of the CalSAWS **One-Team** philosophy and have helped us to deliver great solutions to meet the needs of California's counties. Project success starts with the people who work tirelessly together to serve California's people and counties.

Our people want to be here…

The Consortium expects that we staff individuals with the right skills and experience to meet the CalSAWS requirements. You expect that our staff have strong technical skills, excellent communication skills, and a commitment to openness and transparency. Our approach to staffing includes the right balance of **experience**, **skills**, and **culture** that set us apart from our peers. We will continue to weave integrity and respect into our approach to meeting and exceeding your staffing expectations.

[redacted]

Our people will not fear "speaking truth to power" and will include the best interests of the Consortium and the counties in their interactions and plans for an innovative future. While our Accenture team has more than 3,000 years, collectively, of CalSAWS and SAWS experience, we realize it's the actions we take each day, not what happened 20 years ago, that matters. **Our people want to be here and look forward to the continuous modernization of the largest integrated eligibility system in the country and the world.**

To meet and exceed your expectations, goals, and requirements for the Infrastructure Staffing scope of work, we have assembled a team with an unmatched set of skills and experience. This team is comprised of the Right People for CalSAWS. To select these Right People for CalSAWS, we relied upon a set of nine Core Values that we created to drive our approach to CalSAWS success. These Core Values are shown in Figure 3-1. Our proposed team embodies the five foundational core values that have long been part of the CalSAWS culture, enhanced with four additional core values to deal with growing scale and complexity of CalSAWS.

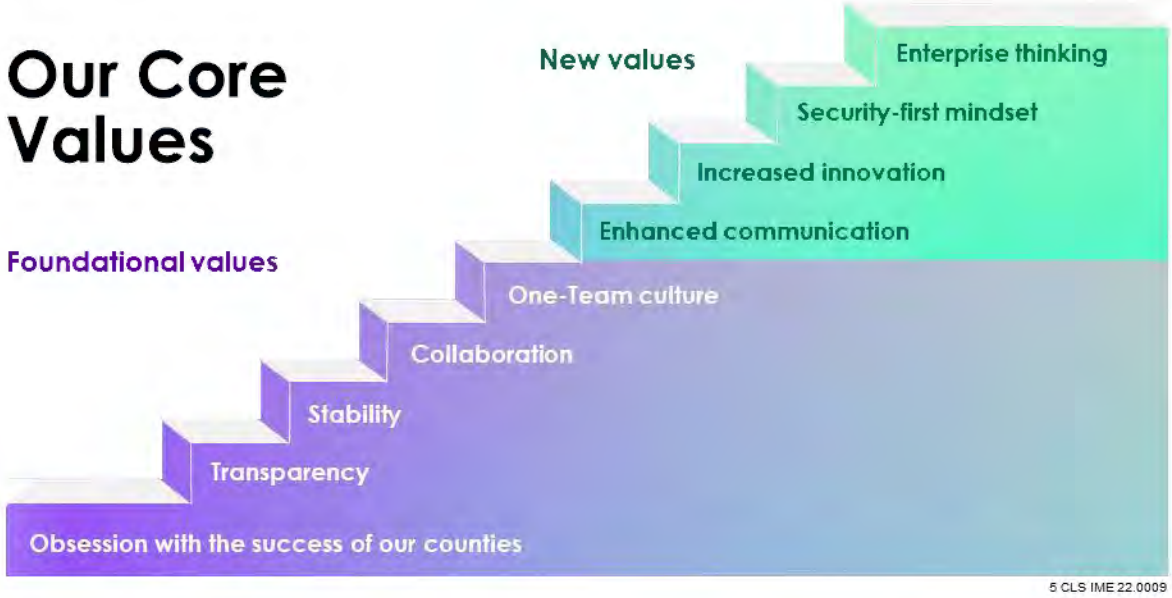


Figure 3-1. Our Core Values combine our foundational values with new values tailored to accelerate the CalSAWS Consortium into the future.

Obsession with the Success of the Counties

Our team has shown that they go above and beyond to deliver their best for the Counties—doing what's right and **never settling for "good enough."** Their actions throughout their tenure with CalSAWS have demonstrated that commitment to the Consortium and the counties. Our people are driven by the CalSAWS mission and by serving California's most vulnerable residents.

Transparency

Our staff communicate freely and transparently. To deliver the best for CalSAWS every day, we foster a culture of transparency among our team, allowing us to better deliver seamless services. We empower our CalSAWS team to speak freely, honestly, and to address issues and challenges head-on. When we stumble, we own it and are transparent about it.

"No Surprises." It's a difficult objective to meet and that's why it's so important. A team with the Right People will not settle for anything but "No Surprises."

Stability

Stability refers to our ability to retain highly skilled and experienced staff by providing them with space to grow and thrive. We are proud to have built a team who wants to be at CalSAWS because they believe in the mission and feel respected as individuals. They know we listen to their feedback to create a work environment where diverse ideas are welcome and where people feel appreciated. In the end, it's all about enjoying what you do, the ability to be a great human, and doing these

things with other people. We would be proud to compare our staff retention success rates with those of any other contractor.

Collaboration

We do our best work with the Consortium when we collaborate and adhere to our One-Team culture. Fostering a culture of collaboration means creating an inclusive environment and enabling communication opportunities. Our staff have put extra emphasis on collaboration, not just within Accenture, but across all CalSAWS organizations. We have collaborated with virtually every other CalSAWS contractor to enable their success--from Deloitte's OCM efforts to Gainwell's Central Print contract. We are proud that our approach to collaboration has helped to integrate and amplify the success of multiple contractors of CalSAWS.

One-Team Culture

Our teamwork and adherence to the One-Team culture benefit CalSAWS, the Consortium, and the counties. Our team truly believes that we are better together--united as One-Team. Accenture is proud to have been a foundational member of the CalSAWS Team when we formalized the One-Team culture philosophy and action plan to make it a reality.

Enhanced Communication

As CalSAWS grows in scale and complexity, enhanced communication will be core to CalSAWS success. Fast, effective, understandable communication with Consortium and County executives will facilitate quick, effective resolutions to unexpected events. Enhanced communication will be one of our guiding principles and we will embed it into CalSAWS operations.

Increased Innovation

We will drive a culture of innovation at CalSAWS. As a Core Value, Increase Innovation means that we will provide our people the opportunity to explore new technological or process-based ideas that drive improvements for CalSAWS and the counties. Our people know that increased innovation leads to optimized costs and more value for the counties—giving our team an edge. Through our award-winning CalSAWS Innovation Program (modeled after the popular Shark Tank show), we have created a culture of innovation in the Accenture team. We will continue to invest in this program to further advance the Innovation culture at CalSAWS.

Security-First Mindset

Accenture staff are required by Accenture to consider security in everything that they do. At CalSAWS, we have learned how challenging it is to retrofit modern security protocols and technology into a massive mission-critical enterprise application. Our staff understand how important it is to get security right—to build it into design rather than reacting as security incidents occur. Accenture counts on our people to demonstrate a security-first mindset. Not only does our CalSAWS Team have more than 100 security-related certifications, but the entire team has completed an organized Information Security Advocate training program on client data protection.

Enterprise Thinking

Put simply, Enterprise Thinking means that we are successful together across teams. Rather than thinking and working in siloes, we expect our team to demonstrate an enterprise-first mindset and consider downstream impacts to the counties and our beneficiaries, as well as the multi-contractor impacts of our actions. Our people connect the dots across teams and partners to deliver the best for the Consortium and California's counties. Our Right People consider the success of CalSAWS as an entire enterprise, not just within our scope of work.

...the Right People

As we look forward to the future of CalSAWS, we have proposed people who **embody our Core Values.** Our team has a unique blend of long-term CalSAWS experience and outstanding non-CalSAWS experience that cannot be matched. We believe these are the Right People for CalSAWS, today and far into the future.

The Right Team to Accelerate Success

We assembled our team to maintain and enhance CalSAWS' status as a world-class eligibility system. Our team is comprised of some of the world's best companies, all of which are invested in the success of CalSAWS. With decades of hands-on experience with you, we know what it takes to create an efficient professional services model to ensure success for the CalSAWS System. We are prepared to deliver a balance of Strategically Included Professional Services and On-demand Professional Services as **Accenture Teaming Partners**, illustrated in Figure 3-2.

Strategically Included Professional Services

Rather than leverage our contractor partners as needed, we understand the importance of **immediate access to resources** who not only deliver with us on a day-to-day basis, but who also have the experience to understand the needs of the CalSAWS system. [redacted]

On-Demand Professional Services

When it comes to delivering cost-effective solutions to our clients, we leverage our relationships with selected members of our contractor partner network for on-demand Professional Services. Our strategic partnership with our contractor partners recognizes the Consortium and CalSAWS as a Tier 1 client, **giving us the advantage of better response times** for support allowing us to rapidly utilize the professional services from these companies to solve complex problems if they arise in the future.

[redacted]

3.1 Infrastructure Staffing Approach

RFP # 5.2.2.1 (RFP # Table 30)

Req # I-S1

The Bidder will provide a narrative describing the overall Staffing approach to the Infrastructure Services addressing the following Staffing subsections.

A critical component of any project is the people. We offer a successful combination of CalSAWS staff and contractors aligned in partnership—working to take CalSAWS into its next chapter to serve the California Counties. In this section, we confirm our understanding of your overall staffing requirements and describe our approach to Infrastructure staffing.

Accenture Differentiators

We offer stability and low risk based on the comprehensive knowledge of the CalSAWS ecosystem from our existing staff. Our Accenture staffing advantage stems from our strategically included professional services and the right skillset from our Accenture network coupled with the Experience, Skills, and Culture of our proposed team.

Our Approach for Infrastructure Staffing Requirements Gives You the Right People

Our approach is based on **trust** and **transparency and** provides the Consortium with ongoing opportunities to give continuous and immediate feedback, so you stay informed and involved in our staffing decisions. We will employ an approach for staff management that facilitates a productive working relationship with Consortium, County, other contractor staff, and State Staff/Project Sponsors.

Our staffing approach is structured so that we hand-select the **Right People** for CalSAWS. Our proposed Infrastructure staffing approach meets your specific requirements and combines our staff's right mix of the Experience, Skills, and Culture to bring you **a team that will exceed your expectations, shown in Figure 3-3.**

[redacted]

Experience

The continued success of CalSAWS hinges on a **balanced combination** of the knowledge and **experience that our existing CalSAWS staff** bring and the knowledge **and perspective that our proposed new staff offer.**

Many of our proposed team have worked with the Consortium for years and have an extensive understanding and appreciation for CalSAWS business processes, stakeholder relationships, and the overall history of the CalSAWS system. Our **proposed new staff offer decades of valuable and necessary industry experience** to deliver our proposed solution *and will infuse new, out-of-the-box thinking to the team.*

We are proud of the longevity of our CalSAWS Accenture Team. Our team members have been on CalSAWS for an average of more than six years and team leads and above for more than eight years. Our team offers extensive cloud and AWS experience to support the Consortium as shown in Figure 3-4.

[redacted]

[redacted].

Skills

Accenture values and develops industry skills, functional and technical skills, and soft skills including communication, stakeholder management, and storytelling among our staff. We invest more than $1 billion in training our people annually, resulting in more than 40 million training hours, to deliver more innovation and value to our clients. The most important skill Accenture looks for in our employees, regardless of level, is the ability to continuously learn. Our CalSAWS staff exemplify this ability, maintaining and achieving certifications and skills across multiple disciplines shown in Figure 3-5.

[redacted]

We **hand-select team members** from our talent pool of more than 721,000 employees and have strategically included professional services to ensure that we bring you the Right People with the right skills to drive CalSAWS infrastructure management success. Our **extensive first-hand experience with C-IV, LRS, and CalSAWS** gives us an intimate understanding of the skills required to construct a great team to deliver our proposed solution. Our new staff will bring in additional expertise in Service Desk and Customer Experience.

Culture

To promote a positive, engaging culture, we place a strong emphasis **on employee experience and engagement, relationship-building, and shared success with our clients.** To build our culture of engagement, we regularly reach out to our people using well researched, industry proven surveys to gather feedback that allows us to develop programs that fit the needs of our employees. Our employees recognize and appreciate our investments in them, **as evident in our success on top of the Great Places to Work rankings.** As of 2022, Accenture is ranked the sixth best place to work in the U.S. and ranks in the Top 10 in eight other countries around the world.

[redacted]

When working with Accenture, many of our clients comment on the One-Team environment that we promote and that they regularly note there is no difference between Accenture and their employees apart from their badges. We will continue to promote this One-Team culture with the Consortium and other contractors.

Our focus on shared success is the hallmark of our relationship with the Consortium and the reason why so many of our people feel a special connection to the work we do here at CalSAWS. We believe that together we can continue to make a difference in the lives of Californians. We organize our response to 3.1 Infrastructure Staffing Approach as shown in Figure 3-6.

Figure 3-6. Our response to Infrastructure Staffing Approach includes general contractor staffing responsibilities, staff responsibilities, contractor key staff changes, and staff performance.

3.1.1 General Contractor Staffing Responsibilities

RFP # 5.2.2.1.1

The Contractor is responsible for providing all Staff necessary to fulfil the Services and requirements defined in this RFP. Any increase to the Agreement price for additional staff will only be allowed pursuant to the Consortium Change Order process.
The Contractor is responsible for employing an approach for Staff management that facilitates a productive working relationship with Consortium Staff, County Staff, other Consortium contractor Staff, and State Staff/Project Sponsors. All Contractor Staff are expected to proactively coordinate and work cooperatively with the Consortium.
The Bidder must include an organization chart displaying the relationships of the Infrastructure Services team and include the relationships of the Infrastructure Services team to the Consortium and other Consortium Contractors.

The Consortium seeks a partner who will employ an approach to Staff management that facilitates a productive working relationship with Consortium Staff, County Staff, other Consortium Contractor Staff, and State Staff/Project Sponsors. We understand that it is vital to CalSAWS success that all Staff proactively coordinate and work collaboratively with the Consortium and that Accenture's proposed Project organization chart reflects the Infrastructure Services team and their relationships to the Consortium and other Consortium Contractors.

We recognize that the success of CalSAWS relies on strong working relationships based on proactive coordination and collaboration. We also agree that a socialized organization chart showing the relationships of the infrastructure team is the basis for the dynamic interactions needed to keep all stakeholders aligned.

We have maintained our strong working relationships with the Consortium for over 22 years, which can be seen in the quality of our interaction between Accenture and CalSAWS Migration Project, Consortium, and other Consortium stakeholders. Our overarching staffing approach for the Consortium, shown in Figure 3-7, encompasses key staff criteria, our approach for staff management, our organization and relationships, and interactions between stakeholders.

Figure 3-7. Our overarching staffing approach for the Consortium encompasses Key Staff criteria, staff management, our organization and relationships, and interactions between stakeholders.

3.1.1.1 Key Staff Criteria

Infrastructure Key Staff lead the entire Infrastructure team and set the tone for success, so it is critical that we choose the Right People for these roles. When choosing our Infrastructure Key Staff, we considered not only how our team would meet and exceed your mandatory qualifications, but how we could ensure that our Right People approach provides **further value** to the Consortium. Each of our Key Staff meet and exceed Accenture's additional criteria for Key Staff that we designed specifically for CalSAWS and the Consortium. Our key staff criteria for our proposed CalSAWS team are illustrated in Figure 3-8.

Figure 3-8. Our key staff criteria combine our strengths for CalSAWS staffing with a plan to meet and exceed your mandatory qualifications.

Our Key Staff criteria is depicted in Table 3-1 and shaped how we selected our infrastructure key staff from Accenture's extensive pool of highly qualified individuals.

Key Staff Criteria	Benefits
Commitment to a shared success model	**Collaboration: One-Team**—It's equally important to be a team player and contribute to working together with the Consortium and other CalSAWS contractors for the success of the Consortium and the California counties

Key Staff Criteria	Benefits
Demonstrated core values	**Strength: Personal Growth**—We looked at our tenured staff and built our core values based on what has helped build a workplace where our best people can be their best self and expanded on it to ensure we are on a path of growth for our people and CalSAWS.
Mission-oriented and vision-driven	**Laser Focus: CalSAWS First Attitude**—When you staff the right people, who are mission-oriented and vision driven, you naturally get accountable people who are committed to delivering their best for the CalSAWS and always "doing what's right" for the California counties.
"Can-do" attitude	**Passion: Exceeding Expectations**—The right attitude can make or break any situation. We expect that our staff lead by example and contribute to an already amazing culture of doing more for CalSAWS.
Balance of knowledge and new perspectives	**Mixed Staff Approach: Ability to Accelerate**—It takes years to understand the Counties' needs and represent the Consortium's best interests. Combining the knowledge of hand-picked resources with our team of tenured staff helps us ramp up quickly and maintain the stability of the CalSAWS System.
Gender and racial diversity across staff	**Inclusiveness: Diversity of Thought**—Our staff understand best that CalSAWS is a vast community of amazing people who are represented by and proud of who they are. We've spent years investing in inclusion and diversity and committed to making it a priority because we understand that it helps us in our day-to-day interactions.
Demonstrated project longevity	**Steadfast: Longevity**—You can have all the elements of an amazing resource, but it won't matter if they don't stay. When you can keep your best people, who demonstrate our Core Values, you build a strong network of experts who can add tremendous value to the project.
Strength of CalSAWS relationships	**Family: Trust**—Our experience goes beyond just a number of years at CalSAWS. The fact that we know each other intimately helps promote a more transparent and trusting working culture from the start.

Table 3-1. Our balanced key staff criteria provide the right mix of skills, culture, and experience for the Consortium.

3.1.1.2 Approach to Staff Management

Our staff management approach consists of four phases, shown in Figure 3-9. This approach begins with a workplan to identify and qualify the staffing needs for the project. We then source, interview, and vet candidates before completing a comprehensive and unified project-wide onboarding process led by the Accenture team. In our staff management phase, we continuously support staff growth and performance through the duration of the project until staff transition.

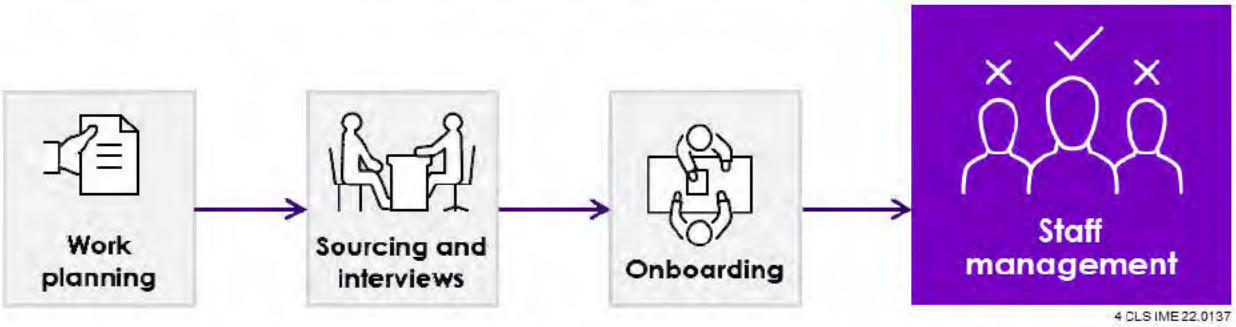


Figure 3-9. Our staff management approach involves four phases, each of which builds upon our collaborative and transparent approach to staffing.

Staff Management

Our leadership is at the heart of our staff management approach. Their hands-on approach influences behaviors, brings value and significance to every role, reminds us of the vision and the bigger picture that we are all contributing to, and creates an overall sense of purpose. Our supervisors work with individual staff to identify opportunities for growth. We guide our staff through a structured training program based on their unique needs, current roles, and career trajectories.

Once onboarded, we set clear expectations with new staff, immediately ramping them up and employing a buddy system to transfer knowledge from our tenured experts. We provide regular recognition and feedback and hold team meetings to keep staff engaged, and we conduct an Annual Employee Engagement Survey and review the results at the overall project and team levels. We also involve our staff in identifying areas for improvement and we promote and support employee resource groups (ERG)s, the CalSAWS buddy system, and we publish a newsletter for staff.

We strive for excellence in how we manage our staff through our One-Team mentality and our leadership takes an active role in supporting the Consortium, our staff, and all contractors. Our commitment to staff development means that we will always have the Right People for the project, even as the needs of the Consortium evolve.

3.1.1.3 Organization and Relationships

We thoughtfully considered your scope of work for this effort, and we have hand-picked the Right People who will hit the ground running with the Consortium from Day 1. Our Infrastructure Organization charts show how we have intentionally organized our team to align with our Infrastructure Services approach.

Executive Team

Our CalSAWS Executive Team is organized to deliver their best for the Consortium and key County stakeholders, as illustrated in Figure 3-10.

Project Sponsor

A Project Sponsor is a Senior Accenture Leader appointed by Accenture's Global Management Committee to ensure project success and resolve any escalations.

Client Account Lead

The CalSAWS Client Account Lead or CAL is a trusted client advisor who helps unleash the power of One Accenture to CalSAWS. The CAL focuses on client experience and relationships and serves as a direct conduit to Accenture broader ecosystem. The CAL aims to bring this project the best people, data-driven insights, new ideas, latest innovations, effective tools, expert thought leadership, and key investments from Accenture and Accenture's partners.

Project Manager

Our Project Manager is responsible for the day-to-day management responsibilities of Contractor Resources and activities and ensures that our staff possess the skills and experience necessary to fulfill the responsibilities of the agreement. The Project Manager works directly with the Consortium Executive Director, JPA Board of Directors, Project Steering Committee, and State Program Sponsors.

Senior Advisory Team

Expanding on our commitment to bring our best, we have appointed a Senior Advisory Team to support the CalSAWS CAL. Senior Advisory Team members are some of our most experienced resources who act to link Accenture's network of strategic alliances to the CalSAWS team and who share best practices, lessons learned, and research and innovation from the Accenture global network.

Quality Assurance Advisor

Our appointed Quality Assurance Advisors provide independent quarterly reviews to assess Accenture's performance against contract and client expectations, highlighting risks and challenges to the Project Manager and Consortium Leadership.

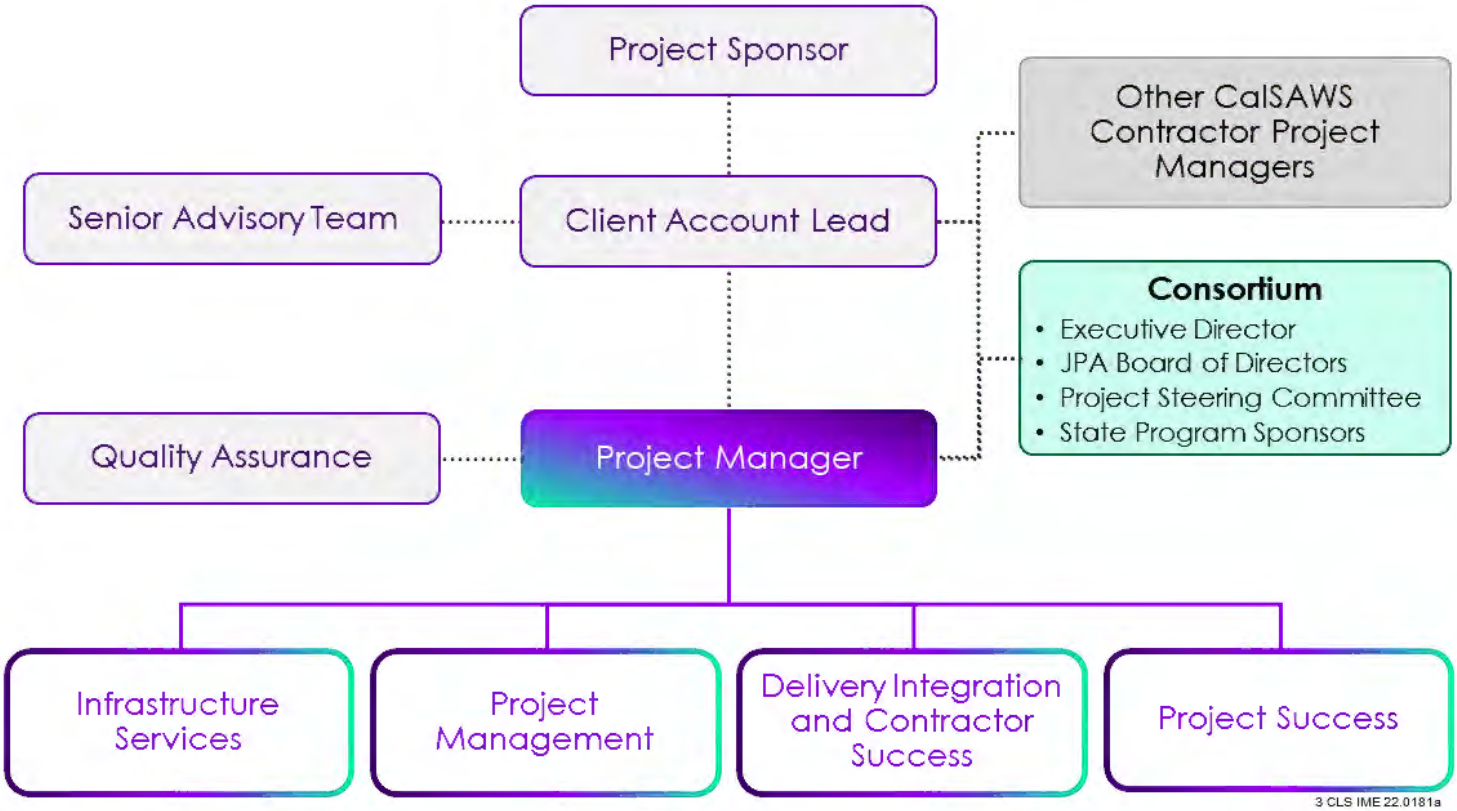


Figure 3-10. Our Accenture Infrastructure Executive Team will maintain close relationships with the Consortium and other contractors.

Infrastructure Services Team

Our Infrastructure Services Team with Consortium and CalSAWS Contractor counterpart relationships is illustrated in Figure 3-11. Our Accenture Infrastructure Services Team is organized to deliver our proposed solution and maximize collaboration with the Consortium and other CalSAWS Contractors.

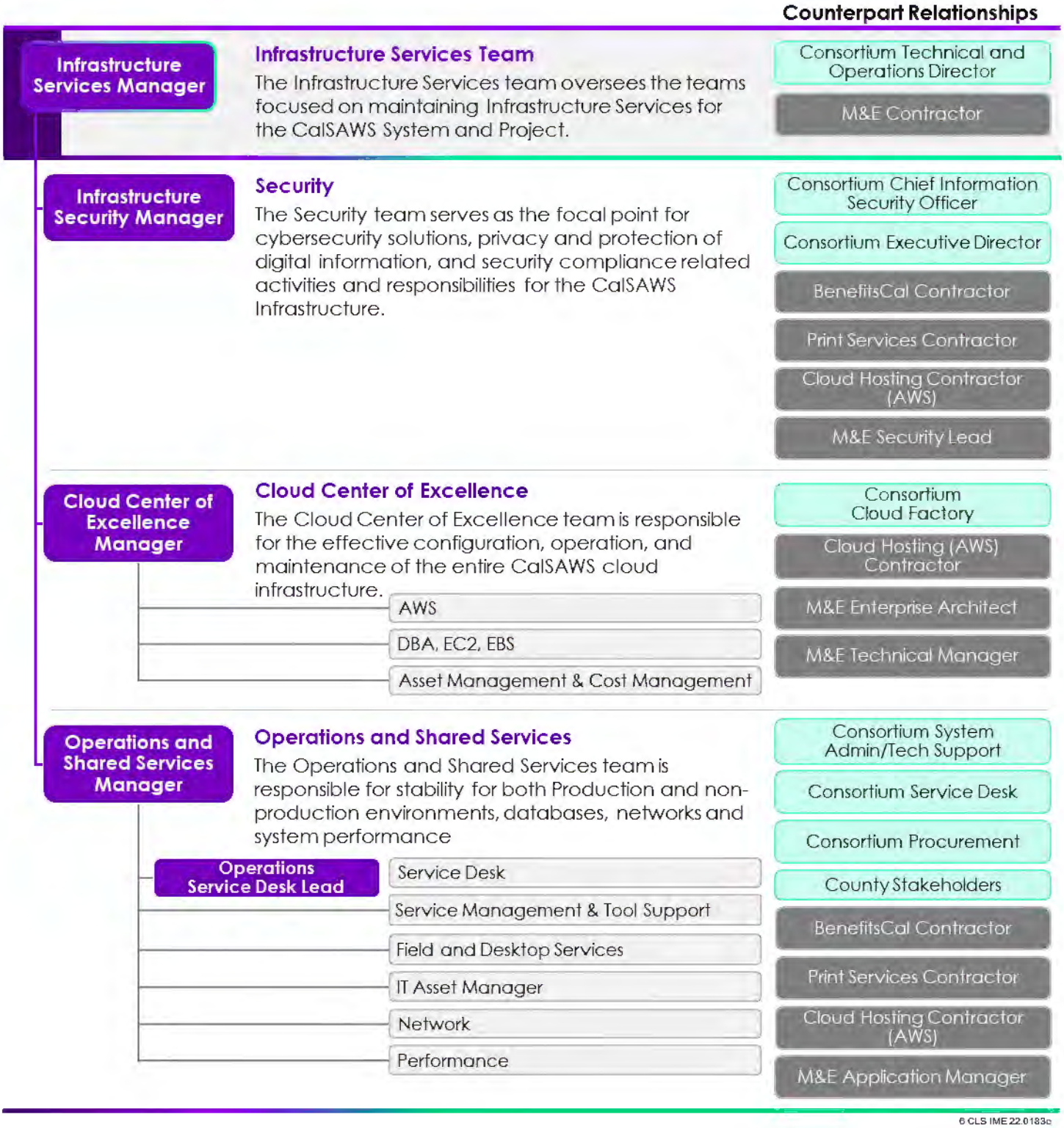


Figure 3-11. Our Accenture Infrastructure Services Team is organized to maximize collaboration with the Consortium and Consortium Contractors.

Project Management Team

Our Project Management Team is organized into Commercial Team and Project Management Office Team, each of which interacts with the Consortium and CalSAWS Contractors illustrated in Figure 3-12. Our Project Management Team is responsible for providing day-to-day management of Contractor resources and activities, including overall performance and agreement compliance.

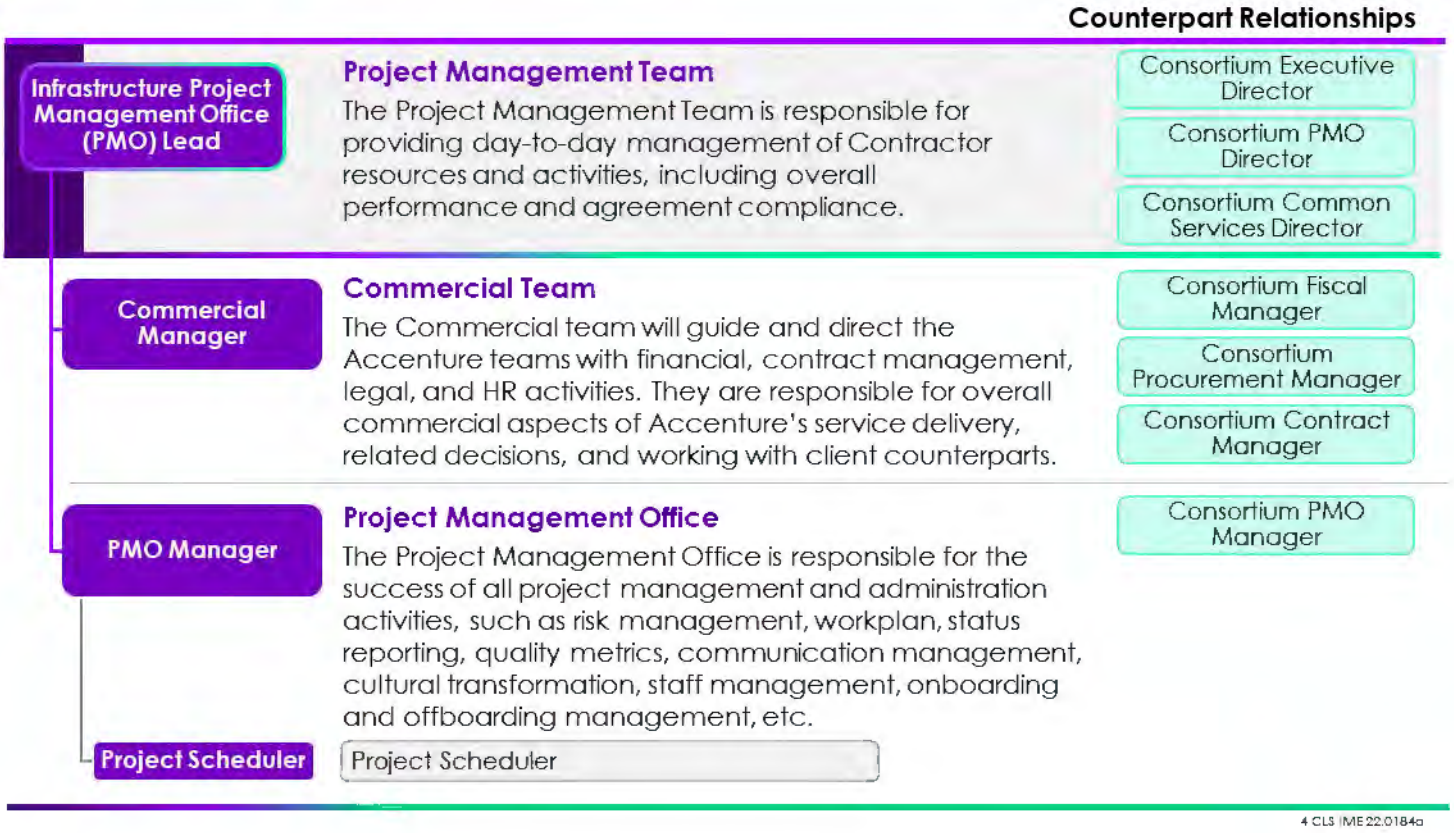


Figure 3-12. Our Project Management Team is organized into Commercial Team and Project Management Office Team each of which interacts with the Consortium/County and Contractors.

Delivery Integration and Contractor Success Team

Our Delivery Integration and Contractor Success team structure with Consortium counterpart relationships is illustrated in Figure 3-13. Our Accenture Infrastructure Delivery Integration and Contractor Success office will set the stage for positive counterpart relationships.

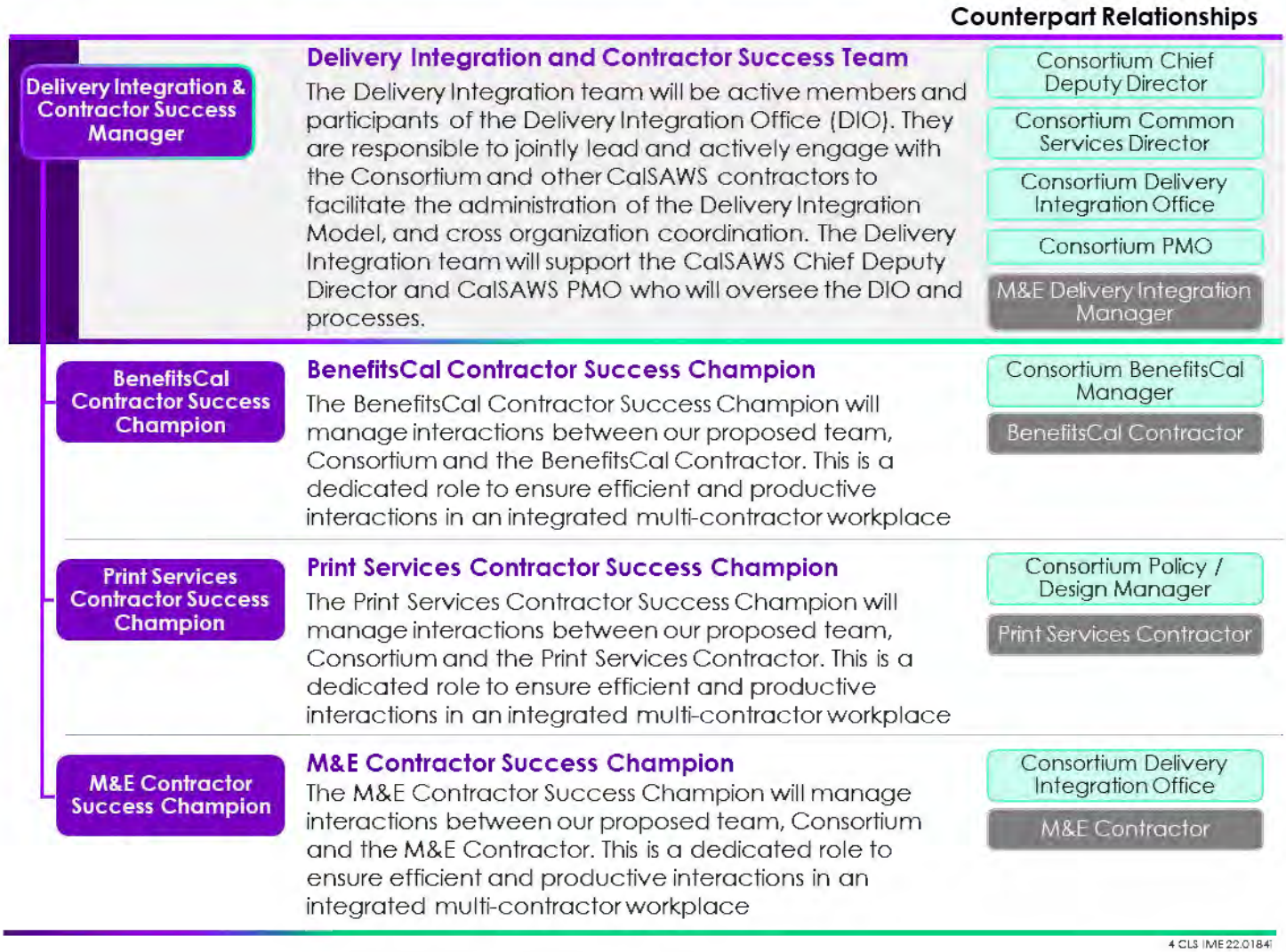


Figure 3-13. Our Accenture Infrastructure Delivery Integration and Contractor Success office will set the stage for positive counterpart relationships.

Project Success Team

Our Project Success structure with Consortium and CalSAWS Contractor counterpart relationships is illustrated in Figure 3-14. Our Project Success team is responsible for areas of the project that are crucial to effective project operations and satisfaction of the project and California Counties.

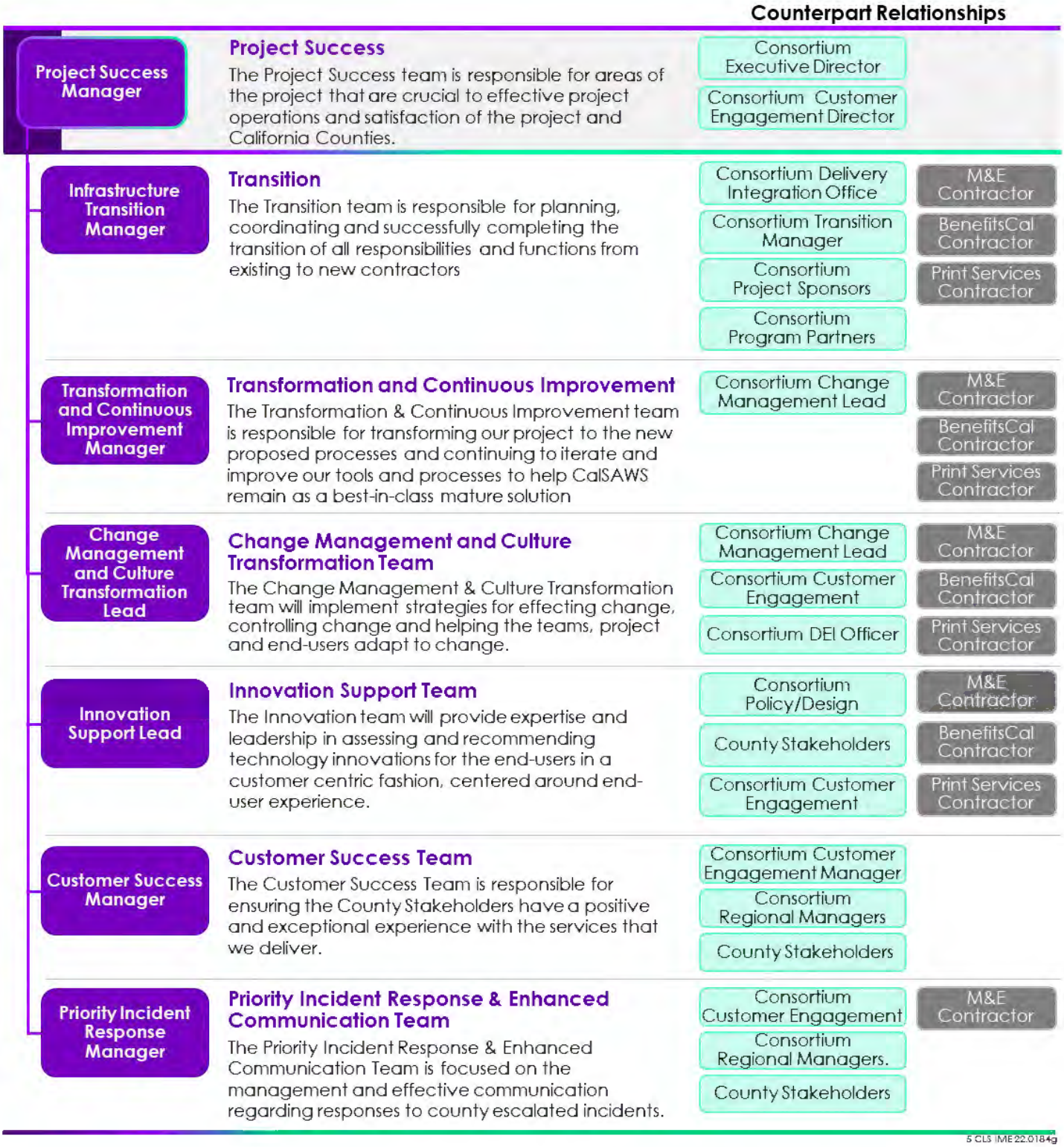


Figure 3-14. Our Accenture Infrastructure Project Success/Vision Enablement tower features teams that will maintain active, close relationships with their Consortium counterparts.

Interactions between Project Personnel, Consortium Staff in Similar Roles, and Other Consortium Contractors

Our proposed project organization facilitates efficient and productive interactions between project personnel, Consortium staff in similar roles, and other Consortium contractors and is based in trust and transparency. As the current contractor for CalSAWS M&E and Infrastructure, we are already embedded in the CalSAWS ecosystem and maintain productive relationships with the Consortium, Consortium Contractors, and County stakeholders. We will continue developing our interaction approach with Consortium members and build upon our excellent relationships with other CalSAWS contractors. We acknowledge that there may be a transition to a new M&E contractor, and we are ready to build a relationship with and fully collaborate with the new contractor.

Interaction in Action

"While working with the Gainwell team on the GA/GR implementation, we put the solution first over our differences in organization. Rather than taking an escalation path through managers and the consortium, we work in a collaborative environment with the Gainwell Team and Consortium; communicating in a transparent manner to drive conversations to resolutions sooner. Rather than wait for other contractors fail to meet expectations, our team *proactively assists* to ensure we are meeting all our deadlines in the interest of the California Counties."

—Richard Weeks,
Accenture GA/GR Lead

Contractor Success Champions

We understand how important it is to the Consortium that we embody the One-Team mentality through positive interactions. To facilitate interactions between our proposed team and Consortium and other CalSAWS Contractor staff, we include dedicated Contractor Success Champions in our team. These Contractor Success Champions will operate under the Delivery Integration Manager and will be dedicated to managing efficient, productive interactions with the BenefitsCal, print services, and Maintenance and Enhancements contractors. Our Contractor Success Champions will make sure other CalSAWS contractor needs and dependencies on Accenture for infrastructure services and support are clearly understood and prioritized. In addition, these champions are subject matter experts in their respective areas of BenefitsCal, print and M&E. As such, they will also be available to advise those contractors when help is needed.

3.1.2 Staff Responsibilities

RFP # 5.2.2.1.2

All proposed Contractor Staff must have good oral and written communication skills. One aspect of good oral communication skills includes the ability to communicate with diverse groups of users and to convey information technology terms and concepts to non-technical audiences.
All Contractor Staff must prepare for and actively participate in designated Project meetings and represent the best interests of the Consortium and identify and escalate issues as appropriate.
To facilitate Project progress, it is important to the Consortium that the Infrastructure Contractor minimizes Staff turnover to the extent possible, particularly for Key Staff as detailed below

The Consortium seeks a partner whose Staff have good oral and written communication skills to facilitate communication with diverse groups of users and to convey information technology terms and concepts to non-technical audiences. We understand the importance of the One-Team initiative and will nurture our partnership through frequent, transparent communication with the Consortium. Our Staff will use standard CalSAWS practices to prepare for meetings and will promote a culture of active participation in project meetings.

Our Right People keep the Consortium's mission in mind and will represent the best interests of the Consortium every day. You want to be included in communications regarding issue escalation, which is why our approach is centered around collaboration with the Consortium and all other contractors. We share your emphasis on staff retention. We understand that to maintain the One-Team culture

and the enduring relationships that support it, we must continuously iterate our staff retention strategy by listening to our people and incorporating feedback. Our approach to Staff Responsibilities is outlined in Figure 3-15.

Figure 3-15. We center our approach to Staff responsibilities on effective communication, collaboration, and feedback.

3.1.2.1 Good Oral and Written Communication Skills

Our team has decades of experience interpreting policy, driving design documents, and facilitating design discussions with Consortium and county stakeholders.

Our team's strong oral and written communication skills were especially evident during the COVID-19 pandemic when the California Department of Social Services (CDSS) and California Department of Healthcare Services (DHCS) tasked the Accenture team to contribute to design discussions to ensure that California's counties continued to receive uninterrupted aid during this critical time. Throughout these design discussions our leaders and team used their good oral and written communication skills to provide clear, succinct guidance on streamlining COVID-19 aid—getting the aid to those who needed it quickly.

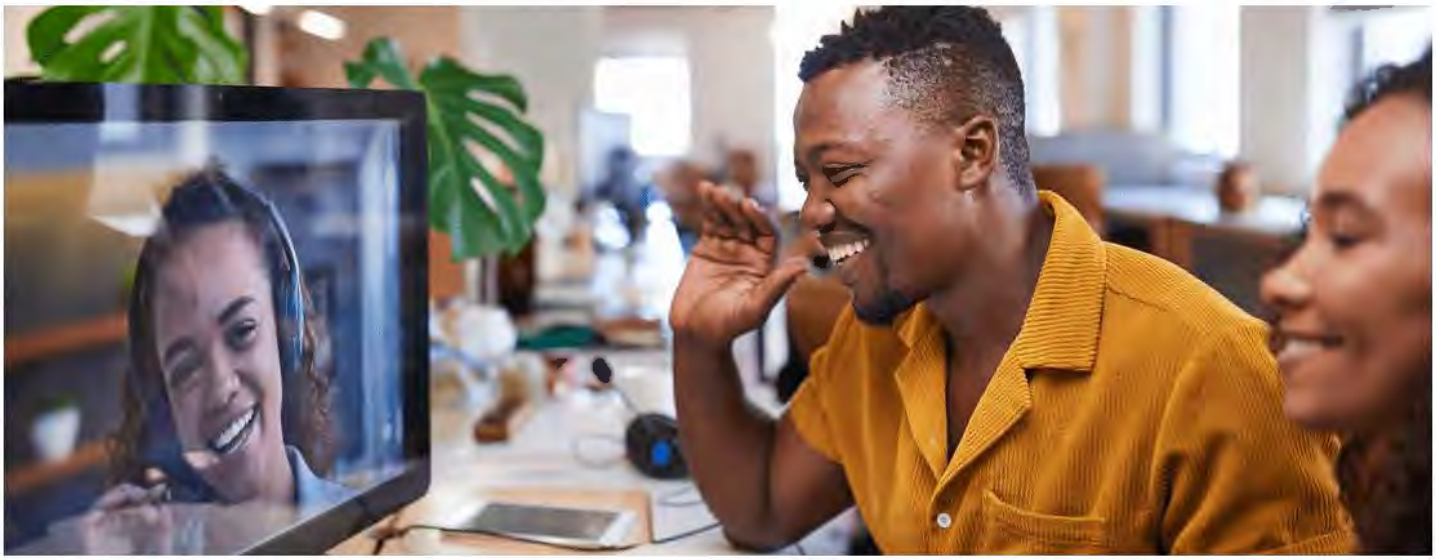
Ability to Communicate Effectively with Diverse Groups of Users

The ability to communicate effectively with diverse groups of users in a CalSAWS team of more than 1,000 is key for CalSAWS stakeholder management, especially when there is a high degree of interdependency. Communicating with a diverse group of users hinges on inclusion and diversity. Over the past two years, we have brought in two contractors to conduct inclusion and diversity workshops for Accenture, the Consortium, and Consortium contractors. We also recently made a significant investment in our management team through JM Perry Learning, a recognized expert in the field of human performance centered around presentation delivery and executive coaching.

Communicating highly technical concepts to non-technical audiences requires experience and an in-depth understanding of the CalSAWS System, related business processes, and audiences. Our leaders are highly skilled in effective communication with diverse groups in a variety of forums, making them invaluable when they are asked to represent the CalSAWS Project and its best interests. Our leaders prepare deliverables and regularly present at PSC, JPA, and WCDS subcommittees, which reflects their ability to present highly technical topics to non-technical stakeholder audiences. They also present to the State and Federal partners, at regional Management Site Visits, and on occasion at CWDA meetings. Good oral and written communication skills have contributed to the success we've had delivering messages to wider audiences in diverse and non-technical stakeholder audiences.

To prepare for optimum communication, we require all current and newly onboarded leaders to take a PMI acknowledged course "Proven Technique for Technical Communication," which focuses on techniques for conveying technical information in an easy-to-understand manner for a variety of audiences. A case study, shown in Figure 3-16 illustrates how our team demonstrates good oral and

written communication skills and the ability to communicate with diverse groups of users and conveys information to non-technical audiences.



Case Study: Effective Communication in Practice

At the start of the COVID-19 pandemic, Accenture had to quickly shift to a virtual workplace overnight. Having effective communication was of utmost importance across a diverse group of users to maintain project dynamics and work rhythm. The Consortium, Clearbest, and Accenture worked together through this transition from an in-person to virtual workplace to meet key milestones in the joint converted data test effort, including the Converted Data Test effort. Our Accenture team was often asked to facilitate discussion regarding conversion related issues, to an audience of project team members from different organizations in a manner that was understood by all involved resources.

> **Fantastic job** in communication and organization at the beginning of this effort!"
>
> *– Client Team Member regarding setting expectations at the beginning of the effort*

> **I enjoyed** being part of the CDT effort. You guys are a great team to work with."
>
> *– Client Team Member regarding the conclusion of the CDT Effort.*

We started off the transition from in-person to virtual by setting great expectations with all participating organizations. Each of the more than 60 individuals involved was given a hands-on orientation to virtual work expectations. Given that the virtual converted data test effort was different from normal release testing activities, it was important that all participants were on the same page. Where we would have met face-to-face, stopping by each other's desk, we were now using Microsoft Teams chats. Using chats was vital to our team's success as it kept team members actively engaged and it kept our staff within context of the task at hand, compared to emails which felt distant and less interactive. We divided up the work responsibilities between all resources based on areas of expertise and encouraged everyone to use Microsoft Teams chat to ask questions in real time.

This promoted a culture of asking and answering questions in a group setting with the Consortium, Accenture, and other vendors all invited to various chat groups. This process made it easier for the multi-vendor team to be transparent and work collaboratively to drive issues to resolution. The frequent communication and alignment across Consortium staff and all other vendors were vital to the success of the converted data test effort. Not only did everyone see and hear about questions, potential issues early and often, it helped make this effort more enjoyable since we enabled a highly inclusive and collaborative working environment.

4 CLS IME 22.0148

Figure 3-16. Our team understands the importance of communicating with diverse groups of users and conveying technical terms to non-technical audiences.

3.1.2.2 Project Preparedness and Participation

We understand and agree that the preparation for and active participation is key to effective meetings. As part of our existing onboarding process, we share standard practices for project preparedness and participation with all employees, so they understand our expectations from Day 1. For formal meetings, we expect our staff to prepare in advance, using standardized templates. We will ensure meetings are run efficiently and effectively, leveraging pre-defined agendas and advance notice of meeting topics to set expectations early. All meeting participants will be informed of the meeting objective, the meeting agenda, and their role in the meeting, and all participants will be encouraged to actively engage in conversations and to speak freely and transparently. The meeting owner will take diligent meeting notes and summarize key decisions and actions before the conclusion of the meeting to allow participants to voice feedback.

Using Informal Meetings and Communications to Encourage Transparency

In addition to formal meetings, we expect our staff to use informal communications channels with the Consortium staff to allow for frequent and open communication. These informal communications channels include ad hoc meetings, calls, and office communicators such as Microsoft Teams chats. By encouraging our staff to utilize these tools, we empower them to collaborate and resolve challenges and questions openly and quickly, rather than waiting for a formal meeting to address an issue.

Risk and Issue Communication and Escalation

In the best interest of the Consortium, we encourage all parties in the CalSAWS ecosystem to communicate risks and issues immediately. Once a risk or an issue is identified, we will assign an owner to analyze it, escalate it as needed, and provide a plan for mitigation or resolution. The issue owner will work collaboratively with the Consortium and contractors to provide relevant and regular updates through risk management or issue resolution and to coordinate a communication plan to a larger audience as needed.

Starting from the CalSAWS Governance Plan, we will work with the Consortium, including the DIO, and other CalSAWS contractors on a new integrated governance framework. Shown in Figure 3-17, we envision collaboration at all levels using a "top-down" approach for information and decisions dissemination and a "bottom-up" approach for reporting, information sharing, and risk and issue escalation.

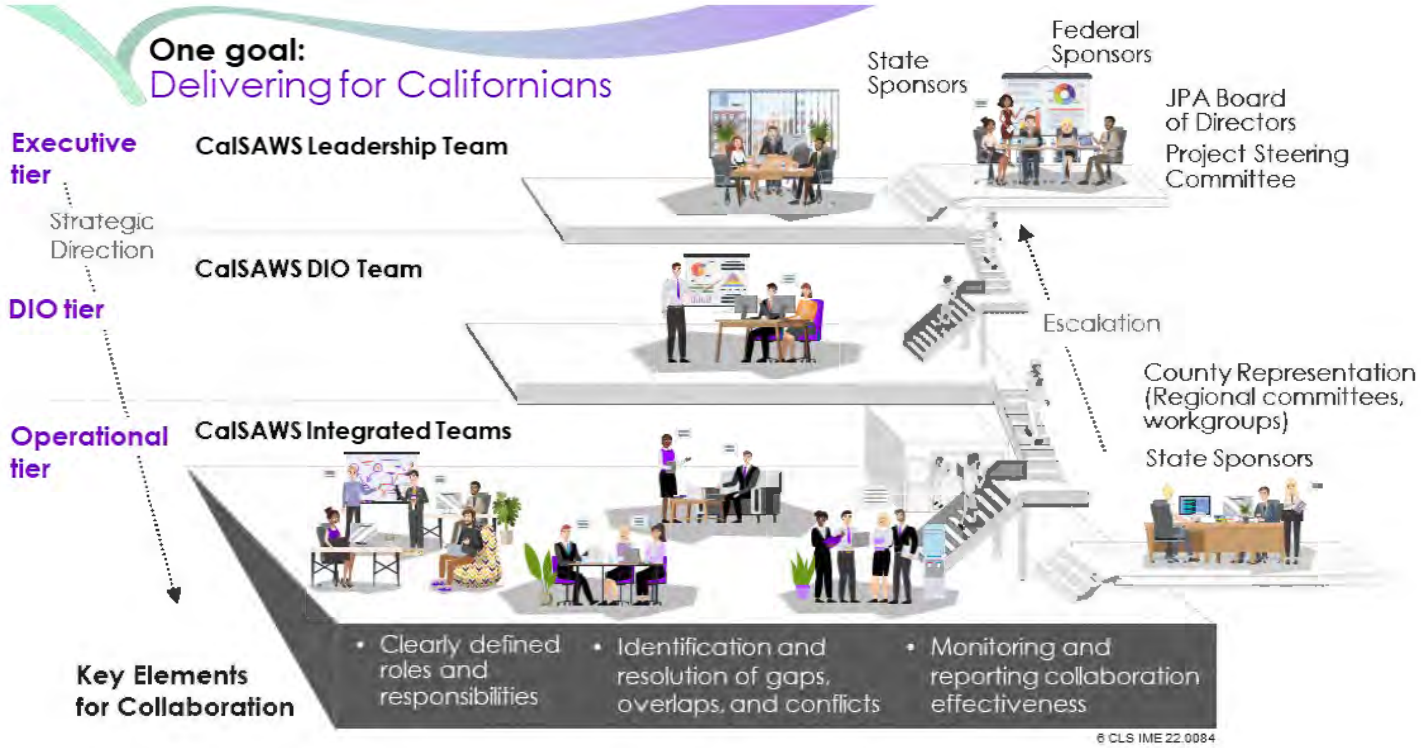


Figure 3-17. Our governance framework promotes active involvement at every level—creating a collaborative environment for effective communication and issue escalation.

Our communication processes will focus on 1) early and more frequent communications between teams and 2) transparency and inclusion across teams for better visibility and collaboration, which results in improved delivery of services to the Consortium and counties. Examples of such processes include a recurring Leadership Alignment Working Session attended by executives across all CalSAWS workstreams, monthly integrated meetings for cloud environment management and cost planning, and recurring integrated discussions about system performance/SLA results.

We will implement a Priority Incident Response & Enhanced Communication team that will streamline the process for escalating and communicating system performance issues across the involved CalSAWS project teams and impacted counties. Not only do we plan to solve the system issue, but we want to communicate with those that are impacted in a way that demonstrates care, clarity, and confidence in our issue resolution process. This team will ensure that when a system issue arises, all impacted stakeholders are promptly kept apprised of the issue impacts, any possible workarounds, and plans for resolution.

3.1.2.3 Minimizing Staff Turnover

Staff turnover can cause significant disruption to project progress, momentum, relationships, and cost. By minimizing staff turnover, we improve stability within our teams and for the CalSAWS Project. Figure 3-18 showcases our team's extensive experience and tenure with the CalSAWS system.

[redacted]

Some Contractors may propose one team yet onboard another team after the contract has been signed. They may also replace team members regularly without advance notice to the Consortium. Accenture has demonstrated staff longevity with CalSAWS—most of our CalSAWS leadership team has been in place for more than a decade, and they look forward to continuing in this next phase of CalSAWS. The Consortium can rest assured that the Infrastructure team we propose is the team we intend to staff.

Staff Retention Strategies at CalSAWS

Throughout our time working at CalSAWS, we have implemented retention strategies to help promote **an enjoyable working environment.** Some of the strategies in Table 3-2 are ones we've expanded to include the Consortium team and other contractors in our efforts to enhance the One-Team culture.

Initiatives	Positive Outcomes
Leadership listening sessions	**Connectedness—Accenture** leaders conduct multiple 1:1 listening sessions to check in and hear from staff directly. This allows them to understand concerns of staff and in turn, the staff know that they have access to the leadership team members and can voice their concern to someone empowered to resolve those concerns.
Investing in leadership building	**Upward Mobility**—Supported executive leadership training via the JM Perry Universal Influence Program. Accenture also offers a Leadership Academy for hand-picked resources from the Sacramento and Los Angeles area to learn what it takes to be a **great leader** over a 6-month program hosted by Accenture Leadership team members.
Growth opportunities	**Sustainability**—Create new roles and growth opportunities for employees allowing them to take training and explore other roles within the project.

Initiatives	Positive Outcomes
Great place to work (GPTW)	**Validation**—Supporting our project **GPTW** Team which creates a positive work environment via project newsletters, recognizing different holidays, creating contests, and more!
Inclusion, diversity, and equity advancement (IDEA)	**One Family**—Dedication to creating a culture of inclusion, where **diversity is celebrated** and where everyone feels a sense of belonging, allowing all employees to bring their whole selves to work. Implemented IDEA Workshops, Buddy Program, Table Talks, "Me, You, Us" Training, We Are One, and IDEA Leadership Training.
CalSAWS recognition program	**Awards**—Continued support for the peer recognition program for Accenture employees.
Promotion celebrations	**Personalization**—Focus on celebrating employee promotions across the account with hand-signed and personalized congratulatory note from our Leadership Team.
Innovation program	**Creative Thinkers**—Created the CalSAWS Innovation Program by holding quarterly innovation events to allow people to submit and work on new creative and innovative project ideas for the benefit of Counties and the Consortium.
Life happens	**Being Human**—In our pursuit for an all-inclusive and transparent workplace, our leaders understand that **"life happens."** We understand that we get the most out of our people and they feel **cared for** when we accommodate for everyone's schedules while delivering great work to the California Counties.

Table 3-2. We have implemented initiatives to improve employee engagement and make work more enjoyable.

As we look forward to starting our next phase at CalSAWS, we will continue to iterate on our retention strategies and adapt to what our people want.

Listening to Improve Retention

At CalSAWS, we carefully monitor employee satisfaction levels to help maximize retention rates. We use several targeted approaches and tools to improve employee engagement and retention of our staff, including regular one-on-one conversations with our staff, incorporating staff feedback using the Gallup Employee Engagement Survey, and incorporating feedback from our Consortium partners.

One-on-one staff conversations will occur at a regular cadence, giving our supervisors an opportunity to share feedback and giving us the opportunity to **understand our people better.** By encouraging regular one-on-one staff conversations, we open the door for transparency and collaboration among staff.

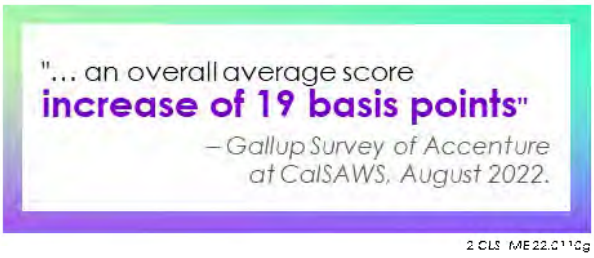
Did you know?

Engaged individuals and teams deliver better bottom-line outcomes:

- 23% increase in innovation
- 24% less turnover
- 1.7x retention
- 17% productivity

Source: Gallup Research: State of the Global Workplace, 2017

We execute the Gallup Employee Engagement Survey on a regular basis. Our August 2022 Gallup Engagement Survey showed that we continue to prioritize engagement at CalSAWS with improvements across 19 of 20 categories (the 20th remaining consistent) and an overall average score increase of 19 basis points. Gallup's findings on why staff engagement matters for staff retention is clear—**engaged individuals deliver better bottom-line outcomes.**



Incorporating regular feedback from our Consortium partners is another way we listen to improve staff retention. We know how important frequent, transparent communication is to CalSAWS success, and we will continue to communicate openly through both formal and informal channels.

3.1.3 Contractor Staff Changes

RFP # 5.2.2.1.3

For any expected Infrastructure Key Staff changes, the Contractor will provide a 30-calendar Day notice to the Consortium Executive Director regarding the change and plans for transition. The Infrastructure Contractor will provide at least two resumes with proof of experience that meets or exceeds the mandatory qualifications as defined in this RFP, and two references for any recommended replacement Key Staff. The Consortium reserves the right to require face-to-face or video interviews of all proposed replacement Key Staff. The Consortium reserves the right to accept or reject any proposed Key Staff.
For any unexpected Key Staff changes, the Contractor will provide the Consortium Executive Director a written notification within three business days of knowledge and required Key Staff action. Within seven (7) calendar days of providing such written notice, the Contractor will provide the Consortium Executive Director with plans for transition. All provisions in the preceding paragraph also apply to unexpected *Key Staff changes, except for the 30-Day notice.*

We understand how disruptive staff changes can be. While we strive to minimize any staff changes, when a staff change is unavoidable, we will collaborate with the Consortium, keeping you involved in every step of the process. We will rely on our shared core values of collaboration, One-Team culture, transparency, and stability when addressing staff changes.

We will provide the Consortium Executive Director with a 30-calendar day notice of any expected key staff changes, along with two resumes with proof of experience that meets or exceeds the mandatory qualifications defined in this RFP, two references for any recommended replacement Key Staff, as well as transition plans. We understand the Consortium reserves the right to require face-to-face or phone interviews of all proposed replacement Key Staff and the right to accept or reject any proposed Key Staff.

For any unexpected Infrastructure Support Key Staff changes, we will provide the Consortium Executive Director a written notification within three business days of knowledge and staff action. Within seven days of providing such written notice, we will provide the Consortium Executive Director with plans for transition. Our approach for bringing options to replace the key staff will be the same as described in the prior paragraph. Accenture acknowledges and agrees to the requirements surrounding staff changes described in RFP Section 5.2.2.1.3.

3.1.3.1 All Staff Changes: Planning for the Unexpected

To mitigate the impacts of unexpected change, Accenture is committed to taking a proactive approach by putting in place a succession plan for the Key Staff and our Managers and Leads. This helps to maintain coverage for any existing role by implementing a 1 to 2 succession plan (highlighted in Figure 3-19)—for every manager and above, there are two identified successors. Taking this approach also helps develop our resources and gives them opportunities to take on larger roles.

To minimize personnel changes, for each project we strive to only assign resources to a project who remain available and dedicated to that project for the complete scope duration. When personnel changes must occur, we will draw on our global talent pool of over 721,000 resources and our teaming partners. Our talent strength and our ability to leverage Strategically Included Professional Services exemplifies our capability to replace resources quickly and effectively with comparable staff in the event of personnel changes or new resource demands. We are confident that the Project will remain staffed with experienced and qualified personnel, despite any personnel changes.

Accenture understands that resources working on a project carry unique knowledge and intelligence related to the project, the organization's goals, business, and technical environment. For any unexpected Key Staff changes, we leverage a comprehensive knowledge transfer process to ensure changes do not affect CalSAWS operations.

When we select our staff, we communicate closely with them to ensure their availability and desire to remain for the duration of the Project. While our Key Staff plan to remain on the Project for the full duration of their role, should the Consortium request a change for proposed or existing personnel, we will incorporate your feedback and seek to understand the issue and will work with the Consortium on a transition plan. We will put in place a project-specific retention program focused on retaining staff throughout the CalSAWS Project.

Figure 3-19. Our 1 to 2 succession plan helps maintain coverage for any existing role.

3.1.4 Staff Performance

RFP # 5.2.2.1.4

The Contractor Staff will possess the skills and experience necessary to fulfil the responsibilities and requirements of this RFP. The Contractor will be responsible for identifying and correcting performance issues for its entire Staff (i.e., employees and Subcontractors). Should the Consortium discover performance problems with any Contractor Staff, the Executive Director will notify the appropriate Project Manager as soon as is reasonably possible. If the Executive Director requests removal of any Infrastructure Staff person, the Contractor will immediately remove such Staff from the Project.

The Consortium seeks a partner whose Staff possess the skills and experience necessary to fulfill the responsibilities and requirements of this RFP. We are confident that our team possesses the skills and experience that **no other contractor can match**.

We understand that the Contractor will be responsible for identifying, correcting performance issues and staff removal for its entire organization in accordance with the RFP requirements. We know how critical a proactive staff performance management approach is in mitigating potential staffing performance or misalignment issues. We propose a proactive and collaborative approach to project staff performance management that addresses performance issues and celebrates great staff and team performance.

3.1.4.1 Skills and Experience

Our Infrastructure team meets and exceeds your expectations for the skills and experience needed for CalSAWS. We have successfully delivered for CalSAWS for decades--adapting our team to the changing landscapes, new technologies, and demanding policy and regulation changes needed to best serve the California Counties.

Skills and Experience Necessary to Fulfill the Responsibilities and Requirements

Executing on an Infrastructure Services plan and ensuring project success requires a specific skillset that we have and will staff to ensure we will deliver. The necessary Skills and Experience our proposed team possess to fulfill the responsibilities and requirements of our proposed solution are shown in Table 3-3.

Infrastructure Services Skills and Experience

#	Key Task	Skills & Experience necessary to fulfill the responsibilities and requirements
1	**Project Management/PMO**	
1.1	Project Management	PMO and Project Management, Risk Management, Resource Management, Effective Communication
1.2	Work Plan/Schedule Management	
1.3	PMO Support	Project Success: Transition Management, Change Management, CalSAWS Business Process, CalSAWS Communications Process, CalSAWS Deployment Process, Effective Communication Delivery Integration: BenefitsCal Business Process, Print Services Business Process, CalSAWS Application knowledge, Infrastructure and M&E Processes, Multi-Contractor Management, Effective Communication
1.4	Procurement	Asset Lifecycle Management for CalSAWS Hardware and Software
2	**Technical Infrastructure**	
2.1	Tech Infrastructure Team Management	Workstation Management, Desktop Engineering (image creation, software distribution), Asset Lifecycle Management for CalSAWS Hardware and Software, Effective Communication
2.2	Development/Test Environment Support	IaC Terraform and AWS Amplify
3	**Security**	
3.1	Security Team Management	Security delivery management, project management, resource management, communication management
3.2	Infrastructure Security	Endpoint security: understanding of McAfee tool, policy management, analyze detect malwares/ viruses/ intrusions Network and Email security: Firewall rule management, configuration management, health monitoring, fault management Infrastructure vulnerability management: Internal scans, policy compliance scans, understanding of security vulnerabilities and impact on the infra landscape Identity and Access Management: L2 and L3 support services user identity and access management using ForgeRock AWS Native Security services: AWS Shield advanced, AWS Config, AWS Guard Duty AWS WAF, AWS Certificate Manager, AWS Firewalls, AWS KMS, AWS IAM
3.3	Security Monitoring	L1, L2, and L3 security incident monitoring and analysis Splunk ES use case management, SOAR engineering and threat hunting
3.4	Security Support	Internal security audits, security risk management, understanding of security standards such as NIST 800-53 v4 and Center for Internet Security (CIS) v8 requirements and privacy laws and regulations such as CCPA, CPRA, HIPAA, NIST Privacy framework
4	**Innovation** Support	

#	Key Task	Skills & Experience necessary to fulfill the responsibilities and requirements
4.1	Innovation Support Team Management	Knowledge of Transformative Technologies, CalSAWS Application Knowledge, CalSAWS Ancillary Systems Knowledge, CalSAWS Business Process Knowledge, Evaluation of emerging technologies, Pilot & POC Support, Financial Evaluatian of proposed innovations, Effective Communication
4.2	Innovation Support	
5	**App/Arch Evolution** Support	
5.1	App/Arch Evolution Support Management	Technology Roadmap definition, App Modernization, New Technology evaluation
5.2	App/Arch Evolution Support	
6	**Production Operations**	
6.1	Production Operations Management	P1/P2 Support, Handling the Major Incident Management Bridge, Key Stakeholder Management, Presentation Delivery to IT Management & Business Stakeholders, Incident/problem/Change/ Service Level Management, Effective Communication
6.2	Infrastructure Production Support	Strong understand of AWS IaaS Services: Amazon Elastic Compute Cloud (EC2), Amazon Elastic Block Store (EBS), Amazon Elastic File System (EFS), Amazon Simple Storage Service (S3), Amazon CloudFront, Oracle on EC2, Basic knowledge of AWS Lambda & Microservices
6.3	Network Management	Cisco Based LAN, WAN and Wireless Components
6.4	Performance Management	Strong understanding to support, manage and administer: ServiceNow, myWizard, Crossplane, Splunk, AlertOps
6.5	Tier 1 & Tier 2 Service Desk Support	Call Handling, English Language Support, Standard Operating Procedure Based support for CalSAWS Access, CalSAWS Application Knowledge, CalSAWS Ancillary Systems Knowledge, CalSAWS Business Process Knawledge, Basic Knowledge of Welfare Policy, and Regulations
6.6	Technology Recovery	Understanding of CalSAWS Infrastructure Technology, Support recovery related activities for AWS IaaS Services, Network Services

Imaging

1.0	**Imaging Deliverables**	CalSAWS Imaging Business Process, CalSAWS Imaging System (EMS), Java/J2EE, SQL, ServiceNow, CalSAWS interfaces and API knowledge, Splunk, Effective Communication
1.1	Imaging Solution Approach	
2.0	**Imaging Tasks**	
2.1	Project Mgmt.	
2.2	Enhancements	
2.3	Support	
2.4	Maintenance / Environment Services	
3.0	**Imaging Software and Maintenance**	

#	Key Task	Skills & Experience necessary to fulfill the responsibilities and requirements
3.1	Imaging solution provided and maintained by Hyland as SaaS	
4.0	**Imaging Hardware and Maintenance**	
4.1	Imaging solution provided and maintained by Hyland as SaaS	

Table 3-3. We staffed our proposed Infrastructure team with the appropriate staff types and levels and the right skills and experience to fulfill our CalSAWS solution.

Integrated Eligibility

Our skills and experience in California integrated eligibility (IE) are unmatched. Our team has [redacted] of SAWS system experience and [redacted] Our team has decades of experience dissecting newly published policies and regulations, adapting CalSAWS to transformative technologies, and understanding what it takes to ensure system stability.

We have put structures in place to continue to educate our staff and align our people to become subject matter experts in all program areas with you. We are proud of our people's extensive understanding of policy and regulations of the various public assistance programs offered by CalSAWS. We recognize how important it is for our staff to be able to contribute to conversations when discussing enhancements to the system that will make it easier for county workers to better serve California's most vulnerable residents.

[redacted]

Our team has tapped into their skills and experience in IE to implement innovative solutions to policy changes and to resolve system issues efficiently to reduce end-user impact. We have developed millions of lines of code, implemented more than 17,000 SCRs, and completed more than 130 bi-monthly major releases for C-IV, LRS, and CalSAWS. We understand what it will take to maintain and enhance your system to continue to meet the changing demands placed upon the Consortium. While other vendors may only bring infrastructure skills, our proposed team **includes staff with strong CalSAWS Application knowledge** to strengthen our Infrastructure team's operations, especially for Performance Monitoring and Tier 1 and 2 Service Desk support. Figure 3-20 shows our team's extensive experience in SAWS and IE systems experience.

Continuing to Up-Skill

To ensure that our staff stay relevant and to continue to deliver value to the CalSAWS project, we invest in our people to continue to up-skill through trainings and certifications.

Certifications

We plan to continuously monitor our staff's certification status and completion of core curriculum, and we regularly introduce new trainings to ensure our staff is up to date on skills. We require our staff to pursue certifications like AWS and Security, and we encourage our staff to get certified in all areas relevant to CalSAWS delivery. Across our CalSAWS staff, we have shown a commitment to your needs, keeping current with new technologies and implementations. Figure 3-21 outlines the total certifications our staff have achieved to date, with a majority received in the last three years.

[redacted]

A Security-First Mindset

Accenture is committed to keeping security at the forefront of our day-to-day activities. Every member of our team has completed Information Security (IS) Advocate certifications and takes annual security trainings to ensure they stay up to date on their security knowledge and practices while working at CalSAWS. The IS advocate certification is an Accenture internal certification that goes above and beyond **training and awareness** standards for information security practices regarding incident response to detect and defend against malicious cyber activity and risk mitigation, as well as monitoring and protecting of the overall technology environment.

Keeping Up with Transformative Technologies

Accenture's internal Technology Quotient learning series provides our employees with a collection of trainings designed to achieve conversational fluency in cutting-edge technology concepts including Agile, DevOps, cloud, automation, artificial intelligence, and more. Our staff have completed more than 6,000 tests across the available training modules within the last two years and demonstrate conversational fluency in cutting-edge topics highly relevant in an everchanging technology landscape.

3.1.4.2 Identifying and Resolving Staff Performance Issues

We understand the importance of identifying and resolving staff performance issues as early as possible for our employees and subcontractors alike. While Accenture conducts a formal comprehensive review of our people twice a year—mid-year and end of year, we strive to ensure informal feedback is being provided as often as possible. To do this, we encourage our staff to schedule one-on-one conversations with their leads and managers on a monthly basis. We have and will continue to listen to the Consortium's feedback on our people and their performance and will keep the Consortium apprised as we resolve performance issues.

Going Beyond Performance Issues

To encourage full transparency, our people will commit to having regular staff performance conversations with their **Consortium counterparts.** These regular conversations will provide a space for the Consortium to share feedback to resolve performance concerns and **celebrate our collective people's successes.** By providing the space to share feedback we intend to encourage a culture of frequent, open communication. We invite the consortium to participate with us in this activity of continually recognizing our people's accomplishments to **improve engagement** amongst our people

and minimize staff turnover. Additionally, we will encourage the Consortium to reach out outside of regularly scheduled meetings to provide immediate feedback on our team.

Performance Improvement Plan

In the rare cases where an employee staffed on the project is not a good fit, we will address performance issues through our Performance Improvement Plan (PIP) process. During the PIP process, the staff member's Accenture manager will determine the cause of the individual's performance issues and begin a corrective action effort for that individual. We carry out these conversations with individuals from a position of Respect for the Individual (an Accenture Core Value), meaning that corrective action plans are kept confidential between the individual and the supervisor. Accenture will prepare and execute a plan specifically to improve the performance of the employee, with check points at the end of every week to determine if the employee's work is improving and satisfactory. We will then update the Consortium on the outcome on the individual's Performance Improvement Plan. Working with the Consortium will be key to achieve a mutual outcome to each stakeholder's satisfaction.

3.1.4.3 Removal of Staff

We understand the Consortium's concern should a staff member fail to meet expectations. We acknowledge that there are several reasons that the Consortium may request removal of a staff member including but not limited to insufficient skills, incompetence, carelessness, and otherwise acting outside of the Consortium's best interest or our project Core Values. When the request for a team member's replacement is identified by the Consortium, we will listen, discuss, and mutually agree on how to manage the transition utilizing the succession plan to minimize disruption to ongoing work, the project team, and the Consortium. As we have demonstrated during our long history with CalSAWS, we will address these situations in a collaborative manner with the Consortium.

In Closing

Accenture is committed to CalSAWS success today and in the future. We are committed to working in tandem with you to ensure we deliver a **best-in-class** solution to the Consortium and the California counties. Our proposed Infrastructure Key Staff and team are **excited** to be a part of the next journey to accelerate the momentum in achieving your objectives and vision. We understand the added value that stems from working transparently as One-Team.

After more than two decades of working together, our teams are like **family**. We intend to build upon these strong relationships to drive a more stable, innovative CalSAWS system.

Our Core Values are not just buzz words—they are a direct reflection of the values our team possesses **today**. Together we have already achieved so much, and we look forward to continuing this next step with you in the CalSAWS journey.

[redacted]

3.2 Infrastructure Key Staff

RFP # 5.2.2.2

Bidders submitting an Infrastructure Proposal must include the following eight (8) Key Staff.
1) Infrastructure Project Manager
2) Infrastructure PMO Lead
3) Infrastructure Delivery Integration Manager
4) Infrastructure Transition Manager
5) Infrastructure Operations Manager
6) Infrastructure Security Manager
7) Infrastructure Operations Service Desk Lead
8) Infrastructure AWS Manager
Infrastructure Key Staff minimum qualifications requirements are contained in the Infrastructure SOW. Key Staff skills and abilities will be scored according to Section 8 - Evaluation.

Your vision for CalSAWS requires an intentional balance of Project continuity and infusion of new ideas, practices, technologies, and people. We have intentionally identified individuals who not only have extensive SAWS/IE/human services experience, but who have additional experience in other industry best practices that will positively impact CalSAWS.

Our Key Staff have a track record of applying innovative strategies, approaches, and methods and developing strong relationships in multi-contractor environments—characteristics which are crucial for leading the next phase of CalSAWS. Accenture confirms that our Infrastructure Key Staff include the Consortium's Key Staff roles. Each of our Key Staff meet or exceed the requirements for Key Staff skills and abilities outlined in RFP Section 8 Evaluation. Our Infrastructure Key Staff roles include the Consortium's required eight roles as follows:

- Infrastructure Project Manager
- Infrastructure PMO Lead
- Infrastructure Delivery Integration Manager
- Infrastructure Transition Manager
- Infrastructure Operations Manager
- Infrastructure Security Manager
- Infrastructure Operations Service Desk Lead
- Infrastructure AWS Manager

3.2.1 Our Proposed Key Staff for Infrastructure

We staffed our CalSAWS team knowing that to best meet and exceed the needs of the Consortium we should provide a balance of existing CalSAWS staff with new staff with valuable AWS Cloud Infrastructure experience. Our proposed Key Staff have more than 43 combined years working on CalSAWS and with the Consortium. *It is their unparalleled collective knowledge of business processes, technology domain, end user needs, and county relationships that exemplify our Right People approach.*

We sourced two of our proposed Infrastructure Key Staff from outside the CalSAWS network because of their extensive experience on other AWS Cloud Infrastructure projects and the fresh perspective they bring to the infrastructure team. These individuals have met and exceed our staffing criteria and your staffing criteria, exemplify our Right People approach, and bring valuable skills and experiences from numerous projects across the United States beyond CalSAWS.

Experience that Matters

Our proposed Infrastructure Key Staff have extensive experience across multiple relevant industries including health and human services, infrastructure, large and complex IT projects, as shown in Table 3-4.

Name	Key Staff role	Total years of experience	Years of Public Sector experience	Years of HHS experience	Large scale and complex IT project experience	Meets/exceeds mandatory qualifications
Arnold J. Malvick	**Infrastructure Project Manager**	[redacted]	[redacted]	[redacted]	Yes	EXCEED
Lulu Fou	**Infrastructure PMO Lead**	[redacted]	[redacted]	[redacted]	Yes	EXCEED
James Gnesda	**Infrastructure Delivery Integration Manager**	[redacted]	[redacted]	[redacted]	Yes	EXCEED
Rick Costa	**Infrastructure Transition Manager**	[redacted]	[redacted]	[redacted]	Yes	EXCEED
Jeremy Grecian	**Infrastructure Operations Manager**	[redacted]	[redacted]	[redacted]	Yes	EXCEED
Ben Troglia	**Infrastructure Security Manager**	[redacted]	[redacted]	[redacted]	Yes	EXCEED
Angela Stott	**Infrastructure Operations Service Desk Lead**	[redacted]	[redacted]	[redacted]	Yes	EXCEED
Eric Hill	**Infrastructure AWS Manager**	[redacted]	[redacted]	[redacted]	Yes	EXCEED

Table 3-4. Our proposed Infrastructure Team has the extensive relevant experience needed to accelerate the CalSAWS System.

Our Proposed Organization Charts

Our combination of existing and new proposed Infrastructure Key Staff will allow us to efficiently accelerate CalSAWS into the future. Our proposed organization chart is intentionally structured to align with the consortiums business needs. We are proud of our people's Skills and Experience and have showcased that by highlighting our proposed Key Staff with other non-Key staff resources who have extensive SAWS related experience.

Infrastructure Services Executive Team

Our Infrastructure Services Executive Team structure is shown in Figure 3-22. Our Infrastructure Executive Leadership Team will provide the oversight and direction to guide CalSAWS through to its next iteration.

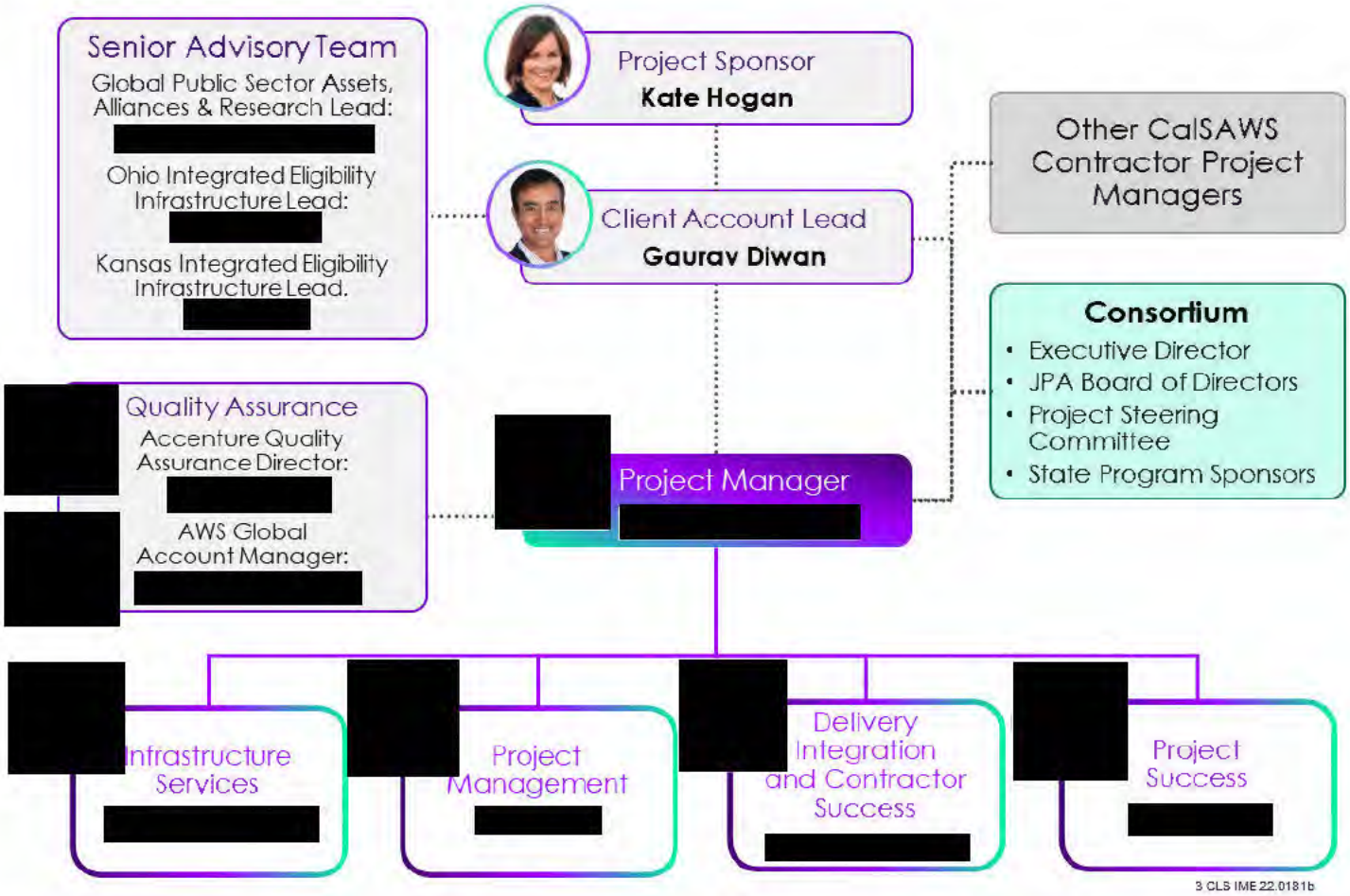


Figure 3-22. Our Executive Leadership team will provide the oversight and direction to guide CalSAWS through to its next iteration.

Infrastructure Services Team

Our Infrastructure Services Team organization chart is shown in Figure 3-23 and is structured to drive CalSAWS success. Our Infrastructure Services Team will oversee the teams focused on supporting the infrastructure services and operations for the CalSAWS project and CalSAWS System.

[redacted]

[redacted]

Project Management

Our Project Management structure is shown in Figure 3-24. Our Project Management Team will collaborate with Consortium, the counties, and Consortium contractors in this new CalSAWS chapter.

[redacted]

Delivery Integration and Contractor Success

Our Delivery Integration and Contractor Success team structure is shown in Figure 3-25.

[redacted]

[redacted]

Project Success

Our Project Success structure is shown in Figure 3-26. The Project team is responsible for effective project operations, satisfaction of the project, and end users.

[redacted]

[redacted]

3.2.1.2 Key Proposed Team Biographies

In addition to their Resumes and Client References, we are pleased to share with you the following summary biographies for each of our proposed Key Staff—some of whom perhaps you know well, and some who you are meeting for the first time.

Arnold J. Malvick

Infrastructure Project Manager

Arnold has 29 years of experience implementing, integrating, and operating infrastructure and application systems and is currently the Project Executive for the CalSAWS project. Arnold's commitment to his work revolves around its impact on people's lives—the go-to mission of helping those most in need—and his continuous drive to bring innovation and ground-breaking ways to help Californians.

Arnold strives to bring a customer-centric perspective to his approach. He prioritizes collaboration with account management, leadership and, most importantly, stakeholders.

"Being unified in the mission, the passion, and the talent of a group is a recipe for success."

2 Years of CalSAWS experience

2 Years in Public Service Industry

29 Years with Accenture

CliftonStrengths

Activator | Responsibility | Arranger

Arnold's strengths are the backbone of his leadership. He takes ownership of his team and is committed to stable values such as honesty and loyalty. Arnold is an expert in bringing his team and client together to meet their common goals for success.

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-S3	A minimum of three (3) years of experience within the past ten (10) years on a large and complex IT system that is in production.	EXCEED	8 years, 6 months
I-S4	A minimum of five (5) years of experience as a Project Manager or Project Director within the past ten (10) years being directly responsible for activities in the following Project Management knowledge areas: scope, time, cost, human resource, risk, quality, integration and communication.	EXCEED	8 years, 6 months
I-S5	A minimum of five (5) years of experience within the past ten (10) years, supervising teams of 25 people or greater on Projects that involved large and complex IT systems.	EXCEED	8 years, 6 months
I-S6	A minimum of five (5) years of experience within the past ten (10) years building and maintaining strong working relationships with clients and key internal and external stakeholders; conveying relevant information to an executive-level audience, ensuring client is aware of progress/service status; and building credibility and fostering business-partnering relationships.	EXCEED	8 years, 6 months
I-S7	Possess and maintain a valid Project Management Institute (PMI) Project Management Professional (PMP) certification throughout the term of this Agreement.	MEET	PMP Certified

Lulu Fou

Infrastructure Project Management Office (PMO) Lead

Lulu loves being part of the CAISAWS team—people who believe in the mission of serving Californians in need. After a day of hard work, she feels proud that she and her team are part of the greater good.

Building and maintaining client relationships is her strongest "superpower." Lulu believes in listening, understanding the client's problems, and working together to solve them. She is also especially skilled in bridging the communication gap.

During the COVID-19 pandemic, Lulu successfully transitioned staff to a work-from-home model. She built a virtual staff engagement approach across the Consortium, State, and other contractor partners, including monthly all-staff virtual Zoom calls (attended regularly by 500 staff), Inclusion & Diversity employee resource groups, and "Table Talk" series events.

Those who know her say they trust that Lulu works in the best interest of everyone and that she is fair. Her strengths help to improve cross-team communication gaps and operational processes.

Lulu serves on the board of directors of Chrysalis, a nonprofit organization that helps people prepare for, find, and keep jobs. She is also a board member for L.A. Works, a nonprofit volunteer action center.

For the past 10 years, Lulu has hosted the Los Angeles Area Chamber of Commerce's Pancakes & Politics breakfast speaker series. She and her family love to travel and enjoy different cuisine.

"I believe in the mission of the work I do, and at the end of the day knowing we are all part of the greater good. It's more than a job—it is my passion for people!"

20 Years of CoISAWS, C-IV, and LRS experience

32 Years in Public Service Industry

32 Years with Accenture

CliftonStrengths

Achiever | Arranger | Maximizer

Lulu's strengths are proven in her ability to focus on solving problems and service to her clients. Lulu's leadership stimulates group excellence by collaborating with and complementing the teams she works with. As an achiever, arranger, and maximizer, Lulu's ideas become a reality.

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-S8	A minimum of three (3) years of experience within the past five (5) years leading a PMO in a corporate systems integration organization, Federal, State, County, or Consortium organization.	EXCEED	5 years
I-S9	A minimum of three (3) years of experience directly responsible for supporting activities in the following Project Management knowledge areas: scope, time, cost, human resource, risk, quality, integration and communication.	EXCEED	10 years, 2 months
I-S10	Possess and maintain a valid Project Management Institute (PMI) Project Management Professional (PMP) certification throughout the term of this Agreement.	MEET	PMP Certified

James Gnesda

Infrastructure Delivery Integration Manager

With more than 21 years of experience in all aspects of system development and project management, James started his career at C-IV and served on the project for 10 years. Over the past two years, he has been the Delivery Lead for both the Contact Tracing and Vaccine Management programs with the California Department of Public Health.

James' superpower is bringing stakeholders and groups together. He has a wealth of experience in multi-contractor environments, understanding timelines and priorities, and managing stakeholder groups (County, State, advocates, and others). Continuous progress and innovation are top of mind for James on every project—today and in the future.

Outside of the office, James loves spending time with his wife and two daughters and can be found searching for his ball among the trees on the golf course.

"I started my career and grew up at C-IV. Some of my best memories and friends were made while growing C-IV from four to 39 counties. I can't believe the dream has been realized, and all 58 counties are now going to be on one platform."

19 Years of CalSAWS and C-IV experience

21 Years in Public Service Industry

21 Years with Accenture

CliftonStrengths

Relator | Individualization | Strategic

As a relator, building strong client relationships is a priority for James. From those relationships, he brings his team and the client together to make the best decision as one.

SOCIAL STYLE

Amiable

Amiables are dependable, supportive, willing, and people oriented. They prefer to work with other people in a team effort rather than individually.

Mandatory Qualifications:

Req#	Mandatory Qualification	Meets qual.	Total Exp.
I-S11	A minimum of two (2) years of experience coordinating multidisciplinary teams over various functional and technical areas in a leadership capacity on Projects that involved large and complex IT systems.	EXCEED	10 years
I-S12	A minimum of two (2) years of experience coordinating integration services on a Project similar in size and scale to the CalSAWS.	EXCEED	10 years
I-S13	At least two (2) years of Full-Time Equivalent (FTE) experience utilizing traditional and iterative solution delivery methodologies.	EXCEED	10 years
I-S14	A minimum of five (5) years of experience within the past ten (10) years building and maintaining strong working relationships with clients and key internal and external stakeholders; conveying relevant information to an executive-level audience, ensuring client is aware of progress/service status; and building credibility and fostering business-partnering relationships.	EXCEED	9 years, 5 months

Rick Costa

Infrastructure Transition Manager

Responsible for transition excellence in North America, Rick helps clients rapidly transition and transform to next-generation Accenture services by combining delivery excellence and deployment experience and by leveraging the best of Accenture capabilities.

This past year, Rick helped a client with operations across 70 countries, 100 vendors, and four global business segments map all of their IT support services to a common operating model with centralized IT functions

Rick's experience with transitions and transformations extends across industries—in healthcare, transportation, manufacturing, finance, insurance, and the federal sector, among others.

In his spare time, Rick is an avid woodworker and beach volleyball player.

"It's never the plan you start with, but the goal to get there and navigating how to get there—that is where I bring the most value."

17 Years of Transition experience

5 Years in Public Service Industry

6 Years with Accenture

CliftonStrengths

Strategic | Individualization | Relater

Rick's strengths highlight his unique talent in bringing people together. He is passionate about solving clients' challenges and reaching goals as a team. A natural leader, Rick is intrigued by people's unique qualities and figuring out how different personalities can complement each other as they work together.

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-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.	EXCEED	2 years, 5 months
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.	MEET	2 years, 5 months

Jeremy Grecian

Infrastructure Operations Manager

Jeremy is driven by his passion for streamlining IT operations. With more than 20 years of experience in IT operations with strict security and compliance requirements, he brings his creativity and problem-solving skills to his clients every day.

Jeremy has a passion for creatively solving technology problems and questioning the status quo. He believes that technologists routinely create solutions that are more complex than required to fit with client culture, financial goals, and requirements.

Jeremy's experience working in a wide range of industries from highly regulated finance environments to startups allows him to tailor technology solutions, process, and capability maturity to meet client needs.

"I am privileged to have the opportunity apply creativity and stretch my skills to benefit California citizens that need assistance."

2 Years of CalSAWS experience

2 Years in Public Service Industry

10 Years with Accenture

CliftonStrengths

Deliberative | Adaptability | Ideation

Jeremy is experienced in understanding project goals and applying them to the project. He is adaptable and flexible, able to take challenges in stride including sudden requests or variances.

SOCIAL STYLE

Expressive

Expressives are sociable, stimulating, enthusiastic and good at involving and motivating others. They are idea-oriented and are focused on the future.

Mandatory Qualifications:

Req#	Mandatory Qualification	Meets qual.	Total Exp.
I-S17	A minimum of three (3) years of experience as an Operations Manager within the past (10) years directly responsible for management of operations for a large and complex IT system in a cloud environment, preferably AWS.	EXCEED	10 years
I-S18	A minimum of five (5) years of experience within the past ten (10) years supervising teams of 15 people or greater on Projects that involved large and complex IT systems.	EXCEED	10 years
I-S19	A minimum of five (5) years of experience within the past ten (10) years, ensuring the continuity of IT operations services, including both local and wide area networks and cloud-based services on Projects involving large and complex IT systems.	EXCEED	10 years
I-S20	A minimum of one (1) year of experience within the past ten (10) years, on a large and complex IT System using Information Technology Infrastructure Library (ITIL) standards and framework.	EXCEED	10 years

Ben Troglia

Infrastructure Security Manager

Born and raised in Northern California, Ben has over 15 years' experience designing, building, implementing, and operating security solutions for complex human services applications using innovative technologies. Ben most recently designed, implemented, and operated an advanced bot management solution for the California Department of Public Health's COVID-19 vaccine management booking site to prevent appointment abuse by malicious users. He also created a security operations team that manages multiple aspects of cybersecurity for California's vaccine management program. Additionally, Ben deployed virtual multi-factor authentications (MFA) for 55 California local health jurisdictions responsible for contract tracing.

"Gaining trustful, honest, and transparent relationships is at the core of the work I do."

15 Years of Security experience

15 Years in Public Service Industry

15 Years with Accenture

CliftonStrengths

Achiever | Competition | Strategic

Ben's strengths in strategic thinking make him a natural problem solver and executor. He positively influences his team—guiding them to reach a broad audience across his organization and with clients.

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-S 21	A minimum of three (3) years of experience as a Security Lead directly responsible for collaborating with application development teams, technical architects, and security policy experts to define and/or implement an integrated framework of solution security architecture.	EXCEED	8 years, 8 months
I-S 22	A minimum of three (3) years of lead experience within the past ten (10) years developing, implementing, improving and monitoring industry standard Security strategies, solutions, and processes on Projects involving large and complex IT systems and/or AWS cloud environment.	EXCEED	8 years, 8 months
I-S 23	A minimum of three (3) years of experience within the past ten (10) years applying Information Security principles, methods, and techniques in the development of Project security Deliverables on Projects involving large and complex IT systems.	EXCEED	8 years, 8 months
I-S 24	A minimum of three (3) years of experience assessing system data sensitivity using security categorizations (e.g., FIPS Publication 199) to identify appropriate security controls to protect Personally Identifiable Information (PII), Protected Health Information (PHI) and/or Federal Tax Information (FTI) data.	EXCEED	8 years, 8 months
I-S 25	A minimum of three (3) years of experience with systems that comply with National Institute of Standards and Technology (NIST) 800-53 moderate baseline .	EXCEED	6 years, 3 months
I-S 26	Hold and maintain for the duration of the contract an (ISC)2© Certified Information Systems Security Professional (CISSP) certification, or ISACA Certified Information Security Manager (CISM).	MEET	CISSP Certified